

JHCPB Joint Venture / Transport and contractors

COMMUNICATION STRATEGY

RIC-JHC-MPL-00-PL-090-001

Project	Rozelle Interchange Project – Design and Construct
Design Lot No.	00-PL-090
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Developed By:				
Name: Carla Poggioli			Position: Community and Stakeholder Manager	
Reviewed By:				
Name		Position		Date Reviewed
Adrian Broger		Approvals Advisor		16/03/2022
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Common Abbreviations

Abbreviation	Definition
AA	Acoustic Advisor
AQCCC	Air Quality Community Consultative Committee
AQMP	Air Quality Management Plan
CCM	Community Complaints Mediator
CEMP	Construction Environment Management Plan
CIC	Community Information Centre
CM	Consultation Manager
CoA	Conditions of Approval for SSI 7485
CS	Communication Strategy
D&C	Design and Construction
DPE	Department of Planning and Environment
DPHI	Department of Planning, Housing and Infrastructure
EIS	WestConnex M4-M5 Link Environmental Impact Statement
EPA	Environment Protection Authority
EPL	Environment Protection Licence
ER	Environmental Representative
IAP2	International Association for Public Participation
ISCA	Infrastructure Sustainability Council of Australia
JHCPB	John Holland CBP Contractors Joint Venture
LGA	Local Government Area
MO	Minister's Office
O&M	Operations and Maintenance
OOHW	Out of Hours Works
PLM	Public Liaison Manager
PLO	Public Liaison Officer (referred to in the document as a Community Relations Officer)
PLT	Public Liaison Team (referred to in the document as the Community Relations Team)
RFT	Request for Tender
The Project	WestConnex Stage 3B - Rozelle Interchange
SCO	Sydney Coordination Office
SLT	Senior Leadership Team
CSSI	Critical State Significant Infrastructure
TCG	Traffic Coordination Group
TfNSW	Transport for NSW (nee. Roads and Maritime Services)
TMC	Transport Management Centre
TMP	Traffic Management Plan
TTLG	Traffic and Transport Liaison Group
UDLP	Urban Design and Landscape Plan

Abbreviation	Definition
VMS	Variable Message Sign
WCAG	Web Content Accessibility Guidelines

1. Introduction

1.1. Context

This CS describes how Transport for NSW and the contractors delivering each stage, will manage community involvement through the design and construction of the Project. This strategy relates to the Project works and activities described in the WestConnex M4-M5 Link Planning Approval, specifically those works listed under Stage 2, 3 and 4 of the A12 Staging Report Rev 10.

In summary, these stages are:

- Stage 2 – Rozelle Interchange – construction of the Rozelle interchange and Iron Cove Link including connections to the stub tunnels at the M8 (built during Stage 1), ancillary infrastructure at the Rozelle West motorway operations complex (MOC2), Rozelle East motorway operations complex (MOC3) and Iron Cove Link motorway operations complex (MOC4) and connections to the surface road network at Lilyfield and Rozelle. This stage also included the construction of tunnels, ramps and associated infrastructure for the Rozelle interchange to provide connections to the Western Harbour Tunnel project. The transformation of Rozelle Rail Yards into parklands was also delivered as part of Stage 2. Stage 2 is complete and was delivered by JHCPB.
- Stage 3 – Rozelle pedestrian and cycleway improvements – construction of improved pedestrian and cyclist connectivity south of Victoria Road, within the local road network between Springside Street and Roberts Street via the Rozelle Parklands. Pedestrian and cyclist connectivity will be improved with a range of initiatives including re-surfaced footpaths, traffic calming zones, cycle separators, improved signage and improved line-marking. Stage 3 is being delivered by Mack Civil Contracting Pty Ltd.
- Stage 4 – Rozelle Parklands Enhancement – construction of a second facilities building, two multi-purpose courts, lighting towers over the AFL/cricket oval and soccer oval and an additional toilet. Stage 4 is being delivered by Ford Civil Contracting Pty Ltd.

The CS describes the approach to interaction with the community and all other relevant stakeholder groups relating to the Project Works. This CS has been prepared to address the requirements of the Planning Minister's Conditions of Approval (CoA), the WestConnex M4-M5 Link Environmental Impact Statement (EIS), the revised environmental management measures (REMMs) listed in the WestConnex M4-M5 Link Submissions and Preferred Infrastructure Report (SPIR) the Infrastructure Sustainability Council of Australia (ISCA) IS Technical Manual V1.2 and all applicable guidance and legislation.

This CS has been developed to respond to the CoA B1-B5 inclusive, B7 and other relevant CoA as shown in Table 1 and will be submitted to the Secretary for approval no later than one month prior to the commencement of any work. Work for the purposes of the Critical State Significant Infrastructure (CSSI) must not commence until the CS has been approved by the Secretary. The Strategy will be implemented for the duration of the works and for 12 months following the completion of the Project's construction.

1.2. Purpose and scope of the Communication Strategy

Transport for NSW and its contractors are committed to engaging actively with all stakeholders throughout the design and construction of the Project. The approach is to ensure the appropriate level and method of consultation on community information updates, issues and mitigation of risks and to continuously seek further engagement opportunities on the Project.

The strategy includes the following;

- An outline of the resources who will manage the stakeholder and community relations function
- Issues and risk identification, mitigation measures and communication and engagement methods
- The various communication, engagement and consultation tools and procedures that may be implemented and are suitable for the community and stakeholders
- Stakeholder analysis and stakeholder list including potential issues and intended engagement methods
- Provision of key communication and engagement actions relevant for each Project phase
- Enquiry, feedback, and complaint management system
- Internal communication methods including training and approval protocols
- A conflict resolution procedure for the Acoustic Advisor (AA), with the Environmental Representative (ER) to follow for any conflicts between the Proponent and community on noise and vibration performance
- Management procedures for the WestConnex Acquisition Assistance Line
- Identification of DPHI, EPA and community notification arrangements for approved out of hours work.

The overarching objectives of the Strategy include:

- Enhance, protect and maintain the reputation of the Project, TfNSW, the NSW Government and joint venture companies
- Ensure an organised and consistent approach to stakeholder and community relations for all activities throughout the Project
- Facilitate communication between the Project and the community (including Council, government authorities, adjoining affected landowners and businesses and other stakeholders directly impacted by the Project)
- Inform the community and stakeholders of Project activities, including Project objectives, benefits, timing/duration, potential impacts and outcomes
- Identify stakeholders, their potential issues, impacts and concerns and determine key matters where community input can be adopted to ease impacts.
- Provide timely, accurate and relevant information to the community in line with the requirements within the Planning Approval and other project licences and permits
- Ensure information is provided in plain English and in other languages, as required
- Communicate clearly how the Project's impacts on local residents, businesses and the broader community, including road users, have and will be managed, mitigated or avoided in line with stakeholder feedback and determine stakeholder's level of engagement.
- Involve and collaborate with identified community groups in the design and development of mitigation alternatives that are relevant to the issue and minimise disruption, where feasible and reasonable.
- Provide mechanisms and procedures to ensure compliance with the community relations requirements of the Project planning approval CoA
- Align consultation and communication to the D&C program.

This strategy 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 the opportunity for involvement in relevant decision making processes
- Ensure members of the community have access to appropriate Project information
- Identify processes required to fulfil the community involvement obligations
- Ensure all team members are aware of the requirement to follow procedures and processes.

1.3. Documents referenced

Documents referenced for this strategy include:

- WestConnex M4-M5 Link Planning Minister's Conditions of Approval
- WestConnex M4-M5 Link Environmental Impact Statement
- WestConnex M4-M5 Link Submissions and Preferred Infrastructure Report
- WestConnex M4-M5 Link Staging Report
- Privacy and Personal Information Protection Act 1998 (NSW)
- Government Information (Public Access) Act 2009 (NSW)
- NSW Government Advertising Handbook
- TfNSW – Community Engagement and Communications – A resource manual for staff, October 2012
- TfNSW Social Media Policy (2016)
- TfNSW Customer Charter
- TfNSW Exceptional Hardship Land Purchase Guideline 16.407
- TfNSW Warringah Freeway and Western Harbour Tunnel Community Communications Strategy May 2021
- Sydney Motorway Corporation Editorial Style Guide (2016)
- Sydney Motorway Corporation Social Media Policy (2016)
- Transport for NSW Use of Social Media Policy 2013
- Transport for NSW Community Engagement Policy 2012
- Transport for NSW - Unreasonable Conduct by Complainants Policy 2015
- WestConnex Brand Guidelines
- WestConnex Advertising Guidelines
- WestConnex Communications Protocol (TfNSW and Sydney Motorway Corporation)
- Transport for NSW – Unreasonable Conduct by Complainants Policy 2015
- NSW Ombudsman – Managing Unreasonable Complainant Conduct Practice Manual 2012

2. Project Requirements

The table below outlines the Conditions of Approval (CoA) requirements specific to the communication obligations for the Project (CoAs B1-B17). For all other CoA and Review of Environmental Management Measures (REMMs) requirements and how Transport for NSW and the contractors have responded to them within this CS refer to Annexure A of this document.

TABLE 1: PROJECT APPROVAL REQUIREMENTS

Reference	Community & Stakeholder Engagement Obligations	CS Reference	How Addressed
CoA			
B1	A Communication Strategy must be prepared to facilitate communication between the Proponent, and the community (including relevant councils, government authorities, adjoining affected landowners and businesses, and other directly impacted by the CSSI.)	This document	This document has been prepared in a response to this condition and explains throughout the different ways in which communication between the community and stakeholders will be undertaken.
B2	The Communication Strategy must: a. identify people and organisations to be consulted during the design and work phases;	Section 4.1 Section 4.2 Section 5	This document outlines the wide range of community members and stakeholders to be consulted with including local residents, commuters, schools, aged-care facilities, places of worship, businesses, government agencies, local government and others.
(b)	b. set out the procedures and mechanisms for the regular distribution of accessible information about or relevant to the CSSI;	Section 4.1 Section 4.2 Section 4.4 Section 4.5 Section 4.7 Section 5 Section 7.1	This document outlines a wide range of communication materials which will be used to provide regular and accessible information about the Project.
(c)	c. identify opportunities to provide accessible information regarding regularly updated site construction activities, schedules and milestones at each construction site including use of construction hoarding to provide information regarding construction specific to the location;	Section 4.2 Section 5 Section 7.1	This document outlines how construction site hoardings and communication materials such as newsletters and emails will be used to provide accessible information about the Project including construction activities, milestones and schedules.

Reference	Community & Stakeholder Engagement Obligations	CS Reference	How Addressed
(d)	d. identify opportunities for the community to visit construction sites (taking into consideration on-site activities and workplace, health and safety requirements);	Section 7.1	This document outlines how community site open days will be used where possible and practical to inform the community and stakeholders about works underway.
(e)	e. detail the measures for advising the community in advance of upcoming utility work;	Section 7.1	This document outlines the communication materials that will be used throughout the Project including regular newsletters, works notifications and emails which would include information about upcoming utility works.
(f)	f. provide for the formation of issues or location-based community forums that focus on key environmental management issues of concern to the relevant community(s) for the CSSI;	Section 7.1	This document outlines the community forums and displays used through the Project construction to discuss environmental management issues of concern. This is in addition to the AQCCC requirements.
(g)	g. set out procedures and mechanisms for consulting with relevant council(s) and government authorities / agencies, as required under the terms of this approval, including procedures for repeated requests and nil responses;	Section 7.2	This document outlines the procedures and mechanisms for consulting with local and state government authorities and / or agencies, including repeated requests and nil responses. This is in addition to interface agreements made with key local and state government agencies.
(h)	h. detail the roles and responsibilities of the Public Liaison Officer(s) engaged under Condition B6;	Section 6 Section 6.2.2	This document outlines the roles and responsibilities for all Public Liaison Team members including Public Liaison Officer(s).
(i)	i. set out procedures and mechanisms: <ul style="list-style-type: none"> i. through which the community can discuss or provide feedback to the Proponent, ii. through which the Proponent will respond to enquiries or feedback from the community, and iii. to resolve any issues and mediate any disputes that may arise in relation to environmental management and delivery of the CSSI. 	Section 8.3 Section 8.6 Section 8.7	This document outlines the procedures and mechanisms made available for community members and stakeholders to provide feedback and make enquiries, as well as how the Proponent will respond, resolve issues or mediate any disputes which may arise.
B3	The Communication Strategy must be submitted to the Secretary for approval no later than one (1) month prior to the commencement of any works.	Section 1	This document is submitted within the required timeframes.

Reference	Community & Stakeholder Engagement Obligations	CS Reference	How Addressed
B4	Work for the purposes of the CSSI must not commence until the Communication Strategy has been approved by the Secretary.	Section 1	The Project scheduling reflects compliance with this requirement.
B5	The 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.	Section 1	The Communication Strategy (RIC-JHC-MPL-00-PL-090-001) as approved by the Secretary, is being implemented to manage stakeholder communications, complaints, and engagement throughout construction. It has been updated to reflect the operation phase and arrangements for the 12 months following completion of construction of Stage 3 and Stage 4.
B6	A Community Relations Officer(s) must be appointed for construction ancillary facility(s) and for utility works to assist the public with questions and complaints they may have at any time during construction. The Community Relations Officer(s) must be available at all times that works are occurring	Section 6 Section 6.2.2	This document outlines the roles and responsibilities of the Community Relations Officers, who will coordinate and assist with enquiries and complaints regarding construction ancillary facilities and utility works (place-based roles). The Public Liaison team has been designed to meet this requirement
B7	Prior to the commencement of works, the Proponent must maintain and operate a toll-free WestConnex Acquisition Assistance Line for a period of up to six (6) months following completion of the final acquisition required for the CSSI, unless otherwise agreed by the Secretary. The WestConnex Acquisition Assistance Line must provide an ongoing dispute resolution, counselling program and contact information to relevant services for all relocated persons. The WestConnex Acquisition Assistance Line must also provide first language support for relocated persons with English as a second language. The management of the assistance line is to be outlined within the Communication Strategy as required by Condition B1 and is to be maintained and operated separately from the standard complaints and enquiries procedure.	Section 8.8	TfNSW operates, coordinates and manages the assistance line and is outlined in this document. The contractors will provide support by redirecting enquiries received from the standard complaints and enquiries Project 1800 phone line from the public to the assistance line, as needed
B8	A Complaints Management System must be prepared prior to the commencement of any works in respect of the CSSI and be implemented and maintained for the duration of construction and for a minimum for 12 months following completion of construction of the CSSI.	Section 8	The document outlines the complaints management system required and the timeframes for its operation to continue for a minimum of 12 months following completion of all stages of construction.

Reference	Community & Stakeholder Engagement Obligations	CS Reference	How Addressed
B9	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 of the CSSI. The Complaints Register must record the: (a) number of complaints received (b) number of people affected in relation to a complaint (c) nature of the complaint and means by which the complaint was addressed and whether resolution was reached, with or without mediation.	Section 8.9	A Complaints Management System, including a Complaints Register has been maintained for the duration of the Project. It is provided to the ER daily (Condition A22) and to DPPI upon request (Condition B10). The Complaints Register will continue to be maintained for 12 months following completion of all stages of construction.
B10	The Complaints Register must be provided to the Secretary upon request, within the timeframe stated in the request.	Section 8.	This document outlines the complaints register process where a copy will be provided to DPPI, as requested.
B11	The following must be available within one (1) month prior to the commencement of works and for 12 months following the completion of construction of the CSSI and appropriately broadcast to manage community enquiries and complaints:		This document outlines the communications and engagement tools available for community enquiries and complaints as required. Prior to operation enquiries relating to the construction of the WestConnex project will be directed to: JHCPB - Rozelle Interchange Community team Telephone (toll free 24 hour) number: 1800 660 248 Email: info@rozelleinterchange.com.au Postal Address: Community Information Centre, 84 Lilyfield Rd Rozelle NSW 2039 Once Operational enquiries relating to the construction of the WestConnex project will be directed to: Transport for NSW - WestConnex Community Engagement Team Telephone (toll free 24 hour) number: 1800 660 248 Email: info.westconnex@transport.nsw.gov.au Postal Address: Transport for NSW, PO Box K659 Haymarket NSW 1240

Reference	Community & Stakeholder Engagement Obligations	CS Reference	How Addressed
			<p>These enquires will be triaged and issued to the appropriate Community team who will be able to assist.</p> <p>Enquiries regarding the operation of WestConnex once operational are to be directed to Linkt: 13 33 31 Email: info@westconnex.com.au Postal Address: Transurban: Level 12, 210 George St Sydney NSW 2000</p> <p>During Stage 4 works enquiries will be directed to: Ford Civil Community Engagement Team Telephone (toll free 24 hour) number: 1800 660 248 Email: RozParklandsWork@fordcivil.com.au</p> <p>The Communication Strategy also details the mediation system and mechanism for community members to make enquiries. The requirements of Condition B11 will be maintained for 12 months following project completion.</p>
(a)	a 24-hour toll-free telephone number for the registration of complaints and enquiries about the CSSI		<p>Community enquiries and complaints relating to the construction of the WestConnex project once open will be directed to Transport for NSW - WestConnex Community Engagement Team via Telephone (toll free, 24-hour) number: 1800 660 248 and triaged to the JHCPB - Rozelle Interchange Community team, or other contractors, if required.</p> <p>Community enquiries and complaints regarding the operation of WestConnex once open are to be directed to Transurban, Linkt: 13 33 31</p>
(b)	a postal address to which written complaints and enquires may be sent		<p>The Community enquiries and complaints relating to the construction of the WestConnex project once operational will be directed to Transport for NSW - WestConnex Community Engagement Team Postal Address: Transport for NSW, PO Box K659 Haymarket NSW 1240</p> <p>Enquiries regarding the operation of WestConnex once open are to be directed to Transurban, Postal Address: Level 12, 210 George St Sydney NSW 2000</p>

Reference	Community & Stakeholder Engagement Obligations	CS Reference	How Addressed
(c)	an email address to which electronic complaints and enquiries may be transmitted		This document outlines the email address be available for community enquiries and complaints, as required
(d)	a mediation system for complaints unable to be resolved; and	Section 8	This document outlines the complaint mediation system available, as requested
(e)	a mechanism for community members to make enquiries in common community languages of the area.	Table 7	This document outlines the system available for community enquiries and complaints, as required
B12	The telephone number, postal address and email address required under Condition B11 of this approval must be published in a newspaper circulating in the local area and onsite hoarding at each construction site before commencement of works and published in the same way again prior to the commencement of operation. This information must also be provided on the website required under Condition B17 of this approval.	Section 6.3	This document outlines the methods including website, on site hoarding, newspaper advertisement which will provide the telephone number, email and postal addresses available for community enquiries and complaints, as required
B13	A Community Complaints Mediator that is independent of the design and construction personnel must be nominated by the Proponent, approved by the Secretary and engaged during all works associated with the CSSI. The request nominating the Community Complaints Mediator must be submitted to the Secretary for approval within one (1) month of the date of this approval.	Section 8 Section 8.8	This document outlines the mediation role managed by Transport for NSW and will be engaged during all works and submitted to the Secretary, Department of Planning, Housing and Infrastructure (DPHI) , for prior approval, as required
B14	The role of the Community Complaints Mediator is to address any complaint where a member of the public is not satisfied by the Proponent's response. Any member of the public that has lodged a complaint which is registered in the Complaints Management System identified in Condition B8 may ask the Community Complaints Mediator to review the Proponent's response. The application must be submitted in writing and the Community Complaints Mediator must respond within 28 days of the request being made or other specified timeframe agreed between the Community Complaints Mediator and the member of the public.	Section 8 Section 8.2 Section 8.6	This document outlines the role of the mediator and mediation process as part of the complaints management system, as required
B15	The Community Complaints Mediator will:	Section 8.2	This document outlines the mediation process as part of the complaints management system, as required

Reference	Community & Stakeholder Engagement Obligations	CS Reference	How Addressed
	review the Proponent's unresolved disputes between the project and members of the public if the procedures and mechanisms under Condition B2(i)(iii) do not satisfactorily address complaints; and	Section 8.8	
	make recommendations to the Proponent to satisfactorily address complaints, resolve disputes or mitigate against the occurrence of future complaints or disputes	Section 8.2 Section 8.8	This document outlines the mediation process to make recommendations on how to address current and potential future complaints and resolve disputes as part of the complaints management system, as required
B16	The Community Complaints Mediator will not act before the Proponent has provided an initial response to a complaint and will not consider issues such as property acquisition where other dispute processes are provided for in this approval, or clear government policy and resolution processes are available, or matters which are not within the scope of the CSSI.	Section 8.2 Section 8.8	This document outlines the mediation process as part of the complaints management system, as required
B17	A website providing information in relation to the CSSI must be established before commencement of works and maintained for the duration of works, and for a minimum of 24 months following the completion of construction of the CSSI. The following up-to-date information (excluding confidential, private and commercial information) must be published prior to works commencing and maintained on the website or dedicated pages:	Section 7.1	This document outlines the website (www.westconnex.com.au) and information provided on the website as required. This website and information will be managed by Transurban. The website will be maintained by Transurban for a minimum of 24 months following project completion, as required. Information in relation to the CSSI for Stage 3 and 4 of the Project will be available at: www.westconnex.com.au/roads-projects/m4-m8-link-rozelle-interchange/
(a)	Information on the current implementation status of the CSSI	Section 7.1	The status implementation status of the CSSI will be operational as of 25 November 2023 This document outlines the website (www.westconnex.com.au) – managed by Transurban and information provided on the website, as required
(b)	a copy of the documents listed in Condition A1 of this approval, and any documentation relating to any modifications made to the CSSI or the terms of this approval;	Section 4 Section 5 Section 7	This document outlines the website (www.westconnex.com.au) – managed by Transurban and information provided on the website, as required

Reference	Community & Stakeholder Engagement Obligations	CS Reference	How Addressed
(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	Section 7.1	This document outlines the website (www.westconnex.com.au) and information provided on the website as required. This website and information will be managed by Transurban. The website will be maintained by Transurban for a minimum of 24 months following project completion, as required
(d)	<ul style="list-style-type: none"> ▪ a copy of each licence or permit required and obtained in relation to the CSSI. Where a condition(s) of this approval requires a document(s) be prepared prior to a work or construction or operational activity being undertaken, a current copy of the relevant document(s) must also be published on the website before the work / activity is undertaken	Section 7.1	This document outlines the website (www.westconnex.com.au) and information provided on the website as required. This website and information will be managed by Transurban. The website will be maintained by Transurban for a minimum of 24 months following project completion, as required

In addition to the above requirements, this strategy has been prepared with consideration of the following IS rating benchmarks. Note that the below targeted credit and level may alter throughout the life of the Project.

Credit	Name of credit	Target Level	Target Score	Comments
Sta-1	Stakeholder Engagement Strategy	2.0	1.42	To reward the development and implementation of a comprehensive stakeholder engagement strategy.
Sta-2	Level of Engagement	3	2.13	To reward an appropriately high level of engagement, particularly on negotiable issues.

3. Key Issues for the Delivery of the Project

The key impacts and issues which were identified prior to the release of the Concept Design and highlighted in the WestConnex M4-M5 Link EIS are included in Table 2 below with the approach proposed to adopt in response to these issues.

TABLE 2: KEY ISSUES FOR THE DELIVERY OF THE PROJECT

Key issue	Concerns	Response	Indicative Response Implementation Timeframe During Ongoing Construction
<p>Construction noise and vibration (including out of hours works)</p>	<ul style="list-style-type: none"> ▪ Noise and vibration impacts from construction including tunnelling, surface and utility work ▪ Property damage due to vibration ▪ Construction hours ▪ Out of hours work and respite periods ▪ Construction fatigue 	<ul style="list-style-type: none"> ▪ Commence proactive communication early in the project to engage with potentially impacted community ▪ Distribution of regular communication material and include information on site hoardings, where appropriate ▪ Property Condition Survey offers will be made prior to commencement of major works ▪ Implementation of an Out of Hours Work Protocol ▪ Installation of at-property construction noise treatments in line with CoA (for eligible properties) ▪ Identification of appropriate respite periods in consultation with the community at each affected location ▪ Collaborate with environmental and construction teams to ensure work is coordinated effectively and mitigation measures are effective for the community ▪ Develop a productive, transparent relationship with DPIE and Environmental Protection Authority (EPA), Environmental Representative (ER), Acoustic Advisor (AA) and Community Complaints Mediator (CCM) ▪ Carry out monitoring for noise or vibration to validate predicted levels, where required ▪ Owners and occupiers of properties at risk of exceeding the screening criteria for cosmetic damage must be notified before works that generate vibration commences in the vicinity of those properties. If the potential exceedance is to occur more than once or extend over a period of 24 hours, owner and occupiers are to be provided a schedule of potential exceedances on a monthly basis for the duration of the potential exceedances, unless otherwise agreed by the owner and occupier. These properties must be identified and considered in the Construction Noise and Vibration Management Sub-plan(s). 	<ul style="list-style-type: none"> ▪ 3 months prior to, and during, construction.

Key issue	Concerns	Response	Indicative Response Implementation Timeframe During Ongoing Construction
Traffic, transport and access	<ul style="list-style-type: none"> Public transport access and availability Access and congestion on local roads Emergency vehicle access during construction Pedestrian and cyclist (active transport) access during construction Access changes to residential properties or businesses 	<ul style="list-style-type: none"> Develop specific communication strategies for major switches, changes, closures etc Distribution of regular communication material with maps outlining changes and include information on site hoardings, where appropriate Face-to-face consultation with directly impacted stakeholders including Emergency Services prior to activity Use of temporary signage to inform pedestrians, cyclists or bus patrons of changes Advertise major traffic, public transport or access changes, if required Communication with interfacing projects to mitigate conflicts during activities Implement safe and well-signed diversion for pedestrians, cyclists and motorists 	<ul style="list-style-type: none"> minimum 10 days prior to construction
Parking	<ul style="list-style-type: none"> Workers parking on local streets Temporary and permanent parking changes due to construction 	<ul style="list-style-type: none"> Development and implementation of the Construction Parking and Access Strategy All workforce is informed of the Strategy and is encouraged to use public transport and / or carpool Workforce informed of requirements through project induction, toolbox talks and community relations awareness training Discuss permanent or temporary parking changes with individual residents, businesses and Council, in advance 	<ul style="list-style-type: none"> 4- 6 weeks prior to construction.
Truck movements and haulage on local roads	<ul style="list-style-type: none"> Public safety Traffic disruption 	<ul style="list-style-type: none"> Liaise with truck companies and advise of the requirements for vehicles to use the approved routes and adhere to the planning approval requirements Target truck driver behaviour by providing communications material such as approved route maps and expected behaviours while working for the Project Respond and act quickly and respectfully to all feedback, enquiries and complaints regarding truck movements 	<ul style="list-style-type: none"> 2 months prior, and during, construction.
Safety, hazards and risk	<ul style="list-style-type: none"> Public safety during and after construction Pedestrian and cyclist safety around construction sites Road users / motorist safety 	<ul style="list-style-type: none"> Distribution of regular communication material and include on site hoardings, where appropriate The use of temporary signage to inform the community in advance of any changes Communication with interfacing projects to mitigate conflicts during activities 	<ul style="list-style-type: none"> 2 - 4 weeks prior to construction.

Key issue	Concerns	Response	Indicative Response Implementation Timeframe During Ongoing Construction
	<ul style="list-style-type: none"> ▪ Fire hazards ▪ Emergency response and emergency vehicle access 	<ul style="list-style-type: none"> ▪ Implement safe and well-signed diversions for pedestrians, cyclists and motorists ▪ Inform key stakeholders including Emergency Services of major traffic changes or disruptions in advance 	
Environmental management issues	<ul style="list-style-type: none"> ▪ Out of hours work ▪ Removal of vegetation ▪ Displacement of native flora and fauna ▪ Contamination ▪ Greenhouse gas emissions ▪ Air quality 	<ul style="list-style-type: none"> ▪ Regular engagement with key stakeholders including DPPI, EPA, the AA and ER regarding environmental management issues ▪ Provide local community and key stakeholders written notification about environmental management issues in advance of activities such as clearing, out of hours work etc detailing justification, likely impact and mitigation measures in place during works ▪ Provision of staff training to identify important environmental management issues on site ▪ Face-to-face consultation with directly impacted stakeholders prior to activity ▪ Collaboration with environmental and construction teams to ensure work is coordinated effectively and mitigation measures are effective for the community 	<ul style="list-style-type: none"> ▪ During design and construction.
Operational noise (Stage 2)	<ul style="list-style-type: none"> ▪ Increased operational noise on completion of the Project ▪ Operational noise treatments 	<ul style="list-style-type: none"> ▪ Installation of at-property noise treatments in line with CoA and potential construction/communication fatigue ▪ Dedicated resource to manage community engagement for at-property noise treatments ▪ Noise monitoring to validate predicted levels, as required 	<ul style="list-style-type: none"> ▪ In line with CoA for sensitive receivers and prior to operations.
Air quality	<ul style="list-style-type: none"> ▪ Overall impacts to human health due to: <ul style="list-style-type: none"> › Impacts during construction from dust of contaminated material › Air quality during operation 	<ul style="list-style-type: none"> ▪ Distribution of regular communication material and include information on site hoardings, where appropriate ▪ Development of key messages and issue specific fact sheets relating to dust, air quality and mitigation measures in place ▪ Collaborate with environmental and construction teams to ensure work is coordinated effectively and mitigation measures are effective for the community ▪ Use of information sessions / public displays to provide information about the final design, including location of portal and ventilation facilities and potential impacts and mitigation measures ▪ Implementation of the complaints management procedures ▪ Support TfNSW with the formation of the AQCCC 	<ul style="list-style-type: none"> ▪ During construction.

Key issue	Concerns	Response	Indicative Response Implementation Timeframe During Ongoing Construction
		<ul style="list-style-type: none"> Advertise the availability of air quality monitoring data to the local community via newsletter and newspaper (including translation into common languages), one month prior to operation 	
Utility works	<ul style="list-style-type: none"> Disruption of services Notification of non-contestable work Out of hours to relocate services 	<ul style="list-style-type: none"> Fostering productive and cooperative relationships with utility companies through continuous interaction Preparation of communications plans for high-impact work Dedicated resources to manage community engagement for utility work Proactive consultation with directly affected community regarding utility work including providing best estimation of timeframes for relocation of services Distribution of regular communication material and include on site hoardings, where appropriate Collaborate with environmental and construction teams to ensure work is coordinated and mitigation measures are effective for the community 	<ul style="list-style-type: none"> During construction.
Groundwater and surface water impacts, water quality and flooding	<ul style="list-style-type: none"> Erosion and sediment Operational groundwater inflows Construction runoff to existing stormwater draining Water rescue and sustainability impacts 	<ul style="list-style-type: none"> Distribution of regular communication material and include information on site hoardings, where appropriate Development of key messages and issues specific fact sheet relating to water management, impacts and mitigation measures in place Collaborate with environmental and construction teams to ensure work is coordinated and mitigation measures are effective for the community 	<ul style="list-style-type: none"> During design and construction.
Urban design, visual amenity and non-aboriginal heritage	<ul style="list-style-type: none"> Visual impact of construction sites Visual impact of operational facilities and ventilation outlets Future urban design and landscaping plan Lighting and security Overshadowing Impacts to plans for future development in the area 	<ul style="list-style-type: none"> Proactive consultation and provide opportunities for consultation on the Urban Design and Landscape Plan with Council, UrbanGrowth NSW, the community and affected landowners and businesses Proactive consultation with directly affected community regarding potential issues such as overshadowing, lighting and security Use of information sessions / public displays to provide information about urban design and landscaping elements of the Project Boundary fencing that incorporates screening must be erected around all construction ancillary facilities that are adjacent to sensitive receivers for the duration of site establishment and construction unless otherwise agreed with relevant council(s), and affected residents, business operators or landowners. 	<ul style="list-style-type: none"> During design and construction.
Cumulative impacts	<ul style="list-style-type: none"> Combined construction impacts due to other projects 	<ul style="list-style-type: none"> Recognition of cumulative impacts amongst the community 	<ul style="list-style-type: none"> During design and construction.

Key issue	Concerns	Response	Indicative Response Implementation Timeframe During Ongoing Construction
	in the area such as construction noise / vibration, traffic disruption, worker parking etc	<ul style="list-style-type: none"> ▪ Acknowledge potential impacts of interfacing projects including other WestConnex projects and Western Harbour Tunnel Project. ▪ The contractors will support TfNSW in its communications concerning other projects and align on key messages, working as one team for the WestConnex Project ▪ Collaborate with construction teams as well as other interfacing with WestConnex Projects to ensure work is coordinated effectively and mitigation measures are effective for the community. 	

The issues described in this table will be managed, with responses that adapt to the different progressive phases of the Project. See Section 3 below for more information on the phases of the Project.

4. Stakeholders, Issues, Engagement Level and Tools

4.1. Key Stakeholders

Transport and the contractors recognise the diverse engagement and information needs of the community and key stakeholders and commits to a robust plan of engagement that will be inclusive and participative in nature. Transport and the contractors will involve and collaborate with the community on the development of targeted communication efforts. This starts from identification of stakeholder groups, outlining of key matters and level of involvement for the design of mitigation alternatives that are relevant and of value to the stakeholder group affected and minimise disruption.

The stakeholder table below identifies key stakeholders, potential issues / areas of interest and the range of communications tools that will be used to interact with them. The stakeholder list builds on information contained in the EIS and submissions process. Transport and the contractors will continue stakeholder identification throughout the life of the Project and update this list as appropriate.

During design and construction of the Project different levels of consultation will be required, depending on the stakeholder group and the activity. The levels of consultation are a guide, and the Project team will ensure an individual approach is taken when engaging with each stakeholder.

The levels of consultation are summarised below. These levels are relevant for a range of key stakeholders during the consultation process including members of the community and key stakeholders including Government agencies, members of parliament and public sector stakeholders. These levels include:

Inform: to provide stakeholders with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.

Consult: to obtain feedback on analysis, alternatives and/or decisions.

Involve: to work directly with the stakeholders throughout the process to ensure that stakeholder concerns and aspirations are consistently understood and considered.

Collaborate: to partner with stakeholders in aspects of decision making where feasible and reasonable, including development of alternatives and the identification of a preferred solution.

The communication tools that will be used to engage with stakeholders will be approved by TfNSW and compliant with all relevant CoAs. The communication tools selected are based on the varying nature of the design and construction activity as well as the needs of stakeholders.

4.2. Stakeholder List, Potential Impacts and Communication Tools

Transport and the contractors will ensure all stakeholders are informed about project impacts, milestones and benefits throughout the Project. The chosen engagement approach will depend on the nature of the issue, interest level, and needs of the stakeholder. Wherever possible, Transport and the contractors will aim to collaborate with stakeholders, particularly those with a high level of interest e.g. local residents and businesses. A list of project stakeholders is provided below:

TABLE 3: STAKEHOLDER LIST AND COMMUNICATION TOOLS

Key Stakeholders	Details	Issues/Interest & Interest Level	Levels of Engagement	Communication Tools
Elected representatives – Federal	<ul style="list-style-type: none"> ▪ Grayndler: Anthony Albanese (LAB) ▪ Sydney: Tanya Plibersek (LAB) ▪ Minister for Infrastructure, Transport: Hon Catherine King (LAB) 	<ul style="list-style-type: none"> ▪ Impact on constituents during construction and operation ▪ Medium to High 	<ul style="list-style-type: none"> ▪ Inform ▪ Consult ▪ Involve 	<ul style="list-style-type: none"> ▪ Offer briefing on project at appropriate time ▪ Provide briefing of communication and community issues ▪ Site tours and media events
Elected representatives – State	<ul style="list-style-type: none"> ▪ Premier: Chris Minns ▪ Deputy Premier: Prue Car ▪ Treasurer: Daniel Mookhey ▪ Minister for Roads John Graham ▪ Minister for Transport: Jo Haylen ▪ Minister for the Environment : Penny Sharpe ▪ NSW Opposition Leader: Mark Speakman ▪ Shadow Minister for Roads: Natalie Ward ▪ Member for Balmain: Kobi Shetty (GRN) 	<ul style="list-style-type: none"> ▪ Impact on constituents during construction and operation ▪ Medium to High 	<ul style="list-style-type: none"> ▪ Inform ▪ Consult ▪ Involve 	<ul style="list-style-type: none"> ▪ Offer briefing on project at appropriate time ▪ Provide briefing of communication and community issues ▪ Site tours and media events
Government agencies / entities	<ul style="list-style-type: none"> ▪ Department of Transport ▪ Department of Premier and Cabinet ▪ Department of Planning, Housing and Infrastructure (DPHI) ▪ Ministry of Health ▪ Environment Protection Authority (EPA) ▪ Infrastructure NSW 	<ul style="list-style-type: none"> ▪ Approval authorities ▪ Impact on assets ▪ Regulatory role ▪ Interfacing infrastructure projects nearby ▪ Impact on land holdings/assets ▪ High 	<ul style="list-style-type: none"> ▪ Inform ▪ Consult ▪ Involve 	<ul style="list-style-type: none"> ▪ Regular briefings ▪ Formal approvals ▪ Provide briefing of communication and community issues ▪ Site tours

Key Stakeholders	Details	Issues/Interest & Interest Level	Levels of Engagement	Communication Tools
	<ul style="list-style-type: none"> ▪ Office of Environment and Heritage (OEH) (including Heritage Division) ▪ Port Authority of NSW ▪ /Landcom ▪ NSW Office of Water ▪ NSW Fire and Rescue Services ▪ NSW State Emergency Services ▪ Sydney Coordination Office ▪ Transport Management Centre ▪ Transport for NSW ▪ Greater Sydney Commission ▪ Sydney Metro Authority ▪ Aboriginal Hostels Limited 			
Local government	<ul style="list-style-type: none"> ▪ Inner West Council – Mayor – Darcy Byrne, General Manager – Peter Gainsford ▪ City of Sydney Council – Lord Mayor – Clover Moore ▪ City of Canada Bay Council - Michael Megna, General Manager - John Clark 	<ul style="list-style-type: none"> ▪ Impact on local roads (including parking and congestion), facilities (including active transport) and infrastructure ▪ Impact on flora and fauna ▪ Impact on local residences and businesses ▪ Managing interface between Council infrastructure and Project construction ▪ Urban design and residual land opportunities ▪ Impact on assets (The Jimmy Little community centre) 	<ul style="list-style-type: none"> ▪ Inform ▪ Consult ▪ Involve 	<ul style="list-style-type: none"> ▪ Briefings ▪ One-on-one meetings ▪ Formal correspondence ▪ Local traffic groups ▪ Attendance at Project traffic groups ▪ Community information sessions / forums ▪ Notifications

Key Stakeholders	Details	Issues/Interest & Interest Level	Levels of Engagement	Communication Tools
Residents and commuters impacted by traffic changes, surface work or spoil haulage	<ul style="list-style-type: none"> Residents and commuters in Rozelle, Lilyfield, Balmain, Balmain East, Birchgrove, Annandale 	<ul style="list-style-type: none"> Interested in infrastructure Traffic impacts Users of City West Link and Victoria Road High 	<ul style="list-style-type: none"> Inform Consult Involve Collaborate 	<ul style="list-style-type: none"> Notifications Advertisements Website – with social media Emails Virtual reality tools Fly throughs Traffic Management Centre Community information sessions / forums Community Information Centre Community Information Line Briefings to local traffic groups
Residents and businesses impacted by tunnel work	<ul style="list-style-type: none"> Residents and businesses who will be impacted by 24/7 tunnel work in Annandale, Rozelle, Balmain, Lilyfield 	<ul style="list-style-type: none"> Early investigations and visibility Tunnel site set up Traffic impacts on road by haulage, diversions and closures Spoil removal Noise impacts Vibration impacts Impacts on street parking High 	<ul style="list-style-type: none"> Consult Inform Involve Collaborate 	<ul style="list-style-type: none"> Public Liaison Officer available Door knocks One-on-one meetings Notifications Emails Advertisements Website – with social media Community Information Centre Community information sessions / forums
Directly affected residents and businesses in close proximity to construction areas (See site specific issues table in section 5 for further details on specific streets	<p>Residents:</p> <ul style="list-style-type: none"> Near Rozelle Rail Yards tunnel and civil sites Near the Iron Cove Link civil site The Crescent civil site The Victoria East civil site City West Link (spoil removal route) <p>Businesses:</p> <ul style="list-style-type: none"> On Victoria Road, near Rozelle Rail Yards and City West Link On Victoria Road, near Iron Cove Link 	<ul style="list-style-type: none"> Property impacts Noise Dust Vibration Traffic impacts and disruption Access impacts Parking impacts Vegetation removal Rehabilitation of sites on completion 	<ul style="list-style-type: none"> Inform Consult Involve Collaborate 	<ul style="list-style-type: none"> Property Condition Surveys Public Liaison Officer for area Door knocks One-on-one meetings Notifications Emails Advertisements Website – with social media Community Information Centre Virtual reality tools Community information hotline

Key Stakeholders	Details	Issues/Interest & Interest Level	Levels of Engagement	Communication Tools
and businesses potentially impacted)	<ul style="list-style-type: none"> On City West Link The White Bay Terminal The Crescent Annandale 	<ul style="list-style-type: none"> Urban Design and Landscaping High 		<ul style="list-style-type: none"> Community information sessions / forums Traffic Management Centre Site visits
Chambers of Commerce	<ul style="list-style-type: none"> Leichhardt Annandale Business Chamber Balmain/Rozelle Chamber of Commerce Peninsula Partnership 	<ul style="list-style-type: none"> Impacts to businesses in the area Medium to High 	<ul style="list-style-type: none"> Inform Consult 	<ul style="list-style-type: none"> Presentations One-on-one meetings Emails
Places of worship	<ul style="list-style-type: none"> C3 Church Rozelle St. Gerasimos Greek Orthodox Church Hunter Baillie Memorial Presbyterian Church Annandale 	<ul style="list-style-type: none"> Property impacts Noise Dust Vibration Traffic impacts and disruption Access impacts Parking impacts Medium to High 	<ul style="list-style-type: none"> Inform Consult 	<ul style="list-style-type: none"> Presentations One-on-one meetings Emails
Schools	<ul style="list-style-type: none"> Rozelle Public School Orange Grove Public School St Brendan's Catholic School Annandale North Public School Hilda Booler Kindergarten Sydney Secondary College Balmain Campus Inner Sydney Montessori School Annandale Public School 	<ul style="list-style-type: none"> Traffic impacts and potential disruption Changes to parking and pick-up/drop-off zones Noise Dust Disturbance during exams and tests Medium to High 	<ul style="list-style-type: none"> Inform Consult Involve 	<ul style="list-style-type: none"> One-on-one meetings Emails Notifications Advertisements (to advise parents of any traffic/parking arrangements) Website – social media Property Condition Surveys for directly impacts
Other educational institutions in the area	<ul style="list-style-type: none"> Rosebud Cottage Childcare Centre Lilyfield Early Learning Centre Balmain Cove Early Learning Centre Sydney Community College Rozelle Out of School Hours Care St Thomas' Child Care Centre Balmain Cove Early Learning Centre Rozelle Child Care Centre 	<ul style="list-style-type: none"> Traffic impacts and potential disruption Changes to parking and pick-up/drop-off zones Noise Dust Disturbance during exams and tests 	<ul style="list-style-type: none"> Inform Consult 	<ul style="list-style-type: none"> One-on-one meetings Phone calls Letters Website Emails Notifications Advertisements aimed at the larger institutions (to advise users of any traffic/parking arrangements)

Key Stakeholders	Details	Issues/Interest & Interest Level	Levels of Engagement	Communication Tools
	<ul style="list-style-type: none"> Sydney College of the Arts – The University of Sydney TAFE NSW – Petersham Campus 	<ul style="list-style-type: none"> Medium to High 		<ul style="list-style-type: none"> Property Condition Surveys for directly impacts
Aboriginal Land Councils	<ul style="list-style-type: none"> Metropolitan Local Aboriginal Land Council 	<ul style="list-style-type: none"> Impact on land holdings Aboriginal heritage High 	<ul style="list-style-type: none"> Consult Involve Collaborate 	<ul style="list-style-type: none"> One-on-one meetings Phone calls Letters
Road users, pedestrians and cyclists	<ul style="list-style-type: none"> Travelling public and residents including pedestrians, commuters, business people and service providers (government and non-government) Public transport, including school and general bus/coach operators Freight and transport unions Transport and heavy vehicle operators Cyclists Taxi companies Motorist groups Uber GoGet Carshare Bicycle NSW Bicycle Network Pedestrian Council of NSW 	<ul style="list-style-type: none"> Disruptions to traffic Service disruptions Changes to parking General confusion and traffic queues High 	<ul style="list-style-type: none"> Inform Consult 	<ul style="list-style-type: none"> Variable Message Signs (VMS) Notifications Emails Advertisements Transport Management Centre Website Virtual reality tools Fly throughs Translation services
Peak industry groups	<ul style="list-style-type: none"> Infrastructure Partnerships Australia Road Freight Industry Council Australian Logistics Council Bicycle NSW Pedestrian Council of NSW NSW Taxi Council Uber NatRoads Ltd NRMA Planning Institute of Australia Urban Taskforce National Trust Warren Centre Committee for Sydney 	<ul style="list-style-type: none"> Traffic, pedestrian and cyclist changes Construction activities Project benefits Jobs Heritage of project area Medium 	<ul style="list-style-type: none"> Inform Consult 	<ul style="list-style-type: none"> Briefings and meetings VMS Notifications Advertisements Emails Website Traffic Management Centre Virtual Reality tools Fly throughs Translation services

Key Stakeholders	Details	Issues/Interest & Interest Level	Levels of Engagement	Communication Tools
Community organisations and special interest groups	<ul style="list-style-type: none"> ▪ NSW Business Chamber ▪ Place-based Transport Community Forums ▪ WestProtects ▪ Rozelle Against WestConnex (RAW) ▪ WestConnex Action Group ▪ Rozelle Residents' Action Group ▪ Balmain District Football Club ▪ Friends of Callan Park ▪ Waterloo Street Residents ▪ Labor Environmental Action Network ▪ Inner West Council, Community Liaison Group ▪ WestConnex Urban Design Review Panel ▪ Air Quality Community Consultative Committee ▪ Rozelle Markets 	<ul style="list-style-type: none"> ▪ Impacts on neighbourhoods ▪ Seeking information ▪ Construction activities and impacts (noise, dust, vibration) ▪ Traffic impacts ▪ Access impacts ▪ Parking impacts ▪ Environmental impacts (including air quality) ▪ Operational impacts ▪ High 	<ul style="list-style-type: none"> ▪ Inform ▪ Consult 	<ul style="list-style-type: none"> ▪ Phone calls ▪ Emails ▪ Briefings ▪ Website – social media ▪ Notifications
Emergency services	<ul style="list-style-type: none"> ▪ State Emergency Service ▪ Police (Balmain Police Station) ▪ Ambulance NSW ▪ NSW Fire Service 	<ul style="list-style-type: none"> ▪ Access in emergency ▪ Traffic diversions and congestion ▪ Traffic changes ▪ Medium 	<ul style="list-style-type: none"> ▪ Inform ▪ Consult 	<ul style="list-style-type: none"> ▪ Attendance at Project traffic groups ▪ Briefings ▪ Email
Media	<ul style="list-style-type: none"> ▪ Metropolitan and suburban newspapers, radio and television, including: ▪ Sydney Morning Herald ▪ The Daily Telegraph ▪ Inner West Courier ▪ News Local ▪ The Australian ▪ Primary television news programs on ABC, SBS, Channels 7, 9 and 10 ▪ Travel, trade and motorist publications 	<ul style="list-style-type: none"> ▪ Want to provide information and local stories ▪ Medium to Low 	<ul style="list-style-type: none"> ▪ Inform 	<ul style="list-style-type: none"> ▪ Media releases ▪ Responses to media ▪ Media events ▪ Advertisements ▪ Website
Community language media	<ul style="list-style-type: none"> ▪ SBS Radio ▪ Aust Chinese Daily ▪ Epoch Times Sydney ▪ The Indian Telegraph 	<ul style="list-style-type: none"> ▪ Want to provide information to particular language readers 	<ul style="list-style-type: none"> ▪ Inform 	<ul style="list-style-type: none"> ▪ Media releases ▪ Responses to media ▪ Media events ▪ Advertisements

Key Stakeholders	Details	Issues/Interest & Interest Level	Levels of Engagement	Communication Tools
	<ul style="list-style-type: none"> ▪ The Greek Herald ▪ La Fiamma Italian Newspaper ▪ The Sydney Korean Herald ▪ The Vietnamese Herald ▪ The Vietnamese Tribune 	<ul style="list-style-type: none"> ▪ Medium to Low 		<ul style="list-style-type: none"> ▪ Website
Utilities / services	<ul style="list-style-type: none"> ▪ Telstra ▪ Ausgrid ▪ Sydney Water ▪ Jemena ▪ Optus ▪ TPG (APPT) ▪ Nextgen ▪ PIPE Networks ▪ AARNet ▪ NBN 	<ul style="list-style-type: none"> ▪ Impacts on infrastructure ▪ Disruptions ▪ Undertaking projects in the area which may place further stress on residents / businesses ▪ High 	<ul style="list-style-type: none"> ▪ Involve ▪ Inform ▪ Involve ▪ Consult 	<ul style="list-style-type: none"> ▪ Regular meetings ▪ Utilities Coordination Group ▪ Council liaison

As detailed in the table below, key stakeholders can be further grouped into communities to ensure a targeted and meaningful engagement approach. The approach will continually be reviewed and engagement strategies updated to meet the changing needs and expectations of the local communities affected by or interested in the Project.

TABLE 4 STAKEHOLDER GROUP REPRESENTATION

Stakeholder group	Communities included
<p>Communities of place: Stakeholder with a direct interface with the Project including residents, businesses, services, recreational facilities (customers and staff) and pedestrian, cycle and road users within the Project corridor and neighbouring suburbs directly affected by project works, permanent facilities and future operation of the project.</p>	<p>Residents and commuters in Rozelle, Lilyfield, Annandale, Leichhardt, Balmain, Balmain East, Birchgrove, Business on:</p> <ul style="list-style-type: none"> ▪ Victoria Road, near Rozelle Rail Yards and City West Link ▪ Victoria Road, near Iron Cove Link ▪ City West Link ▪ The White Bay Terminal <p>Road users, pedestrians and cyclists. Places of worship Schools Other educational institutions</p>

Stakeholder group	Communities included
Communities of interest: Stakeholders with an interest in the project, both during and post construction	Government agencies/entities Elected federal and state representatives Local government Chamber of commerce Aboriginal Land Council Peak Industry Groups Media Emergency Services Community Language Media Utility services
Communities that form around specific issues: Community organisations and special interest groups	WestProtects Rozelle Against WestConnex (RAW) WestConnex Action Group Rozelle Residents' Action Group Friends of Callan Park Waterloo Street Residents Labor Environmental Action Network Inner West Council, Community Liaison Group Place-based Transport Community Forums WestConnex Urban Design Review Panel Air Quality Community Consultative Committee Rozelle Markets <i>Balmain Business Chamber</i>

4.3. Management of Stakeholder Details

The stakeholder list will be overseen and maintained by the Community Relations Manager (CRM) and each Community Relations Officer (CRO).

Stakeholder details and interactions will be recorded in the WestConnex stakeholder database (Consultation Manager).

4.4. Stakeholder Mapping

The Community Relations Team (CRT) will continuously map stakeholders to ensure the most appropriate people are notified of work activities and their associated impacts including segmented zones impacted by specific work. A list of stakeholders and their potential concerns are outlined in section 3 and in site specific issues in section 5 of this Strategy.

4.5. Notification Process

Community, businesses and stakeholders will be notified in advance of work and traffic changes.

DIGITAL NOTIFICATIONS

The main notification method will be via email. The email will include a hyperlink to a designated web portal (see M6 web portal as an example) which will detail all construction related works across all sites.

Regular (no less than weekly) emails directing stakeholders to the web portal will provide timely, relevant and specific information to a community that is technologically enabled and expects to receive information digitally across all platforms. The emails can be sent to all residents or targeted to area specific residents depending on where the work is located. Each email will provide the date of the work, the area of work and an outline of the work, before advising to click on the hyperlink to the web portal.

Information on the web portal will detail the work as well as visually reflect the following:

- Location of the activity in relation to residences, sensitive receivers and businesses (this will include underground tunnelling and surface construction activities),
- The potential impact work may have (such as noise, dust, access, traffic changes and other work activity),
- The type and frequency of the activity being carried out (this will include any impulsive noise activities),
- The time of day or night the activity is being carried out (this will include any out of hours works proposed),
- The duration of the activity,
- The type of equipment that is being used,
- The direct or indirect impact that is predicted or level of interest in a particular activity, such as utility works on local streets or traffic delays to the wider network, and
- Previous enquiries or complaints about a specific work activity.

The web portal will enable stakeholders to engage with the information they want to receive rather than a blanket letterboxed notification, thus making for more relevant and accessible information.

Further, the portal can interface with most personal e-calendar platforms to automatically diarise when selected or all activities are taking place.

Due to COVID-19 restrictions, the project has been communicating digitally. In order to remain consistent and not confuse residents by moving from current email to letterbox notifications, back to email notification, Transport and the contractors will continue to notify by email. During this time, to fully transition to digital communication, a two month campaign directed at all stakeholders identified through the Construction Noise and Vibration Impact Statements (CNVIS) and on the work alignment will be undertaken. Paper notifications will continue to be distributed to any stakeholder who prefers this form of notification. Paper notifications may also be used for particular situations (such as for upcoming tunnelling work in the area).

Residents moving in and out of the area will be captured through real estate agents and body corporates with whom the project already has a good relationship. The project will keep an ongoing watch over resident movements in the area.

The contractors will provide the campaign map and progress reports on the campaign rollout to TfNSW and DPHI, on a monthly basis.

As the portal is web based, it has its own URL and thus easily accessible to all residents and businesses, as well as the wider community including motorists at all times.

LETTER BOXED PAPER NOTIFICATIONS

Letter boxed paper notifications will continue to be distributed to any stakeholder who prefers this form of notification.

The specific stakeholder notification area is variable from activity to activity and will be determined by a number of factors including:

- Location of the activity in relation to residences, sensitive receivers and businesses (this will include underground tunnelling and surface construction activities),
- The potential impact work may have (such as noise, dust, access, traffic changes and other work activity),
- The type and frequency of the activity being carried out (this will include any impulsive noise activities),
- The time of day or night the activity is being carried out (this will include any out of hours works proposed),
- The duration of the activity,
- The type of equipment that is being used,
- The direct or indirect impact that is predicted or level of interest in a particular activity, such as utility works on local streets or traffic delays to the wider network, and
- Previous enquiries or complaints about a specific work activity.

In addition, the stakeholder notification area is also dependant on the results of specific modelling. This includes Construction Noise and Vibration Impact Statements (CNVIS) produced by a specialist noise and vibration consultants. CNVIS's are used to identify the notification catchments and level of impact predicted for a specific activity.

As a minimum the specific stakeholder notification area will encompass community, businesses and stakeholders within approximately 50m of the activity.

Notifications are a key tool for informing the community of Project activities. The process below (Figure 1) will help ensure notifications are provided for all necessary work. The process reflects TfNSW requirements.

The minimum notification period is five days' notice of an activity or change. See the Communication Tools in section 7.1 for more detailed information about notification periods.

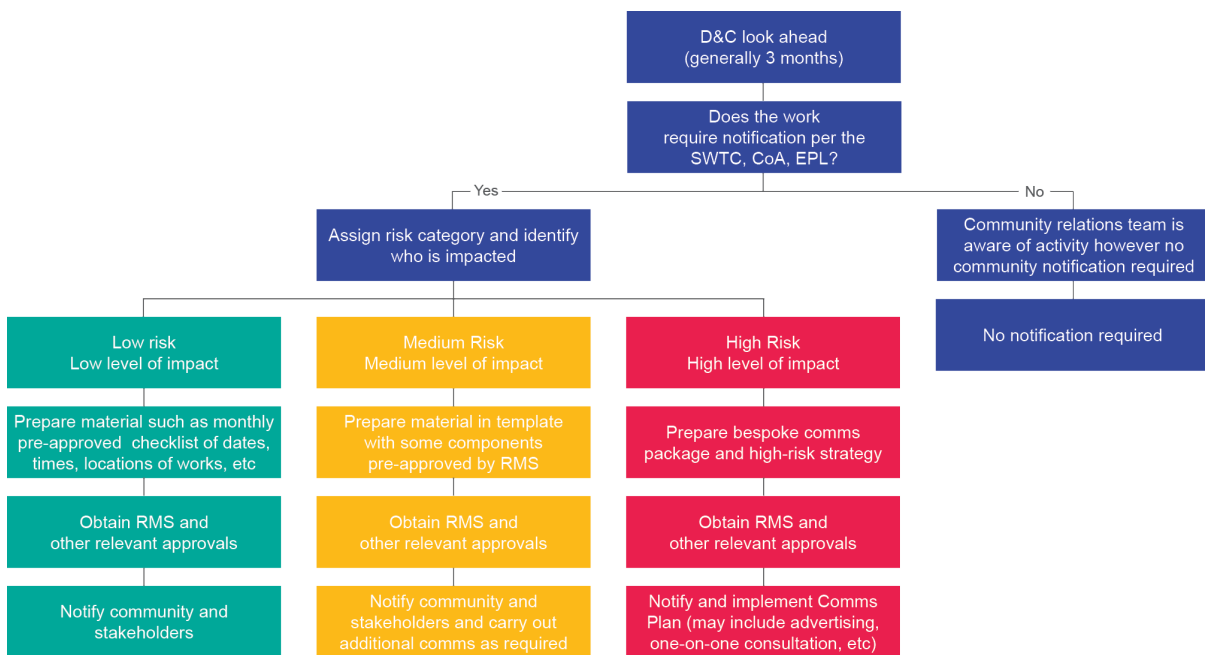


FIGURE 1: ISSUES AND RISK: COMMUNICATION MATERIAL DEVELOPMENT AND APPROVAL PROCESS

4.6. Issues and Risk Management

The approach to managing issues and risk will focus on proactive and regular interaction with affected local residents, businesses, landowners, traffic and transport stakeholders and interfacing projects.

We will continue to watch for emerging issues through a number of channels. The CRT will regularly analyse complaints to determine if there is a pattern of emerging issues.

In addition, further risk and opportunity assessments will be undertaken to identify potential issues and risks and apply management measures. This will be done around high-risk and high-impact work.

4.7. Traffic communication

In consultation with TfNSW and the Project Traffic and Safety Management Plan (TSMP), traffic-specific communications will be delivered, including but not limited to:

- Regular updates including impacts of the Project works on the road network and traffic systems via the notification process outlined in Section 4.5. This may include such changes as on-street parking conditions, planned impacts to traffic lanes and turn movements, changes to bus routes, frequency and pedestrian and cyclist access routes.
- Temporary driver advisory advance notice and directional signs
- Temporary signage at bus stops detailing changes to bus routes or revised bus stop locations due to Project works
- Temporary signage - static and Variable Message Signs (VMS) detailing any changes to pedestrian and cyclist access and alternate routes around construction sites
- Radio or newspaper advertising detailing significant traffic changes (where appropriate)
- The web portal will detail changes to traffic conditions. This may include such changes as on-street parking conditions, planned impacts to traffic lanes and turn movements, changes to bus routes, frequency and pedestrian and cyclist access routes

- Further email and phone follow up with the community to receive comments and provide more explanation (if required) relating to traffic conditions associated with construction activities.

5. Site Specific Issues

Detailed below is the community engagement program based on the anticipated site-specific issues. These site-specific issues, stakeholder and associated communication strategies are not exhaustive and the process of identifying stakeholders, issues and developing communication strategies will continue to be developed and refined during the life of the Project. Also see Section 7.1 Communication Tools for detailed information about the distribution of regular information regarding site specific and project-wide activities.

TABLE 5: SITE SPECIFIC ISSUES

Location	Issues	Stakeholders	Streets (300m)	Communication Strategy
Rozelle Rail Yards Civil and Tunnel Site	<ul style="list-style-type: none"> ▪ Long term construction fatigue ▪ Dust ▪ Noise ▪ Vibration ▪ Worker behaviour (parking, noise, litter) ▪ Access and safety – motorists, cyclists and pedestrians ▪ Public transport ▪ Traffic haulage route ▪ Impacts to parking ▪ Impacts to businesses ▪ Visual impacts ▪ Ventilation outlet (perceived air quality and visual impacts) ▪ Other environmental issues: groundwater and erosion 	<ul style="list-style-type: none"> ▪ White Bay Power Station ▪ John Hunter Car Repairs ▪ Balmain Chamber of Commerce ▪ Balmain Rozelle Luxury 2 Bed Self Contained Units ▪ Easton Park ▪ Modern Family Home ▪ Ryan Street Park ▪ Echo Seventh Day Adventist Church ▪ Fragressence ▪ tabCoosh ▪ RD App Development Lilyfield ▪ C Bon Screen Printers ▪ Fan Yang ▪ Centrox Fabrics ▪ RJ Design ▪ Inner City Steel Pty ▪ Lilyfield Guesthouse ▪ ISMS Lilyfield Campus ▪ Lunch Box ▪ Trevor Street Playground ▪ Australian Prestressing Services Pty ▪ IGA Lilyfield 	<ul style="list-style-type: none"> ▪ Victoria Road, Rozelle ▪ Robert Street, Rozelle ▪ Crescent Street, Rozelle ▪ Quirk Street, Rozelle ▪ Hornsey Street, Rozelle ▪ Lilyfield Road, Rozelle ▪ Graham Street, Rozelle ▪ Maney Street, Rozelle ▪ Gordon Street, Rozelle ▪ Alfred Road, Rozelle ▪ Burt Street, Rozelle ▪ Alfred Lane, Rozelle ▪ Denison Street, Rozelle ▪ Cashman Street, Rozelle ▪ Alice Street, Rozelle ▪ Mary Street, Rozelle ▪ Albert Street, Rozelle ▪ Foucart Street, Rozelle ▪ Foucart Lane, Rozelle ▪ Joseph Street, Lilyfield ▪ Cecily Street, Lilyfield ▪ Ryan Street, Lilyfield ▪ Lamb Street, Lilyfield ▪ Justin Street, Lilyfield ▪ Halloran Street, Lilyfield ▪ Grove Street, Lilyfield ▪ Grove Lane, Lilyfield ▪ Carrington Street, Lilyfield 	<ul style="list-style-type: none"> ▪ Adhere to EIS commitments and REMMs in SPIR ▪ Close cooperation during peak periods of work ▪ Door knock to ensure they are aware of project contact details ▪ Web portal or paper notifications (where required), website alerts, e-updates and newsletters (where requested), ▪ Measures in place to manage impacts early – temporary noise barriers, dust suppressions measures ▪ Haulage routes identified and signposted and regularly monitored by safety/traffic managers ▪ Involve and collaborate with residents via resident meetings/community forums – issues or street based ▪ Business meetings ▪ Toolbox talks

Location	Issues	Stakeholders	Streets (300m)	Communication Strategy
		<ul style="list-style-type: none"> ▪ Aloe Vera Cosmetics Australia ▪ Brew Ha Ha Coffee Roasters ▪ Lilyfield Light Rail Station ▪ Emma Townsend Cakes ▪ Absolute Training Sydney ▪ Cohen Park ▪ Accomdeck ▪ Purple Hills Chemist ▪ Rozelle Bay Light Rail Stop ▪ TAFE NSW Petersham College ▪ Annandale Boat Hire ▪ Polaris Marine Pty ▪ Sydney Heritage Fleet 	<ul style="list-style-type: none"> ▪ The Boulevard, Lilyfield ▪ May Street, Lilyfield ▪ Garnet Avenue, Lilyfield ▪ Trevor Street, Lilyfield ▪ Helena Street, Lilyfield ▪ Pretoria Street, Lilyfield ▪ Russell Street, Lilyfield ▪ City West Link, Rozelle ▪ Lonsdale Street, Lilyfield ▪ Catherine Street, Lilyfield ▪ Brenan Street, Lilyfield ▪ Percival Street, Lilyfield ▪ Starling Street, Lilyfield ▪ Gladstone Street, Lilyfield ▪ White Street, Lilyfield ▪ Railway Parade, Annandale ▪ Pritchard Street, Annandale ▪ Pritchard Lane, Annandale ▪ Breillat Street, Annandale ▪ Weynton Lane, Annandale ▪ Kentville Lane, Annandale ▪ Annandale Street, Annandale ▪ Bayview Crescent, Annandale ▪ Bayview Lane, Annandale ▪ Buruwan Lane, Annandale ▪ Johnston Street, Annandale ▪ The Crescent, Annandale ▪ Chapman Road, Annandale ▪ James Craig Road, Annandale 	
The Crescent Civil Site	<ul style="list-style-type: none"> ▪ Long term construction fatigue ▪ Dust ▪ Noise ▪ Vibration ▪ Worker behaviour (parking, noise, litter) ▪ Access and safety – motorists, cyclists and pedestrians 	<ul style="list-style-type: none"> ▪ Sydney Heritage Fleet ▪ Polaris Marine Pty ▪ Pacific Boating Rozelle Bay ▪ Balmain Rozelle Luxury 2 Bed Self Contained Units ▪ Buruwan Park ▪ Rozelle Light Rail ▪ TAFE NSW Petersham College 	<ul style="list-style-type: none"> ▪ James Craig Road, Annandale ▪ The Crescent, Annandale ▪ Railway Parade, Annandale ▪ Victoria Road, Rozelle ▪ Lilyfield Road, Rozelle ▪ Gordon Street, Rozelle ▪ Burt Street, Rozelle ▪ City West Link, Annandale ▪ Pritchard Street, Annandale ▪ Annandale Street, Annandale 	<ul style="list-style-type: none"> ▪ Adhere to EIS commitments and REMMs in SPIR ▪ Close cooperation during peak periods of work ▪ Door knock to ensure they are aware of project contact details ▪ Web portal or paper notifications (where required), website alerts, e-updates and newsletters (where requested), Measures in place to

Location	Issues	Stakeholders	Streets (300m)	Communication Strategy
	<ul style="list-style-type: none"> Public transport Traffic haulage route Impacts to parking Impacts to businesses Visual impacts Ventilation outlet (perceived air quality and visual impacts) 	<ul style="list-style-type: none"> Crescent Timber and Hardware Annandale Boat Hire Rozelle Bay Public Pontoon Federal Park 	<ul style="list-style-type: none"> Buruwan Lane, Annandale Bayview Lane, Annandale Johnston Street, Annandale Chapman Road, Annandale 	<ul style="list-style-type: none"> manage impacts early – temporary noise barriers, dust suppressions measures Haulage routes identified and signposted and regularly monitored by safety/traffic managers Involve and collaborate with residents via resident meetings/community forums – issues or street based Business meetings Tool box talks
Victoria Road Road Civil Site Rozelle	<ul style="list-style-type: none"> Long term construction fatigue Dust Noise Vibration Worker behaviour (parking, noise, litter) Access and safety – motorists, cyclists and pedestrians Public transport Traffic haulage route Impacts to parking Impacts to businesses Visual impacts Ventilation outlet (perceived air quality and visual impacts) 	<ul style="list-style-type: none"> John Hunter Car Repairs White Bay Power Station Balmain Chamber of Commerce Storage King Rozelle Accelerate Strength Prestige Auto Traders USG Boral Stud & Track The Little Marionette Wholesale Balmain Motorcycles Servicing C3 Church Rozelle Sydney Teleport Services 5 Star Motor Cruises Boat Dealer NSW Superyacht Industry Association White Bay Terminal Sydney Boathouse Chapman Marine Group 	<ul style="list-style-type: none"> Lilyfield Road, Rozelle Hornsey Street, Rozelle Quirk Street, Rozelle Victoria Road, Rozelle Robert Street, Rozelle Crescent Street, Rozelle Parsons Street, Rozelle Mullen Street, Rozelle Mansfield Street, Rozelle Rosser Street, Rozelle Smith Street, Rozelle Sommerville Road, Rozelle Solomons Way, Rozelle 	<ul style="list-style-type: none"> Adhere to EIS commitments and REMMs in SPIR Close cooperation during peak periods of work Door knock to ensure they are aware of project contact details Web portal or paper notifications (where required), website alerts, e-updates and newsletters (where requested Measures in place to manage impacts early – temporary noise barriers, dust suppressions measures Haulage routes identified and signposted and regularly monitored by safety/traffic managers Involve and Collaborate with residents via resident meetings/community forums – issues or street based Business meetings Toolbox talks

Location	Issues	Stakeholders	Streets (300m)	Communication Strategy
Iron Cove Civil Site Rozelle	<ul style="list-style-type: none"> ▪ Long term construction fatigue ▪ Dust ▪ Noise ▪ Vibration ▪ Worker behaviour (parking, noise, litter) ▪ Access and safety – motorists, cyclists and pedestrians ▪ Public transport ▪ Traffic haulage route ▪ Impacts to parking ▪ Impacts to businesses ▪ Visual impacts ▪ Ventilation outlet (perceived air quality and visual impacts) 	<ul style="list-style-type: none"> ▪ Double Shot Espresso Bar and Grill ▪ Rozelle Espresso ▪ Her Thing ▪ King George Park ▪ Constellation Playground ▪ Victoria Road Lookout ▪ Bridgewater Park and Playground ▪ iMove Physiotherapy ▪ Il Grappo Cucina Pizzeria ▪ Fruitologist Union Place ▪ United Petroleum ▪ Panaquip Business Centre ▪ Living Tiles ▪ Victoria Road Smash Repairs ▪ Fine Serve Automotive ▪ Tails R Wagging ▪ The Lido Group ▪ ReccoLab 	<ul style="list-style-type: none"> ▪ Victoria Road, Rozelle ▪ Byrnes Street, Rozelle ▪ Clubb Street, Rozelle ▪ Manning Street, Rozelle ▪ Toelle Street, Rozelle ▪ Callan Street, Rozelle ▪ Springside Street, Rozelle ▪ McCleer Street, Rozelle ▪ Warayama Place, Rozelle ▪ Terry Street, Rozelle ▪ Crystal Street, Rozelle ▪ Margaret Street, Rozelle ▪ Moodie Street, Rozelle ▪ Nagurra Place, Rozelle 	<ul style="list-style-type: none"> ▪ Adhere to EIS commitments and REMMs in SPIR ▪ Close cooperation during peak periods of work ▪ Door knock to ensure they are aware of project contact details ▪ Web portal or paper notifications (where required), website alerts, e-updates and newsletters (if appropriate), Measures in place to manage impacts early – temporary noise barriers, dust suppressions measures ▪ Haulage routes identified and signposted and regularly monitored by safety/traffic managers ▪ Involve and Collaborate with residents via resident meetings/community forums – issues or street based ▪ Business meetings ▪ Toolbox talks

Location	Issues	Stakeholders	Streets (300m)	Communication Strategy
Western Harbour Tunnel Enabling works	<ul style="list-style-type: none"> ▪ Ground borne noise and vibration ▪ Property damage ▪ Substratum acquisition and impact to land title ▪ Operational noise and vibration ▪ Spoil haulage route ▪ Worker parking ▪ Tunnel shed operation noise and light spill 	<p><u>Mainline tunnels</u></p> <p>Doctors on Darling Rozelle Public School St Thomas Child Care Centre Inner West GP Respiratory Clinic Rozelle total health</p>	<p><u>Mainline tunnels</u></p> <p>Victoria Road Prosper Street National Street Evans Street Merton Street Nelson Street Bruce Street Clare Street Ewell Street Reynolds Street Carrington Street Rosebery Street Beatie Street</p>	<ul style="list-style-type: none"> ▪ Adhere to EIS commitments and REMMs in SPIR ▪ Close cooperation with other constructors in the area (Sydney Metro) ▪ Door knock to ensure they are aware of project contact details ▪ Campaign to get people to subscribe to weekly emails from the project ▪ Web portal or paper notifications (where required), website alerts, e-updates and newsletters (where requested), ▪ Measures in place to manage impacts early –comprehensive information about tunnelling impacts, ground monitoring, noise monitoring ▪ Haulage routes identified and signposted and regularly monitored by safety/traffic managers ▪ Involve and collaborate with residents via resident meetings/community forums – issues or street based ▪ Business meetings ▪ Toolbox talks

Location of construction sites - Rozelle, Lilyfield and Annandale



FIGURE 2: MAP OF CONSTRUCTION SITES IN ROZELLE, LILYFIELD AND ANNANDALE

Location of construction site Rozelle



FIGURE 3: MAP OF CONSTRUCTION SITES IN ROZELLE NEAR IRON COVE

*Please note that locations of construction sites are indicative and their placement within the Project boundary are subject to change.

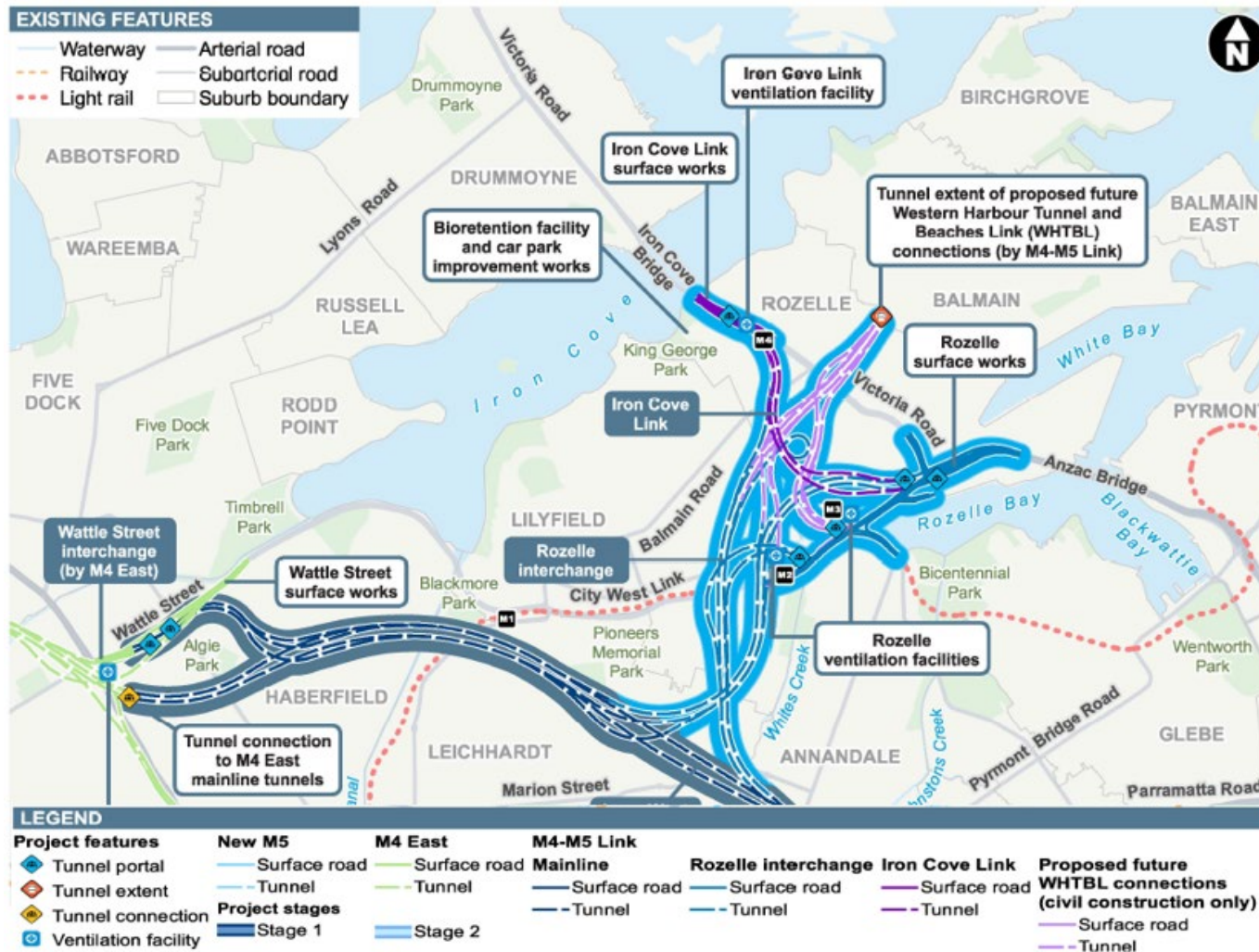


FIGURE 4: EIS MAP SHOWING EXTENT OF M4-M5 LINK STAGE 2 COMMUNICATIONS STRATEGY

6. Community Relations Team

6.1. Engagement Approach

The contractors will work in partnership with TfNSW's Communications and Engagement team to achieve the Project outcomes and leave a positive legacy for the community and stakeholders.

Consultation will be in accordance with the TfNSW stakeholder and community engagement requirements of the Deed and the Planning Approval.

The CRT will also ensure best practice to support the Project's commitment to achieving an 'Excellent' rating under the Infrastructure Sustainability Council of Australia (ISCA) rating scheme.

6.1.1. Community Relations Team

The contractors have each established a team for the overall management and coordination of community information and involvement.

The Community Relations Manager (CRM) for each contractor will ensure that TfNSW is informed of all community issues, consulted regarding all decisions affecting the local and wider community and invited to all community information sessions, site visits and meetings with key stakeholders and council.

6.2. Community Relations Team Protocols

Transport and the contractors are responsible for the overall management and coordination of community information and involvement and collaboration with stakeholders. The CRM is the designated complaints handling and community contact management representative for the Project.

All staff working on the Project will be provided with community engagement training as part of their induction. The training will include information about how each staff member needs to share the responsibility of managing / minimising community impacts.

The training will also include information about how to refer community contact to the team including all contacts to be reported immediately or the following business day (if contact occurs during a night or weekend shift).

6.2.1. Upcoming Opportunities for Media Events

The CRM will provide the following information to TfNSW at regular and relevant scheduled coordination meetings to aid in the planning for media events:

- A look ahead at upcoming activities, including site visits and milestones
- Any other information considered relevant including advertisements, notices and other community contact.

6.2.2. Roles and Responsibilities

The CRM will manage and deliver community engagement plans, proactively communicate construction impacts, and negotiate construction methods and working hours with affected communities as required.

The CRM's are appointed to undertake community relations duties for construction facilities (place-based site roles), utility and tunnelling work to assist the public with questions and complaints which they may have at any time during construction and be available to run information sessions and outreach activities on Saturdays and weekdays until 9pm. A summary for their role and responsibilities is as follows:

- undertake all activities in a cooperative and informative manner to ensure delivery of an integrated community engagement strategy
- respond to community enquiries and complaints about the Project utilising the agreed system and ensure the system is monitored and updated
- draft notifications and project manage through the approvals process
- be available to answer Project related complaint calls from the community information line on a 24-hour rostered basis,
- work closely with the JHCPB Utilities Manager to ensure coordination of information to local community and stakeholders
- research opportunities for sponsorship of local interests
- The CRM must be available at all times that works are occurring, including being available to respond to a major incidents or crises 24 hours per day seven (7) days per week.
- The CRM will be available for meetings with the community Monday to Friday 7am to 8pm and Saturdays between 9am and 12 noon.

6.3. Community Relations Team Contact Details

A permanent Community Information Centre (CIC) will be opened to the public and staffed by JHCPB for the duration of Stage 2 Monday to Friday, from 9am to 5pm. Signage directing visitors to the CIC will be installed. The community will be advised of the location of the CIC via the Project website (www.westconnex.com.au) community information materials and advertising in local media.

A delegate of the Community Relations Manager will be available to answer complaints from the community information line, on a 24/7 basis.

The community will be advised of the community information line (1800 660 248), which is available 24/7 during the Project delivery phases (callers will be guided to ask to speak to a member of the Rozelle Interchange Team).

The WestConnex email address is info@westconnex.com.au and will be included on Project site hoarding and the Rozelle Interchange Project email address info@rozelleinterchange.com.au will be included on notifications and advertisements for Stage 2.

The Rozelle Parklands Facilities Enhancements email address is RozParklandsWork@fordcivil.com.au and will be included on Project site hoarding and notifications for Stage 4.

Enquiries relating to the construction of the WestConnex project once open will be directed to Transport for NSW - WestConnex Community Engagement Team

Telephone (toll free 24 hour) number: 1800 660 248

Email: info.westconnex@transport.nsw.gov.au

Postal Address: Transport for NSW, PO Box K659 Haymarket NSW 1240

These enquiries will be triaged to - Rozelle Interchange Community team if required as per the following details:

Telephone (toll free 24 hour) number: 1800 660 248

Email: info@rozelleinterchange.com.au

Enquiries regarding the operation of WestConnex once open are to be directed to Transurban, Linkt: 13 33 31

Email: info@westconnex.com.au

Postal Address: Level 12, 210 George St Sydney NSW 2000

These enquiries will be triaged to Transurban by the Transport for NSW - WestConnex Community Engagement Team if required.

7. Communication Management

7.1. Communication Tools

A range of communication tools will be used to inform and engage the community and other stakeholders about the Project as work proceeds. Below provides an overview of the tools to be used project wide and with the local community, frequency and timing, the audience and specific requirements of each tool.

Table 6 Communication Tools

Tool	Description	Audience	Frequency / Timing	Tool Specification
Local community				
Transport Community Forum - a place-based approach during delivery of Stage 2.	<ul style="list-style-type: none"> Transport for NSW has developed Transport Community Forums to be launched in the Inner West. The WestConnex Rozelle Interchange project will be involved in these forums to engage with a wide audience about their activities. The forums have been designed to provide information, updates and opportunities for discussion across transport-related programs, projects and initiatives, reflecting Transport's increasingly place-based approach and allowing a more joined up engagement with communities impacted by multiple projects. The Forums will be independently chaired by a member from the DPHI approved panel, with the first digital session focussing on residents and other stakeholders impacted by and interested in the Rozelle Interchange, Western Harbour Tunnel and Sydney Metro West projects. There will be updates from other Transport projects alongside the major 	<ul style="list-style-type: none"> Inner West community and those residents and businesses adjacent to the project sites TfNSW DPHI EPA Local councils Geo-targeted social media campaigns will drive community participation in the Community Forums, and information about the Forums and how to participate will be included in all Inner West project notifications leading up to each event. Relevant State and local government stakeholders including those listed above and previous attendees of reference groups will be directly invited via email to attend and where appropriate participate in the Forums. 	<ul style="list-style-type: none"> TfNSW will hold the first Transport Community Forum by the end of 2021. Forums will be held four times per 12-month period. Forums will initially be held digitally only. When appropriate, physical locations will also be announced with suitable facilities and convenient location and 	TfNSW to organise and run, supported by JHCPB during delivery of Stage 2.

Tool	Description	Audience	Frequency / Timing	Tool Specification
	<p>projects where required in these forums, so the community is able to understand and engage on the full scope of Transport's work in the region.</p> <ul style="list-style-type: none"> A community survey will be run prior to and following each Forum, helping ensure content development clearly aligns with key areas of community interest, as well as providing a feedback loop to measure participant satisfaction and inform future Forum development. The Forums will be run via Facebook Live, providing potentially tens of thousands of residents and other stakeholders the opportunity to hear information and ask questions live regarding their most pressing issues, giving a high level of transparency on which questions are answered or not. An interactive website will be developed and launched ahead of the first digital Forum, providing community members who are unable to participate in real time with ongoing access to the information and people they need, at a time that suits them and a way to provide feedback on what matters to them in real time. Updates on topics or questions from the community will be posted on this website alongside the video recording, further enhancing the level of transparency and accountability back to the community and other stakeholders. 		<p>times for the community.</p>	
<p>Project Community forums during construction of Stage 4.</p>	<ul style="list-style-type: none"> The contractor will hold a community forum during the works to focus on key environmental management issues of concern to the relevant community. 	<ul style="list-style-type: none"> Inner West community and those residents and businesses adjacent to the project sites. 	<ul style="list-style-type: none"> The contractor will hold one community forum during the works. 	<p>The contractors are to organise and run the community forum.</p>

Tool	Description	Audience	Frequency / Timing	Tool Specification
	<ul style="list-style-type: none"> TfNSW and the contractors will keep track of emerging issues through the Complaint Register which is provided to the ER daily and DPHI upon request. 		<ul style="list-style-type: none"> Additional forums will be organised on a risk based approach, if issues of concern are raised by the community. 	
Web portal	<ul style="list-style-type: none"> The web portal (Rozelle Interchange RIC Community Analytics (caportal.com.au)) will provide all information about the project in an easy to access and sustainable format All information about the project will be on the portal including out of hours' notice, construction work, traffic changes, fact sheets etc 	<ul style="list-style-type: none"> All community members adjacent to the project alignment All relevant authorities 	Weekly alert	The web portal will detail all works within the project scope, all traffic changes, pedestrian and cyclist detours, out of hours work, utilities work, work cancellations and all other impacts on clear maps with an outline of the work clearly communicated alongside maps and visuals.
Community Updates	<ul style="list-style-type: none"> Community updates will be provided regularly through the web portal to keep the community up-to-date with construction milestones Those stakeholders nomination paper notifications, will continue to receive them Stakeholders will be able to access the web portal by an easily searchable URL as well as e-alerts 	<ul style="list-style-type: none"> All community members on the community contact database All relevant authorities The wider community 	For each major construction milestone from the commencement of site establishment work until the Date of Completion These will be uploaded as they occur on the web portal	<p>The updates will include the status of the Project, construction progress, construction schedules / programs, environmental management initiatives and community involvement achievements associated with work, the Project Works and the Temporary Works.</p> <p>The community updates will include details on sources of other information associated with work, the Project works and the Temporary works including Project display locations and website details</p>
Air Quality Community Consultative Committee (AQCCC)	AQCCC will be established for the Project in accordance with CCC Guidelines (NSW Department of Planning and Environment 2019)	AQCCC members	At least 4 times a year	<p>Detailed information to be confirmed following formation of AQCCC with TfNSW liaison and advice including a Terms of Reference.</p> <p>The availability of monitoring data will be conveyed to the local community by way of newsletter (including translation into common</p>

<u>Tool</u>	<u>Description</u>	<u>Audience</u>	<u>Frequency / Timing</u>	<u>Tool Specification</u>
				community languages in the area) and newspaper advertisement at least one month prior to the commencement of operation. Upon opening, the road operator Transurban manage the AQCCC.
Cancellation of work notification	From time to time, work is cancelled due to unforeseen circumstances such as inclement weather. Using the web portal. JHCPB will advise of cancelled work via email alerts.	Directly affected residents and businesses	As soon as practical, in advance of cancellation of work	Notification of cancellation of work will be carried out where practical. In the event the work is cancelled late at night, it may not be feasible for an email to be sent.
Consultation survey	<ul style="list-style-type: none"> A survey that asks specific questions to the community and stakeholders about how they wish to be communicated. Provides a mechanism for involvement and collaboration from which feedback from the community can be provided to the Project team for it to be evaluated and implemented when feasible and reasonable. Additional surveys may be undertaken within the community to reassess and ensure the effectiveness of our communication tools. 	<ul style="list-style-type: none"> Existing contacts in the community contact database (Consultation Manager) Residents and businesses within 300m of construction site and 50m along tunnel alignment 	<ul style="list-style-type: none"> The Survey will commence in a staged approach prior to major construction and tunnelling work (not including any site establishment works undertaken in accordance with Site Establishment Management Plan) 	<p>Survey to ask specific questions to identify the preferred method of communication (including consultation) and identify issues that are of interest to the community</p> <p>The survey will be delivered via a combination of door knocking, in the letterbox and emailed with an option for community members to request a paper copy, complete at the Information Community Information Centre or download and print a copy to provide to the Project team</p> <p>Language translation and interpreter services are available for community members who request assistance from the project team or use the services directly</p>
Doorknocks	<ul style="list-style-type: none"> The CRT will doorknock directly affected property owners in close proximity to construction sites and those who are impacted by activities such as property adjustments or emergency works 	Directly affected residents and businesses	Carried out when specific consultation or information is required to be given to directly impacted	Doorknocks will be completed in order to consult with affected stakeholders where parking is impacted as a result of construction in accordance with CoA E54

Tool	Description	Audience	Frequency / Timing	Tool Specification
	<ul style="list-style-type: none"> Provides a mechanism for which feedback from the community can be provided to the Project team. 		residents, businesses or other sensitive receivers	<p>Doorknocks may be required, depending on the proximity to sensitive receivers, in the event of the need to complete some emergency works in accordance with CoA E74</p> <p>Doorknocks will be used (along with other contact tools) to consult with affected sensitive receivers in relation to respite periods in accordance with CoA E76, where email contact details are not provided,</p> <p>Prior to works at receiver noise mitigation in the form of at-property treatment will be offered to the eligible landowner for habitable living spaces in accordance with CoA E87, opportunities for involvement and collaboration with stakeholders arise from consultation period.</p>
Letterbox notification – general work	Letterboxed paper notifications will continue to be used for stakeholders who choose to receive paper notifications.	Nearby and potentially affected residents as outlined in section 4.5 or identified in the noise assessment (the notification area may be reduced or expanded as a result of the noise assessment)	Will be distributed five (5) days prior to the proposed activity described in the notification	<p>Distributed to inform residents and businesses of upcoming work.</p> <p>Notifications will include:</p> <ul style="list-style-type: none"> Nature of construction activity Scope of work Location of work Hours and duration of work Type of equipment used Likely impacts (such as dust, noise, vibration, lighting, traffic, access) Community contact information Maps / diagrams WCAG Compliant. <p>Owners and occupiers of properties at risk of exceeding the vibration criteria for cosmetic damage will be notified by direct letterbox notifications or email in accordance with CoA E83</p>

<u>Tool</u>	<u>Description</u>	<u>Audience</u>	<u>Frequency / Timing</u>	<u>Tool Specification</u>
Letterbox Notification - out of hours works (OOHW) notifications	Out-of-hours works notifications will continue to be used for those residents who opt in to receive paper notifications to notify these residents of planned construction activities that will occur outside of standard construction hours.	Potentially affected residents and businesses	Will be distributed five (5) days prior to the proposed activity described in the notification	Distributed to inform residents and businesses of upcoming work. In line with the OOHW Protocol, OOHW notifications will include: <ul style="list-style-type: none"> ▪ Nature of construction activity ▪ Justification for working outside of standard construction hours ▪ Scope of work ▪ Location of work ▪ Hours and duration of work ▪ Type of equipment used ▪ Likely impacts (such as dust, noise, vibration, lighting, traffic, access) ▪ Community contact information ▪ Maps / diagrams ▪ WCAG Compliant
Letterbox notification - traffic work	Letterbox notifications to residents and businesses who opt in to receive paper notifications regarding the current and next construction stage and changes and impacts on traffic conditions Signage also attached at relevant traffic change areas (if available) showing any upcoming major change to pedestrian or cyclist access	All properties, residences and businesses potentially impacted by the changes to the road network and traffic systems where they are within 500m of the works	Prepared and distributed at least two (2) weeks prior to the start of every construction activity that involves a change to the road network and systems	The traffic notifications will be developed and distributed to local residents and businesses when there is a change to traffic conditions and may include, the number of traffic lanes and turn movements, changes to pedestrian and cyclist crossings and access routes and changes to bus routes, services frequencies and stops
Project community forums for the duration of Stage 2 works.	Project community forums and drop in sessions will be held by JHCPB during Stage 2 Rozelle Interchange Construction that focus on current and upcoming construction activities, key environmental management issues and any other areas of concern to the community. These forums could include street meetings, information sessions or workshops.	Local community Residents and businesses	Held at least quarterly or when issues arise that can be addressed in a forum or drop-in environment	The forums/drop-in sessions provide a mechanism for which feedback from the community can be provided to the Project team as well as an opportunity to discuss environmental issues relevant to the project or activity Topics and issues that the forums/drop-in sessions will focus on include environmental issues (noise, dust, vibration) or other areas of

<u>Tool</u>	<u>Description</u>	<u>Audience</u>	<u>Frequency / Timing</u>	<u>Tool Specification</u>
	<p>Project community forums will be held in, or near to impacted communities across the corridor in accessible locations.</p> <p>Provides a mechanism for involvement and collaboration from which feedback from the key stakeholders can be provided to the Project team for it to be evaluated and implemented where feasible and reasonable.</p>			<p>concern to the community and stakeholders</p> <p>Representatives from the Project who are subject matter experts will be available to speak with individuals about the relevant topics being discussed and assess feasibility of potential mitigation alternatives in line with stakeholder feedback</p> <p>Clear and easy to understand display material, relevant to the subject matter (CoA B2 (f)) will be available</p> <p>Locations will be determined as per the nature of the forums/drop-in sessions and impacts; they will be at a local community centres close to impacted stakeholders (Rozelle or Iron Cove area). The forums/drop-in sessions may also take place at the Community Information Centre located on Lilyfield Road, Rozelle.</p>

<u>Tool</u>	<u>Description</u>	<u>Audience</u>	<u>Frequency / Timing</u>	<u>Tool Specification</u>
Out of hours work (OOHW) protocols	<p>The contractors will adhere to the requirements of the CNVMP (or relevant EMP for Stage 3 and CEMP for Stage 4) and implement the OOHW protocols.</p> <p>These protocols have been developed in compliance with CoA77 and appropriate levels of consultation will be carried out for all audible OOHW activities.</p>	<p>Local community</p> <p>Directly affected residents and businesses</p> <p>All road users including trucking, freight industry, public transport operators, emergency services, e.g. through www.livetraffic.com</p>	The protocol is implemented each time OOHW is undertaken on the Project	<p>Details of works required outside standard construction hours, including justification of why the activities are required outside standard construction hours</p> <p>Measures that will be implemented to manage potential impacts associated with works outside standard construction hours</p> <p>Location and activity specific noise and vibration impact assessment process(es) that will be followed to identify potential affected receivers, clarify potential impacts and selected appropriate management measures</p> <p>Details of the approval process (internal and external) for works proposed outside standard construction hours</p> <p>Three-month schedule of the proposed OOHW. The schedule will also be developed with consideration of utilities relocation / adjustment works to provide appropriate respite in consultation with the community in accordance with CoA E76</p> <p>Consultation with the community at the affected locations(s)</p>
Stakeholder and resident meetings	<p>One-on-one or group meetings with nearby property owners, landholders and interested stakeholders that are either requested by the stakeholder or the Project team.</p> <p>Provides a mechanism for involvement and collaboration from which feedback from stakeholders and the community can be provided to the Project Team for it to be evaluated and implemented when feasible and reasonable</p>	Nearby property owners and the wider community as requested	At a minimum quarterly via community forums/drop-in sessions, or at the individual request of the stakeholder, business or resident.	<p>Meetings with residents (street corner, if appropriate), businesses and other stakeholders will be held to discuss current issues or discuss and provide an overview of upcoming Project works e.g. upcoming local street utility works and a construction schedule / program</p> <p>The CRT will attend meetings with technical staff as required to assist in providing</p>

Tool	Description	Audience	Frequency / Timing	Tool Specification
				<p>information directly to those who are potentially most impacted</p> <p>Residents and stakeholder meetings will be recorded in Consultation Manager</p> <p>Those invited and unable to attend will be provided the opportunity to get in touch (through a phone call or email) to discuss the meeting content and outcomes</p>
<p>Utilities work notifications</p>	<p><i>Web alerts</i> Web alerts will be used to inform those directly affected by the utilities works that impact on individual properties, residents and businesses. Stakeholders who have opted out of the web alerts will be provided with a letterbox notification</p> <p><i>Doorknocks</i> The CRT will doorknock directly affected residents and businesses in close proximity to utilities works. This provides a mechanism for which</p>	<p><i>Web alerts/letterbox notifications</i></p> <ul style="list-style-type: none"> ▪ Web alerts/letterbox notifications to nearby and potentially affected residents as outlined in section 4.5 or identified in the noise assessment (the notification area may be reduced or expanded as a result of the noise assessment) <p><i>Doorknocks</i> Doorknocks will be with directly affected residents and businesses</p>	<p><i>Web alerts/letterbox notifications</i> Web alerts /letterbox notifications will be distributed not less than 5 days and not more than 14 days before works being carried out</p> <p><i>Doorknocks</i></p>	<p>A variety of tools would be used to provide residents and stakeholders with details on the extent, duration, nature of the works, figures showing the locality, and management measures.</p> <p><i>Web alerts/letterbox notifications</i> Web alerts/letterbox notifications distributed to inform residents and businesses of upcoming work.</p> <p>Web alerts/notifications will include:</p> <ul style="list-style-type: none"> ▪ Nature of construction activity ▪ Scope of work ▪ Location of work ▪ Hours and duration of work ▪ Type of equipment used ▪ Likely impacts (such as dust, noise, vibration, lighting, traffic, access) ▪ Community contact information ▪ Maps / diagrams ▪ WCAG Compliant. <p><i>Doorknocks</i> Doorknocks will be completed in order to consult with affected stakeholders where parking is impacted as a result of construction in accordance with CoA E54. They may be required, depending on the proximity to sensitive receivers, in the event of the need to</p>

<u>Tool</u>	<u>Description</u>	<u>Audience</u>	<u>Frequency / Timing</u>	<u>Tool Specification</u>
	<p>feedback from the community can be provided to the Project team.</p> <p><i>Stakeholder and resident meetings</i></p> <p>One-on-one or group meetings with property owners, landholders and interested stakeholders nearby the utilities works that are either requested by the stakeholder or the Project team.</p> <p>Note - utilities providers will generally use their own internal community engagement team and the Project team (including CROs) will liaise with providers as part of the consultation process.</p>	<p><i>Stakeholder and resident meetings</i></p> <p>Stakeholder and resident meetings would be with nearby property owners and the wider community as requested</p>	<p>Doorknocks will be carried out when specific consultation or information is required to be given to directly impacted residents, businesses or other sensitive receivers</p> <p><i>Stakeholder and resident meetings</i></p> <p>Stakeholder and resident meetings would be held at a minimum quarterly via community forums, or at the individual request of the stakeholder, business or resident.</p>	<p>complete some emergency works in accordance with CoA E74</p> <p><i>Stakeholder and resident meetings</i></p> <p>Meetings with residents (street corner, if appropriate), businesses and other stakeholders will be held to discuss current issues or discuss and provide an overview of upcoming utilities works</p> <p>The CRT will attend meetings with technical staff as required to assist in providing information directly to those who are potentially most impacted and assess feasibility of potential mitigation alternatives in line with stakeholder feedback</p> <p>Residents and stakeholder meetings will be recorded in Consultation Manager</p> <p>Those invited and unable to attend will be provided the opportunity to get in touch (through a phone call or email) to discuss the meeting content and outcomes</p>
Emergency works notifications – including emails, doorknocks, letterbox drops and/or phone calls	Emergency works notifications are used in the event of unplanned work required to avoid injury or the loss of life, to avoid damage or loss of property or to prevent environmental harm	Potentially affected residents, businesses and community groups	Where possible, to be notified at least two (2) hours prior to commencement of emergency works	<p>On becoming aware of the need for emergency works, best endeavours will be used to notify affected receivers where appropriate by way of phone, email, doorknocking, letterbox drops or 'sorry we missed you' slips.</p> <p>At a minimum notification will include:</p> <ul style="list-style-type: none"> ▪ Likely impact and duration of emergency works ▪ Project contact information
Web alerts/ letterbox notification -	Tunnelling works web alerts/notifications are written for tunnelling works expected to impact properties along the tunnelling alignment.	Properties along the tunnelling alignment	Approximately two (2) weeks in advance of	<p>Distributed to inform residents and businesses of upcoming work.</p> <p>Tunnelling works notifications will include:</p>

<u>Tool</u>	<u>Description</u>	<u>Audience</u>	<u>Frequency / Timing</u>	<u>Tool Specification</u>
Tunnelling work			tunnelling occurring at that property	<ul style="list-style-type: none"> ▪ Nature of work ▪ Location ▪ Hours, dates and duration including works permitted to be undertaken 24 hours a day, seven days a week ▪ Equipment used ▪ Likely and possible impacts ▪ Contact information ▪ Maps / diagrams <p>WCAG complaint</p>
Project Wide				
24-hour toll-free community information line	<p>A 24-hour toll-free community information line will be the main point of contact between the community and the Project team</p> <p>Provides a mechanism by which feedback from the community can be provided to the Project team</p>	All community members and stakeholders identified in this Strategy	Ongoing and to be maintained for the period from four weeks after the date of the Project Deed until 12 months after the Date of Construction Completion	<p>Project number 1800 660 248 will be included on all Project communication material</p> <p>All calls received will be recorded in the community contacts database</p> <p>Details of the call will be included against caller name (if provided) including contact details and a description of the nature of the call</p>
Advertisements (commencement of works and operation)	1800 660 248, postal address PO Box 3681, Rhodes NSW 2138 and email address: info@rozelleinterchange.com.au	<p>Local community</p> <p>Directly affected residents and businesses</p> <p>Motorists</p> <p>Cyclists</p> <p>Pedestrians</p>	At least a week prior to commencement of work prior to the commencement of works and one week prior to the commencement of operation	<p>Media may include:</p> <ul style="list-style-type: none"> ▪ Sydney Morning Herald ▪ Daily Telegraph ▪ Inner West Courier ▪ Village Voice ▪ Relevant local language newspapers such as La Fiamma, Epoch Times, Sing Tao
Advertisement (construction activity)	<p>Advertisements with details of:</p> <ul style="list-style-type: none"> ▪ Upcoming works ▪ Areas of work ▪ Hours of operation ▪ Project contacts 	<p>Local community</p> <p>Directly affected residents and businesses</p> <p>Motorists</p>	At least one week prior to: When work is planned that will significantly affect the	<p>Media may include:</p> <ul style="list-style-type: none"> ▪ Sydney Morning Herald ▪ Daily Telegraph ▪ Inner West Courier ▪ Village Voice

<u>Tool</u>	<u>Description</u>	<u>Audience</u>	<u>Frequency / Timing</u>	<u>Tool Specification</u>
	<ul style="list-style-type: none"> The availability of monitoring information as required by CoA E29 	<p>Cyclists</p> <p>Pedestrians</p>	<p>community (also see traffic change below).</p> <p>When consultation on key management plans is required including (but not limited to) the Project's Urban Design and Landscaping Plan.</p> <p>Quarterly Public Displays.</p>	<ul style="list-style-type: none"> Relevant local language newspapers such as La Fiamma, Epoch Times, Sing Tao 2GB, 2BL, ABC Radio Sydney, Channels 7,9, 10, ABC
Advertisement - radio (traffic changes)	<p>Advertisements will be placed for each major traffic change or disruption with a significant impact on the community, defined as:</p> <ul style="list-style-type: none"> resulting in delays of 10 minutes or more lasting longer than a week changed access arrangements or <p>on a state or regional road with more than 30,000 vehicles on an average weekday.</p>	<p>All road users including trucking, freight industry, public transport operators, emergency services</p> <p>Motorists</p> <p>Cyclists</p> <p>Pedestrians</p>	14 days prior to a change or disruption	<p>The Project must, as a minimum (and unless otherwise required by Transport Management Centre, Sydney Coordination Office, or TfNSW) provide one, 10-second radio advertisement to be aired twice per day (during morning and evening peak travel) on each of Sydney's top four radio stations when:</p> <ul style="list-style-type: none"> a traffic change or disruption will occur and will be completed within a day. The advertisement must be aired for 14 days prior to the start of the traffic change and on the day of the implementation of the change; or a traffic change or disruption will occur and will last longer than a day. The advertisement must be aired for 14 days prior to the start of the traffic change and for up to five working days following the implementation of the traffic change.

<u>Tool</u>	<u>Description</u>	<u>Audience</u>	<u>Frequency / Timing</u>	<u>Tool Specification</u>
Community Complaints Mediator	To resolve referred complaints that have been escalated	All community members	Requested by community members in the event they are unsatisfied with the resolution of a complaint	Details about the role of the Community Complaints Mediator can be found in the Complaints Management System in Section 8
Complaints Management System	To record complaints and responses received in relation to the Project Provides a mechanism from which feedback from the key stakeholders can be provided to the Project team.	Wider community Project team	Every time a complaint, enquiry or feedback is received by the project	Details about the Complaints Management System can be found in Section 8
Information displayed on construction site hoarding	Hoarding will be used at each of the construction sites at Victoria Road, Rozelle Rail Yards, The Crescent and Iron Cove to display project information and contact information. Information boards will be erected at the entrance to the site in a safe location for the public to view the information.	Local stakeholders	Updated weekly with new notifications, construction schedules, Community Update Brochures Updated when public feedback is required such as the Urban Design and Landscape Plan	Project contact details to be available and visible to those walking or driving by the sites associated with the Project. Signage on hoardings surrounding construction ancillary facilities will include the Project name and application number Construction hoarding will be used to inform about construction specific to the location including display boards with a posters (A3 size for pedestrians to view in detail). Information provided will include progress photos, programs or look-ahead schedule, current notifications and Community Update brochures. They will also include updates and visual concepts for major consultation pieces such as the Urban Design and Landscaping Plan
Consultation Manager database	To record all community contact, including database of community who has interacted with the Project	Public Liaison team Project team TfNSW	Upon start of the Project and ongoing for the duration of the Project	Consultation Manager database for the Project – online database with access for all Public Liaison team

<u>Tool</u>	<u>Description</u>	<u>Audience</u>	<u>Frequency / Timing</u>	<u>Tool Specification</u>
				Correspondence details will be entered into the database within 24 hours of receipt. Actions resulting from the correspondence will be recorded in this system and an outstanding actions report used to track and ensure actions are responded to within committed timeframes
Community Information Centre for the duration of Stage 2 works	<p>Community information Centre is a display centre as per requirements and close to the Project Works.</p> <p>Provides a mechanism for which feedback from the community can be provided to the Project team.</p>	All	<p>The Community Information Centre will be open at least 12 weeks prior to start of construction and for the duration of the Stage 2 Project works.</p> <p>Opening times: 9am to 5pm, Monday to Friday Not open on weekends or public holidays</p>	<p>Typical display centre contents:</p> <ul style="list-style-type: none"> ▪ Up-to-date maps ▪ Access information – including temporary traffic arrangements ▪ Urban and landscape treatments ▪ Significant structures ▪ Tunnel and electric system including safety features ▪ Water quality treatment ▪ Noise and retaining walls ▪ Headlight screens ▪ Community involvement activities ▪ Construction schedules / programs ▪ Environment and cultural features ▪ Video and photographic library ▪ Display centre model ▪ Contact details ▪ Staffing by JHCPB CRT
Email	<p>Email contact details will be established where appropriate and email notifications will be used to inform those directly affected by any changes that may impact on individual properties, residents and businesses, such as traffic disruptions, construction of temporary detours and work required outside normal working hours.</p> <p>Provides a mechanism for which feedback from the community can be provided to the Project team.</p>	All	Ongoing for the duration of the Project	<p>All email enquiries will be responded to within 10 business days</p> <p>All email complaints received during working hours will be acknowledged within eight working hours, or if received out of hours, on the next business day</p> <p>All email correspondence will be recorded in Consultation Manager</p> <p>The email address database will be used in order to consult with affected stakeholders</p>

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				<p>where parking spaces is impacted as a result of construction in accordance with CoA E54</p> <p>The email address database will be used in the event of the need to complete some emergency works in accordance with CoA E74</p> <p>The email address database will be used in order to consult with affected sensitive receivers in relation to respite periods in accordance with CoA E76</p> <p>Owner and occupier of properties at risk of exceeding the vibration screen criteria for cosmetic damage will be notified by direct letterbox or email in accordance with CoAE83</p> <p>Email will be used to return correspondence to community members and stakeholders who provided feedback as the result of consultation. An email will provide results of feedback gathered and considered by the Project in a previous consultation</p>
Feedback forms	Feedback forms that allows the community to provide feedback on the Project	All	Available at community forums/drop in sessions and on the web portal	Feedback forms will be provided at the community forums/drop in sessions and on the web portal
Media releases	A media release containing information about relevant milestones including start of construction and road openings	All	<ul style="list-style-type: none"> At commencement of the Project and at major milestones as determined by TfNSW 	The contractors will identify other opportunities for media events, including the achievement of other Project milestones and the opening of local roads to traffic

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Mobile display kit	Provides information accessible to the public during community information sessions / public displays	Wider community	Display material will be available at events such as information sessions / public displays held quarterly	As a minimum, JHCPB will prepare a mobile display kit with the following for Stage 2: <ul style="list-style-type: none"> Mobile display banners, suitable for indoor or outdoor use Brochure holders Up to date community information materials Community contact and feedback forms
Presentations to residents, stakeholders or businesses	Presentations about the project providing detailed information to the local community and enhance community outreach. Provides a mechanism from which feedback from the key stakeholders can be provided to the Project team.	Interested stakeholders	Offered to stakeholders throughout the Project or as directed by TfNSW	JHCPB will engage in group presentations to the community, including (but not limited to): <ul style="list-style-type: none"> Schools Guides/Scout groups Probus/Rotary clubs Business chambers Individual businesses
Project milestone events (tunnel break throughs, Project opening etc)	Media and activities related to milestones and the completion of the Project	TfNSW, media and wider community	Ongoing for duration of the Project	JHCPB will plan for and provide resources for an event managed by TfNSW such as a Project milestone or opening of the Project
Public displays / community information sessions (during Stage 2 works)	Public displays / community information sessions will be held with the intention of providing information about (but not limited to) Project progress, key milestones, current and relevant issues and opportunities for consultation such as the Urban Design and Landscape Plan consultation. Public displays / community information sessions will be held in, or near to impacted communities across the corridor in accessible locations.	Local community Residents and businesses	Held quarterly or upon major milestones or achievement of significant changes in the design or construction	Topics and issues that the sessions will focus on include (but not limited to): major milestones, traffic changes, Project progress, environmental issues (noise, dust, vibration), construction and tunnelling, design changes, urban design and landscaping. Representatives from the Project who are subject matter experts will be available to speak with individuals about the relevant topics being discussed

<u>Tool</u>	<u>Description</u>	<u>Audience</u>	<u>Frequency / Timing</u>	<u>Tool Specification</u>
				<p>Clear and easy to understand display material, relevant to the subject matter (CoA B2 (f)) will be available</p> <p>Locations will be determined as per the nature of the display and impacts; they will be at a local community centres close to impacted stakeholders (Rozelle or Iron Cove area). The displays may also take place at the Community Information Centre located on Lilyfield Road, Rozelle.</p>
Site tours (during Stage 2 works)	The CRT will organise and run, where possible, public site visits/tours, for interested community and stakeholders to show project construction progress. JHCPB will seek TfNSW approval for all site visits	All stakeholders	After site establishment, at least once per year or as requested by TfNSW. COVID may influence frequency of site tours.	<p>The CRT will organise and run a site visit for an interested group of community members at least yearly. The PLT will ensure the community is shown interesting aspects of the project's construction progress. A visitor safety plan will be developed and implemented, including consideration of the requirements for site inductions and protective clothing. JHCPB will provide protective clothing, sunscreen and water refreshment for visitors</p> <p>Tour guides will include members of the Project team and will have knowledge of the location of nearest first aid facilities</p>
Site inductions, tool box talks and pre-start meetings	Ensure all project team members and contractors are aware of community relations requirements, and understanding of the community they are working in, informed of media protocols and given project contact cards	All personnel engaged on the Project Works	Community relations-focused toolboxes at least every three months and additionally as required	<p>Information regarding community relations protocols and standards are provided to all personnel who work on the Project through site inductions, toolbox talks and prestart meetings.</p> <p>Staff will be trained on how to respond to community queries and the correct behaviour is reiterated.</p>

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Signposting at bus stops	Temporary notices and signposting at bus stops detailing changes to bus routes, bus stops, timetables and services frequencies	Bus users	At least 10 days prior to a change to any bus service	Signage will be installed at bus stops in advance of changes to bus operations
Signposting for pedestrian and cyclist changes	Temporary notices and signposting at pedestrian and cyclist crossing of the construction sites and routes around the construction sites detailing any changes due to works	Local pedestrians and cyclists	At least 10 days prior to a change pedestrian and cycle route	Signage to be installed around construction sites to inform pedestrians and cyclists of changes
Signage - driver advisory	Large temporary driver advisory static signs on roads approaching the construction sites to inform the public of works approaching	Directly affected road users	As determined in the Traffic Management Plan	Signage will be installed in advance of work
Social Media	Social media channels such as Facebook provide an opportunity for increased community reach to inform about the Project	Wider online community	Frequency is determined by TfNSW	TfNSW will manage project Social Media accounts The contractors will assist TfNSW to update project information regularly to ensure visibility of major upcoming milestones and events
SMS	SMS may be used to advise stakeholders of changes to traffic conditions. Note - This functionality can only be used once mobile phone numbers have been provided by the community and stakeholders.	Local businesses Motorists Residents	Weekly and in conjunction with email notifications	The CRT will send out notifications via email or SMS to advise stakeholder of weekly traffic conditions The SMS database may be used in the event of the need to complete some emergency works in accordance with CoA E74 The SMS database may be used in order to consult with affected sensitive receiver in relation to respite periods in accordance with CoA E76
Stakeholder briefings	Key stakeholders, including local councils and sensitive receivers, will be given the opportunity to receive briefings on the Project and its potential impacts.	Local, State and Federal Government Regulatory authorities Community Liaison Groups Business Groups	<ul style="list-style-type: none"> At a minimum quarterly via community forums/drop in sessions 	Regular meetings will be scheduled with TfNSW and key stakeholders including councils, government agencies to report on current community and stakeholder issues, provide an overview of the Project Works including traffic changes, construction

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	Provides a mechanism from which feedback from the key stakeholders can be provided to the Project team.		or at the commencement of the Project, key milestones or as programmed (via regular scheduled meeting with councils, regulatory authorities)	schedules / programs and draft management plans for comment Any agendas, meeting minutes and records of meeting attendees will be kept by Transport and the contractors.
Traffic alert emails (notification of traffic conditions)	Traffic alerts are used to inform transport operators, Emergency Services, public transport operators, road user groups and community subscribers to the project of changes to traffic arrangements.	Key transport operators, Emergency Services, road user groups, subscribed community members	Distribution five (5) business days in advance of changes	Traffic alert emails will be sent out in advance of changes taking place including: <ul style="list-style-type: none"> ▪ Traffic access ▪ Likely impact including safety implications, delays, access and parking ▪ Link to live traffic updates website ▪ Project contact information ▪ Diversions, detours or road closures
Transport Management Centre (TMC) - Live Traffic Website/App	Information on live traffic website/app helps motorists plan and predict their journey	Directly affected road users	In advance of traffic changes and as updated by TMC	JHCPB will provide updated information to TMC to be uploaded to their communications channels
Variable Message Signs (VMS)	VMSs will be used as a static communication tool to keep the community informed about construction activities including changes to traffic and construction activities	Road users Wider communities	In advance of traffic changes	VMS wording to be agreed to by TfNSW as part of the Traffic Management Plan
Vehicle signage	JHCPB spoil haulage vehicles	Road users Wider communities	Available on spoil haulage trucks throughout the duration of the Project works	All construction spoil haulage vehicles must be clearly marked as being for WestConnex Rozelle Interchange (including CSSI application number) in such a manner to

<u>Tool</u>	<u>Description</u>	<u>Audience</u>	<u>Frequency / Timing</u>	<u>Tool Specification</u>
				enable immediate identification within at least 50 metres of the vehicles (CoA A44)
Visualisations and artists impressions (during Stage 2 works)	Used to show key features of the project in advance of work commencing. Artists impressions and visualisations are used to communicate project outcomes and benefits to the community and sensitive stakeholders.	Wider community Residents Businesses	<ul style="list-style-type: none"> ▪ Available at the Community Information Centre once the design is finalised ▪ Available as part of the Urban Design and Landscape Plan 	<p>JHCPB will develop and supply high quality visualisations and artists impressions (video and stills) as required by TfNSW of site arrangements, above ground structures and in-tunnel during operation.</p> <p>During Stage 2, JHCPB will immediately notify TfNSW when the visual amenity depicted is no longer current and should not be used.</p>
Website for Stage 2	<p>The existing Project website (www.westconnex.com.au) will be used to assist in disseminating community information, receiving feedback and provided generic response to common enquiries.</p> <p>TfNSW is responsible for maintaining and operating the existing WestConnex website. The delivery partners will provide material.</p>	Wider community	Available prior to works and until 24 months following the Date of Construction Completion	<p>The contractors will review and provide updated material for the website</p> <p>All Project contact channels will be available on the website</p> <p>The website will include:</p> <ul style="list-style-type: none"> ▪ All community engagement materials and information on milestones ▪ GIS data for updating the interactive map ▪ Digital materials (stills, videos, time-lapse, visualisations artists impressions) ▪ An online tunnel map showing the alignment in relation to properties and construction ancillary facilities ▪ Current and past public display materials ▪ information on the current implementation status of the CSSI

Tool	Description	Audience	Frequency / Timing	Tool Specification
				<ul style="list-style-type: none"> ▪ A copy of the documents listed in CoA A1 of this approval, and any documentation relating to any modifications made to the CSSI or the terms of the approval ▪ 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 ▪ A copy of each licence or permit required and obtained in relation to the CSSI ▪ Where a condition(s) requires a document(s) be prepared prior to a work or construction or operational activity being undertaken, a current copy of the relevant document(s) will be published on the website before the work or activity is undertaken.
Website for Stage 3 and 4	The existing Project website (www.westconnex.com.au) will be used to share the project approval including key management plans.	Wider community	Available prior to works and until 24 months following the Date of Construction Completion	<p>The website will include:</p> <ul style="list-style-type: none"> ▪ A copy of the documents listed in CoA A1 of this approval, and any documentation relating to any modifications made to the CSSI or the terms of the approval ▪ 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 ▪ A copy of each licence or permit required and obtained in relation to the CSSI

<u>Tool</u>	<u>Description</u>	<u>Audience</u>	<u>Frequency / Timing</u>	<u>Tool Specification</u>
				Where a condition(s) requires a document(s) be prepared prior to a work or construction or operational activity being undertaken, a current copy of the relevant document(s) will be published on the website before the work or activity is undertaken.
WestConnex Acquisition Assistance Line (WAAL)	TfNSW have established and maintain the toll-free Acquisition Assistance Line to provide an ongoing dispute resolution, counselling program and contact information to relevant service for all relocated persons	Landowners that have had land acquired for the purpose of the CSSI	Prior to the commencement of works and up to six (6) months following completion of the final acquisition required for the CSSI	The WAAL will also provide first language support for relocated persons with English as a second language (CoA B7)

7.2. Government Agency and Council Consultation

In addition to the consultation and communication processes and opportunities described above, for Stage 2 JHCPB will consult with identified government agencies and councils during the development of management plans and other required documentation (as per specific CoAs). Government agencies and councils will be given an appropriate opportunity to provide input on documentation and any relevant input will be considered, in accordance with Figure 2. TfNSW will be included in all agency and council interaction, and where appropriate TfNSW may manage the interaction.

It is vital that JHCPB nurtures collaborative and proactive relationships between Project teams, government agencies and Council as they are key Project stakeholders. Interface protocols will be implemented to enhance collaboration and information sharing between JHCPB and relevant local and state government agencies.

This will ensure clear lines of communication are established. It will also facilitate the establishment of a consultative forum for the sharing of information, input and feedback on a range of Project matters and the preparation of plans and strategies, as well as assist with the resolution of any potential concerns before they escalate. The PLT will attend regular interface meetings with government agencies and council and provide an update on relevant community and stakeholder matters.

Prior to commencing consultation JHCPB will advise the government agency or council of the upcoming consultation opportunity / requirement and the anticipated date the deliverable will be provided. To commence the consultation period, JHCPB will issue a copy of the documentation for comment to a designated email address for each government agency and council and offer a presentation summary of the documentation. Where consultation is required for deliverables associated with the Site Establishment Management Plan and Construction Environmental Management Plan, a response will be requested within 14 days from the government agency or council. Where consultation is required for larger deliverables a longer timeframe will be provided as appropriate, e.g. a response would be requested within 28 days for the project Urban Design and Landscape Plan.

During the consultation period JHCPB will contact the government agency or council to enquire if comments will be forthcoming or to confirm a potential nil response. At the end of the consultation period JHCPB will advise the government agency or council that the consultation period has ended, request confirmation of a potential nil response, and request if there are comments, that they be provided as soon as possible. At this time JHCPB will proceed with finalisation and submission of the document to the Department of Planning and Environment (now DPPI) and will make best endeavours to incorporate feedback received after the close of the consultation period as part of further review and revision processes.

Specific plans which require relevant government agency and council consultation during their preparation are detailed in the CoA.

Any 'nil' responses and repeated requests for comments from government agencies and council will be noted.

A flow-chart below outlines the consultation and nil response procedure regarding government agencies, council and key stakeholders.

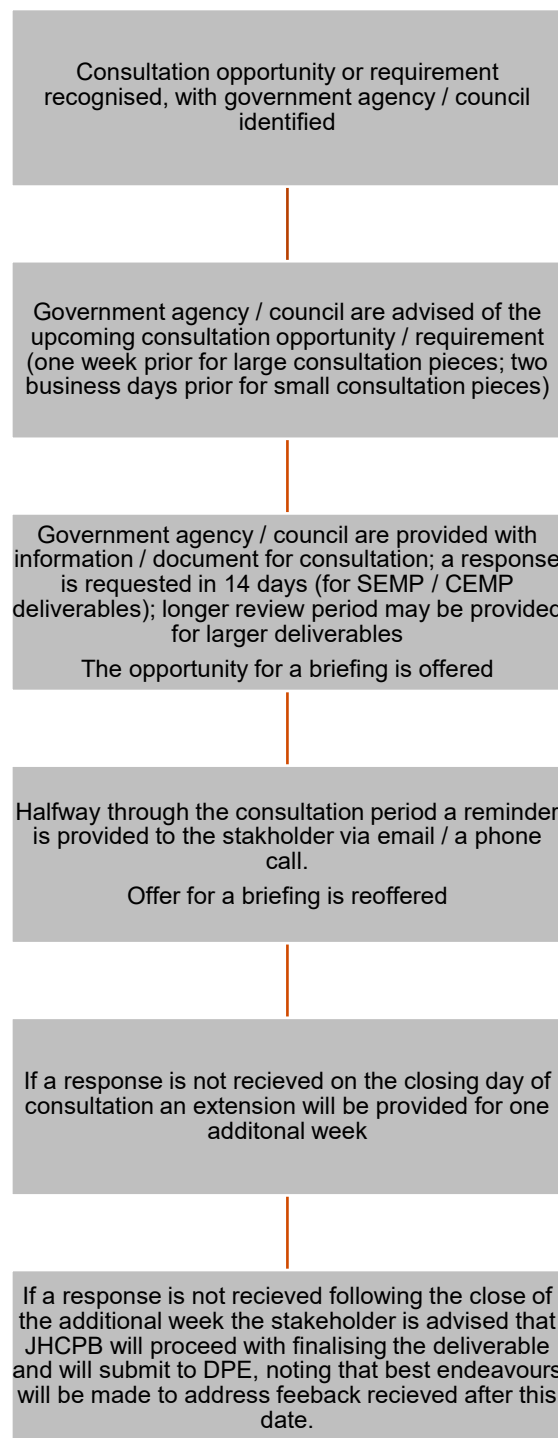


FIGURE 6: GOVERNMENT AGENCY, COUNCIL AND STAKEHOLDER CONSULTATION AND NIL RESPONSE PROCEDURE FOR STAGE 2

7.3. Client liaison procedures

The contractors are committed to forming a positive and collaborative relationship with TfNSW to achieve the Project objectives. This will be achieved through:

- **Adhering to TfNSW and Government policy**

The contractors will adhere to the community and stakeholder obligations under the Project Deed and CoA as well as within TfNSW media and government interface protocols.

- **Communication approvals**

The contractors will submit proposed communication material to TfNSW for approval, along with the reason it is required, timing and area for distribution. This material will be approved by TfNSW before public release. All material will adhere to TfNSW marketing, advertising, branding and visual communication requirements.

- **Keeping TfNSW informed**

The contractors will inform TfNSW if advertised/notified work and impacts need to change, of upcoming project milestones, high-risk construction activities, current and potential community and stakeholder issues, planned or unplanned local community protests, emergency situations or major safety or environmental incidents on site.

- **Involve TfNSW in decisions and meetings**

The contractors will hold regular communication update meetings with TfNSW to consult on decisions affecting the community. TfNSW will be invited to meetings, presentations and site tours attended by authorities, the community and stakeholders. TfNSW will be immediately notified of all enquiries from Federal, State or Local Government. Any briefings for these government representatives will be jointly arranged by the PLM and TfNSW Communications Team.

8. Complaints, Feedback and Enquiries Management System

8.1. Purpose

The purpose of this section is to outline the procedure for managing complaints, feedback and enquiries for the duration of construction and up to 12 months following the completion of construction of the Project (as per CoA B8). This complaints, feedback and enquiries management system will be reviewed annually for the duration of construction.

It has been developed to be consistent with the current Australian Standards for Complaints Handling (AS-4269) including:

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

8.2. Description of Complaints

Complaints may include any interaction with a community member or stakeholder who expresses dissatisfaction made to TfNSW or the contractors related to the Project Works, policies, services, staff members, actions, complaints handling process itself, proposed actions during the Project, where a response or resolution is explicitly or implicitly expected.

Noting that although complaints may be managed appropriately and resolved, the complainant may not agree with the outcome.

8.3. Description of Feedback

Transport and the contractors will classify feedback in accordance with AS/NZS 10002:2014 Guidelines for Complaint Management in Organisations which defines feedback as “opinions, comments and expressions of interest or concern, made directly or indirectly, explicitly or implicitly to or about the organisation, its products, services, staff or its handling of a complaint”.

8.4. Description of Enquiries

An enquiry is described as an act of a stakeholder asking for information relating to the Project.

8.5. Responsibilities

Complaints, feedback and enquiries management is the responsibility of all team members who encounter the community and stakeholders.

The CRM is the designated complaints handling management representative for the Project. Responsibilities of other Project members are set out in Table 7.

TABLE 7: ROLES AND RESPONSIBILITIES FOR COMPLAINTS, FEEDBACK AND ENQUIRIES

Roles	Responsibilities
The contractors Community Relations Team	<ul style="list-style-type: none"> ▪ Manage the 24-hour community information line and answer all phone calls to the community information line ▪ Provide a message service for calls received outside of construction hours ▪ Develop and implement procedure for managing and resolving stakeholder and community complaints, feedback and enquiries directed to the Project team ▪ Investigate and determine the source of a complaint within a timely fashion, including a call to the complainant (when received by phone) ▪ Provide an acknowledgement to all complaints and enquiries within two hours ▪ Close out complaints and enquiries within 10 business days ▪ Keep the complainant informed of the process until the complaint is resolved where possible ▪ Escalate complaints in accordance with the Complaints Management Procedure ▪ Record all complaints in Consultation Manager within 24-hours
TfNSW Communication and Engagement team	<ul style="list-style-type: none"> ▪ Approval of all public communication materials including presentations, Project briefings, corporate publications, website and media comments and releases ▪ Ensure a coordinated media response Work with JHCPB on contentious and cross organisation topics ▪ Advise the TfNSW media unit of proposed responses ▪ Alert the Ministers' Office of any media enquiries ▪ Coordinate and liaise with the Minister and Members of Parliament as necessary ▪ Manage media communication regarding protests ▪ Shareholder and government relations ▪ Manage all contact with Federal and State representatives
Community Complaints Mediator	<ul style="list-style-type: none"> ▪ Be independent from the D&C team ▪ Follow up on any complaint when requested by a community member ▪ Review unresolved disputes ▪ Make recommendations to address complaints, resolve dispute or mitigate against future complaints or disputes

8.6. Receiving Complaints, Feedback and Enquiries

The Project team has established the following tools for receiving complaints, feedback and enquiries from the community. As per CoA B11 the complaints and enquiries communication tools will be available within one (1) month prior to the commencement of works and for 12 months following the completion of construction of the Project and appropriately broadcast to manage community enquiries and complaints (see Table 8 below).

TABLE 8: COMPLAINTS, FEEDBACK AND ENQUIRIES TOOLS

Tools	Purpose
Community information line	<p>The community information line (1800 660 248) is staffed 24 hours a day, seven days per week. During construction a member of the contractor's team will be available 24 hours a day to receive and respond to complaints and during business hours to receive feedback and enquiries. A message will be taken from the stakeholder if a member of the team is not immediately available to respond to the call (for example if they are on another call). The message will be acknowledged or responded to in the timeframes required.</p> <p>The call centre records the contact details of every caller and a general outline of their issue. This detail is then emailed through to the contractor and the TfNSW Community and Stakeholder Engagement Team. The information is logged into the Consultation Manager database. This allows for each call to be logged as an event, and an action assigned to the relevant CRO. This procedure tracks and records each call (complaint, feedback or enquiries) and ensures that it has been assigned and responded to by the relevant CRO in the appropriate response timeframe.</p>

Tools	Purpose
Community email address	<p>Enquiries relating to the construction of the WestConnex project once open will be directed to:</p> <p>Transport for NSW - WestConnex Community Engagement Team Email: info.westconnex@transport.nsw.gov.au</p> <p>and triaged if required to;</p> <p>JHCPB - Rozelle Interchange Community team Email: info@rozelleinterchange.com.au</p> <p>Both teams provide an initial written acknowledgement within two hours of receiving an enquiry and a resolution within 10 business days. Every email that comes into the community inbox is recorded into the Consultation Manager database and an action assigned to the relevant CRO to respond. This procedure tracks and records each email and ensures that it has been assigned and responded to by the relevant CRO in the appropriate response timeframe. This information is shared with Transport for NSW.</p> <p>Enquiries regarding the operation of WestConnex once open are to be directed to Transurban. Email: info@westconnex.com.au This will be triaged by Transport for NSW - WestConnex Community Engagement Team.</p>
Community inductions for workforce	<p>Ensure complaints, feedback and enquiries are referred to the community team in a timely manner – whether received on the work site or at any Project location.</p>
Community team Post Box	<p>Enquiries relating to the construction of the WestConnex project once open will be directed to:</p> <p>Transport for NSW - WestConnex Community Engagement Team Postal Address: Transport for NSW, PO Box K659 Haymarket NSW 1240</p> <p>And triaged if required to:</p> <p>JHCPB - Rozelle Interchange Community team Postal Address: Transport for NSW, PO Box K659 Haymarket NSW 1240</p> <p>Enquiries regarding the operation of WestConnex once open are to be directed to Transurban, Postal Address: Level 12, 210 George St Sydney NSW 2000. This will be triaged by Transport for NSW - WestConnex Community Engagement Team.</p>
Project website	<p>www.westconnex.com.au The website has the relevant project contact details for members of the community to provide a complaint, feedback or an enquiry.</p>
Community Information Centre	<p>The Community Information Centre will be used by members of the community to discuss issues with the CRT and to gain more information on the Project during Stage 2. Community members can also raise a complaint, feedback or an enquiry. The JHCPB PLT records all attendees at the Community Information Centre in the Consultation Manager database. Any outstanding actions from the visit are assigned to the relevant CRO for further action or response within the appropriate timeframe.</p>

Tools	Purpose
Language translation and interpreter service	Community members will be advised via print material, online and phone call of the translation and interpreter services available throughout the construction of the project and 12 months following the completion of construction. This allows members of the community to raise a complaint, feedback and enquiries in their language.

8.7. Complaints Management Procedure

All complaints received will be acknowledged in the agreed timeframes according to the form of communication received.

During construction, complaints will be received, acknowledged, managed and closed out by the CRT and where possible they will be referred to the relevant CRO.

Complaints that are Project wide, or more significant, will be address by the CRM.

The Complaints Management Procedure will receive, acknowledge, record, track and resolve all complaints within specific timeframes outlined below in Table 9.

Figure 6 outlines the internal process within JHCPB for managing and responding to complaints for Stage 2.

Where a stakeholder is not satisfied with the response to a complaint, feedback or an enquiry, or how the complaint, feedback or enquiry was managed this is classified as a complaint and would be managed via the Complaints Escalation and Mediation Procedure outlined in Section 8.8 and Annexure B of this document. This dissatisfaction can be communicated to the PLT via the community information line, project email address, in person or via a third party, e.g. TfNSW or Council.

TABLE 9: COMPLAINT RESPONSE TIMEFRAMES

Process	Response timeframe
All complaints received via the community information line (1800 660 248) or Project email address (info@rozelleinterchange.com.au) or in person	Acknowledge within two (2) working hours
Written response to complainants and enquirers if the complaint or enquiry cannot be resolved by the initial or follow-up verbal response	Within 10 business days
The CRT will record, and track representations made by the community and stakeholders. All representations will be acknowledged and responded to. A report will be provided on the status of responses to representations in the monthly report, including average and maximum times taken to respond.	Response time frames in accordance with Table 8 above. Reporting will occur monthly.
If a member of the public is not satisfied with the response to a complaint provided and the process in section 8.8 and Annexure B has been followed, they can submit an application in writing to the Community Complaints Mediator to review the response	The Community Complaints Mediator must respond within 28 days or another specified timeframe agreed on between the Community Complaint Mediator and the member of the public

8.8. Complaints Escalation and Mediation

The situation may arise where a member of the public or stakeholder disputes the contractor's management of environmental impacts or the delivery of the Project or is not satisfied with the response provided to a complaint, enquiry or feedback.

In the first instance the Community Relations Officer will seek to resolve the issue and / or dispute with the member of the public or stakeholder. Where the issue cannot be resolved by the Community Relations Officer or the member of the public or a stakeholder continues to be dissatisfied with the response provided to a complaint, enquiry or feedback, this would be escalated, in accordance with the Complaints Escalation and Mediation Procedure in Annexure B.

8.9. Community Complaints Mediator

TfNSW has put in place a CCM in accordance with CoA B13-B16. As per CoA B11(d) this mediation system is available one (1) month prior to the commencement of site establishment and construction works and maintained for 12 months following the completion of construction.

The CCM is independent of the design and construction personnel and approved by the Secretary and engaged during all works associated with the CSSI.

The CCM may address any complaint where a member of the public is not satisfied by the Proponent's response. Any member of the public that has lodged a complaint which is registered in the Complaints Management System identified in CoA B8 may ask the CCM to review the contractor's response. The application must be submitted in writing and the CCM must respond within 28 days of the request being made or a specified timeframe agreed between the CCM and the member of the public.

Escalation of issues to the CCM will be in accordance with the Complaints Escalation and Mediation Procedure in Annexure B, with the mediation process in this procedure also followed.

8.10. Repetitive Unreasonable Complaints

From time to time repetitive unreasonable complaints may be received by the CRT. The following process has been adapted from the NSW Ombudsman's guidelines for managing unreasonable conduct by complainants as outlined in the Managing Unreasonable Complainant Conduct Practice Manual (2012).

Refer to the NSW Ombudsman's website, www.ombo.nsw.gov.au, for more information.

8.11. WestConnex Acquisition Assistance Line

TfNSW maintains and operates a toll-free WestConnex Acquisition Assistance Line (WAAL) for a period of up to six (6) months following completion of the final acquisition required for the CSSI, unless otherwise agreed by the Secretary. The WAAL must provide an ongoing dispute resolution, counselling program and contact information to relevant services for all relocated persons. The WAAL will also provide first language support for relocated persons with English as a second language.

The WAAL is maintained and operated by Transport for NSW separately from the standard complaints and enquiries procedure.

Property owners who may require access to the WAAL should call 1800 660 248 and ask to speak to the WestConnex Acquisitions Assistance team. The WestConnex Information Line operators will initially speak to the stakeholder before forwarding the call (using a warm transfer) to the Transport for NSW team staffing the WAAL. In instances where a member of the WAAL is not immediately available to take a call, a message will be taken by the call centre and emailed to the WestConnex Acquisition Assistance team immediately, for response within one business day.

8.12. Recording Complaints

The CRT will maintain a complaints register which will be updated on a daily basis, as required, and will record the following for each complaint:

- Number of people affected in relation to a complaint,
- Date and time of complaint,
- Type of communication (phone, email, representation, other),
- Name, address and contact number of the complainant,
- Nature of complaint,
- Action and means by which the complaint was addressed, including follow up contact with the complainant,
- Details of whether a resolution was reached,
- Details of whether mediation was required, and
- Any environmental monitoring to confirm that the complaint has been satisfactorily resolved.

The contractors will provide TfNSW a copy of the register by 9am each Monday (or the next business day if Monday is a Public Holiday) and report on the receipt and responses to complaint in the monthly report. The complaints register will be provided to the Secretary of the Department of Planning, Housing and Industry upon request (as per CoA B10), within the timeframe stated in the request.

8.12.1. Recording Complaints, Feedback and Enquiries in Consultation Manager

All complaints, feedback and enquiries received are recorded in the stakeholder database Consultation Manager to enable management of the complaint, feedback or enquiry and monitoring of response times. The CRT assigns an action in Consultation Manager to the relevant CRO and this will allow all complaints, feedback and enquiries to be tracked and responded to within the appropriate timeframes.

Through the Consultation Manager reporting tools, the CRM will regularly monitor adequacy of responses, including incoming and outgoing responses and timeframes.

In addition, TfNSW will regularly monitor all entries into Consultation Manager whether they be complaints, feedback and enquiries to ensure an adequate response has been provided.

The system will be maintained for a minimum of 12 months following the completion of construction of the CSSI.

At a minimum, the record on Consultation Manager will include:

- Date, time and nature of complaint, feedback or enquiry,
- Type of communication (telephone, letter, meeting etc),
- Name, address and contact number of stakeholder,
- Nature of the complaint, feedback or enquiry,
- Action taken in response, including follow up contact with the stakeholder,
- Details of whether resolution was reached,
- Details of whether mediation was required or used, and
- Any monitoring to confirm that the complaint has been satisfactorily resolved.

9. Other Requirements

9.1. Property Surveys and Issues Rectification

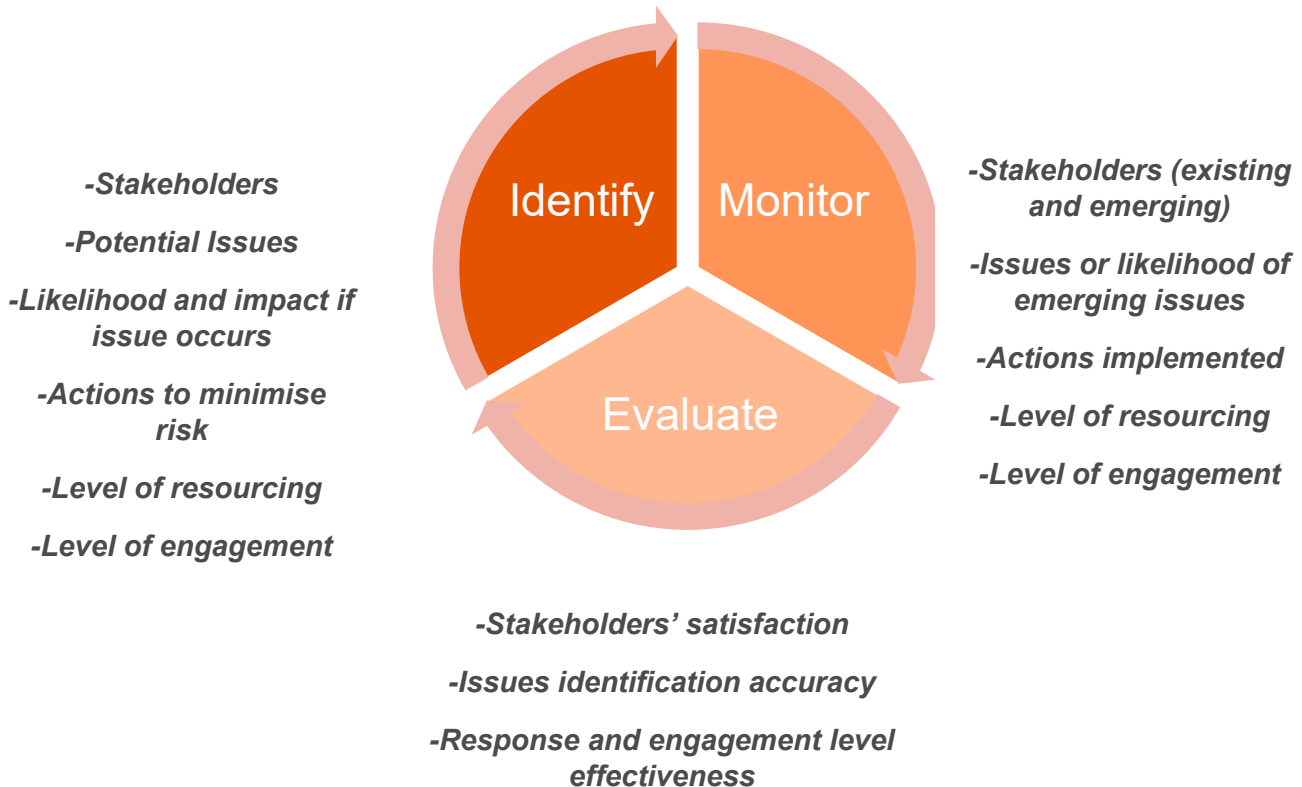
JHCPB will offer and undertake pre- and post-construction property condition surveys on the current condition of surface and sub-surface structures identified as at risk from settlement or vibration by the geotechnical model described in CoA E101 and TfNSW's requirements.

TfNSW has established an Independent Property Impact Assessment Panel, comprising of geotechnical and engineering experts independent of the contractors and their designer team. The panel will be responsible for independently reviewing Condition Survey Reports undertaken under CoA E105 and E106, the resolution of property damage disputes and the establishment of ongoing settlement and vibration monitoring requirements. Either the property owner or the Project may refer unresolved disputes arising from potential and / or actual property impacts to the Panel for resolution.

10. Monitoring Evaluation and Reporting

10.1. Continual Improvement

The overarching goal of the contractors is to proactively and effectively inform, engage and involve the community and stakeholders to minimise construction impacts and risks. To achieve this goal, the PLM will facilitate the process of continual improvement using a three-tiered approach: identification, monitoring, and evaluation.



A strategy map, linking the evaluation strategies to the Project stakeholder engagement objectives, has been provided in Appendix C

10.2. Audit and Review

The CRM will monitor the performance and effectiveness of the communication activities on a regular basis. The CRM will modify processes and communication channels following 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.

Key elements of the evaluation will include examining the adequacy of the CS 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 Project 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.

In addition, the CS will be periodically reviewed in accordance with the Project Compliance Tracking Environmental Audit Program. At a minimum, this will include an Annual Independent Implementation Audit. This audit will address effective communication and stakeholder satisfaction with the aim of ensuring that:

- The community is provided with timely information that:
 - › Supports community participation,
 - › Is meaningful and relevant, and
 - › Is accessible.
- The community believe their concerns have been considered and addressed.

Appropriate refinements to the final CS will be made in the event any internal review or outcomes of reviews and auditing required by the Compliance Tracking Environmental Audit Program.

10.3. Document and Record Control

The CS and any other records collected relevant to the CS will be controlled in accordance with the information management standards adopted. . It will also be a quality assurance document prepared in accordance with AS / NZS ISO 9001-2008 Quality Management Systems – Requirements.

Once approved by DPPI, the CS will become the controlled version of the plan and it will be distributed via the document management system. Any hard copies of the plan will be uncontrolled.

10.4. Reporting

The Community Relations reporting regime will include:

- Monthly progress reports
- Weekly complaints report including monthly trend analysis (sources of complaints/queries, type of complaints, changes over time etc)
- Monthly community engagement reports

Annexure A Other Conditions of Approval and Revised Environmental Management Measures relevant to this Plan.

TABLE 10: OTHER PROJECT APPROVAL REQUIREMENTS REFERENCED IN CS

Reference	Other Obligations Referenced in CS	CS Reference	How Addressed
Conditions of Approval (CoA)			
A44	All construction spoil haulage vehicles must be clearly marked as being for WestConnex M4-M5 Link (including CSSI application number) in such a manner to enable immediate identification within at least 50 metres of the vehicle	Section 3	This document outlines the use of vehicle identification signage, as required
A45	Signage on hoardings surrounding construction ancillary facilities must include the CSSI name and application number	Section 7.1	This document outlines the signage and hoarding surrounding construction ancillary facilities, as required
C25	Boundary fencing that incorporates screening must be erected around all construction ancillary facilities that are adjacent to sensitive receivers for the duration of site establishment and construction unless otherwise agreed with relevant council(s), and affected residents, business operators or landowners.	Section 3	This document outlines the use of signage and hoarding adjacent to sensitive receivers, as required
E2	<p>Prior to finalising the detailed design of the CSSI and establishing the ambient air quality monitoring stations required under Condition E24, the Proponent must establish an Air Quality Community Consultative Committee (AQCCC) to provide advice prior to and during the operation of the CSSI.</p> <p>The AQCCC must:</p> <ul style="list-style-type: none"> ▪ be comprised of – <ul style="list-style-type: none"> ▸ two representatives from the Proponent and tunnel operator, ▸ one representative from each of the relevant councils, whose attendance is only required when considering matters relevant to their respective local government area, ▸ three representatives from each local community adjacent to each ventilation facility whose attendance is only required when considering matters relevant to their respective local area, and whose appointment has been 	<p>Section 3</p> <p>Section 7.1</p>	This document references the AQCCC (which is managed by the operator – Transurban) membership, roles and responsibilities, frequency of meetings and timeframe for operation to continue for up to two years following the commencement of operation, as required

Reference	Other Obligations Referenced in CS	CS Reference	How Addressed
	<p>approved by an expression of interest process conducted by the Proponent in consultation with the Secretary, and</p> <ul style="list-style-type: none"> ▸ a Chair who is an independent from the design and construction of the CSSI put forward by the Proponent and approved by the Secretary; ▪ meet at least four (4) times a year, or as otherwise agreed by the Chair and the Secretary; ▪ review and provide advice on the location of the air quality monitoring stations required under Condition E24, operation environmental management plans and other operation stage documents, compliance tracking reporting, audit reports, or complaints as they relate to air quality; and ▪ provide advice on the dissemination of monitoring results and other information on air quality issues. <p>The AQCCC may comprise the same members of the AQCCC established under CSSI approvals for the WestConnex M4 East and New M5 projects (SSI 6307 and SSI 6788) in relation to the ventilation outlets located in Haberfield and St Peters.</p> <p>The AQCCC must operate for up to two (2) years after commencement of operation.</p>		
E29	<p>The availability of monitoring data must be conveyed to the local community by way of newsletter (including translation into common community languages in the area) and newspaper advertisement at least one month prior to the commencement of operation.</p>	Section 7.1	This document references the communication methods and materials to be produced to inform, consult and engage with community and stakeholders including monitoring data and translation services, as required
E54	<p>A Construction Parking and Access Strategy must be prepared and implemented to identify and mitigate impacts resulting from on- and off-street parking changes during construction of the CSSI. The Strategy must include, but not necessarily be limited to:</p> <ul style="list-style-type: none"> ▪ confirmation and timing of the removal of on- and off-street parking associated with construction of the CSSI; ▪ parking surveys of all parking spaces to be removed to determine current demand during peak, off-peak, school drop off and pickup, and weekend periods 	Section 3	This document references the consultation and communication activities undertaken to support the preparation and implementation of a Construction Parking and Access Strategy, as required

Reference	Other Obligations Referenced in CS	CS Reference	How Addressed
	<ul style="list-style-type: none"> ▪ consultation with affected stakeholders utilising existing on- and off-street parking stock which will be impacted as a result of construction; ▪ assessment of the impacts of changes to on- and off-street parking stock taking into consideration outcomes of consultation with affected stakeholders; ▪ identification of mitigation measures to manage impacts to stakeholders as a result of on- and off-street parking changes including, but not necessarily limited to, staged removal and replacement of parking, provision of alternative parking arrangements, managed staff parking arrangements and working with relevant council(s) to introduce parking restrictions adjacent to work sites and compounds; ▪ provision of a shuttle bus service(s) to transport workers to site(s) and details of the shuttle bus service(s), including service timing and frequency; ▪ mechanisms for monitoring, over appropriate intervals, to determine the effectiveness of implemented mitigation measures; ▪ provision of contingency measures should the results of mitigation monitoring indicate implemented measures are ineffective; and 		
	<ul style="list-style-type: none"> ▪ provision of reporting of monitoring results to the Secretary and relevant council(s) at three (3) monthly intervals. 	Section 3 Section 7.2	This document references how the Project will continue to inform, consult and involve key stakeholders including the Secretary, Planning and Environment and local relevant council(s) on Project issues including parking and access and reporting monitoring results as required.
E76	<p>In order to undertake out-of-hours work described in Condition E75, the Proponent must identify appropriate respite periods for the out-of-hours works in consultation with the community at each affected location. This consultation must include (but not be limited to) providing the community with:</p> <ul style="list-style-type: none"> ▪ a schedule of likely out-of-hours work for a period no less than three (3) months; ▪ the potential works, location and duration; 	Section 3 Section 7.1 Section 7.2	This document references the consultation and communication methods to discuss potential out-of-hours works including a schedule, the location, duration and predicted noise levels of works and mitigation measures (including respite) with identified community and stakeholders, as required.

Reference	Other Obligations Referenced in CS	CS Reference	How Addressed
	<ul style="list-style-type: none"> the noise characteristics and likely noise levels of the works; and likely mitigation and management measures. The outcomes of the community consultation, the identified respite periods and the scheduling of the likely out-of-hour works must be provided to the AA, EPA and the Secretary. 		
E83	<p>Owners and occupiers of properties at risk of exceeding the screening criteria for cosmetic damage must be notified before works that generate vibration commences in the vicinity of those properties. If the potential exceedance is to occur more than once or extend over a period of 24 hours, owner and occupiers are to be provided a schedule of potential exceedances on a monthly basis for the duration of the potential exceedances, unless otherwise agreed by the owner and occupier. These properties must be identified and considered in the Construction Noise and Vibration Management Sub-plan(s).</p>	Section 3	This document references a range of communications tools to provide information about potential vibration expected including schedule of potential exceedances on a monthly basis to identified community owners and occupiers), as required.
E87	<p>For out-of-hours work undertaken in accordance with Condition E75, at-receiver noise mitigation in the form of at-property treatment must be offered to the land owner for habitable living spaces, or other mitigation or management measures as agreed by the occupier, to properties identified in Appendix D. Mitigation must be offered prior to out-of-hours work commencing.</p> <p>This requirement does not apply if the sensitive receiver has been provided with noise mitigation under the TfNSW Noise Abatement Program or the State Environment Planning Policy (Infrastructure) 2007 (clause 102(3)). The adequacy of at-property treatments will be reviewed where previous treatments have been installed as part of other SSI or CSSI projects.</p>	Section 3	This document references the Project specific noise insulation program/plan which details the form of at-home acoustic treatments for identified properties as required.
E90	<p>Receivers which are eligible for receiving treatment under the Noise Insulation Program required under Condition E89 must have treatment implemented within six (6) months following the commencement of construction which would affect the receiver. The implementation of the Noise Insulation Program must be prioritised based on the degree and duration of exceedance with</p>	Section 3 Section 9.2	This document references the Project specific noise insulation program/plan which details the form of at-home acoustic treatments for identified properties and timeframes as required.

Reference	Other Obligations Referenced in CS	CS Reference	How Addressed
	high priority exceedances undertaken within three (3) months of the commencement of construction.		
E105	The Proponent must offer pre-dilapidation surveys and must undertake and prepare pre-dilapidation reports where the offer is accepted, on the current condition of surface and sub- surface structures identified as at risk from settlement or vibration by the geotechnical model described in Condition E101. The pre-dilapidation surveys and reports must be prepared by a suitably qualified and experienced person(s) and must be provided to the owners of the surface and sub- surface structures for review prior to the commencement of potentially impacting works.	Section 9.1	This document references the Project specific property condition survey program/plan which details the process including communication with property owners and occupiers for identified properties and timeframes as required.
E106	Where pre-dilapidation surveys have been undertaken in accordance with Condition E105, subsequent post-dilapidation surveys must be undertaken to assess damage to the surface and sub-surface structures that may have resulted from the construction of the CSSI within three (3) months of the completion of construction.	Section 9.1	This document references the Project specific property condition survey program/plan which details the process including communication with property owners and occupiers for identified properties and timeframes as required.
E107	The results of the surveys must be documented in a Condition Survey Report for each surface and sub-surface structure surveyed. Copies of the Condition Survey Reports must be provided to the owner(s) of the structures surveyed within three (3) weeks of completing the surveys and no later than four (4) months following the completion of construction.	Section 9.1	This document references the Project specific property condition survey program/plan which details the process including communication with property owners and occupiers for identified properties and timeframes as required.
E108	Where damage has been determined to occur as a result of the project, the Proponent must carry out rectification at its expense and to the reasonable requirements of the surface and sub-surface structure owner(s) within three (3) months of completion of the post-dilapidation surveys unless another timeframe is agreed with the owner of the affected surface or sub-surface structure.	Section 9.1	This document references the Project specific property condition survey program/plan which details the process including rectification works for identified properties and timeframes as required.
E109	The Proponent must establish an Independent Property Impact Assessment Panel before works that have the potential to result in property impacts commence. The Panel must comprise geotechnical and engineering experts independent of the design and construction team. The Panel will be responsible for independently reviewing Condition Survey Reports undertaken	Section 9.1	This document references the Project specific property condition survey program/plan which details the Property Impact Assessment Panel roles, responsibilities and timeframes as required.

Reference	Other Obligations Referenced in CS	CS Reference	How Addressed
	<p>under Conditions E105 and E106, the resolution of property damage disputes, and the establishment of ongoing settlement and vibration monitoring requirements. The Secretary must be informed of the Panel Members prior to property impact.</p> <p>Either the affected owner or the Proponent may refer unresolved disputes arising from potential and/or actual property impacts to the Panel for resolution. All costs incurred in establishing and implementing the Panel must be borne by the Proponent regardless of which party makes a referral to the Panel.</p>		
REMMs			
TT11	Develop and adopt robust community and stakeholder communication protocols regarding altered traffic conditions	Section 7.1 Section 4.7	The document outlines the requirements for traffic alert information to be communicated with community and stakeholders as required.
SE1	<p>A Business Management Plan will be prepared and will include:</p> <ul style="list-style-type: none"> ▪ Identification of businesses that have the potential to be adversely affected by construction activities that will occur as part of the project ▪ Management measures that will be implemented to maintain appropriate vehicular and pedestrian access to businesses and business clusters during business hours and to maintain visibility of the businesses and communicate access arrangements to potential customers during construction, including alternative arrangements for time when access and visibility cannot be maintained. These will be determined in consultation with the owners of the identified businesses 	Section 9.4	The document references the requirements for Business Management Plan including consultation with owners of identified businesses regarding access and potential impacts from construction activities as required.
SE2	<p>A Communication Strategy will be prepared that details:</p> <ul style="list-style-type: none"> ▪ Procedures and mechanisms that will be implemented in response to the key social impacts identified for the project; 	This document Section 3 Section 7.1	This document contains information about the procedures and mechanisms implemented in response to key social impacts identified, as required

Reference	Other Obligations Referenced in CS	CS Reference	How Addressed
	<ul style="list-style-type: none"> Property acquisition support services that will be provided; 	Section 8.11	This document references the property acquisition support services provided (by Transport for NSW) and how to access them, as required
	<ul style="list-style-type: none"> Procedures and mechanisms to communicate to project stakeholders (including affected communities), the access and connectivity enhancements and new community and social facilities that will be delivered as part of the project through the Social Infrastructure Plan and to update stakeholders on delivery progress; 	Section 9.5	This document references the requirements of Social Infrastructure Plan, as required
	<ul style="list-style-type: none"> Procedures and mechanisms that will be used to engage with affected business owners to identify potential access, parking, business visibility and other impacts to develop measures to address potential impacts on a case by case basis. 	Section 9.4 Section 7.1	This document summarises the tools which will be used to engage with affected business owners and references the requirements for Business Management Plan including engagement with affected business owners, as required
SE4	Affected households will continue to have access to a counselling that assists people through the property acquisition process	Section 8.11	This document references the property acquisition assistance line service (managed by Transport for NSW), as required
SE5	An independent service will continue to be provided to vulnerable households (e.g elderly, those suffering an illness) to assist with relocation. Assistance could including finding a suitable house for relocation, arranging removalists, disconnecting services and attending appointments with solicitors or other representatives	Section 8.11 Section 6.3	This document references the property acquisition assistance line and additional services available to vulnerable community members to assist with relocation (services are operated and managed by Transport for NSW), as required
SE6	A Public Liaison support toll-free line will be operated to respond to any community concerns or requests for translation services	Section 6.3 Section 7.1 Section 8.3 Section 8.11	This document references the toll-free telephone line service (managed by Transport for NSW), as required

Reference	Other Obligations Referenced in CS	CS Reference	How Addressed
OSE8	<p>A Social Infrastructure Plan will be prepared that details:</p> <ul style="list-style-type: none"> ▪ Measures that will be delivered as part of the project to improve community connectivity in areas affected by the project, including pedestrian and cyclist access ▪ Community and social facilities, for example open space, that will be delivered or enhanced as part of the project ▪ Community initiatives and programs that will receive support as part of the project, including the manner in which support will be provided ▪ The Social Infrastructure Plan will be prepared by a suitably qualified and experienced person in consultation with the community and relevant councils and implemented as part of the project 	Section 9.5	The document references the requirements for Social Infrastructure Plan, as required
C2	<p>A Community Consultative Committee will be established for the project in accordance with Community Consultative Committee Guidelines (NSW Department of Planning and Environment 2016).</p> <p>The committee will provide a forum for discussion between Transport for NSW , the construction contactor(s), local community and councils regarding the project, including cumulative impacts.</p>	Section 7.1	The document references the formation of the Transport Community Forum.

Annexure B Complaints Escalation and Mediation Procedure

1. Introduction

This Complaints Escalation and Mediation Procedure has been prepared for the Rozelle Interchange Project. It describes the approach the contractor will adopt for resolving issues and mediating disputes that may arise in relation to environmental management and delivery of the project. It is part of the Communication Strategy.

This Complaints Escalation and Mediation Procedure must be submitted to the Secretary for the approval as part of the Communication Strategy and must be approved prior to the commencement of work.

2. Purpose

The purpose of this procedure is to address the requirements of Condition of Approval B2(i)(iii).

The procedure outlines:

- The circumstances when complaints, feedback or enquiries would be managed in accordance with this procedure,
- The process for escalation internally (within JHCPB) and externally within TfNSW, the ER and AA,
- The process for mediation, and
- When the Community Complaints Mediator would be asked to review the case.

3. Scope

This Complaints Escalation and Mediation Procedure applies to all complaints, enquiries and feedback received by the project, where an issue has not been resolved or a dispute has arisen in relation to environmental management and the delivery of the project. It will be implemented for the duration of project works and for a minimum of 12 months following the completion of construction.

For the purposes of this procedure complaints, enquiries and feedback raised are collectively referred to as complaints, and members of the public or stakeholders are collectively referred to as stakeholders.

4. Escalation and Mediation Procedure

The contractor will endeavour to achieve prompt resolution of matters with fairness, care and understanding.

The Community Relations Officer and the relevant Project Manager, in the first instance, will seek to resolve issues and / or disputes raised with the stakeholder. There may be instances where a complaint cannot be resolved by the Community Relations Officer to the satisfaction of the stakeholder.

An issue is classified as "not resolved" when the member of the public or stakeholder does not agree with the response, if they question the validity of the response or if they are dissatisfied with the response provided. This may include:

- Where a stakeholder is not satisfied with the response to a complaint, feedback or an enquiry,
- Where a stakeholder is not satisfied with how the complaint, feedback or enquiry was managed,
- Where there is a failure to reach satisfactory resolution of a complaint, feedback or enquiry, or
- Any disputes that may arise in relation to environmental management and / or the delivery of the project.

This dissatisfaction, lack of resolution and / or dispute may be communicated to the PLT via the community information line, project email address, in person or via a third party, e.g. TfNSW or Council.

Where an issue is "not resolved" it would be managed via this Complaints Escalation and Mediation Procedure.

4.1 Escalation Process tools

A number of tools will be utilised throughout the Escalation Process identified in Section 4.2. To minimise repetition, these tools have been identified and summarised below. The relevant tools to be used at each step are identified in Section 4.2; not all tools will be used at each step.

The tools below would involve:

- The Acoustics Advisor, in conjunction with the Environmental Representative to provide advice on noise and vibration management of the CSSI, in accordance with Condition of Approval A26g(i),
- The Utility Coordination Manager / Utilities Manager to investigate complaints relating to utility works, and provide a response, in accordance with Condition of Approval E141(c).

A. **Review of evidence:**

A review of any evidence (from the initial investigation and any subsequent re-investigations undertaken as part of this Escalation Process) which the response(s) were based on, e.g. heavy vehicle GPS records, monitoring results, design drawings, shift diary entries.

B. **Review of complaint:**

- i. Make contact with the stakeholder via a phone call or email to confirm their position and why they were dissatisfied with previous response(s).
- ii. Consider any new information from either the stakeholder or construction team.

C. **Confirmation of the contractor's scope:**

- i. Re-confirmation that the complaint / enquiry / feedback is the result of the contractor's works and / or is within the contractor's scope and the Minister's Conditions of Approval.
- ii. Where the stakeholder has requested additional action be taken or a change be made and this was previously refused, the re-investigation will reconfirm that the additional action / change cannot occur, e.g. change to design or construction methodology.

D. Review internal processes:

- i. Confirmation that *AS/NZS 10002:2014 Guidelines for Complaint management in Organisations* has been implemented.
- ii. Confirmation that processes within this procedure and the Communication Strategy have been implement.

E. Response to stakeholder:

Within 5 business days or a timeframe agreed by the stakeholder and the contractor, a response to the complainant will be provided (by the relevant role to whom the complaint has been escalated, or delegate) based on the findings of the current Escalation Process Step. The response will include details of the facts gathered and any action(s) taken (e.g. changes to work methods, equipment, onsite controls or work times).

The response(s) will be provided via the community information line, project email address or in person as requested by the stakeholder and will directly address the allegations and / or questions raised by the stakeholder. It will also include an offer to meet to discuss the complaint at a non-threatening location with a collaborative environment to seek resolution. The stakeholder will be invited to bring a support person to the meeting, e.g. a friend, family member or representative from a community group.

4.2 Escalation Process

The Community Relations Officer and the relevant Project Manager, in the first instance, will seek to resolve issues and / or disputes raised with the stakeholder. When an issue is not resolved this would be escalated, as outlined in Steps 1 to 4 below.

The Community Relations Manager may elect to expediate/surpass step(s) in the Escalation Process, depending on the nature of the complaint, for example:

- Complaints related to an impediment to someone’s physical or mental health,
- Complaints / responses are beyond the authority of the nominated person/role relevant to the subsequent escalation step(s), and
- Complaints / responses are beyond the scope of the contractor.

Escalation Process Step 1	
Escalate to:	The contractor’s Community Relations Manager and the appropriate Work Director level, as relevant to the complaint: <ul style="list-style-type: none"> • Tunnelling Director • Utility Coordination Manager / Utilities Manager (in accordance with Condition of Approval E141(c)), • Surface Works Director • Mechanical and Electrical Director, and/or • Environmental Representative and Acoustics Advisor (in accordance with Condition of Approval A26g(ii)).
Escalation timeframe:	Within 3 business days.

Escalation Process Step 1	
Escalation Process and tools:	<p>The Community Relations Manager and Work Director will review the complaint provided by the stakeholder and the response/s provided by the Community Relations Officer, via Consultation Manager entries.</p> <p>During this review, the complaint will be re-investigated, including tools:</p> <ul style="list-style-type: none"> • A – review of evidence • Bi – review of complaint (contact with stakeholder) • Bii – review of complaint (any new information) • Ci – confirmation of JHCPB scope (general) • Cii – confirmation of JHCPB scope (specific actions) • Di – review internal processes (AS/NZS) • Dii – review internal processes (Communication Strategy) • E – response to stakeholder.

If not resolved, then progress to Escalation Process Step 2 for the duration of Stage 2. Progress to Escalation Process Step 3 for the duration of Stage 3 and Stage 4.

Escalation Process Step 2	
Escalate to:	JHCPB Support Services Director.
Escalation timeframe:	Within 3 business days
Escalation Process and tools:	<p>The Support Services Director will review complaint provided by the stakeholder and the response/s provided by JHCPB, via the Consultation Manager entries.</p> <p>During this review, the complaint will be re-investigated, including tools:</p> <ul style="list-style-type: none"> • A – review of evidence • Bi – review of complaint (contact with stakeholder) • Bii – review of complaint (any new information) • Cii – confirmation of JHCPB scope (specific actions) • E – response to stakeholder.

If not resolved, then proceed to Escalation Process Step 3.

Escalation Process Step 3	
Escalate to:	TfNSW Communication and Engagement Manager
Escalation timeframe:	Within 5 business days.
Escalation Process and tools:	<p>The TfNSW Communication and Engagement Manager will review complaint provided by the stakeholder and the response/s provided by the contractor, via the Consultation Manager entries.</p>

Escalation Process Step 3	
	<p>During this review, the complaint will be re-investigated, including tools:</p> <ul style="list-style-type: none"> • A – review of evidence • Bi – review of complaint (contact with stakeholder) • Bii – review of complaint (any new information) • Cii – confirmation of JHCPB scope (specific actions) • Di – review internal processes (AS/NZS) • Dii – review internal processes (Communication Strategy) • E – response to stakeholder.

If not resolved, then proceed to Escalation Process Step 4.

Escalation Process Step 4	
Escalate to:	The contractor’s Project Director/Manager and TfNSW Project Director/Manager
Escalation timeframe:	Within 5 business days.
Escalation Process and tools:	<p>The contractor’s Project Director/Manager and TfNSW Project Director/Manager will review a summary of the complaint provided by the stakeholder, re-investigations completed by both the contractor and TfNSW, and the response/s provided by the contractor and TfNSW.</p> <p>During this review, the complaint will be re-investigated, including tools:</p> <ul style="list-style-type: none"> • Cii – confirmation of the contractor’s scope (specific actions) • E – response to stakeholder.

Items of note regarding the Escalation Process:

- Escalation within the contractor’s team would occur either informally, at meetings or through email.
- Escalation with the TfNSW Communication and Engagement Manager would occur formally through TeamBinder or email and at regular meetings between the contractor and TfNSW representatives.
- Escalation with the Environmental Representative and the Acoustic Advisor would occur formally through TeamBinder via TfNSW.
- Escalation will occur in the circumstances identified above or at the request of the stakeholder. In both instances the stakeholder will be advised that the issue has been escalated and the person or organisation that it has been escalated to.

In addition to the above, the Environmental Representative may also be requested by the Department of Planning, Housing and Infrastructure to assist the Department in the resolution of community complaints in accordance with Condition of Approval A21(g).

In accordance with Condition of Approval B14, any member of the public that has lodged a complaint which is registered in the Complaints Management System (Condition of Approval B8, Section 8 of the Communication Strategy) may ask the Community Complaints Mediator in writing to review the Proponent's response.

Where the Escalation Process has failed to resolve the complaint to the satisfaction of the complainant, it would be appropriate for the complaint to be referred to the Community Complaints Mediator should the complainant wish to do so.

4.2.1 Mediation

At any time to during the escalation process an offer to meditate with the stakeholder may occur seeking to resolve an ongoing dispute. The mediation process would be led by TfNSW with input from the contractor's project team and TfNSW Communication and Engagement Manager. The mediation would be:

- undertaken at a location agreed by all parties;
- would review the escalation process to refine and set the objectives for mediation meeting(s);
- have a set number of meetings determined by TfNSW in consultation with the stakeholder;
- would involve the ER, AA, Utility Co-Ordinator, as relevant to the issues being considered
- would be appropriately documented;
- have the aim reaching an agreed outcome;

4.3 Community Complaints Mediator

In accordance with Condition of Approval B15, the Community Complaints Mediator will:

- a. Make recommendations to the contractor to satisfactorily address complaints, resolve disputes or mitigate against the occurrence of future complaints or disputes.
- b. Review the contractor's unresolved disputes between the Project and members of the public if the procedures and mechanisms above (Section 4.2) do not satisfactorily address complaints; and

In accordance with Condition of Approval B16, the Community Complaints Mediator will not act before the contractor has provided an initial response to a complaint and will not consider issues such as a property acquisition where other dispute processes are provided for in the approval, or clear government policy and resolution processes are available, or matters which are not within the scope of the CSSI. However, a dispute may be referred to the Community Complaints Mediator at any time in accordance with Condition of Approval B14.

The Community Complaints Mediator's role is to provide recommendations to resolve issues. The Community Complaints Mediator will determine the number of mediation sessions depending on the nature of the issue within the complaint. Should more than three sessions be required, the Community Complaints Mediator will liaise with TfNSW to organise additional sessions as appropriate. Through mediation sessions the Community Complaints.

The Mediator will aim to:

- Chair and document the process,
- Define the timeframe for actions associated with the resolution,
- Obtain a resolution acceptable to both parties, and
- Formalise the resolution by obtaining written agreement regarding the agreed actions (this document will enable the contractor to complete the complaints register and Consultation Manager database records).
- The contractor (in partnership with TfNSW as required) will review and implement reasonable recommendations provided by the Community Complaints Mediator in order to achieve resolution and minimise potential future similar disputes.

Annexure C JHCPB's Strategy Map for Stage 2

