Document control

<table>
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<tr>
<th>File name</th>
<th>TNR Upgrade Community Communication Strategy</th>
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<tr>
<td>Report name</td>
<td>The Northern Road upgrade – Mersey Road, Bringelly to Glenmore Parkway, Glenmore Park Community Communication Strategy and Complaints Management System</td>
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Approval and authorisation

<table>
<thead>
<tr>
<th>Plan prepared by:</th>
<th>Plan reviewed by:</th>
<th>Plan reviewed by:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kamini Parashar</td>
<td>Jeff Gilham</td>
<td>Cameron Weller</td>
</tr>
<tr>
<td>Roads and Maritime Communication and Stakeholder Engagement Advisor</td>
<td>Roads and Maritime Senior Project Manager</td>
<td>Environmental Representative</td>
</tr>
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Revision history

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<tr>
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<tr>
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<td>23 May 2018</td>
<td>Sent to ER</td>
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<tr>
<td>1</td>
<td>7 June 2018</td>
<td>Incorporating ER comments</td>
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<tr>
<td>2</td>
<td>15 June 2018</td>
<td>Submitted to Department of Planning and Environment</td>
</tr>
<tr>
<td>3</td>
<td>6 July 2018</td>
<td>Submitted to Department of Planning and Environment addressing comments</td>
</tr>
<tr>
<td>4</td>
<td>27 July 2018</td>
<td>Submitted to Department of Planning and Environment for information addressing comments</td>
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<tr>
<td>5</td>
<td>15 August 2018</td>
<td>Submitted to Department of Planning and Environment for information addressing further comments</td>
</tr>
<tr>
<td>6</td>
<td>August 2019</td>
<td>One year review</td>
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<tr>
<td>Position</td>
<td>Name</td>
<td>Contact Details</td>
</tr>
<tr>
<td>----------------------------------------</td>
<td>-------------------------------</td>
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</tr>
<tr>
<td>EPA pollution hotline</td>
<td>n/a</td>
<td>131 555</td>
</tr>
<tr>
<td>Fire and Rescue NSW</td>
<td>n/a</td>
<td>000 (for pollution incidents that present an immediate threat to human health or property) + 1300 729 579 (for pollution incidents that do not present an immediate threat to human health or property)</td>
</tr>
<tr>
<td>NSW Police Penrith Local Area Command</td>
<td>Sergeant Matt Shirvington</td>
<td>(02) 4721 9415</td>
</tr>
<tr>
<td>SafeWork NSW</td>
<td>n/a</td>
<td>131 050</td>
</tr>
<tr>
<td>24 hour community information line and email address and website</td>
<td>n/a</td>
<td>1800 703 457 <a href="mailto:thenorthernroad@rms.nsw.gov.au">thenorthernroad@rms.nsw.gov.au</a></td>
</tr>
<tr>
<td>Environmental Representative</td>
<td>Cameron Weller</td>
<td>0428 271 496 <a href="mailto:thenorthernroad@rms.nsw.gov.au">thenorthernroad@rms.nsw.gov.au</a></td>
</tr>
<tr>
<td>Roads and Maritime Senior Project Manager</td>
<td>Jeff Gilham</td>
<td>1800 703 457 <a href="mailto:Jeff.Gilham@rms.nsw.gov.au">Jeff.Gilham@rms.nsw.gov.au</a></td>
</tr>
<tr>
<td>Liverpool City Council</td>
<td>n/a</td>
<td>1300 362 170 (24 hours)</td>
</tr>
<tr>
<td>Penrith City Council</td>
<td>n/a</td>
<td>4732 7777 (8.30 am-4 pm weekdays)</td>
</tr>
<tr>
<td>Roads and Maritime Communication and Stakeholder Engagement Advisor</td>
<td>Kamini Parashar</td>
<td>1800 703 457 <a href="mailto:kamini.parashar@rms.nsw.gov.au">kamini.parashar@rms.nsw.gov.au</a></td>
</tr>
</tbody>
</table>
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<th>Definition</th>
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</thead>
<tbody>
<tr>
<td>CCS</td>
<td>Community communication strategy</td>
</tr>
<tr>
<td>CEMP</td>
<td>Construction environmental management plan</td>
</tr>
<tr>
<td>CMS</td>
<td>Complaints management system</td>
</tr>
<tr>
<td>CNVMP</td>
<td>Construction noise and vibration management plan</td>
</tr>
<tr>
<td>NSW CoA</td>
<td>NSW Planning Minister’s conditions of approval</td>
</tr>
<tr>
<td>CCRM</td>
<td>Contractor Community Relations Manager</td>
</tr>
<tr>
<td>CSEA</td>
<td>Communication and Stakeholder Engagement Advisor</td>
</tr>
<tr>
<td>CSSI</td>
<td>Critical State Significant Infrastructure</td>
</tr>
<tr>
<td>DPIE</td>
<td>Department of Planning, Industry and Environment</td>
</tr>
<tr>
<td>EIS</td>
<td>Environmental impact statement</td>
</tr>
<tr>
<td>EPA</td>
<td>NSW Environment Protection Authority</td>
</tr>
<tr>
<td>EPL</td>
<td>Environment protection licence</td>
</tr>
<tr>
<td>ER</td>
<td>Independent Environmental Representative nominated by Roads and Maritime and approved by DP&amp;E</td>
</tr>
<tr>
<td>Principal, the Roads and Maritime</td>
<td>NSW Roads and Maritime Services</td>
</tr>
<tr>
<td>REMM</td>
<td>Revised environmental management measures</td>
</tr>
<tr>
<td>Secretary</td>
<td>Secretary of the NSW Department of Planning, Industry &amp; Environment (or nominee, whether nominated before or after the date on which the Infrastructure Approval was granted)</td>
</tr>
<tr>
<td>Sensitive receivers/affected receivers</td>
<td>Community in close proximity to the construction and/or operation of the CSSI</td>
</tr>
<tr>
<td>SPIR</td>
<td>Submissions and preferred infrastructure report</td>
</tr>
<tr>
<td>SSI</td>
<td>State significant infrastructure</td>
</tr>
<tr>
<td>TNR</td>
<td>The Northern Road</td>
</tr>
<tr>
<td>UDLP</td>
<td>Urban design and landscape plan</td>
</tr>
<tr>
<td>VMS</td>
<td>Variable message sign</td>
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</table>
1 Introduction

1.1 Purpose

This Community Communication Strategy (CCS) describes how Roads and Maritime Services (Roads and Maritime) and its contractors will manage community involvement through the design refinement and construction of The Northern Road upgrade project.

This has been prepared in accordance with the requirements of the Ministers Conditions of Approval for a Community Communication Strategy for the Critical State Significant Infrastructure (CSSI). (Table 1.1)

The CCS describes the methods used to facilitate communication between Roads and Maritime and its contractors, the community and key stakeholders during the construction work.

This document also contains the Complaints Management System (CMS) which has been prepared in accordance with the Ministers Conditions of Approval for a Complaints Management System.

The CCS must be submitted to the Secretary for approval no later than one month before commencement of any work. Work must not commence until the CCS has been approved by the Secretary.

Table 1.1: NSW CoA requirements for the Community Communication Strategy and Complaints Management System

<table>
<thead>
<tr>
<th>NSW CoA</th>
<th>Requirement</th>
<th>Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>A6</td>
<td>Where the terms of this approval require a document to be prepared or a review to be undertaken in consultation with identified parties, evidence of the consultation undertaken must be submitted to the Secretary with the document. The evidence must include: (a) documentation of the engagement with the party(ies) identified in the condition of approval that has occurred prior to submitting the document for approval; (b) log of the points of engagement or attempted engagement with the identified party(ies) and a summary of the issues raised by them; (c) documentation of the follow-up with the identified party(ies) where feedback has not been provided to confirm that they have none or have failed to provide feedback after repeated requests; (d) outline of the issues raised by the identified party(ies) and how they have been addressed; and (e) a description of the outstanding issues raised by the identified party(ies) and the reasons why they have not been addressed.</td>
<td>Table 5.1 and Table 6.1</td>
</tr>
<tr>
<td>A 8</td>
<td>Where the conditions of this approval require consultation with identified parties, details of the consultation undertaken, matters raised by the parties, and how the matters were considered must accompany the strategies, plans, programs, reviews, audits, protocols and the like submitted to the Secretary.</td>
<td>Table 5.1 and Table 6.1</td>
</tr>
<tr>
<td>NSW CoA</td>
<td>Requirement</td>
<td>Reference</td>
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<tr>
<td>---------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>-----------------------------------</td>
</tr>
<tr>
<td>A 18</td>
<td>Boundary fencing must be erected around all ancillary facilities that are adjacent to sensitive receivers for the duration of Construction unless otherwise agreed with the affected receivers(s).</td>
<td>Table 7.1, 7.2 and 7.3</td>
</tr>
<tr>
<td>B1</td>
<td><strong>A Community Communication Strategy</strong> must be prepared to facilitate communication between the Proponent, and the community (including relevant Council(s), 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 the CSSI.</td>
<td>This document</td>
</tr>
<tr>
<td>B2</td>
<td>The <strong>Community Communication Strategy</strong> must:</td>
<td>a – Section 5</td>
</tr>
<tr>
<td></td>
<td>(a) identify people or organisations to be consulted during the delivery of the project;</td>
<td>b – Section 8</td>
</tr>
<tr>
<td></td>
<td>(b) set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the CSSI;</td>
<td>c – Section 8</td>
</tr>
<tr>
<td></td>
<td>(c) identify opportunities to provide accessible information regarding regularly updated site construction activities, schedules and milestones at each construction site</td>
<td>d – Section 8.3</td>
</tr>
<tr>
<td></td>
<td>(d) identify opportunities for the community to visit construction sites (taking into consideration workplace, health and safety requirements);</td>
<td>e – Table 8.1 and Section 4.3.3</td>
</tr>
<tr>
<td></td>
<td>(e) involve construction personnel from each construction site in engaging with the local community;</td>
<td>f – Section 8.3</td>
</tr>
<tr>
<td></td>
<td>(f) provide for the formation of issue or location-based community forums that focus on key environmental management issues of concern to the relevant community(ies) for the CSSI;</td>
<td>g i Section 8 and 9</td>
</tr>
<tr>
<td></td>
<td>(g) set out procedures and mechanisms:</td>
<td>g ii Section 8 and 9</td>
</tr>
<tr>
<td></td>
<td>i. through which the community can discuss or provide feedback to the Proponent;</td>
<td>g iii Section 8 and 9</td>
</tr>
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<td>ii. through which the Proponent will respond to enquiries or feedback from the community; and</td>
<td></td>
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<td></td>
<td>iii. to resolve any issues and mediate any disputes that may arise in relation to environmental management and delivery of the CSSI.</td>
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<tr>
<td>B3</td>
<td>The <strong>Community Communication Strategy</strong> must be submitted to the Secretary for approval no later than one (1) month before commencement of any works, or within another timeframe agreed with the Secretary.</td>
<td>Section 1.1</td>
</tr>
<tr>
<td>B4</td>
<td>Work for the purposes of the CSSI must not commence until the <strong>Community Communication Strategy</strong> has been approved by the Secretary, or within another timeframe agreed with the Secretary.</td>
<td>Section 1.1/1.2</td>
</tr>
<tr>
<td>B5</td>
<td>The <strong>Community Communication Strategy</strong>, as approved by the Secretary, must be implemented for the duration of the works and for 12 months following the completion of construction.</td>
<td>Section 1.2</td>
</tr>
<tr>
<td>B6</td>
<td><strong>A Complaints Management System</strong> must be prepared and submitted to the Secretary for information prior to the commencement of any works in respect of the CSSI and be implemented and must be maintained for the duration of works and for a minimum for 12 months following completion of Construction of the CSSI.</td>
<td>Section 9</td>
</tr>
<tr>
<td>NSW CoA</td>
<td>Requirement</td>
<td>Reference</td>
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<td>--------</td>
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| B7     | The **Complaints Management System** must include a **Complaints Register** to be maintained recording information on all complaints received about the CSSI during the carrying out of any works associated with the CSSI and for a minimum of 12 months following the completion of construction. The **Complaints Register** must record the: (a) number of complaints received; (b) number of people affected in relation to a complaint; and (c) nature of the complaint and means by which the complaint was addressed and whether resolution was reached, with or without mediation. | Section 9  
Section 9.3  
Section 9.5.1  
Appendix A |
| B8     | The **Complaints Register** must be provided to the Secretary upon request, within the timeframe stated in the request. | Section 9.5.2  
Appendix A |
| B9     | The following must be available within one (1) month from the date of this approval, or within another timeframe agreed with the Secretary, and for 12 months following the completion of construction: (a) a 24 hour telephone number for the registration of complaints and enquiries about the CSSI; (b) a postal address to which written complaints and enquiries may be sent; (c) an email address to which electronic complaints and enquiries may be transmitted; and (d) a mediation system for complaints unable to be resolved. | Section 8.3  
Section 9.3.6 |
<p>| B10    | The telephone number, postal address and email address required under <strong>Condition B9</strong> of this approval must be published in a newspaper circulating in the local area and on site hoarding at each construction site before commencement of construction and published in the same way again prior to the commencement of operation. This information must also be provided on the website required under <strong>Condition B11</strong> of this approval | Section 8.3 |
| B11    | A website providing information in relation to the CSSI must be established before commencement of works and maintained during the delivery of the CSSI, and for a minimum of 12 months following the completion of construction or within another timeframe as agreed with the Secretary. The following up-to-date information (excluding confidential, private and commercial information) must be published commencing and maintained on the website or dedicated pages: (a) information on the current implementation status of the CSSI; (b) a copy of the documents listed in <strong>Condition A1</strong> 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; and | Section 8.3 |</p>
<table>
<thead>
<tr>
<th>NSW CoA</th>
<th>Requirement</th>
<th>Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>(e)</td>
<td>a current copy of each document required under the terms of this approval and any endorsements, approvals or requirements from the ER and Secretary, all of which must be published prior to the commencement of any works to which they relate or before their implementation as the case may be.</td>
<td></td>
</tr>
<tr>
<td>E5</td>
<td>During vegetation clearing, timber and root balls must be retained where practicable for reuse in habitat enhancement and rehabilitation work. The retained timber and root balls may be used on or off the CSSI site. Prior to the commencement of vegetation clearing, the Proponent must consult with community groups, the Mulgoa Valley Landcare Group and relevant government agencies to determine if retained timber and root balls could be used for environmental rehabilitation projects, before pursuing other disposal options.</td>
<td>Table 5.1</td>
</tr>
<tr>
<td>E6</td>
<td>Measures identified in the documents listed in Condition A1 to maintain or improve flood characteristics must be incorporated into the detailed design of the CSSI following consultation with adversely affected landowners and businesses, DoI Water, DPI Fisheries, SES and relevant Councils. These measures must be reviewed and endorsed by a suitably qualified person.</td>
<td>Table 6.1</td>
</tr>
<tr>
<td>E8</td>
<td>For property/ies where modelling in the documents listed in Condition A1 predicts that the CSSI will potentially reduce the available stormwater runoff yield to a farm dam, the Proponent must, in consultation with the affected landowner: (a) calculate the nature and extent of impacts on water supply; (b) determine what measures may be implemented to prevent, mitigate or offset a loss in water supply; and (c) implement the measures agreed with the potentially affected landowner at no cost to the landowner. The agreed measures must be implemented before and during Construction of any works that may potentially affect the flow of water into the farm dams. In the event that the Proponent and the relevant property owner cannot agree on the measures to mitigate the impact, the Proponent shall engage a suitably qualified and experienced independent person to advise and assist in determining the impact and relevant mitigation measures.</td>
<td>Table 5.1</td>
</tr>
<tr>
<td>E27</td>
<td>On becoming aware of the need for emergency works in accordance with Condition E26 the Proponent must notify the ER and the EPA (if an EPL applies) of the need for those works. The Proponent must also use its best endeavours to notify all affected sensitive receivers of the likely impact and duration of those works.</td>
<td>Table 6.1</td>
</tr>
<tr>
<td>E39</td>
<td>The CSSI must be constructed in a manner that minimises intrusion and disruption to agricultural operations/activities in surrounding properties (e.g. stock access, access to farm dams, etc.), unless otherwise agreed by the landowner.</td>
<td>Section 6</td>
</tr>
<tr>
<td>E40</td>
<td>Where the viability of existing agricultural operations are identified to be impacted by the land requirements of the CSSI, the Proponent must, at the request of the landowner(s), employ a suitably qualified and experienced independent agricultural expert, to assist in identifying management measures to address the identified impacts.</td>
<td>Section 6</td>
</tr>
</tbody>
</table>
### Table 6.1: Revised Environment Management Measures - applicable to the Community Communication Strategy

<table>
<thead>
<tr>
<th>REMM</th>
<th>Requirement</th>
<th>Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>SE 1</td>
<td>A Draft Community Involvement Plan would be prepared to guide community engagement during construction of the project and would be updated throughout construction. Communication would be with the local community, stakeholders and the wider region. The Draft Community Involvement Plan includes: Guiding principles overall approach to community and stakeholder involvement A comprehensive list of identified stakeholders A register of specific issue communications strategies</td>
<td>CCS</td>
</tr>
</tbody>
</table>
Requirements for the project regarding access to information, complaints and inquiries procedures and community consultation
A range of communication tools applicable to the project
Contact names and details
Complaints procedures.

SE7 Undertake property adjustments and relocation of infrastructure (for example, fencing, dams, property access) in consultation with the property owner. Section 6/11

SE 8 Undertake any adjustments to the Orchard Hills golf course, in consultation with the managers of the Orchard Hills Golf Club. Section 6

SE 9 On-going consultation with local business owners, including owners of agricultural businesses, located close to construction works about the timing, duration and likely impact of construction activities on their business operations would be carried out Section6

SE10 Relocate and/or remove farm infrastructure, including farm dams, as required and in consultation with affected land owners. Section 6

SE 11 Maintain a business impact risk register to identify and manage the specific impacts associated with construction related works for individual businesses. Section 6

SE 19 Strategies to address impacts to utilities would be developed in consultation with utility providers during detailed design and during construction of the project. Section 6

Noise and vibration
All communication related to noise and vibration will be undertaken in accordance with the CNVMP requirements using communication tools and management measures developed as part of this strategy

<table>
<thead>
<tr>
<th>Condition</th>
<th>Requirement</th>
<th>Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>In so far as it is relevant to DEOH or the DEOH Golf Club, the Urban Design and Landscape Plan described in Conditions E62 to E65 of the NSW Infrastructure Approval must not be finalised, nor implemented within the DEOH or DEOH Golf Club boundaries, until all measures positively or negatively impacting DEOH or the DEOH Golf Club are consented to by the Department of Defence.</td>
<td>Section 6</td>
</tr>
</tbody>
</table>

### Table 1.3: Commonwealth Conditions of Approval relevant to the strategy

**1.2 CCS scope**

This CCS meets the following requirements of the Conditions of Approval:

- **A6** – Where the terms of this approval require a document to be prepared or a review to be undertaken in consultation with identified parties, evidence of the consultation undertaken must be submitted to the Secretary with the document.
- **B3** - The **Community Communication Strategy** must be submitted to the Secretary for approval no later than one (1) month before commencement of any works, or within another timeframe agreed with the Secretary.
- **B4** - Work for the purposes of the CSSI must not commence until the **Community Communication Strategy** has been approved by the Secretary, or within another timeframe agreed with the Secretary.
B5 - The Community Communication Strategy, as approved by the Secretary, must be implemented for the duration of the works and for 12 months following the completion of construction.

B6 - A Complaints Management System must be prepared and submitted to the Secretary for information prior to the commencement of any works in respect of the CSSI and be implemented and must be maintained for the duration of works and for a minimum for 12 months following completion of Construction of the CSSI

B7 - The Complaints Management System must include a Complaints Register to be maintained recording information on all complaints received about the CSSI during the carrying out of any works associated with the CSSI and for a minimum of 12 months following the completion of construction.

The Complaints Register must record the:

- number of complaints received;
- number of people affected in relation to a complaint; and
- nature of the complaint and means by which the complaint was addressed and whether resolution was reached, with or without mediation.

The CCS aims to:

- meet the reasonable needs and desires of the community for involvement, communication and information
- detail communication and consultation activities to be undertaken to ensure stakeholders, local residents and the broader community are provided with an opportunity for involvement in decision making
- comply with community engagement requirements specified in the Conditions of Approval for the Project
- comply with community engagement requirements specified in the Revised Environmental Management Measures in the SPIR
- ensure members of the community have access to appropriate project information
- identify processes and procedures required to fulfil the community involvement obligations of Roads and Maritime
- ensure all team members are aware of, and follow procedures and processes.

Roads and Maritime has primary responsibility, as the Proponent, for community involvement throughout the construction of the Project, some responsibilities will be contracted to the construction contractors of the project. Roads and Maritime 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. When feedback is sought and received on any aspect of the project, Roads and Maritime will ensure that this is considered and appropriate information provided about this back to the provider of this feedback.

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

1.2.1 Objectives of the CCS

Roads and Maritime’s communication objectives for the project are to:

- implement best practice techniques
- ensure alignment across other major infrastructure projects to eliminate inconsistent messages and approaches, and minimise construction impacts.
• ensure clear, timely and accurate information is appropriately provided to stakeholders
• present factual, evidence based information for stakeholders to make informed decisions.
• use multiple communication channels to:
  o raise the visibility of the project within the local and broader community, interest groups and government stakeholders.
  o actively engage with the community at all stages of the project delivery
  o encourage stakeholders to provide important feedback
  o ensure stakeholders understand how their feedback has been addressed
  o demonstrate transparency in disseminating information about sensitive issues such as property acquisition, changes to design and interface with other projects
• minimise objections and complaints by stakeholders and members of the community and implement effective resolution measures.

This CCS has been developed with the above communication objectives in mind, as well as Roads and Maritime’s Stakeholder Engagement Toolkit and other relevant guidelines, as identified in Section 1.3.

Roads and Maritime and its construction contractors will work closely together to ensure that there is positive perception in the community about the project and how impacts and communications have been managed, as described in Section 5.

This CCS is an ‘active document’ and is subject to ongoing development, amendment and updating throughout the duration of the works to take into account:

• changes in the construction program
• changes in community and stakeholders needs
• changes in the work and the community / stakeholder participation requirements.

This CCS applies to all communications directed to and by Roads and Maritime staff and all contractors and sub-contractors for the construction of The Northern Road upgrade project. The project will be delivered in three stages, as described in the Staging Report.

1.3 Documents referenced

The following documents have been referenced in the CCS:

• Privacy and Personal Information Protection Act 1998 (NSW);
• Government Information (Public Access) Act 2009 (NSW);
• NSW Government Advertising Handbook;
• Roads and Maritime Stakeholder Engagement Toolkit, 2017
• NSW Government Brand Guidelines, August 2017;
• Roads and Maritime Services Editorial Style Guide, March 2014;
• Roads and Maritime Services Project Communications Templates;
• Transport for NSW - Use of Social Media Policy, November 2013;

1.4 Project specific documents
The following documents guide the delivery of communication for the project and the strategies to be implemented. Project specific plans include community communication requirements which are a part of the CCS.

- Federal Minister’s Conditions of Approval
- NSW Minister’s Conditions of Approval and amended Approval
- Environment Protection Licence – Stage specific
- Exhibited Environmental Impact Statement (June 2017) and Submissions and Preferred Infrastructure Report (December 2017)
- Final Environmental Impact Statement (December 2017)
- Revised Environmental Management Measures
- Overarching Construction Environmental Management Plan and stage specific plans
- Overarching Construction Traffic Management Plan
- Overarching Construction Noise and Vibration Management Plan
- Overarching Construction Out of Hours protocol
2  Project description

2.1 Project environment

The Northern Road is a key north-south arterial link between Richmond Road, Bligh Park and Camden Valley Way, Narellan. This approximately 51 kilometre road connects the North West Growth Area (NWGA) and the Western Sydney Airport Growth Area (WSAGA) and South West Growth Area (SWGA). It also intersects other major roads including the Great Western Highway, M4 Motorway, Elizabeth Drive and Bringelly Road.

Generally, The Northern Road is a two-lane undivided road, carrying about 16,000 vehicles per day. The Northern Road Corridor Strategy (RTA 2009) forecasts a traffic increase of about seven per cent per annum. This was prior to the announcement of the western Sydney airport at Badgerys Creek, the Western Sydney Employment Area (WSEA) and revised forecasts for the WSAGA and SWGA. This means that without significant upgrades, the road's capacity is likely to be exceeded in peak periods by 2026 resulting in congestion. Additionally, the road needs safer pedestrian and cyclist facilities.

Roads and Maritime is upgrading The Northern Road between The Old Northern Road, Narellan and Jamison Road, South Penrith. To do this efficiently and minimise impact on the community, work is being done in sections (See figure 2.1). These are:

- **Completed:** Between The Old Northern Road, Narellan and Peter Brock Drive, Oran Park
- **Under construction:** Between Peter Brock Drive, Oran Park and Mersey Road
- **This project:** Between Mersey Road, Bringelly and Eaton Road,
- **This project:** Between Eaton Road, Luddenham and Littlefields Road, Luddenham
- **This project:** Between Littlefields Road, Luddenham and Glenmore Parkway, Glenmore Park
- **Under construction:** Between Glenmore Parkway, Glenmore Park and Jamison Road, South Penrith

The completed upgrade is expected to service the WSAGA, SWGA, WSGA and the Western Sydney International airport at Badgerys Creek.

This program of work is part of the Western Sydney Infrastructure Plan (WSIP), a $4.1 billion, road investment program jointly funded by the Australian and NSW governments.

WSIP will deliver major road infrastructure upgrades to support an integrated transport solution for the region and capitalise on the economic benefits from developing the western Sydney airport at Badgerys Creek.

The section of The Northern Road between Andrews Road, Cambridge Gardens and Glenmore Parkway, Glenmore Park has previously been upgraded, but may require further upgrades to cater for the expected growth in traffic volumes.
Figure 2.1: Location of the Project
2.2 This project

The Project involves the upgrade of 16 km of The Northern Road between Mersey Road, Bringelly and Glenmore Parkway, Glenmore Park, via the construction of new, additional and renewed infrastructure. The Project will cater for future road network use in the area, improve transport connections to surrounding areas, provide improved facilities for public and active transport for residents and facilitate development of the Western Sydney Airport at Badgerys Creek. The location of the Project is shown in Figure 2 and an overview of the Project staging in Error! Reference source not found. Figure 2.2. The main features of the Project include:

- a six-lane divided road between Mersey Road, Bringelly and Bradley Street, Glenmore Park (two general traffic lanes and a kerbside bus lane in each direction to be delivered when demand requires). The road design includes a wide central median to allow for an additional lane in each direction in the future, if required
- an eight-lane divided road between Bradley Street, Glenmore Park and about 100 m south of Glenmore Parkway, Glenmore Park (three general traffic lanes and a kerbside bus lane in each direction separated by a median to be delivered when demand requires)
- approximately 8 km of new road between Mersey Road, Bringelly and just south of the existing Elizabeth Drive, Luddenham to realign the section of The Northern Road that currently bisects the Western Sydney Airport site and to bypass Luddenham
- approximately 8 km of upgraded and widened road between the existing Elizabeth Drive, Luddenham and about 100 m south of Glenmore Parkway, Glenmore Park
- closure of the existing The Northern Road through the Western Sydney Airport site
- tie-in works with The Northern Road Upgrade, between Peter Brock Drive, Oran Park and Mersey Road, Bringelly (to the south), and The Northern Road Upgrade, between Glenmore Parkway, Glenmore Park and Jamison Road, South Penrith (to the north)
- new intersections including:
  - a traffic light intersection connecting the existing The Northern Road at the southern boundary of the Western Sydney International Airport, incorporating a dedicated u-turn facility on the western side
  - a traffic light intersection for service vehicles accessing the Western Sydney Airport, incorporating 160 m of new road connecting to the planned airport boundary
  - a traffic light intersection connecting the realigned The Northern Road with the existing The Northern Road (west of the new alignment) south of Luddenham
  - a ‘give way’ controlled intersection connecting the realigned The Northern Road with Eaton Road
  - a traffic light intersection at the realigned The Northern Road and Adams Road
  - a four-way traffic light intersection formed from the realigned Elizabeth Drive, the realigned The Northern Road and the existing The Northern Road, north of Luddenham
  - a traffic light intersection at the Defence Establishment Orchard Hills entrance, incorporating a u-turn facility
- new traffic lights at four existing intersections:
  - Littlefields Road, Luddenham
  - Kings Hill Road, Mulgoa
  - Chain-O-Ponds Road, Mulgoa
- Bradley Street, Glenmore Park incorporating a u-turn facility.

- modified intersection arrangements at:
  - Dwyer Road, Bringelly (left in, left out only)
  - Existing Elizabeth Drive, Luddenham (access removed)
  - Gates Road, Luddenham (left in only)
  - Longview Road, Luddenham (left in, left out only)
  - Grover Crescent south, Mulgoa (access removed)
  - Grover Crescent north, Mulgoa (left in, left out only)

- dedicated u-turn facilities at:
  - the existing The Northern Road at Luddenham, south-west of Elizabeth Drive
  - the existing Elizabeth Drive, Luddenham around 800 m east of The Northern Road
  - Chain-O-Ponds Road, Mulgoa

- local road changes and upgrades, including:
  - closure of Vicar Park Lane, east of the realigned The Northern Road, Luddenham
  - Eaton Road cul-de-sac, west of the realigned The Northern Road, Luddenham
  - Eaton Road cul-de-sac, east of the realigned The Northern Road, Luddenham
  - Elizabeth Drive cul-de-sac, about 300 m east of The Northern Road with a connection to the realigned Elizabeth Drive, Luddenham
  - extension of Littlefields Road, east of The Northern Road, Mulgoa
  - a new roundabout on the Littlefields Road extension, Mulgoa
  - a new service road between the Littlefields Road roundabout and Gates Road, including a 'give way' controlled intersection (that is, no traffic lights) at Gates Road, Luddenham
  - extension of Vineyard Road, Mulgoa between Longview Road and Kings Hill Road
  - a new roundabout on the Vineyard Road extension at Kings Hill Road, Mulgoa.

- a new shared path on the western side of The Northern Road and footpaths on the eastern side of The Northern Road where required

- the upgrading of drainage infrastructure

- operational ancillary facilities including:
  - heavy vehicle inspection bays for southbound traffic, adjacent to Longview Road, Mulgoa
  - an incident response facility on the south-western corner of the proposed four-way traffic light intersection at Elizabeth Drive, Luddenham to be implemented for the operation of the Western Sydney Airport and the proposed M12 Motorway

- roadside furniture and lighting as required

- the relocation of utilities and services

- changes to property access along The Northern Road (generally left in, left out only)

- establishment and use of temporary ancillary facilities and access tracks during construction

- property adjustments as required

- clearance of unexploded ordinance (UXO) within the Defence Establishment Orchard Hills (DEOH) as required.
2.3 Project program

Construction of the Project will take over four years, with commencement in mid/late-2018 and a targeted completion of the end of 2022. A section of the road required for the construction of the Western Sydney International Airport is expected to be handed over in
early 2020 with the complete section open to traffic at the end of 2022. Construction of the incident response facility will occur at a later date to coincide with the commencement of operations at the Western Sydney Airport and planned M12 Motorway.

2.4 Staging

The Project will be delivered in three stages, with each stage delivered in a separate construction package that will include all activities needed to complete the stage, including utilities adjustments, road construction, bridge construction, traffic management, lighting and finishing work. Stages are expected to occur concurrently. The indicative construction staging timeframe for the Project is shown in Figure 2.1.

<table>
<thead>
<tr>
<th>Project Construction Stage</th>
<th>Project Construction Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2018</td>
</tr>
<tr>
<td>Mersey Road to Eaton Road</td>
<td></td>
</tr>
<tr>
<td>Eaton Road to Littlefields Road</td>
<td></td>
</tr>
<tr>
<td>Littlefields Road to Glenmore Parkway</td>
<td></td>
</tr>
</tbody>
</table>

**Figure 2.1: Timeframe for Project construction stages**

An overview of the key features of each stage is described below. The construction will be delivered by separate construction contractors who will operate in accordance with this CCS.

2.4.1 Mersey Road, Bringelly, to Eaton Road, Luddenham

This stage involves the realignment of The Northern Road around the Western Sydney Airport site and includes:

- construction of approximately 5.7 km of The Northern Road including clearing and grubbing, earthworks, stormwater drainage, subsurface drainage and pavement;
- construction of three signalised intersections at Leppington Pastoral Company, Airport Access and tie-in at new and existing The Northern Road;
- construction of approximately 300 m of The Northern Road (East) connecting to existing The Northern Road;
- construction of three drainage culverts and two stock under pass;
- construction of and switching traffic onto interim Southbound Carriageway from Leppington Pastoral Company and Eaton Road;
- construction of footpaths and shared pedestrian/cycle paths;
- adjustment of utilities and construction of ITS;
- landscaping;
- property adjustment.

2.4.2 Eaton Road, Luddenham to Littlefields Road, Luddenham

Construction of this stage of the Project will involve:

- construction and upgrade of about 3.8 km of The Northern Road;
- construction of a traffic signals at Adams Road.
• realignment of Elizabeth Drive with traffic signals replacing the roundabout
• tie-in of Elizabeth Drive
• construction of footpaths and shared pedestrian/cycle paths;
• adjustment of utilities and construction of ITS
• landscaping
• property adjustment.

2.4.3 Littlefields Road, Luddenham, to Glenmore Parkway, Glenmore Park

This stage primarily involves road widening, generally within and to the east of the existing road corridor and includes:
• upgrade and widening of approximately 6.7 km of existing The Northern Road from Littlefields Road, Luddenham to Glenmore Parkway, Glenmore Park
• wide central median to allow future widening south of Bradley Street.
• new signalised intersections at Littlefields Road, Kings Road, Chain-O-Ponds Road, Defence Facility Orchard Hills and Bradley Street.
• left-in left-out intersections at Gates Road, Grover Crescent and Longview Road.
• side street improvements and U-turn facilities at Vineyard Road and Gates Link Road.
• construction of footpaths and shared pedestrian/cycle paths;
• adjustment of utilities and construction of ITS
• landscaping
• property adjustment.

2.5 Construction activities

The Project will involve the following activities:
• early works and property condition surveys
• relocation of utilities and services
• property adjustments
• construction of ancillary facilities
• earthworks
• traffic management and access
• road widening and new road work
• intersection works
• construction of bridges and viaducts
• construction drainage
• construction of pavements
• finishing work.
3 Key issues

The construction of The Northern Road will deliver significant benefits to local communities by improving access and providing for future development. It will also boost the state and national economies by providing access to the new Western Sydney International Airport.

With these benefits come some impact on surrounding communities, especially during construction, which Roads and Maritime is committed to minimising. Some of the construction impact and issues which have been identified by community and stakeholders during the project design and project consultation activities are included in Table 3.1.

**Table 3.1: Key impacts**

<table>
<thead>
<tr>
<th>Item No</th>
<th>Impact</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Air quality</td>
<td>From dust generated by construction activities and emissions from plant equipment and vehicles.</td>
</tr>
<tr>
<td>2.</td>
<td>Noise</td>
<td>Noise from construction, particularly where construction areas/compounds are close to residents, businesses, educational institutions and catering related facilities. While the CEMP will identify areas of maximum impact and measures to manage these impacts, constant communication and robust consultation will be the key to reducing complaints. Additionally, some properties have been identified for noise treatment and this will be delivered within six months of construction starting. Out of hours work, especially associated with working close to utilities will be required. This has the potential of impacting on residents located in close proximity to the work areas.</td>
</tr>
<tr>
<td>3.</td>
<td>Traffic</td>
<td>Traffic Management Plans for construction will identify a number of road closures, diversions and temporary arrangements during the delivery of the project. Extra traffic will be generated with the delivery of construction equipment and material as well as haulage. The area will also be impacted by construction traffic from multiple sites of The Northern Road, the new Western Sydney Airport and other residential and retail developments. Communication about traffic will need to be managed sensitively, in a robust, clear and timely manner.</td>
</tr>
<tr>
<td>4</td>
<td>Vibration</td>
<td>Some impact from vibration, especially in close proximity to residences and businesses is likely and will need to be managed sensitively.</td>
</tr>
<tr>
<td>5</td>
<td>Property impact</td>
<td>A number of properties have been acquired by Roads and Maritime. Properties which have only been partially acquired, as well as those which have not been acquired, but are impacted, will require one-on-one consultation to manage expectations of restoration, access and noise. Robust property condition surveys of properties within 50 m of construction compounds and clear explanation of processes.</td>
</tr>
</tbody>
</table>
about surveys, claims and resolution of disputes will be key to managing this. Where adjustments are required to property, this will require clear, three-way communication between Roads and Maritime, the construction contractors and property owners.

6 Business impact

Some agricultural businesses and home-based business are located within the alignment. Impacts on these businesses are likely due to access impact and impact on facilities such as dams. Additionally businesses in Luddenham village are likely to be impacted with the existing road bypassing the village and access to some businesses changing.

7 Visual

During EIS exhibition, the visual impact of the road structures was raised especially due to the change from existing ‘rural’ conditions. Visual amenity will be managed through the Urban Design and Landscape Plan.

3.1 Key issues during phases of project

This CCS has been developed for construction and includes impacts during the progress of construction. It will be updated as the project progresses and more information about issues becomes available.

Some of the issues which have been identified are detailed below.

3.1.1 Site establishment work and construction

- **Investigations** – access to properties for noise monitoring, building condition surveys, utility and services location and vibration monitoring.
- **Surveys** – surveying of areas to be impacted by construction.
- **Detailed design** – negotiation about property adjustments (colours, finishes), location of structures, flooding and visual impacts.
- **Preparation** – removal of building structures, vegetation removal, set up of site fencing and sheds.
- **Traffic** – lane closures for investigations, surveys, delivery of equipment, spoil haulage, cyclist access, temporary barriers, access in and out of compounds.
- **Compound establishment** – out of hours deliveries, dust, noise, consultation about boundary screening with communities as required by NSW CoA A18, education about access routes, hours of work, person to contact for information.
- **Specific activities** – create access into and out of Leppington Pastoral Company including cattle crossing. Cut over for Sydney Water assets. Removal and/or relocation of farm infrastructure near the construction footprint, such as farm dams, fencing and internal roads.
- **Start of construction** – delivery of equipment and associated traffic impacts, removal of soil, vegetation and routes used by vehicles conducting this removal.
- **Cumulative impacts** – other projects in the area – The Northern Road upgrade between Peter Brock Drive and Mersey Road, Bringelly Road upgrade, The Northern Road upgrade between Glenmore Parkway and Jamison Road, Diona undergrounding the high voltage cables for the Airport.
3.1.2 Pre-operation

Pre-operation activities will include property adjustments, landscaping and public area handover.

3.1.3 Operation phase

Initial possible issues during Operation include access, queuing, operational noise levels being different to those predicted. There could also be concern that property treatments are inadequate.

Property owners may have changed and/or development has started in the area with understanding of access to/from The Northern Road not clear.
4 Community relations for project

4.1 Community relations protocols

Roads and Maritime is responsible for the overall management and coordination of community information and involvement and will primarily do this through the project Community Relations Manager.

All community contacts are to be managed by the project Community Relations Team. All team members who come into contact with the community and stakeholders are to report contact to the Community Relations Team within two hours of the contact being made.

The Roads and Maritime CSEA is the designated complaints handling and community contact management representative for the project.

4.2 Community relations team

A Roads and Maritime Communication and Stakeholder Engagement Advisor (CSEA) or authorised delegate will be available to the projects from the date of start of construction until eight weeks after the Date of Construction Completion.

Each construction contractor will appoint a Contractor Community Relations Manager (CCRM) for the construction of their section of the project. The CCRM’s for the construction contractor will ensure that Roads and Maritime CSEA is 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.

Public information and commitments to dates for community information sessions including presentations, displays and sites tours will not take place without prior approval of Roads and Maritime.

An overview of the team’s roles and responsibilities is given below:

Table 4.1: Community relations team responsibilities

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibility</th>
</tr>
</thead>
</table>
| Roads and Maritime Principal Communications Manager and Communication and Stakeholder Engagement Manager | • Provide strategic advice on community relations issues, including input into Community Communication Strategy  
• Risk management advice  
• Issues Management – especially with regard to, construction impacts (noise, vibration, dust, nightworks)  
• Media management  
• Government stakeholder management  
• Advise on major milestones and openings  
• Approval of collateral |
| Roads and Maritime - The Northern Road - Communication and Stakeholder | Overall management and coordination of community information and involvement  
Strategically approach communications for the project within corporate guidelines established by Roads and Maritime for design and construct projects (including the Roads and Maritime Services |
<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibility</th>
</tr>
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</table>
| Engagement Advisor | Editorial Style Guide (March 2015) and the Use of Social Media (November 2013)  
Develop positive working relationships between Roads and Maritime Communications, community and other stakeholders  
Develop and oversee the delivery of a Community Communication Strategy which supports Roads and Maritime goals and objectives  
Establish multiple points of contact for the community in the construction area, 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 Roads and Maritime website in accordance with the Conditions of Approval and Roads and Maritime 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  
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 Roads and Maritime approval procedures in a timely manner  
Co-ordinate 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  
Ensure community notifications are prepared and issued with accurate information and with all environmental approvals in place  
Develop potential opportunities to increase the profile of the project within requirements  
Act in accordance with the Roads and Maritime communication policy 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. |
<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibility</th>
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<tbody>
<tr>
<td></td>
<td>Responsible for overall tracking of Business Risk Register in conjunction with CCRM</td>
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<tr>
<td></td>
<td>Responsible for liaison with the ER on matters of community – especially complaints and escalation process.</td>
</tr>
<tr>
<td></td>
<td><strong>Community:</strong></td>
</tr>
<tr>
<td></td>
<td>Facilitate effective and proactive communication about the project and its benefits to the community and other stakeholders</td>
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<tr>
<td></td>
<td>Prepare and maintain accurate records on community relations issues</td>
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<tr>
<td></td>
<td>Prepare and assess for emerging issues and identify proactive solutions.</td>
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<tr>
<td></td>
<td>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</td>
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<tr>
<td></td>
<td>Ensure Roads and Maritime are aware of issues as they arise and are involved in finding solutions to these issues</td>
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<td></td>
<td>Report key findings/status/trends on a monthly basis evaluating the root cause of complaints across the projects to reduce or prevent recurrence of disturbance to the community</td>
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<tr>
<td></td>
<td>Coordinate and develop appropriate communication tools to convey project key messages honestly and in the most effective way for the target audience(s)</td>
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<td></td>
<td>Develop the promotion of potential educational/training opportunities to tertiary and secondary students to learn about the project</td>
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<td>Deliver on promises when made and negotiate if circumstances change</td>
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<td></td>
<td>Have up-to-date information on planned traffic arrangements, including any temporary traffic switches and planned construction activities</td>
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<tr>
<td></td>
<td><strong>Stakeholders:</strong></td>
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<tr>
<td></td>
<td>Build and maintain productive external relationships to engage stakeholders and enable long term outcomes for Roads and Maritime</td>
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<tr>
<td></td>
<td>Oversee the development of a communication program to develop strong positive external stakeholder relationships during project delivery</td>
</tr>
<tr>
<td></td>
<td>Create and maintain strong and effective relationships with project teams, clients, consultants, and other key stakeholders, as required</td>
</tr>
<tr>
<td>Role</td>
<td>Responsibility</td>
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<tr>
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</tbody>
</table>
| Contractor Community Relations Managers| Coordinate the development and implementation of a regular program of stakeholder contacts/liaison 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  
The CSEA will work closely with construction contractor’s community staff, especially on communicating about:  
▪ planned traffic arrangements, including any temporary traffic switches,  
▪ planned construction activities; and  
▪ current landowner discussions.  
▪ implementing an appropriate audit system for complaints handling procedures  
Be an active participant of the construction team  
Undertake all activities in a cooperative and informative manner with Roads and Maritime representatives to ensure delivery of an integrated community engagement strategy  
Respond to community enquiries and complaints about the project in as per the CMS utilising the agreed system and ensure the system is monitored and updated  
Proactive engagement with members of the community impacted by the project to build positive working relationships  
Timely escalation of potential stakeholder issues to the Roads and Maritime CSEA  
Draft notifications and project manage flow through the approvals process including liaison with construction staff, Roads and Maritime and designers  
Prepare notifications to the community of project activities  
Answer 24 hour toll-free information line (1800 703 457)  
Coordinate production of information for the web site with internal stakeholders and designer, including gaining internal and external approvals  
Assist with coordination of community updates  
Organise, manage and attend community displays as required to update local communities about the project |
<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Draft advertising material and project manage through approvals and production process</td>
</tr>
</tbody>
</table>

**Environmental Representative**

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 where required by the Secretary to do so.

The ER will be consulted in responding to the community concerning the environmental performance of the project 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 2, Sec 9.6)

### 4.3 Liaison between Community Relations teams

The Roads and Maritime CSEA and CCRM’s will meet on a regular basis to share information about construction, community members, complaints and other matters relevant to the roles.

The roles and responsibilities of the CCRM’s are included in the individual contracts for the different stages of the project.
Regular meetings will also be organised by the CSEA with other project teams and other projects carrying out construction activities in the area including other The Northern Road projects, Western Sydney International Airport, land developers etc. These meetings will promote sharing of information to reduce impact on community, businesses and stakeholders.

4.3.1 Community relations team contact details

The Roads and Maritime CSEA will be based in a location convenient for the project. CCRM's will be located at the construction site compounds.

A toll-free information line has also been established (1800 703 457) 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 via the project website, community information materials and advertising in local media.

4.3.2 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 the 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 Community Communication Strategy and incorporate feedback into project plans as appropriate.

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

- upcoming construction activities;
- current and/or potential community impacts and/or issues;
- proposed management and mitigation of community impacts/issues; 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 meetings. 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.
4.3.3 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 Roads and Maritime and construction personnel involved in the 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 Roads and Maritime; and
- advised on the identity of the community within which they are working.

The records of personnel training and induction in community obligations will be provided within construction contractor monthly progress reports.
5 Stakeholders and key issues

5.1 Stakeholder and community overview

Roads and Maritime have carried out extensive consultation with key stakeholders on the preferred design, during refinement of the design and the environmental impact assessment, to understand and address community concerns and questions.

Roads and Maritime recognises the diverse consultation and information needs of the community and stakeholders and commits to a robust plan of consultation which will be inclusive and participative in nature.

The list of stakeholders in Table 5.1 builds on information contained in the EIS and the SPIR.

5.2 Key stakeholders

Table 5.1 identifies stakeholders that have an interest in the project and communication proposed with them through the project phases. These stakeholders may either be impacted by the project or may influence or become advocates for the project.

External stakeholders include:
- State and Federal Ministers and MPs
- Government partners
- Government agencies
- Councils
- Construction companies who are delivering other sections of The Northern Road upgrade
- Residents and businesses impacted by infrastructure work who are located within a 500m radius of the work areas or are otherwise identified to be impacted eg impact on access, dams, livestock, noise/vibration or nightwork.
- Business chambers
- Public transport users
- Road users
- Community groups
- Media
Table 5.1: Key stakeholders and communications proposed

<table>
<thead>
<tr>
<th>Stakeholder Group</th>
<th>Stakeholder</th>
<th>Level of influence</th>
<th>Issues/potential issues</th>
<th>Communication proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal Government</td>
<td>• Prime Minister</td>
<td>High</td>
<td>• Transport planning</td>
<td>• Correspondence (letter/email)</td>
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<tr>
<td></td>
<td>• Federal Minister for Infrastructure and Transport</td>
<td></td>
<td>• Airport related issues and developments</td>
<td>• Meetings</td>
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<tr>
<td></td>
<td>• Federal Minister for Urban Infrastructure and Cities</td>
<td></td>
<td>• Timing of construction with reference to new airport</td>
<td>• Briefings</td>
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<td></td>
<td>• Federal Member for Lindsay</td>
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<td>• Housing and jobs growth</td>
<td>• Mailing list for all communications items</td>
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<td></td>
<td>• Federal Member for Chifley</td>
<td></td>
<td>• Infrastructure planning</td>
<td>(including Community Updates)</td>
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<td></td>
<td>• Federal Member for McMahon</td>
<td></td>
<td>• Environmental considerations and protection</td>
<td>• Community information events</td>
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<td></td>
<td>• Federal Member for Blaxland</td>
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<td>• Airport related issues and developments</td>
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<td>• Federal Member for Greenway</td>
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<td>• Infrastructure planning</td>
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<td>• Federal Member for Macarthur</td>
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<td>• Environmental considerations and protection</td>
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<td>* Federal Government</td>
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<td>• Airport related issues and developments</td>
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<td></td>
<td>• Department of Premier and Cabinet</td>
<td>High</td>
<td>• Infrastructure planning</td>
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<td>• Minister for Roads, Maritime and Freight</td>
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<td>• Environmental considerations and protection</td>
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<td>• Minister for Transport and Infrastructure</td>
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<td>• Airport related issues and developments</td>
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<td>• State Member for Mulgoa</td>
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<td>• Communications and stakeholder engagement</td>
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<td>• State Member for Camden</td>
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<td>• Changes to scope post EIS</td>
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<td>• Member for Penrith</td>
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<td>• Impacts on other projects in the area</td>
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<td>• Member for Liverpool</td>
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<td>Outer Sydney Orbital/M12/M4 Smart Motorways</td>
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<td></td>
<td>• Member for Smithfield</td>
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<td>• Provide feedback on plans required for the delivery of the infrastructure.</td>
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<td>• Member for Campbelltown</td>
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<td>• Member for Macquarie Fields</td>
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| Councils directly impacted | • Liverpool City Council  
• Penrith City Council | High              | • Staging  
• Delivery of infrastructure when needed  
• Maintenance of infrastructure  
• Consultation prior to start of vegetation clearing  
• Environmental impacts  
• Landscaping and maintenance  
• Provide feedback on plans required for the delivery of the infrastructure | One-on-one briefings  
• Consultation about design  
• Consultation about Urban Design and Landscape Plan  
• Consultation and feedback on plans as required under NSW COA A6  
• Regularly scheduled meetings  
• Liaison during construction by Roads and Maritime  
• Liaison during construction by construction contractors |
| Other Councils    | • Fairfield City Council  
• Blacktown Council  
• Campbelltown Council  
• Camden Council  
• Wollondilly Council  
• Western Sydney Regional Organisation of Councils (WSROC). | Medium             | • Transport planning  
• Housing and jobs growth  
• Infrastructure planning  
• Environmental considerations and protection  
• Communication and stakeholder engagement | Correspondence (letter/email)  
• Mailing list for all communications items (including Community Updates)  
• Community Information events |
| Government partners | • Australian Government - Department of Infrastructure and Regional Development (Infrastructure Investment and Western Sydney units)  
• Transport for NSW (TiNSW). | High               | • Transport planning  
• Housing and jobs growth  
• Infrastructure planning  
• Environmental considerations and protection  
• Communication and stakeholder engagement | Letters  
• Meetings  
• Mailing list for all communications items (including Community Updates)  
• Community information events (either in attendance with other agency or providing collateral for them to distribute) |
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| Directly impacted government landowners | • Department of Defence  
|                                   | • DEOG Golf Course  
|                                   | • Office of Environment and Heritage (OEH)  
|                                   | • WSAco                                                                 | High               | • Funding and use of funds                                                              | • Regular meetings  
|                                   |                                                                          |                    | • Work is on their land  
|                                   |                                                                          |                    | • Leases of land  
|                                   |                                                                          |                    | • Urban design  
|                                   |                                                                          |                    | • Access  
|                                   |                                                                          |                    | • Handover of road to facilitate airport construction                                  | • Protocols organised for access and work  
|                                   |                                                                          |                    | • Access in and out maintained                                                        | • Access in and out maintained  
|                                   |                                                                          |                    | • Consultation about UDLP                                                               | • Consultation about UDLP |
| Emergency services                | • Warragamba Fire Station  
|                                   | • Fire and Rescue NSW  
|                                   | • NSW Rural Fire Service  
|                                   | • Green Valley LAC  
|                                   | • Penrith LAC  
|                                   | • NSW Police  
|                                   | • State Emergency Service  
|                                   | • NSW Ambulance Service                                                   | Medium             | • Emergency and incident response  
|                                   |                                                                          |                    | • Crime and safety  
|                                   |                                                                          |                    | • Provide feedback on plans required for the delivery of the infrastructure         | • Letters  
|                                   |                                                                          |                    | • Letters  
|                                   |                                                                          |                    | • Mailing list for all communication items (including Community Updates)          | • Meetings  
|                                   |                                                                          |                    | • Mailing list for all communication items (including Community Updates)          | • Consultation about plans as required under NSW COA A6 |
| Utilities                         | • Telstra Corporation Limited  
|                                   | • Optus  
|                                   | • Jemena Gas  
|                                   | • Australian Power & Gas  
|                                   | • TransGrid Energy  
|                                   | • Endeavour Energy  
|                                   | • NBN Co (National Broadband )  
|                                   | • Optus (Telecommunications)  
|                                   | • PIPE Networks (Telecommun.)  
|                                   | • Sydney Water                                                           | Low                | • Utility infrastructure planning  
|                                   |                                                                          |                    | • Consultation and engagement during the construction                                | • Letters  
|                                   |                                                                          |                    | • Provide feedback on plans required for the delivery of the infrastructure         | • Meetings  
<p>|                                   |                                                                          |                    | • Mailing list for all communication items (including Community Updates)          | • Consultation about plans as required under NSW COA A6 |
| Sydeny Water                      | • Owner of pipeline which needs to be relocated                           | High               | • Potentially Sydney Water could do the work on behalf of Roads and Maritime          | • Agreed protocol of communications with Sydney Water including complaint management, media management. |</p>
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<tr>
<th>Stakeholder Group</th>
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<th>Level of influence</th>
<th>Issues/potential issues</th>
<th>Communication proposed</th>
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<tbody>
<tr>
<td>Potentially impacted local residents / property owners (who are located within a 500m radius of the work areas or are otherwise identified to be impacted eg impact on access, dams, livestock, noise/vibration or nightwork)</td>
<td>• Residents&lt;br&gt;• Naro Pty Ltd&lt;br&gt;• Baiada Pty Ltd&lt;br&gt;• E.J Cooper &amp; Son Pty Ltd&lt;br&gt;• M.B Truck Service and Repair Pty Ltd&lt;br&gt;• Christess Pty Ltd&lt;br&gt;• Antonia Josephine Muscat &amp; Candyvend Pty Ltd&lt;br&gt;• Ronalind Holdings Pty Ltd&lt;br&gt;• Wang Pty Ltd&lt;br&gt;• Dong &amp; Young Pty Ltd&lt;br&gt;• Kevnglor Pty Ltd&lt;br&gt;• Pumuru Pty Ltd&lt;br&gt;• Austcorp No 459 Pty Ltd</td>
<td>• High</td>
<td>• Property acquisition finalisation&lt;br&gt;• Property adjustments&lt;br&gt;• Impacts on property infrastructure including dams, services and flooding&lt;br&gt;• Consultation and engagement during construction especially those properties where temporary leases are being taken&lt;br&gt;• Consultation about the Urban Design and Landscape Plan&lt;br&gt;• Information about Out of Hours Work and impacts</td>
<td>• Letters&lt;br&gt;• Property Condition Surveys&lt;br&gt;• Property Adjustment Plans&lt;br&gt;• Community information events&lt;br&gt;• Door knocking&lt;br&gt;• Press advertisements&lt;br&gt;• Meetings&lt;br&gt;• Community update newsletters&lt;br&gt;• Project website&lt;br&gt;• Facebook page&lt;br&gt;• Project information line (1800 703 457), email (<a href="mailto:thenorthernroad@rms.nsw.gov.au">thenorthernroad@rms.nsw.gov.au</a>)&lt;br&gt;• Community displays&lt;br&gt;• Community feedback mechanisms including feedback forms and surveys&lt;br&gt;• Consultation about plans as required under NSW COA A6&lt;br&gt;• SMS&lt;br&gt;• Consultation regarding impact on farm dams as required under NSW COA E8</td>
</tr>
<tr>
<td>Potentially impacted businesses</td>
<td>• Als Bakery&lt;br&gt;• Australia Post, Luddenham&lt;br&gt;• Barter &amp; Sons Hatchery&lt;br&gt;• BC Home Alterations&lt;br&gt;• Bella Mia’s Boutique Hair &amp; Beauty&lt;br&gt;• Blue Mountains Honey&lt;br&gt;• California Hot Rod Hire&lt;br&gt;• Caltex Australia Limited&lt;br&gt;• C&amp;M Cambareri&lt;br&gt;• David’s Stall Fruit and Vegetables&lt;br&gt;• Elly’s Flowers&lt;br&gt;• Flowers by Shardon – Wedding Florists&lt;br&gt;• Gemma-Lee’s Café&lt;br&gt;• Horse ‘n’ Around Saddlery</td>
<td>• High</td>
<td>• Property acquisition&lt;br&gt;• Business impacts during construction and operation especially loss of business&lt;br&gt;• Signage and access during construction&lt;br&gt;• Consultation and engagement during construction&lt;br&gt;• Wayfinding signage and business activation after completion of construction&lt;br&gt;• Information about Out of Hours Work and impacts</td>
<td>• Letters&lt;br&gt;• Business impact risk register&lt;br&gt;• One-on-one liaison&lt;br&gt;• Business activation&lt;br&gt;• Community information events&lt;br&gt;• Community displays&lt;br&gt;• Door knocking&lt;br&gt;• Press advertisements&lt;br&gt;• Meetings&lt;br&gt;• Community update newsletters&lt;br&gt;• Project website&lt;br&gt;• Project information line (1800 703 457), email (<a href="mailto:thenorthernroad@rms.nsw.gov.au">thenorthernroad@rms.nsw.gov.au</a>)&lt;br&gt;• SMS&lt;br&gt;• Consultation about plans as required under NSW COA A6</td>
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<td>Stakeholder Group</td>
<td>Stakeholder</td>
<td>Level of influence</td>
<td>Issues/potential issues</td>
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</table>
| Indirectly affected businesses    | • Luddenham AH&I Society  
• Wallacia Golf Club  
• Luddenham Progress Hall  
• Jagerstubn  
• Western Sydney Business Chamber  
• VI & S Musico Transport Pty Ltd  
• J and E Vella Pty Ltd  
• Tom Heath Transport  
• Marusic Transport Pty Ltd  
• Badgerys Creek Taxis  
• Ezi Drive Coaches and Mini Buses  
• OmniCar Limousines | • High  
• Construction and operational impacts  
• Land/property acquisition and adjustment  
• Impact on farm dams, fencing and internal roads  
• Access during construction | • Community updates  
• Letters  
• Project web page  
• One-on-one liaison  
• Business activation  
• Project information line (1800 703 457)  
• Community information events  
• Community displays  
• Press advertisements |
### Stakeholder Group

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<th>Stakeholder Group</th>
<th>Stakeholder</th>
<th>Level of influence</th>
<th>Issues/potential issues</th>
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</thead>
</table>
| Local community groups | • Bicycle user groups  
  o Action groups  
  o Environmental and heritage groups  
  o Sporting groups  
  o Special interest groups  
  • Pedestrian Council of Australia  
  • NSW Business Chamber, Western Sydney  
  • Unions NSW  
  • Stop the Orbital and Rail Corridor (STORC)  
  • Western Sydney Business Connection  
  • Mulgoa Valley Land Care Group  
  • Luddenham Progress Association | Medium | • Construction and operational impacts  
  • Consultation and engagement during the construction  
  • Consultation prior to start of vegetation clearing  
  • Environmental impact and conservation  
  • Disruptions to existing facilities  
  • Impact on heritage |
| Media | • Penrith Press  
  • Western Weekender  
  • Mulgoa Gazette  
  • Glenmore Park Gazette  
  • Sydney Morning Herald  
  • The Australian  
  • The Daily Telegraph  
  • Multicultural Language Media  
  • South Western Rural Advertiser  
  • WOW FM 100.7 Local Penrith Community Radio  
  • SBS Radio  
  • All metropolitan radio stations  
  • All Sydney television stations: Channels 10, 9, 7, ABC, SBS, Foxtel | High | • Community and local area impacts  
  • Resident property impacts  
  • Disruptions to traffic and other facilities |

- Letters
- Site visits to obtain information prior to land clearing
- Community Information events
- Door knocking
- Press advertisements
- Meetings
- Community Updates
- Project website
- Project information line (1800 703 457)
- Consultation about plans as required under NSW COA A6
- Media releases
- Media and photo opportunities
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<th>Level of influence</th>
<th>Issues/potential issues</th>
<th>Communication proposed</th>
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<tr>
<td>Educational facilities</td>
<td>Luddenham Public School, Holy Family Primary School, Orchard Hills Public School, Western Sydney University, Luddenham Long Day Child Care Centre, Orchard Hills Pre School</td>
<td>Medium-High</td>
<td>Consultation and engagement during construction to understand special needs, Impact from noise and construction traffic</td>
<td>Letters, Community Information events, Door knocking, Press advertisements, Meetings, Community Updates, Project website, Project information line (1800 703 457)</td>
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<tr>
<td>Transport Services</td>
<td>NRMA, Australian Trucking Association, National Road Transport Association, Roads Australia, Bus operators, NSW Taxi Council</td>
<td>Medium</td>
<td>Route impacts, Consultation and engagement during construction</td>
<td>Letters, Meetings, Mailing list for all communications items (including Community Updates), Media alerts, VMS</td>
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<tr>
<td>Aboriginal Land Councils</td>
<td>Gandangara Land Council, Tharawal Land Council, Deerubbin Land Council, Registered Aboriginal Parties (RAP’s)</td>
<td>High</td>
<td>Aboriginal land claim, Consultation and engagement during construction, Aboriginal salvage</td>
<td>Letters, Meetings, Mailing list for all communications items (including Community Updates), Involve RAP’s in Aboriginal salvage activities</td>
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<tr>
<td>Places of worship</td>
<td>Sacred Heart Parish Luddenham – Warragamba, St James Church of England, Luddenham – Anglican Parish of Mulgoa, Uniting Church in Australia – Congregation of Luddenham, Penrith Christian Community, Jehovah’s Witness Congregations</td>
<td>Medium</td>
<td>Road safety, Transport</td>
<td>Meetings, Community updates, Letters, Project web page, Project information line (1800 703 457), Door knocking, Community information sessions, Community displays, Press advertisements</td>
</tr>
<tr>
<td></td>
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</tr>
<tr>
<td>Other construction</td>
<td>Lendlease</td>
<td>High</td>
<td>Communication and engagement during construction</td>
<td>Liaison Meetings, Mailing list for all communications (including Community Updates)</td>
</tr>
<tr>
<td>contractors</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stakeholder Group</td>
<td>Stakeholder</td>
<td>Level of influence</td>
<td>Issues/potential issues</td>
<td>Communication proposed</td>
</tr>
<tr>
<td>---------------------------------------------------------------</td>
<td>--------------------------------------------------</td>
<td>--------------------</td>
<td>--------------------------------------------</td>
<td>----------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| delivering projects on The Northern Road currently under construction |                                                 |                    |                                            | • Email Communication  
• Project briefings                                                   |
| Others                                                        | • Developers including Science Park, Glenmore Park Stage 3 | • Medium           | • Current and future impacts  
• Utility impacts                                                   | • Letters  
• Mailing list for all communications (including Community Updates)  
• Liaison and coordination                                           |
5.3 Business stakeholders

In excess of 30 businesses (Table 5.1) fall within the project area including a number of small/home based businesses.

These businesses can be grouped in the following categories:
- agricultural including dairy, small market gardens
- retailers, including mini-supermarkets and pharmacies;
- cafés;
- service stations and mechanics;
- other service providers such post office, beauty and hair salons.

Those businesses which are expected to be most impacted are located around Luddenham, where The Northern Road will bypass the current Luddenham town centre.
6 Management strategies

The key stakeholder and community impacts during construction have been identified below and in Section 3. They are likely to be different for different areas depending on construction stage methods. The table below identifies potential issues and lists intended strategies to pro-actively manage and communicate these issues to affected stakeholders and the community.

Table 6.1: Potential issues, impacts and management strategies

<table>
<thead>
<tr>
<th>Issue</th>
<th>Potential Key Impacts</th>
<th>Communication Management Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre- construction</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| Access to properties for surveys prior to construction | Identification of property owners not possible | • Separate Building Condition Surveys communications procedure to be prepared  
• Induction for all staff about communication requirements and protocols – include 1800 number, dealing with media, do’s and don’t’s  
• Early ownership identification  
• Risk assessment prior to starting  
• Documented and signed property access agreements  
• Close cooperation with property owners and clear explanation of what to expect during the surveys  
• Preparation of Building Condition Surveys in accordance with NSW CoA E42 and E43 | |
| Impacts on agricultural property | Impact on livestock  
Impact on dams and water bodies  
Flooding | • Early negotiation with property owners about compensation/alternative arrangements prior to construction  
• Consultation about any flooding impacts including compensation,  
• Construction of infrastructure such as cattle underpasses and/or compensation in accordance with NSW CoA E40.  
• Independent expert in agricultural property management/agricultural business provided to property owner to manage impact on business in accordance with NSW CoA E39 and E40 | |
| Design refinement | Unsatisfied property owners and community members  
Design not clear | • Simple, easy to understand designs  
• Close consultation with impacted owners especially if there is change in design  
• Property Adjustments Plans to be re-designed if changes impact private properties  
• Involvement at early stage | |
<table>
<thead>
<tr>
<th>Issue</th>
<th>Potential Key Impacts</th>
<th>Communication Management Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investigations</td>
<td>Noise</td>
<td>• Early notification of work</td>
</tr>
<tr>
<td></td>
<td>Dust</td>
<td>• Induction of staff doing the work</td>
</tr>
<tr>
<td></td>
<td>Damage to property requiring restoration</td>
<td>• Property access agreements to be signed prior to accessing private properties</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Property condition surveys</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Dust and noise suppression measures in place</td>
</tr>
<tr>
<td><em>During construction</em></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dust</td>
<td>Dust due to start of construction</td>
<td>• Early identification of sensitive receivers</td>
</tr>
<tr>
<td></td>
<td>Dust suppression measures not set up</td>
<td>• One-on-one consultation</td>
</tr>
<tr>
<td></td>
<td>Screening inadequate</td>
<td>• Tool box talks to ensure all measures which can be taken to mitigate have been taken</td>
</tr>
<tr>
<td></td>
<td>Aggravated dust related illnesses</td>
<td>• Early involvement of construction workers to make them aware of sensitive receivers</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Damping down of dust on a regular basis</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Special care taken on windy days</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Complaints mechanisms in place</td>
</tr>
<tr>
<td>Construction noise</td>
<td>Noise cause by:</td>
<td>• Adhere to operating hours of work</td>
</tr>
<tr>
<td></td>
<td>• Deliveries</td>
<td>• Early involvement of construction workers to make them aware of sensitive receivers</td>
</tr>
<tr>
<td></td>
<td>• Reversing beepers</td>
<td>• Adhere to strategies outlined in this Community Communication Strategy</td>
</tr>
<tr>
<td></td>
<td>• Noise from earthworks</td>
<td>• Contact sensitive receivers prior to work as per requirements of EPL</td>
</tr>
<tr>
<td></td>
<td>• Noise from night work</td>
<td>• Community notifications with contact details</td>
</tr>
<tr>
<td></td>
<td>• Noise from construction activities such as saw-cutting, piling and pile driving</td>
<td>• Robust inquiry and complaint management</td>
</tr>
<tr>
<td></td>
<td>• Increased construction traffic</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Use of compound site or stockpile site</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Noise from heavy vehicle movements</td>
<td></td>
</tr>
<tr>
<td>Construction fatigue</td>
<td>• Same stakeholders impacted again and again, not interested in engaging, have a low threshold for construction impact or have been treated poorly before</td>
<td>• Ensure CR team has background information</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Ensure Contractors CR teams are given and are aware of all background information</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Show empathy and understanding</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• CR team to liaise with other projects in the area to understand impacts and multiple impact</td>
</tr>
<tr>
<td>Issue</td>
<td>Potential Key Impacts</td>
<td>Communication Management Strategies</td>
</tr>
<tr>
<td>------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Property access requirements for residents and businesses</td>
<td>• Some property access disruption due to construction</td>
<td>• Maintain access to private properties and businesses at all times in accordance with NSW MCoA E41</td>
</tr>
<tr>
<td></td>
<td>• Ensure Contractors CR teams are given and are aware of all information regarding access requirements, especially sensitive residents and businesses</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• If access is to be disrupted for some reason consult with property owner and provide alternatives e.g temporary access, parking for vehicles if driveway impacted in accordance with NSW MCoA E41</td>
<td></td>
</tr>
<tr>
<td>Traffic and access disruption to day to day operations for school bus services and community members.</td>
<td>• Disruptions, delays, temporary detours, traffic switches, construction access including changes to traffic conditions, and vehicle access to and from the work site</td>
<td>• Targeted consultation with bus operators to determine any bus route impacts</td>
</tr>
<tr>
<td></td>
<td>• Impacts on taxis, buses and emergency access</td>
<td>• Information boards at bus stops</td>
</tr>
<tr>
<td></td>
<td>• Maintaining access and minimizing disruption to local residents, landholders and businesses, during construction and operation</td>
<td>• Information through “Trip view” and ‘Live Traffic’</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Targeted consultation with bus operators to determine where bus routes go through minor roads</td>
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<td></td>
<td></td>
<td>• Targeted consultation with schools and information provided for circulation to teachers, parents and students</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• One on one meetings with property owners</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Involve businesses and schools in close proximity in design/planning of work and provide adequate notification and consultation to ensure appropriate signage and access requirements</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• VMS signs</td>
</tr>
<tr>
<td>Impacts on businesses from disruptions</td>
<td>• Businesses cannot get/make deliveries due to traffic disruptions or suffer undue impacts on manufacturing, usual business processes due to noise/dust/vibration</td>
<td>• Provide advance warnings</td>
</tr>
<tr>
<td></td>
<td>• Access and visibility is impacted, impacting customers</td>
<td>• Involve businesses in close proximity in design/planning of work and provide adequate notification and consultation to ensure appropriate signage and access requirements</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Business Impact Risk Register to identify and manage specific impacts</td>
</tr>
<tr>
<td>Lack of project awareness and understanding</td>
<td>• Lack of awareness about project</td>
<td>• Widespread communications of project information in easy-to-understand language and use of graphics</td>
</tr>
<tr>
<td></td>
<td>• Need for project not accepted</td>
<td>• Use a range of communication tools to reach wider community and stakeholders including written communication, information sessions and staff displays</td>
</tr>
<tr>
<td></td>
<td>• Misinformation or information about project not understood</td>
<td>• Establish lines of communication with key personal at the other projects</td>
</tr>
<tr>
<td></td>
<td>• Community not knowing how to contact project team</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Complaints and issues received that relate to other concurrent projects</td>
<td></td>
</tr>
<tr>
<td>Issue</td>
<td>Potential Key Impacts</td>
<td>Communication Management Strategies</td>
</tr>
<tr>
<td>-------------------------------------------</td>
<td>---------------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Local infrastructure and utilities</td>
<td>• Existing condition reports to ensure agreed baseline for restoration</td>
<td>• Liaison with councils and utility providers</td>
</tr>
<tr>
<td></td>
<td>• Coordination of works</td>
<td>• Liaison with other projects in the area</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Consultation for suitable arrangements for access to, diversion protection, and/or support of services infrastructure</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Advise local residents and businesses affected before any planned disruption of service occurs</td>
</tr>
<tr>
<td>Location of site compounds</td>
<td>• Impacts on nearby property owners</td>
<td>• Face to face communication with affected owners to explain what is required to erect site compounds and duration</td>
</tr>
<tr>
<td></td>
<td>• Visual impacts</td>
<td>• Liaison regarding access to areas which have been used eg dams</td>
</tr>
<tr>
<td></td>
<td>• Access to facilities such as dams, parking</td>
<td>• Clear information about when the compound will be in place and for how long</td>
</tr>
<tr>
<td></td>
<td>• Noise, litter and parking issues from staff</td>
<td>• Seek feedback on construction boundary screening</td>
</tr>
<tr>
<td></td>
<td>• Community opposed to location</td>
<td>• Clear communications to explain that construction compounds are temporary</td>
</tr>
<tr>
<td></td>
<td>• Pedestrian, parking and access</td>
<td>• Track issues that arise relating to compounds and identify stakeholders to be targeted for communications relating to this part of the project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Establish regular communication with directly affected property owners to maintain trusting relationship with project team and Roads and Maritime</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Communication materials to explain need for site compounds</td>
</tr>
<tr>
<td>Noise attenuation</td>
<td>• Lack of consultation on detail or entitlement i.e., lack of understanding by community of how operational noise attenuation measures are determined</td>
<td>Manage operational noise treatments, using information from the EIS and provide treatment to properties identified as required by NSW CoA E 36 and E37 using the following procedures:</td>
</tr>
<tr>
<td></td>
<td>• Lack of notification of at-property treatments</td>
<td>• scope the required treatments to meet the required noise reduction (according to relevant guidelines) in consultation with landowner.</td>
</tr>
<tr>
<td></td>
<td>• Lack of detailed design information at early stages of construction</td>
<td>• undertake work at no cost to the owner</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• conduct post-operation noise monitoring as required by NSW CoA D9</td>
</tr>
<tr>
<td>Issue</td>
<td>Potential Key Impacts</td>
<td>Communication Management Strategies</td>
</tr>
<tr>
<td>------------------------------</td>
<td>--------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| Out of hours work           | • Lack of warning and consideration of needs | • Plan early to identify likely impact and duration of work  
• Letterbox/fax/email notification and meetings with affected residents/businesses/services leading up to out of hours work  
• Maintain open phone line or line directed to the construction site at all times  
• Clearly flagged at mobile displays and community open days  
• Communicate as per the Out of hours work requirements of EPL including notifications and agreements  
• Implement respite management measures for highly affected receivers in accordance with the requirements Construction Noise and Vibration Management Plan and Out of Hours Work Protocol Inform as soon as possible about emergency work as required by NSW COA E27. Inform about nature of work, location, likely impact and how long this impact is expected to last |
| Property acquisition issues | • Difficulties in obtaining access to site due to property acquisition process | • Liaise with Roads and Maritime property team to ensure appropriate acquisition and access has been negotiated  
• Liaise with property owner closely to make them aware of the process and assistance available including Personal Manager Acquisition (PMA) |
<table>
<thead>
<tr>
<th>Issue</th>
<th>Potential Key Impacts</th>
<th>Communication Management Strategies</th>
</tr>
</thead>
</table>
| Property impacts | • Property damage from construction  
• Access to properties  
• Re-alignment or permanent diversions of their existing property access | • Contractors to undertake Building Condition Survey Reports for buildings and structures adjacent to the project and access roads or within an area potentially affected by works  
• Ensure Contractors CR teams are given and are aware of all information regarding access requirements, especially sensitive residents and businesses  
• Property access agreements to be signed prior to accessing private properties  
• Notification and/or meetings with property owners to provide information about nature of works, particularly activities that have the potential to impact on landowners  
• Specific information about impacts to allay fears for property – especially vibration  
• Documented consultation program with property owners to provide them with information on the expected effects on their properties and existing accesses, to identify their individual needs and other relevant information.  
• Respond to complaints in accordance with Complaints Management System  
• Respond promptly to calls for project information  
• Any damage caused to property as a result of the Project must be rectified or the landowner compensated, within a reasonable timeframe. |
| Rehabilitation and restoration of construction areas | • Lack of information and consultation about the rehabilitation and restoration of natural areas and private property affected by construction | • Establish photographic records of areas likely to be disturbed prior to commencement of works  
• Negotiate with land owners regarding appropriate standards for restoration  
• Involve councils at an early stage to manage expectations about restoration and rehabilitation with follow up post restoration  
• Liaise with construction team to ensure appropriate restoration to the existing standard or better |
<table>
<thead>
<tr>
<th>Issue</th>
<th>Potential Key Impacts</th>
<th>Communication Management Strategies</th>
</tr>
</thead>
</table>
| Traffic management and transport | • 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  
• Effects 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 local residents, landholders and businesses, during construction and operation | • Advertisements in local papers  
• Provide residents/businesses/councils/services/motoring and freight industry groups with advance 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 procedures set out in the Traffic Management Plan |
| Urban design & landscaping   | • Lack of consultation on the detail of design and landscaping  
• Information not available in the early stages of the project  
• Information about permanent infrastructure | • Implement a consultation strategy to liaise with relevant stakeholders especially where there may be an opportunity for input and refinements in accordance with the conditions set out in NSW CoA E64  
• Face to face and resident meetings as required  
• Community consultation on the Urban Design and Landscape Plan prior to finalising in accordance NSW CoA E64  
• Consultation with Department of Defence and DEOH Golf Club (Orchard Hills Golf Club) |
### Vegetation removal

- Removal of significant vegetation with landscape or environmental values
- Displacement of native and exotic fauna

**Communication Management Strategies**

- Liaise with key stakeholders especially EPA and local government prior to removal
- Ensure stakeholders are aware of planned vegetation removal and that work will be in accordance with the approved Flora and Fauna Management Plan
- Involve local groups who have expressed an interest in being part of the process
- Key message of compensatory habitat being provided in lieu of loss of this vegetation
- Involve Councils and Mulgoa Valley Land Care Group
- Environmental review group to be involved
- Clear marking of species to be preserved including training of construction staff

### Vibration

Vibration caused by:
- Vibratory earthworks
- Use of compound site or stockpile site

**Provision of forward warning by:**
- Extensive education of residents and businesses about vibration impacts, length and possible timing of when they might be impacted
- Letterbox/fax/email notification and meetings with affected residents/businesses
- Targeted information and liaison
- Respond quickly to complaints or calls for project information
- Property condition reports prior to construction activities causing vibration
- Implement respite management measures for severely impacted residents in accordance with the Construction Noise and Vibration Management Plan and Out of Hours Work Protocol

### During operation

<table>
<thead>
<tr>
<th>Property access</th>
<th>Business access</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residents and businesses not aware of changes to access</td>
<td>Potential customers not able to find businesses</td>
</tr>
<tr>
<td>Longer travel times due to diversions</td>
<td></td>
</tr>
</tbody>
</table>

**Communication Management Strategies**

- Provision of information through communication so that stakeholders are aware of final alignment of the road and access points
- Reinstate access to at least an equivalent standard in consultation with the landowner in accordance with NSW MCoA E41

**Wayfinding signage to be included as part of Urban Design and Landscape Plan**
<table>
<thead>
<tr>
<th>Issue</th>
<th>Potential Key Impacts</th>
<th>Communication Management Strategies</th>
</tr>
</thead>
</table>
| Damage to property issues not resolved | • Residents and businesses not aware of damage claim process | • Ensure property conditions surveys are completed including post condition surveys where required  
• Complaint management process to be followed |
| Property adjustments not done satisfactorily | • Residents and businesses not happy with adjustments done | • Engage contractor and residents early in the process with clear and easy to understand Property Adjustment Plans  
• Ensure adjustments to the DEOH Golf Club (Orchard Hills Golf Club) are negotiated early and delivered as agreed |
| At-property noise attenuation | • Not done properly  
• Residents/businesses feel that noise is more | • Post construction noise monitoring to be completed and results shared in accordance with NSW MCoA D9 |

6.1 Strategies for managing business impacts

Strategies for managing business impacts during construction will include:

- establishment of a business impact risk register which is used to identify any impacts and to mitigate those impacts. There will be a common register across all projects updated by each construction team as necessary face-to-face consultation about potential impacts
- information about access, traffic and transport arrangements especially if likely to impact
- noise and vibration assessments
- support with signage where appropriate; maintenance of access where possible
- regular business briefings for affected businesses by project team and consultation on planned activities.

Appropriate road signage will be provided during construction by the construction contractors in accordance with the Roads and Maritime Services Guidelines Tourist Signposting (2012) to provide guidance to passing patrons on access to shops and services, including within Luddenham Town Centre.

Roads and Maritime, in consultation with Councils will provide monetary support for preparation of plans to revitalise Luddenham Town Centre for the purpose of encouraging motorists to continue to pass through or visit Luddenham Town Centre.
7 Ancillary facilities - site specific issues

The ancillary facilities for the project will be established in accordance with the requirements outlined in NSW CoA A15, A16 and A17.

As ancillary facilities for the Project will be established in a number of locations along the alignment, the stakeholders and issues for each facility will be different and require different communication strategies. The ancillary facilities, main issues and strategies to be implemented are outlined below. The locations of the facilities will be revisited with the Construction contractors during preparation of the Ancillary Facilities Management Plan prior to establishment of the facilities.

General maintenance and management of sites will include consultation prior to set up, information and feedback regarding boundary screening, parking and haulage routes.

A number of site construction compounds will be established as per the Figure 7.1.

A number of the sites are main construction compounds and some minor compounds are being set up for sedimentation basins to manage water quality and for stockpiling material for use.
KEY

Construction compound sites in EIS/SPRR proposed to be used

The Northern Road upgrade
Community Communication Strategy - Updated November 2019
Figure 7.1: Location of construction site compounds

Table 7.1: General impacts along the alignment

<table>
<thead>
<tr>
<th>Generic stakeholders impacted</th>
<th>Main impacts</th>
<th>Management strategies</th>
</tr>
</thead>
</table>
| Residents with construction sites in close proximity to their homes | ▪ Traffic congestion  
▪ Traffic haulage route  
▪ Dust  
▪ Impacts on dams within property  
▪ Noise and vibration  
▪ Pedestrian access and safety  
▪ Business impact  
▪ Parking, noise, litter, smoking by workers  
▪ Possible asbestos during removal of building structures | ▪ Door knock to ensure residents and businesses are aware of who to call and explain timing of work  
▪ Property adjustment plans clearly show impact on dams  
▪ Measures in place to manage impacts early – temporary noise barriers, dust suppression measures  
▪ Close cooperation during peak periods of work  
▪ Tool box talks  
▪ Haulage routes identified and signposted and regularly monitored by safety/traffic managers  
▪ Urban design and landscape plan  
▪ Consultation regarding boundary screening for site compounds |
| Businesses on main haulage routes |  |  |
| Road users |  |  |
| Motorists |  |  |
| Trucks |  |  |
| Cyclists |  |  |
| Pedestrians |  |  |
7.1 Main construction compound for the section between Mersey Road and Eaton Road – next to Eaton Road

Figure 7.2: Construction compound next to Eaton Road layout

<table>
<thead>
<tr>
<th>Stakeholders impacted</th>
<th>Main impacts</th>
<th>Management strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shops close to Eaton Road</td>
<td>• Traffic congestion</td>
<td>• Door knock to ensure they are aware of who to call and explain timing of work</td>
</tr>
<tr>
<td>• Orchid Belle Beauty</td>
<td>• Traffic haulage route</td>
<td>• Measures in place to manage impacts early – temporary noise barriers, dust suppression measures</td>
</tr>
<tr>
<td>• Australia Post</td>
<td>• Dust</td>
<td>• Close cooperation during peak periods of work</td>
</tr>
<tr>
<td>• Luddenham Burger Bar</td>
<td>• Noise and vibration</td>
<td>• Tool box talks</td>
</tr>
<tr>
<td>• Luddenham Pharmacy</td>
<td>• Pedestrian access and safety</td>
<td>• Haulage routes identified and signposted and regularly monitored by safety/traffic managers</td>
</tr>
<tr>
<td>• IGA</td>
<td>• Business impact</td>
<td>• Urban design and landscape plan</td>
</tr>
<tr>
<td>• Shell Service Station</td>
<td>• Parking, noise, litter, smoking by workers</td>
<td>• Consultation regarding boundary screening for site compounds</td>
</tr>
<tr>
<td>Residents of:</td>
<td>• Possible asbestos during removal of building structure</td>
<td></td>
</tr>
<tr>
<td>• Eaton Road</td>
<td>• Impact on dams and utilities</td>
<td></td>
</tr>
<tr>
<td>• 2072 The Northern Road</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Christmas Tree Farm on Northern Road</td>
<td></td>
<td></td>
</tr>
<tr>
<td>WSA Co</td>
<td></td>
<td></td>
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</tbody>
</table>
7.2 Main construction compound and concrete batch plant for the section between Eaton Road and Glenmore Parkway – near Gates Road

Figure 7.4: Construction compound near Gates Road layout

Table 7.4: Impacts specific to site

<table>
<thead>
<tr>
<th>Stakeholders impacted</th>
<th>Main impacts</th>
<th>Management strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residents of:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>▪ Gates Road</td>
<td>• Traffic congestion</td>
<td>• Door knock to ensure they are aware of who to call and explain timing of work</td>
</tr>
<tr>
<td>▪ The Northern Road</td>
<td>• Traffic haulage route</td>
<td>• Measures in place to manage impacts early – temporary noise barriers, dust suppression measures</td>
</tr>
<tr>
<td>▪ Littlefields Road</td>
<td>• Dust</td>
<td>• Close cooperation during peak periods of work</td>
</tr>
<tr>
<td></td>
<td>• Noise and vibration</td>
<td>• Tool box talks</td>
</tr>
<tr>
<td></td>
<td>• Visual impacts and urban design</td>
<td>• Haulage routes identified and signposted and regularly monitored by safety/traffic managers</td>
</tr>
<tr>
<td></td>
<td>• Pedestrian access and safety</td>
<td>• Urban design and landscape plan</td>
</tr>
<tr>
<td></td>
<td>• Parking, noise, litter, smoking by workers</td>
<td>• Consultation regarding boundary screening for site compounds</td>
</tr>
<tr>
<td></td>
<td>• Impact on dams and utilities</td>
<td>• Consultation for the establishment and operation of concrete batch plant</td>
</tr>
<tr>
<td></td>
<td>• Operation of concrete batch plant</td>
<td></td>
</tr>
</tbody>
</table>
8 Engagement methods

8.1 Communication approach

The objective of communication during the construction of The Northern Road project, will be to ensure that the community and stakeholders, particularly those directly impacted, are informed about construction activities and program, 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.

8.2 Key messages

Key messages regarding The Northern Road project include:

- The Australian and New South Wales Governments have funded the upgrade of The Northern Road between Mersey Road, Bringelly and Glenmore Parkway, Glenmore Park as part of the Western Sydney Infrastructure Plan to improve safety, increase road capacity and reduce travel times and congestion in the future.
- Project approval was received on 30 May 2018 and Roads and Maritime is managing the delivery of this project through a number of construction contractors.
- All work will be carried out in accordance with the Infrastructure Approval, the Environment Protection Licence (EPL) and Roads and Maritime’s requirements.
- A ‘no surprises’ approach will be adopted throughout construction by keeping community and stakeholders informed about construction activities, access changes in place to minimise construction impacts.
- 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 and stakeholders will be kept informed via the project website, social media, email notifications, written notifications and meetings.
- Feedback from community and stakeholders about the work and how impacts can be minimised will be welcomed.

8.3 Communication tools

A range of communication activities and tools will be used to inform and engage the community and stakeholders about the reconfiguration works. Table 8.1 below provides an overview of the communication tools that will be used, the aim of each tool and the stakeholder groups involved.
<table>
<thead>
<tr>
<th>Communications activity and tools</th>
<th>Description</th>
<th>Audience</th>
<th>Frequency/timing</th>
<th>Specifications</th>
</tr>
</thead>
</table>
| Roads and Maritime project website | The Northern Road project website: www.rms.nsw.gov.au/northernroad will be maintained and used to keep the community and stakeholders informed about project contact details, construction activities, access changes and approval documentation | Stakeholders, Councils, Luddenham, Glenmore Park and Bringelly communities, including nearby residents and the wider community | The website will be updated regularly as a minimum every three months, for the duration of the project | • Roads and Maritime will publish information on the website  
• Information is to meet requirements of NSW COA B11 and includes:  
  - project contact details (including telephone number, postal address and email address)  
  - information on the current implementation status of the project  
  - The EIS and SPIR  
  - Documentation relating to any modifications made to the project or the terms of the Infrastructure Approval (including copies of approvals granted by the Minister)  
  - relevant project plans and documentation  
  - current copy of each document required under the terms of this approval  
  - endorsements, approvals, requirements from the ER and the Secretary of DPIE  
  - the Infrastructure Approval (original form and consolidated copy with any approved modifications)  
  - Approvals granted by the Minister for any modifications to the terms of the Infrastructure Approvals  
  - statutory approvals, licences or permits obtained for the project |
<table>
<thead>
<tr>
<th>Communications activity and tools</th>
<th>Description</th>
<th>Audience</th>
<th>Frequency/ timing</th>
<th>Specifications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community survey</td>
<td>A survey of residents and businesses to understand preferred means of contact</td>
<td>Residents and businesses</td>
<td>Prior to start of different stages</td>
<td>Survey to identify/confirm preferred method of contact. To be conducted by phone.</td>
</tr>
<tr>
<td>Video portal</td>
<td>A video has been developed to show the community and stakeholders the key features of the upgrade</td>
<td>Councils, residents, businesses and community and stakeholder groups, any interested parties</td>
<td>For the duration of the project. The animation can be accessed by the public at any time from the project website. It will be available at the site office and used during site tours and stakeholder meetings and presentations</td>
<td>The video shows key design features, including access arrangements to the Western Sydney Airport</td>
</tr>
<tr>
<td>Social media</td>
<td>Social media posts</td>
<td>WSIP Facebook page followers as well all community and stakeholder groups</td>
<td>For major milestones such as the commencement of construction, finalisation of sections of road</td>
<td>Social media posts to highlight suitable project milestones and information</td>
</tr>
<tr>
<td>Community updates</td>
<td>Community and construction updates (newsletters) to inform and engage the community about construction progress, access changes, milestones, relevant project information and any changes to the detailed design</td>
<td>Councils, residents, businesses and community and stakeholder groups, any interested parties</td>
<td>For major milestones such as the commencement of construction, appointment of contractors finalisation of sections of road</td>
<td>The publications will be developed by Roads and Maritime CSEA. The publications will follow current Roads and Maritime templates and branding guidelines</td>
</tr>
<tr>
<td>Communications activity and tools</td>
<td>Description</td>
<td>Audience</td>
<td>Frequency/ timing</td>
<td>Specifications</td>
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</tr>
<tr>
<td>Local newspaper advertisement</td>
<td>An advertisement will be published in the Penrith Press, Western Weekender, Liverpool Champion and Liverpool Gazette to inform the community about the telephone number, the postal address and the email address to provide feedback about The Northern Road works</td>
<td>Councils, residents, businesses and community and stakeholder groups, any interested parties</td>
<td>Prior to the commencement of construction and operation of the works</td>
<td>The advertisement will be developed by Roads and Maritime CSEA. The advertisement will follow current Roads and Maritime templates and branding guidelines</td>
</tr>
<tr>
<td>Project email address</td>
<td>The project email address <a href="mailto:thenorthernroad@rms.nsw.gov.au">thenorthernroad@rms.nsw.gov.au</a> will be established for the community to provide feedback about the project</td>
<td>Councils, residents, businesses and community and stakeholder groups, any interested parties</td>
<td>The project email will be available on project approval and will continue to be available for 12 months following the completion the project.</td>
<td>• Responses to emails will be provided by the CSEA • The email address will be included on all project communication material • Emails received and their responses will be recorded in a database</td>
</tr>
<tr>
<td>Project information phone number</td>
<td>A 24-hour toll free project information telephone number (1800 703 457) has been established for the community to provide feedback about the project</td>
<td>Councils, residents, businesses and community and stakeholder groups, any interested parties and local road users</td>
<td>The project information phone has been available since xxx and will continue to be available during all stages of the project (including for 12 months following the completion of the project.)</td>
<td>• The phone line will be managed by the CSEA • The telephone number will be included on all project communication material • All calls received and their responses will be recorded in a database</td>
</tr>
<tr>
<td>Project postal address</td>
<td>The project postal address has been established for the community to provide feedback about the project: The Northern Road upgrade, PO Box 437</td>
<td>Councils, residents, businesses and community and stakeholder groups, any interested parties and local road users</td>
<td>The project postal address has been available since xxx and will continue to be available during all stages of the</td>
<td>• Letters received will be actioned for response by the CSEA • The postal address will be included on all project communication material</td>
</tr>
<tr>
<td>Communications activity and tools</td>
<td>Description</td>
<td>Audience</td>
<td>Frequency/ timing</td>
<td>Specifications</td>
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</tr>
<tr>
<td><strong>Notification letters including ‘out of hours work’ notices</strong></td>
<td>Letterbox notification letters will be used to inform directly affected residents and businesses about any changes that may impact on properties, such as access arrangements, construction of temporary work and permanent changes and work outside normal working hours. Roads and Maritime and its contractor will advise local residents and businesses affected before any planned disruption of services and utilities occur.</td>
<td>Councils, residents, businesses and community and stakeholder groups, any interested parties and local road users</td>
<td>As required, including when ‘out of hours work’ is required, for the duration of the project</td>
<td>• All correspondence received and their responses will be recorded in a database • All notifications will be on Roads and Maritime letterhead unless otherwise agreed by the Roads and Maritime Representative • Notification of out of hours work will be delivered to the relevant stakeholders at least seven calendar days prior to work starting • If relevant, notifications will be distributed to a radius of 750m from work • The contractor will provide the notification letters for Roads and Maritime approval at least 15 business days before work commences</td>
</tr>
<tr>
<td><strong>Out of hours work agreements</strong></td>
<td>Agreements with impacted community and stakeholders to do out of hours work with agreement in order to complete the work expeditiously</td>
<td>Residents and stakeholders</td>
<td>As required</td>
<td>• Consultation and agreement to conduct work outside of hours as identified in the CNVMP and EPL • Agreements or proof of contact</td>
</tr>
<tr>
<td><strong>Business Impact Risk Register</strong></td>
<td>Register identifying any risks to business activities including access, signage and/or pedestrian impediments</td>
<td>Construction staff</td>
<td>Updated as new information is available</td>
<td>• All businesses in the area identified including home-based and agricultural businesses • Construction team identify and update risks to share with all members • Strategies to reduce risk continually implemented</td>
</tr>
<tr>
<td>Communications activity and tools</td>
<td>Description</td>
<td>Audience</td>
<td>Frequency/ timing</td>
<td>Specifications</td>
</tr>
<tr>
<td>----------------------------------------------------------</td>
<td>------------------------------------------------------------------------------</td>
<td>-----------------------------------------------</td>
<td>-------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| Live Traffic NSW                                         | Provides real time information about traffic changes for motorists          | Council, all community and stakeholder groups and local road users | 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  
• The contractor will immediately notify Roads and Maritime Representative of any negative or reputational matters that are communicated to the Transport Management Centre for the Live Traffic NSW website |
<p>| Photographic images                                      | Photographs will be taken during construction to visually record the progress of construction | Council, all community and stakeholder groups and local road users | Monthly and as required, for the duration of the project   | Photographs will be of a professional quality (minimum 300 dpi) and included on The Northern Road project website as they become available |
| Project information and supplementary signage on site hoardings | Project information and supplementary signage                             | Road users                                    | For the duration of the project                            | • Signage will be designed and installed by the contractor in accordance with Roads and Maritime templates and guidelines and include the Project name, telephone number, email address and website |</p>
<table>
<thead>
<tr>
<th>Communications activity and tools</th>
<th>Description</th>
<th>Audience</th>
<th>Frequency/timing</th>
<th>Specifications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Site tours</td>
<td>Site tours may be arranged, subject to the availability of staff and the work that is underway at the time. Tours may be provided to user groups, council staff and elected officials, elected representatives, government agencies, management and technical personnel, local schools and community groups. Tours could also be arranged for specific activities such as archaeological investigations.</td>
<td>Council, community and stakeholder and interested groups and local road users</td>
<td>As appropriate and as required</td>
<td>• Site tours can be arranged subject to approval by the Roads and Maritime Representative. • Opportunities to attend upcoming site tours will be communicated to the community and stakeholders via the Project community updates. • Site tours will be accompanied by representatives of Roads and Maritime or other persons authorised in writing by Roads and Maritime Representative. • A visitor safety plan, including requirements for site inductions and protective clothing, will be developed and implemented by the contractor. • All attendees will undergo site inductions.</td>
</tr>
</tbody>
</table>

<p>| Stakeholder meetings, and presentations | Meetings, including with the Councils, community groups, Government agencies etc, presentations and forums to brief and discuss project information and issues including environmental management issues | Stakeholders, council, nearby residents and wider community if required | As required | • The contractor must obtain approval from Roads and Maritime prior to any stakeholder meetings and presentations being agreed to and occurring. • A suitable contractor representative must be available to attend the meeting if required. • Involve construction personnel from the construction site in engaging with the local community if required. • The contractor must provide suitable and timely content for the meeting on Roads and Maritime templates if required. • Meeting notes to be recorded. |</p>
<table>
<thead>
<tr>
<th>Communications activity and tools</th>
<th>Description</th>
<th>Audience</th>
<th>Frequency/ timing</th>
<th>Specifications</th>
</tr>
</thead>
</table>
| Traffic alerts and media releases | Content for traffic alerts and media releases will be prepared by the contractor and supplied to Roads and Maritime to keep the community and stakeholders informed about construction activities and changes | Media outlets, stakeholders, road users, Councils, Luddenham communities, nearby residents and wider community if required | 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. | • The contractor will provide relevant information to the Roads and Maritime Representative to allow preparation of traffic alerts and media releases as required  
• The contractor and its sub-contractors must not issue their own media releases or traffic alerts about the project without the written approval from the Roads and Maritime Representative  
• Traffic alerts and media releases will be distributed by Roads and Maritime to key media outlets |
| Consultation Manager database | Online community contact management tool | Used by all construction communication staff | Record of interaction with members of the community, businesses and stakeholders | • The database will be the source for the Complaint Management Register  
• Updated regularly to provide seamless interaction with stakeholders |
| Feedback forms | Hard copy forms for the community will be used to provide feedback to the project team and to inform future consultation carried out by Roads and Maritime | Stakeholders, user groups, council, nearby residents and wider community | As required | • The contractor will prepare feedback forms using Roads and Maritime templates and provide to Roads and Maritime for approval prior issue to the community |
| 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 | As required | • The contractor, in consultation with Roads and Maritime, will identify safe locations for the VMS  
• Any adverse or changed traffic or access matters that may be displayed on VMS will be communicated to the Roads and Maritime Representative immediately  
• The VMS will display any impacts to existing traffic conditions to the public |
<table>
<thead>
<tr>
<th>Communications activity and tools</th>
<th>Description</th>
<th>Audience</th>
<th>Frequency/ timing</th>
<th>Specifications</th>
</tr>
</thead>
</table>
| **Communications with service and utility providers** | The relevant owner or provider of the service or utility will be consulted to make suitable arrangements for access to diversion, protection and support of the affected infrastructure as required. | Service and utility providers | Prior to works affecting the utility or service, to determine the requirements for access to, diversion, protection and support of the utility or service | • Develop protocol with utility providers for consultation and notifications when they are delivering work on behalf of the project  
• Implement all reasonable requirements of utility providers  
• Evidence will be provided to the Roads and Maritime Representative by the Contractor regarding potential utility outages and notification to residents / stakeholders in advance notice of any outage |
<p>| <strong>Community forums/information events</strong> | Roads and Maritime will conduct community-based forums when required during the works. The community-based forums will be developed where interest from the community has been received through complaints or general interest and focus on key environmental management issues or location specific issues to the relevant community(ies) for the project | Stakeholders, as well as those who register an interest in key environmental management issues. | As required | • The structure of the forums will be informal, chaired by the CSEA and subject matter experts from the project team. Roads and Maritime will also be represented. The scope of the forums is to provide opportunities for the community to gain up to date information about the project and also voice any concerns. The objectives are to provide information and opportunity for feedback. |
| <strong>Community pop-up sessions</strong> | Roads and Maritime will provide pop-up sessions based on community interest and at local community events. | Wider community interested in the project and project progress | As required | • The pop-up sessions will be informal ‘stands’ at community events such as the Luddenham Easter Show and/or outside Luddenham shops. |</p>
<table>
<thead>
<tr>
<th>Communications activity and tools</th>
<th>Description</th>
<th>Audience</th>
<th>Frequency/ timing</th>
<th>Specifications</th>
</tr>
</thead>
</table>
| **Tool box talks and construction team training** | Roads and Maritime will require the construction contractors to have community awareness training and this will be supplemented with specific issue, or specific location tool box talks in order to make workers aware of community sensitivities | Immediately impacted community | At induction and start of new work | • Structured tool box talks at the beginning of any work.  
• At project induction of workers. |
<p>| <strong>Consultation records about consultation carried out for documents required under the approval</strong> | Roads and Maritime will consult with identified stakeholders and members of the community during the preparation of plans and strategies required as a part of the project approval. | Key stakeholders and community which may change depending on the nature of the document | As required | The consultation will consist of either sending the plans/documents for comments with a follow up offer of a presentation. Generally a period of two weeks for comment will be offered (depending on the nature of the document/impact). A register will be maintained about the consultation, follow up to obtain feedback and how the feedback was addressed. This register will be submitted with the plan for approval as required under NSW COA A6. |</p>
<table>
<thead>
<tr>
<th>Communications activity and tools</th>
<th>Description</th>
<th>Audience</th>
<th>Frequency/ timing</th>
<th>Specifications</th>
</tr>
</thead>
</table>
| Consultation strategy for consultation about specific issues | Roads and Maritime will develop topic specific strategies to address consultation requirements for items such as:  
- Urban Design and Landscape Plan as required under NSW COA E64 and E65  
- Traffic and Transport arrangements as required under NSW COA 357  
- Change in design requiring modifications to the EIS  
- Tree removal as required under NSW COA E60 | Community and stakeholders impacted by the changes/details | As required | The consultation will contain as a minimum:  
- community notification to those impacted  
- one-on-one consultation  
- community forum/pop-up session  
- provide at least two weeks for feedback  
- information on website  
- feedback on how the comments have been addressed and/or incorporated either on the website or one-on-one depending on the nature of the comments |
9 Complaints management system

9.1 Purpose

This Complaints Management System (CMS) describes how Roads and Maritime Services (Roads and Maritime) and its contractors will manage complaints through the design refinement and construction of The Northern Road upgrade project.

This has been prepared in accordance with the requirements of the Ministers Conditions of Approval for a Complaints Management System for the Critical State Significant Infrastructure (CSSI). (Table 1.1)

The CMS describes the procedure for managing complaints by Roads and Maritime and its contractors during the construction work.

The CMS must be prepared and submitted to the Secretary for information prior to the commencement of any works in respect of the CSSI and be implemented and must be maintained for the duration of works and for a minimum for 12 months following completion of Construction of the CSSI.

This section outlines the procedure for managing complaints for The Northern Road project for the duration of construction and up to twelve months after construction completion. 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
- 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.

9.2 Responsibilities

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

The Roads and Maritime CSEA is the designated complaints handling management representative for the project.

Table 9.1: Responsibilities for Complaints

<table>
<thead>
<tr>
<th>Roles</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project community relations team including Roads and Maritime Community and Stakeholder Engagement Advisor</td>
<td>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.</td>
</tr>
<tr>
<td></td>
<td>Provide a message service for calls received outside of construction hours.</td>
</tr>
</tbody>
</table>
### and Contractor Community Relations Manager

Develop and implement procedure for managing and resolving stakeholder and community complaints directed to the project team.

Investigate and determine the source of a complaint immediately, including an immediate call to the complainant (when received by phone within 2 hours).

Provide an initial response to all complaints within 2 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) and provided within 7 business days, if the complaint cannot be resolved in the initial contact.

Keep the complainant informed of the process until the complaint is resolved.

Close out complaints within agreed timeframe (with complainant).

Escalate complaints in accordance with the Complaints Management Procedure. Inform Roads and Maritime of complaint when resolved and if not resolved escalate to Roads and Maritime CSEA for further resolution.

Record all complaints in the Complaints Register (Consultation Manager) in accordance within 24 hours.

### Project Manager/Senior Project Manager

Internal escalation of complaint to Project Manager/Senior Project Manager if the complaint cannot be resolved by the Community Relations Team. The Project Manager/Senior Project Manager, in conjunction with the Community Relations Manager will decide about escalation to either Project Director or ER in the first instance.

### Project Director

Level 1 escalation of complaint to Project Director if complaint cannot be resolved by Senior Project Manager.

Project Director will decide about escalation of non-environmental complaints to ER and/or Roads and Maritime Customer and Information Services or Independent Mediator.

### Roads and Maritime Customer and Information Services

Level 2 escalation. Roads and Maritime Customer and Information Services will determine in conjunction with Project Director and CSEA if complaint will be referred to Independent Mediator.

---

### 9.2.1 Receiving complaints

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

| Table 9.2: Community Contact Tools |
|---|---|
| **Tools** | **Purpose** |
| The Northern Road upgrade Community Communication Strategy - Updated November 2019 |
9.2.2 Description of inquiry, complaints and resolution

Community members and stakeholders will call, email or write to the project seeking information, resolving doubts or solving a problem. These inquiries will be recorded in the database – Consultation Manager, but are not classified as complaints. A maximum of 7 business days should be taken to respond to an inquiry.

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.

9.3 Dealing with complaints

All complaints will be investigated and the source of the complaint determined immediately, with a phone call made to the complainant (when received by phone) within 2 hours. An initial response will be provided during this phone call, unless the complainant agrees otherwise.

An initial written response to email complaints will be provided within 24 hours (or during the next business day if received out-of-hours) and a resolution provided within 7 business days, if the complaint cannot be resolved in the initial contact.

The complainant will be kept informed and updated of the progress until the complaint is resolved.

All complaints will be recorded in the Complaints Register (Consultation Manager) within 24 hours.

An initial internal escalation process will be followed for the resolution of complaints which requires escalation to the CSEA, Project Director and following that to the next level which includes the ER as per the Complaints Management Process (Figure 9.1)
9.4 Escalating complaints

If a complaint is not resolved in the normal process, the complainant will be advised of the opportunity of seeking mediation. The ER will mediate only if requested by the Secretary and the complainant will be advised about the role of the ER and Complaints Management Process (Figure 9.1). Roads and Maritime and construction contractor representatives will attend the mediation.

If the complaint is not resolved by the Project Director an external review option is available which includes escalation to Roads and Maritime Customer and Information Services or an independent mediator.

An independent mediator will be identified prior to start of construction.

9.5 Unreasonable or habitual complaints

Unreasonable or habitual complainers will be managed by a separate process as per Roads and Maritime policy and/or referred to the Ombudsman.

According to the NSW Ombudsman’s guideline, unreasonable complaint 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 complaint. Roads and Maritime 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 complaint conduct, Roads and Maritime will follow the process and procedures as outlined in Managing Unreasonable Complaint Conduct (NSW Ombudsman, 2012).
Figure 9.1: Complaints management process
9.5.1 Recording complaints

Consultation Manager (Complaints Register)

All complaints will be recorded in Consultation Manager. This is necessary to enable management of the complaint and monitoring of response times. Records in Consultation Manager will form the Complaints Register for the Project required under NSW CoA B7.

At a minimum, the detail recorded on Consultation Manager will include:
- date, time and nature of complaint
- if it is a multiple complaint about the same issue – cumulative number
- number of people affected in relation to the complaint
- type of communication (telephone, letter, meeting, etc.)
- name, address and contact number of complainant
- nature of the complaint
- action taken in response, including follow up contact with the complainant
- details of whether resolution was reached
- details of whether mediation was required or used
- any monitoring to confirm that the complaint has been satisfactorily resolved.

Complaints records in Consultation Manager will be maintained for a period of 12 months following construction completion as required by NSW COA B7. Appendix A shows a sample Complaints Register extract from the database Consultation Manager.

9.5.2 Reporting on complaints and representations

A report of any complaints received by the contractor will be provided on a daily basis to the ER and the EPA, as required by the conditions of an EPL. Details of complaints and representations and the response to complaints and representations will be included in a monthly report of community involvement activities by Roads and Maritime. 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. The report will be generated from the database Consultation Manager.

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 Manager.

Records will be kept with Roads and Maritime for 12 months following completion of construction.

As requested by the Secretary of DPIE a Complaints Register is provided on a fortnightly basis. Complaints will also be reported every six months through Project Construction Compliance Reports required under Condition A32(b). The compliance reports will outline the number of complaints received, including a summary of main areas of complaint, action taken, responses given and proposed strategies for reducing the recurrence of such complaints in the future.
9.6 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 The Northern Road. Additionally the ER is to:

- be consulted in responding to the community concerning the environmental performance of The Northern Road upgrade where the resolution of points of conflict between the Proponent and the community is required.

Roads and Maritime are to:

- provide all project notifications to the ER as they are issued (Sec 8.3)
- 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 Complaints Management Process (Figure 9.1, Sec 9).
10 Reporting, monitoring & evaluation

10.1 Audit & review

The CSEA will monitor the performance and effectiveness of the communication activities on a regular basis with a minimum full review done every year. The CSEA 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 CSEA 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 team;
- response timeframes;
- quality of reporting; and
- feedback 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.

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

10.2 Management reporting

A report detailing community involvement activities for the current and previous month will be included in the monthly report. 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.
10.3 Document & Record control

The CCS and any records collected relevant to the CCS will be controlled in accordance with the information management standards adopted for Roads and Maritime. 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 Objective to become the controlled version of the plan and it will be distributed via Objective. Any hard copies of the plan will be uncontrolled.
## 11 Risk assessment and mitigation strategies

The following initial community and stakeholder risks have been identified. This risk table will be updated as the project construction progresses, with new mitigation strategies developed if deemed necessary.

### Table 11: Community risks and mitigation strategies

<table>
<thead>
<tr>
<th>Issue</th>
<th>Risk category</th>
<th>Construction activity / aspect</th>
<th>Potential impact</th>
<th>Indicative management measures</th>
<th>Management documents / training required</th>
</tr>
</thead>
</table>
| Traffic and transport      | Key issue     | • Slow traffic speeds on The Northern Road  
• Access to residential property and businesses disrupted  
• Multiple projects under way  
• Haulage and other vehicles using local roads | Complaints and negative perception of project and organisation                                      | Robust communication about traffic impact and changes  
Measures to manage construction related delays as part of the Construction Traffic Management Plan. | Communication about changes to traffic and community informed of upcoming disruptions  
Induction and training                                                        |
| Noise and vibration        | Key issue     | • Site establishment  
• Clearing and grubbing  
• Demolition  
• Earthworks and drainage  
• Piling  
• Paving  
• Drilling  
• Saw cutting  
• Road furnishing | Noise associated with construction activities and compound / laydown areas.                        | Consultation prior to establishment of ancillary facilities.  
Community information line and Complaints Management                                                | Complaints management system  
Induction and training                                                               |
<p>|                            |               |                                                                                                  | Noise associated with construction traffic.                                                          | The Construction Noise and Vibration Management Plan would identify requirements for minimising night-time construction traffic and include out-of-hours work procedures. |                                          |</p>
<table>
<thead>
<tr>
<th>Issue</th>
<th>Risk category</th>
<th>Construction activity / aspect</th>
<th>Potential impact</th>
<th>Indicative management measures</th>
<th>Management documents / training required</th>
</tr>
</thead>
</table>
| Social and economic       | Key issue     | • Property acquisition  
• Property adjustments  
• General earthworks and construction  
• Stockpiling  
• Open excavation works  
• Clearing of vegetation  
• Construction site compounds and ancillary facilities  
• Rehabilitation of disturbed land  
• Bridge design  
• Cuttings and cut finishes  
• Evening / night works | Impacts on residents and businesses as a result of the total or partial acquisition | Early and on-going consultation. Carry out acquisition consistent with the requirements of the Land Acquisition (Just Terms Compensation) Act 1991. Establish a direct contact at Roads and Maritime for businesses to consult with as required. | Urban Design and Landscape Plan Community Communication Strategy Business Impact Risk Register |
<p>|                           |               |                                                                                                                                                             | Reduced local amenity (dust, noise and visual impact) from construction activities | Roads and Maritime would continue to consult with the community, in accordance with the Community Communication Strategy. Mitigation measures in this EIS for dust, noise and visual impacts would be implemented.                                                                                                         |                                           |</p>
<table>
<thead>
<tr>
<th>Issue</th>
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<th>Construction activity / aspect</th>
<th>Potential impact</th>
<th>Indicative management measures</th>
<th>Management documents / training required</th>
</tr>
</thead>
</table>
| Urban design and Visual Impact Assessment | Other issue   | • General earthworks and construction  
• Stockpiling  
• Open excavation works  
• Clearing of vegetation  
• Construction site compounds and ancillary facilities  
• Rehabilitation of disturbed land  
• Bridge design  
• Cuttings and cut finishes  
• Evening / night works  | Visual impact associated with construction activities and construction compounds | Provide screening and barriers to screen views from visually sensitive nearby areas such as rural dwellings, residential and recreational areas. Rehabilitation of sites after construction in accordance with a detailed landscape plan. | Consultation for Urban Design and Landscape Plan  
Induction and training                                                                                       |
| Air quality                               | Other issue   | • Site establishment  
• Earthworks  
• Vegetation clearing  
• Spoil handling – including liming of Acid Sulphate Soils.  
• Stockpiling  
• Vehicular movements  
• Material haulage  
• Handling of chemicals, waste and hazardous goods  | Mobilisation of dust and odour from construction activities and compound sites | Robust Complaints management System  
Work with residents and businesses to identify dust issues and sensitive receivers early | Construction Air Quality Management Plan  
Complaints procedure  
Induction and training                                                                                     |
<table>
<thead>
<tr>
<th>Issue</th>
<th>Risk category</th>
<th>Construction activity / aspect</th>
<th>Potential impact</th>
<th>Indicative management measures</th>
<th>Management documents / training required</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cumulative impacts</td>
<td>Other issue</td>
<td>• Construction of adjacent Projects</td>
<td>Additional impacts arising from interaction with adjacent upgrade projects and other surrounding developments during the construction period. Local communities potentially affected by the impact of multiple projects would be consulted. Where relevant, consultation would be undertaken with proponents of other nearby developments to increase the overall awareness of project timeframes and impacts.</td>
<td>Training and induction of contractor personnel. Clear timelines for notification and renotification</td>
<td>Construction Traffic Management Plan Community Communication Strategy</td>
</tr>
</tbody>
</table>
| Public image                 | Other issue   | • Complaints not handled in timely manner  
                              • Unsatisfied residents and businesses  
                              • Poor worker behaviour  
                              • Contractors not following protocol | Reputation risk and frequent escalation of complaints. Notifications not put out in a timely manner                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                         | Contractor Management Induction and Toolbox Media protocol                                                                 |

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## Appendix A – Sample Complaints Register

<table>
<thead>
<tr>
<th>Complaint No.</th>
<th>Event Type</th>
<th>Date and Time</th>
<th>Cumulative Number of People Affected</th>
<th>Stakeholder(s)</th>
<th>Property(ies)</th>
<th>Team Members</th>
<th>Summary</th>
<th>Comments</th>
<th>Actions Taken</th>
<th>Resolution Reached Date</th>
<th>Escalation (Y/N)</th>
<th>ER Involvements</th>
<th>Mediations</th>
<th>Further Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Phone:</td>
<td>30/05/2018 18:16:51</td>
<td></td>
<td>xxxxxx</td>
<td>xxx</td>
<td></td>
<td>Resident called about damage to fence during removal of trees for noise wall construction.</td>
<td>He works night shift so please only call him after 3pm tomorrow</td>
<td>Passed to xxxxxx</td>
<td>Complaint, Property</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>The Northern Road Stage xxx</td>
</tr>
<tr>
<td></td>
<td>Phone:</td>
<td>28/05/2018 18:16:18</td>
<td></td>
<td>xxxxxx</td>
<td>xxx</td>
<td></td>
<td>KP called xxx who said he wanted a written response from xxxxxx office and hung up</td>
<td>Mr xxx raised issues about light shining inside his property, trees removed</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>