

Windsor Bridge replacement project

Community Communication Strategy Summary

Roads and Maritime Services | September 2018



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1. Introduction and context

1.1 Purpose

This community communication strategy outlines the communication and engagement objectives of the project. It also presents the communication approach, tools, key messages, protocols and evaluation to support the implementation of communication and engagement activities for this project. It is designed to provide an agreed approach to communication and engagement, open communication channels and clear protocols.

1.2 Project background

Originally built for horse-drawn vehicles and foot traffic in 1874, Windsor Bridge is now used by up to 19,000 vehicles every day. The structure has reached the end of its useful life. It no longer meets current road design standards and needs to be replaced.

Roads and Maritime Services is replacing the existing Windsor Bridge with a new bridge 35 metres downstream.

A map of the project area is included at Appendix A.

1.3 Project description

Key features of the project include:

- Building a new bridge 35 metres downstream of the existing Windsor Bridge
- Building new approach roads and intersections to connect the new bridge to the existing road network
- Installing new traffic lights with pedestrian facilities at the intersection of Bridge and George Streets
- Building a new roundabout at the intersection of Wilberforce Street and Freemans Reach Road
- Modifying local roads and access arrangements, including changes to the Macquarie Park access road
- Building pedestrian and cyclist facilities, including a shared path for access to and across the new bridge

Figure 1: Artist's impression of the new Windsor Bridge



1.4 Project benefits

The key benefits of the project are:

- Upgrading an essential local and regional road link across the Hawkesbury River at Windsor
- Improved safety for motorists, pedestrians and cyclists
- Improved traffic performance including two-way heavy vehicle traffic flow on the bridge
- Improved traffic efficiency.

1.5 Project milestones

Table 1: Project milestones

Milestone	Date
Project announcement	June 2008
Community consultation on options	July 2009
Community consultation – preferred option	August 2011
Environment Impact Statement (EIS) displayed for community consultation	November 2012
EIS submissions report finalised	May 2013
Project approved by the Minister for Planning	December 2013
Case filed in Land and Environment Court by CAWB	April 2014
Decision by Land and Environment Court	October 2015
Start heritage consultation with Aboriginal stakeholders	March 2016
Start heritage and archaeological investigation program	August 2016
Consultation for Urban Design and Landscape Plan (UDLP)	March 2017
Consultation for Strategic Conservation Management Plan	May 2017
UDLP submitted to Department of Planning and Environment	September 2017
SCMP approved by Department of Planning and Environment	February 2018
Construction Contract Awarded	May 2018
Start of construction	October/November 2018
Open to traffic	End 2020

2. Requirements

2.1 Minister's Conditions of Approval

Approval for Roads and Maritime to deliver the project is subject to the Minister for Planning's Conditions of Approval (CoA). The full instrument of approval is available to view on the Department of Planning and Environment's (DPE) website and the Roads and Maritime's project webpage.

2.2 NSW Government and Roads and Maritime guidelines

This project will comply with the Roads and Maritime communication templates and the requirements of NSW Government and Roads and Maritime guidelines and policies in relation to its community involvement obligations.

3. Identification of stakeholder and key issues

3.1 Community overview

The project is located in the Hawkesbury City Council local government area (LGA) within the Hawkesbury electorate. The Hawkesbury is made up of many small townships and localities. The major centres are Windsor, Richmond and North Richmond. The project is located solely within the suburb of Windsor.

Hawkesbury City Council is the largest LGA in metropolitan NSW. It covers an area of 2,793 square kilometres and has an estimated population of 65,114. It is divided by four river valleys and contains fertile flood plains and wetlands, undulating hills, timbered ridges, steep gorges and towering escarpments.

Windsor is one of Australia's oldest colonial settlements. Thompson Square Conservation Area is a state heritage-listed item. Thompson Square itself is the most intact surviving square of those designed by Governor Macquarie. Preservation of Windsor's heritage character and avoiding and minimising heritage impacts are key objectives of the project.

3.2 Key stakeholders

Roads and Maritime carried out extensive consultation with key stakeholders during the environmental assessment and development of the project. A comprehensive stakeholder list and general mailing database has been established based on information gathered during this consultation.

3.3 Consultation

Roads and Maritime has carried out extensive consultation with the community and stakeholders since the project was announced in 2008. A number of different methods have been used to keep the community informed and to invite feedback.

3.4 Key issues and strategies

A number of key issues associated with the project are known or likely to be of interest to the community and stakeholders. Emerging issues will continue to be tracked in Consultation Manager and proactively managed through the regular communications meetings.

4. Communication and community engagement

4.1 Communication and engagement objectives

The key communication and engagement objectives for the project are to:

- provide regular and targeted information to the community and other stakeholders on the progress of the project and construction activities, including likely impact and benefits
- provide accurate information to inform the community and debunk any rumours and misinformation being spread in the community
- ensure issues are identified early and managed effectively
- manage stakeholder feedback and complaints in a timely, respectful way
- be transparent in all that we do.

4.2 Key messages

Key messages will be developed and updated as the project progresses to ensure consistency across all communication and engagement activities. Project team members should be aware of the key messages to ensure consistent information is shared with communities and stakeholders.

4.3 Community relations team

Communication and community engagement during construction will be managed by the Contractor's (Georgiou Group) Community Relations Manager. The Contractor's community relations team will oversee the development, coordination and implementation of all community engagement activities relating to construction.

Enquiries and complaints that are not related to construction activities, for example, project design, queries about options, and heritage concerns such as the brick barrel drain, will continue to be managed by the Roads and Maritime Communication and Stakeholder Engagement Manager.

4.4 Communication approach

The communication and consultation approach will be guided by the Roads and Maritime Services Community Engagement and Communications Manual, which is informed by the International Association for Public Participation (IAP2) spectrum for public participation.

4.5 Engagement tools and activities

The communication approach for this project includes a number of tools and activities to keep the community and stakeholders informed, including, but not limited to:

- Community information phone number and email address
- Website
- Media releases, advertisements and traffic alerts
- Notification letters, community updates and printed material
- Face to face meetings
- Community events.

5. Communication protocols

5.1 Consultation Manager database

All stakeholder contact relating to the project, including complaints, will be collected, documented and stored in the stakeholder contact database in Consultation Manager. This includes incoming and outgoing correspondence, submissions and any corresponding actions taken.

5.2 Enquiries and complaints management

The Contractor will establish and maintain a complaints management register, which records information about all complaints, and what action is taken to resolve them.

5.3 Engagement with Elected Representatives

Roads and Maritime's Sydney Division Precinct Director is responsible for all engagement with elected representatives, including State and Federal MPs, the Minister and other elected officials.

5.4 Media management

Only Roads and Maritime's Media Unit can address the media and provide statements. All media enquiries must be referred to the Media Unit on 02 8588 5999 or media@rms.nsw.gov.au

5.5 Project branding and logos

All graphic design will be created in line with NSW Brand Guidelines, and prepared by a graphic designer from the approved suppliers panel.

5.6 Site signage, visits and photography

All project signage will be designed and placed in accordance with the Transport for NSW Infrastructure Project Signage Style Guide, October 2017 (or subsequent edition).

All persons visiting site must be inducted by the site manager. Part of this induction is a section on 'interacting with the public'.

Several methods of recording the construction of the bridge will be explored with the contractor and may include still photography, time-lapse photography and videos.

5.7 Project contact points

Roads and Maritime Services Contact Details

(for all matters, other than construction related matters)

Phone: 1800 712 909
Email: windsor_bridge@rms.nsw.gov.au
Post: Windsor Bridge replacement project
PO Box 609
Pyrmont NSW 2009
Web: rms.nsw.gov.au/WindsorBridge

Georgiou (Construction Contractor) Contact Details

(for all construction related matters)

Phone: 1800 983 657
Email: windsorbridge@georgiou.com.au

5.8 Collateral approvals

All project communications to be distributed to the community will be approved by the relevant managers, in line with Roads and Maritime's internal collateral approval process.

5.9 Communications in emergency situation

Where emergencies or events stem from workplace based incidents or emergencies, management of the crisis will be immediately implemented in accordance with the project's Emergency Response Management Plan.

6. Reporting, monitoring and evaluation

6.1 Reporting

The Roads and Maritime Services communications team will provide updates to the project team, the executive team and government stakeholders.

Monitoring and evaluation activities include:

- Feedback forms for community members to evaluate consultation activities
- Regular review of enquiries and feedback received to identify emerging trends and unresolved issues
- Review of contact response times to assess compliance
- Regular review of communication material and key messages
- Reviewing timing of notifications
- Monitoring of the media (traditional and social).

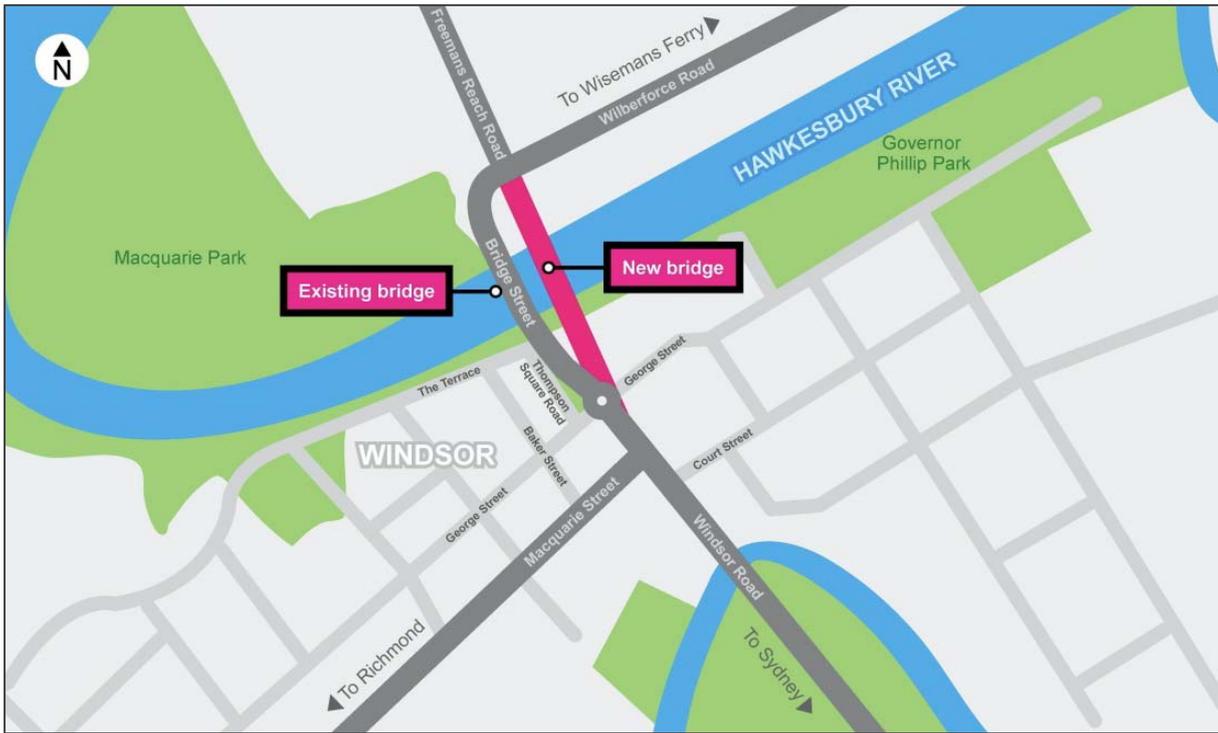
6.2 Community relations awareness and training

All employees and subcontractors are required to attend a project induction, which includes training in community relations.

All visitors to site are required to attend a visitor induction and must be accompanied by a fully inducted person at all times while on site.

Specific worksite community relations matters will be communicated at project toolbox talks and daily pre-starts, as required. Project contact cards will also be issued to staff and subcontractors to ensure they have access to the projects contact details.

Appendix A: Project location



Map showing location of Windsor

