# Community Communication Strategy

NorthConnex & M2 Integration Project  
Lend Lease Bouygues Joint Venture

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<tr>
<th>Name</th>
<th>Position</th>
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<tr>
<td>Originator(s)</td>
<td>Kamini Parashar</td>
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<td>Review</td>
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Revision: 04
Community Communication Strategy

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<td>Revision 00</td>
<td>4/12/14</td>
<td>Draft document for LLBJV internal review</td>
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<td>Revision 00A</td>
<td>11/12/14</td>
<td>Draft document for LLBJV review and issue</td>
<td>All</td>
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<tr>
<td>Revision 00B</td>
<td>22/12/14</td>
<td>Draft document with draft MCoA included</td>
<td>All</td>
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<td>20/2/15</td>
<td>Issued for Review</td>
<td>All</td>
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<td>24/04/15</td>
<td>Issued for approval</td>
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<td>Revision 04</td>
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Page i
Records and Document Management Plan – Authorisation & Control

The Community Communication Strategy (CCS) has been developed in consultation with key project personnel, including the Project Director and relevant discipline managers, to instruct and assist the project team in the effective management and delivery of the community engagement requirements for this project. The CCS is a sub-plan of the Project Management Plan (PMP).

Authorisation

The Director Communication and Stakeholder Engagement is responsible for ensuring that the CCS and associated system documentation are tailored to the project works being undertaken according to the specific client requirements, project risks, and approval requirements.

The CCS will be authorised by the LLBJV Project Director, who has overall responsibility for community engagement requirements on their project.

Control & Records

Upon approval of the CCS, the Document Controller will scan the original signed documents and register in the Project Document Management System - ‘TeamBinder’- in accordance with the Project Records Management Sub-Plan (PRMP) and LLEMS AR104 Document and Data Control. The copy filed within TeamBinder will be considered the Controlled project version.

Hard copies of the documents will be issued to the recipients of Registered Copies, and other controlled copy holders as identified in the Distribution List of Registered Copies.

Recipients identified within the distribution list will be responsible for ensuring their copies remain up-to-date.

Records generated as a result of the implementation of the CCS must be handled in accordance with the Project Records, Management Sub-Plan (PRMP) and LLEMS AR105 Records, Filing and Archiving.

Revision

The CCS is a dynamic document that is current at the time of issue. The process for monitoring and reviewing the plan or its implementation and operation are detailed within the CCS.

The CCS will be revised and updated in response to areas identified for improvement or to changes over time that may render the CCS ineffective. As such the CCS forms a platform for continuous improvement.

Changes to the CCS will be reviewed by the Project Director in consultation with the Community Relations and Stakeholder Manager and submitted to Roads and Maritime and NorthConnex Project Company.

The Community Relations and Stakeholder Manager is responsible for communicating any updated documentation to those who may be affected by the change(s) in accordance with CCS.
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</thead>
<tbody>
<tr>
<td>AQCCC</td>
<td>Air Quality Community Consultative Committee</td>
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<tr>
<td>AFMP</td>
<td>Ancillary Facilities Management Plan</td>
</tr>
<tr>
<td>CCS</td>
<td>Community Communication Strategy</td>
</tr>
<tr>
<td>CEMP</td>
<td>Construction Environment Management Plan</td>
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<tr>
<td>CIG</td>
<td>Community Involvement Group</td>
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<td>CLG</td>
<td>Community Liaison Group</td>
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<tr>
<td>CRSM</td>
<td>Community Relations and Stakeholder Manager</td>
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<td>CRT</td>
<td>Community Relations Team</td>
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<td>D &amp; C</td>
<td>Design and Construct</td>
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<td>DP&amp;E</td>
<td>Department of Planning and Environment</td>
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<td>EPL</td>
<td>Environment Protection Licence</td>
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<td>ER</td>
<td>Environmental Representative</td>
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<tr>
<td>IC</td>
<td>Independent Certifier</td>
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<td>LLBJV</td>
<td>Lend Lease Bouygues Joint Venture</td>
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<tr>
<td>MCoA</td>
<td>Minister's Conditions of Approval</td>
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<tr>
<td>OEH</td>
<td>Office of Environment and Heritage</td>
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<td>REMMs</td>
<td>Revised Environmental Management Measures</td>
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<td>Roads and Maritime</td>
<td>Roads and Maritime Services</td>
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<tr>
<td>SPIR</td>
<td>Submissions and Preferred Infrastructure Report</td>
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<td>TMSP</td>
<td>Traffic Management and Safety Plan</td>
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1. Introduction

1.1. Purpose and Scope of the Community Communication Strategy

This Community Communication Strategy (CCS) describes how the Lend Lease Bouygues Joint Venture (LLBJV) will manage community involvement through the design and construction of the NorthConnex project. It has been prepared in accordance with the requirements of the Ministers Conditions of Approval for a Community Communication Strategy.

This Plan also incorporates the following documents:

- crisis communications procedure;
- community involvement groups – protocols and procedures; and
- community complaints – management and resolution.

This Plan 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 opportunity for involvement in decision making;
- comply with community engagement requirements specified in the Conditions of Approval;
- ensure members of the community have access to appropriate project information;
- identify processes and procedures required to fulfil the community involvement obligations of LLBJV; and
- ensure all team members are aware of, and follow procedures and processes.

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

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

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

- Implement best practice techniques
- Ensure alignment across other major infrastructure projects to eliminate inconsistent messages and approaches, and minimise construction impacts
- Ensure clear, timely and accurate information is appropriately provided to stakeholders
- Present factual, evidence based information for stakeholders to make informed decisions
- Use multiple communication channels to:
  - Raise the visibility of the project within the local and broader community, interest groups and government stakeholders
  - Actively engage with the community at all stages of the project, including planning, delivery and construction
  - Encourage stakeholders to provide important feedback
  - Educate the public regarding the operation of road tunnels and the management of air quality
  - Demonstrate transparency in disseminating information about sensitive issues such as air quality, property acquisition, location of entry/exit points and ventilation stacks and construction management
  - Minimise objections and complaints by stakeholders and members of the community and implement effective resolution measures.

This Plan has been developed in accordance with Minister for Planning’s Conditions of Approval, the above mentioned communication objectives, as well as Roads and Maritime’s Community Engagement and Communications resource manual and other relevant guidelines, as identified in Section 1.4.
LLBJV, the NorthConnex Project Company and Roads and Maritime will work closely together to ensure that there is positive perception in the community about the project and how impacts and communications have been managed, as described in Section 10.

1.2. Project Description

The NorthConnex Project involves the construction of a multi-lane motorway linking the M1 Pacific Motorway at Wahroonga to the Hills M2 Motorway at West Pennant Hills, including integration works with the Hills M2 Motorway (the Project).

The Project comprises twin road tunnels generally following the alignment of Pennant Hills Road (the main alignment tunnels), with interchanges at the northern and southern end of the Project and the provision of a new westbound lane on the Hills M2 Motorway extending through to the Windsor Road off-ramp. The Project is being constructed by a joint venture partnership comprising Lend Lease and Bouygues (the LLBJV).

The Project consists of the following key features:

- Twin motorway tunnels around nine kilometres in length with two lanes in each direction and provision for a third lane in each direction if required in the future
- A northern interchange with the M1 Pacific Motorway and Pennant Hills Road, including sections of tunnel for on-ramps and off-ramps, which also facilitate access to and from the M1 Pacific Motorway
- A southern interchange with the Hills M2 Motorway and Pennant Hills Road including sections of on-ramps and off-ramps
- Integration work with the Hills M2 Motorway including alterations to the eastbound carriageway to accommodate traffic leaving the Hills M2 Motorway to connect the Project travelling northbound and the provision of a new westbound lane on the Hills M2 Motorway extending through to the Windsor Road off-ramp
- Tie-in works with the M1 Pacific Motorway extending to the north of Edgeworth David Avenue
- A motorway control centre located near the southern interchange on the corner of Eaton Road and Pennant Hills Road that includes operation and maintenance facilities
- Two tunnel support facilities incorporating emergency smoke extraction outlets and substations
- Ancillary facilities for motorway operation, such as electronic tolling facilities, signage, ventilation systems and fire and life safety systems including emergency evacuation infrastructure
- Modifications to service utilities and associated works at surface roads near the two interchanges and operational ancillary facilities
- Ancillary temporary construction facilities and temporary works to facilitate the construction of the Project.

This CCS has been prepared to address the requirements of the Minister’s Conditions of Approval (CoA).

1.3. Project Benefits

The project would deliver a high standard motorway to integrate with the regional transport network, keeping Sydney and the NSW economy moving. NorthConnex. There are a number of key benefits for the project as listed below.

- Meets a strategic need for the NSW Government in completing a motorway grade bypass of the Sydney CBD. This is important to freight traffic and for wider connectivity within NSW and along the eastern seaboard. NorthConnex will also return local streets to local communities.
- Will improve road safety, noise and air quality and ease congestion along Pennant Hills Road.
- Will remove around 5,000 heavy vehicles each day off Pennant Hills Road into the tunnel.
- Will improve local amenity and connectivity for people living and working in the area. The average proportion of heavy goods vehicles on roads in NSW is 6.57% compared to 14.4% on Pennant Hills Road.
- Will deliver up to 15 minutes travel time saving and create opportunities for improving public transport services on Pennant Hills Road.
- Will allow motorists to bypass 21 sets of traffic lights along Pennant Hills Road, providing more reliable and safer travel conditions.
- Will provide motorists with an alternative route from the M1 Pacific Motorway to the Sydney CBD which would avoid 40 sets of traffic lights.
1.4. Documents Referenced

The following documents have been referenced in the CCS:

(i) Privacy and Personal Information Protection Act 1998 (NSW);

(ii) Government Information (Public Access) Act 2009 (NSW);

(iii) NSW Government Advertising Handbook;

(iv) Roads and Maritime Services Community Engagement and Communications - A resource manual for staff, October 2012;

(v) Roads and Maritime Services visual identity - Interim visual identity guidelines, November 2012;


(vii) Roads and Maritime Services Project Communications Templates;

(viii) Transport for NSW - Use of Social Media Policy, November 2013;


1.5. Project Specific Documents

(i) Minister’s Conditions of Approval

(ii) Environment Protection Licence

(iii) Revised Environmental Management Measures
2. Requirements

2.1. Minister for Planning’s Conditions of Approval

Table 1: Project Approval requirements

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<tr>
<th>Community Involvement Obligations</th>
<th>CCS Reference</th>
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<tr>
<td><strong>B33</strong> URBAN DESIGN AND VISUAL AMENITY</td>
<td>Only partly included in this plan</td>
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| Prior to completion of detailed design, or as otherwise agreed by the Secretary, an Urban Design and Landscape Plan shall be prepared and implemented for the SSI. The Plan shall be prepared by suitably qualified and experienced person(s), in consultation with the relevant Council and community, for the approval of the Secretary.  
  i) evidence of consultation with the relevant Council and community on the proposed urban design and landscape measures prior to its finalisation. | |
<p>| Prior to the commencement of construction, or as otherwise agreed by the Secretary, the Proponent shall prepare and implement a Community Communication Strategy to the satisfaction of the Secretary. The Strategy shall provide mechanisms to facilitate communication between the Proponent (and its contractor(s)), the Environmental Representative (see condition D1), the relevant Council and community stakeholders (particularly adjoining landowners) on the design and construction environmental management of the SSI. The Strategy shall include, but not be limited to: | This plan. |
| (a) identification of stakeholders to be consulted as part of the Strategy, including affected and adjoining landowners, key community and business groups, and community and social service organisations; | |
| (b) procedures and mechanisms for the regular distribution of accessible information to community stakeholders on construction progress and matters associated with environmental management, including provision of information in appropriate community languages; | |
| (c) the formation of community-based forums that focus on key environmental management issues for the SSI. The Strategy shall provide detail on the structure, scope, objectives and frequency of the community-based forums; | |
| (d) procedures and mechanisms through which the community stakeholders can discuss or provide feedback to the Proponent and/or Environmental Representative in relation to the environmental management and delivery of the SSI; | |
| (e) procedures and mechanisms through which the Proponent can respond to enquiries or feedback from the community stakeholders in relation to the environmental management and delivery of the SSI; and | |
| (f) procedures and mechanisms that would be implemented to resolve issues/disputes that may arise between parties on the matters relating to environmental management and the delivery of the SSI, including but not limited to disputes regarding rectification or compensation for impacts to third party property and infrastructure. These procedures and mechanisms may include the use of a suitably qualified and experienced independent mediator. | |
| Issues that shall be addressed through the Community Communication Strategy include (but are not necessarily limited to): | |
| (i) traffic management (including property access, pedestrian access); | |
| (ii) air quality; | |
| (iii) heritage matters; | |
| (iv) landscaping and urban design matters; | |
| (v) construction staging, hours and activities; | |
| (vi) noise and vibration mitigation and management; | |
| (vii) water quality, hydrology and flooding matters; and | |
| (viii) biodiversity matters. | |
| The Proponent shall maintain and implement the Strategy throughout construction of the SSI. | |</p>
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<tr>
<th>Community Involvement Obligations</th>
<th>CCS Reference</th>
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</thead>
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<tr>
<td><strong>C2</strong> Complaints and Enquiries Procedure</td>
<td>Section 9</td>
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</table>
| Prior to the commencement of pre-construction and construction, or as otherwise agreed by the Secretary, the Proponent shall ensure that the following are available for community enquiries and complaints for the duration of construction:  
- a 24 hour telephone number(s) on which complaints and enquiries about the SSI may be registered;  
- a postal address to which written complaints and enquiries may be sent;  
- an email address to which electronic complaints and enquiries may be transmitted; and  
- a mediation system for complaints unable to be resolved.  

The telephone number, the postal address and the email address shall be published in newspaper(s) circulating in the local area prior to the commencement of construction and prior to the commencement of operation. This information shall also be provided on the website (or dedicated pages) required by this approval. | |
| **C3** Provision of Electronic Information | Section 9 |
| Prior to the commencement of pre-construction and construction, or as otherwise agreed by the Secretary, the Proponent shall prepare and implement a Construction Complaints Management System consistent with AS 4269: Complaints Handling and maintain the System for the duration of construction and up to 12 months following completion of construction of the SSI.  

Information on all complaints received, including the means by which they were addressed and whether resolution was reached, with or without mediation, shall be maintained in a complaints register and included in the construction compliance reports required by this approval. The information contained within the System shall be made available to the Secretary on request. | |
| **C4** Air Quality Community Consultative Committee | Section 8.1 |
| Prior to finalising the detailed design of the SSI and the establishment of the ambient air quality monitoring stations required under condition E7 the Proponent shall establish an Air Quality Community Consultative Committee (AQCCC) to provide input prior to and during the operation of the SSI. The AQCCC shall:  
- be comprised of:  
  - two representatives from the Proponent and tunnel operator,  
  - one representative from each of the relevant Councils, and  
  - three representatives from the local community, whose appointment has been approved by an expression of interest process conducted by the Proponent in consultation with the Secretary;  
- be chaired by an independent party put forward by the Proponent and approved by the Secretary;  
- meet at least four times a year, or as otherwise agreed by the chair and the Secretary;  
- review and provide advice on the location of the community based monitoring stations, operation environmental management plans and other operation stage documents, compliance tracking reporting, audit reports, or complaints; and  
- provide advice on the dissemination of monitoring results and other information on air quality issues.  

The AQCCC shall be operated for a period of two years from the commencement of operation, or as otherwise approved by the Secretary, in consultation with the chair. | |
| **B8** Complaints and Enquiries Procedure | Section 8.1 |
| Prior to the commencement of pre-construction and construction, or as otherwise agreed by the Secretary, the Proponent shall ensure that the following are available for community enquiries and complaints for the duration of construction:  
- a 24 hour telephone number(s) on which complaints and enquiries about the SSI may be registered;  
- a postal address to which written complaints and enquiries may be sent;  
- an email address to which electronic complaints and enquiries may be transmitted; and  
- a mediation system for complaints unable to be resolved.  

The telephone number, the postal address and the email address shall be published in newspaper(s) circulating in the local area prior to the commencement of construction and prior to the commencement of operation. This information shall also be provided on the website (or dedicated pages) required by this approval. | |
| **B49** The Proponent shall provide boundary screening within all construction sites that adjoin or are adjacent to residential and/or commercial properties, consistent with the surrounding context, in consultation with affected property owners. | Section 6 |
## 2.2. Environmental Management and Mitigation

### Table 2: Environmental Impact Statement Requirements

<table>
<thead>
<tr>
<th>Community Involvement Obligations</th>
<th>CCS Reference</th>
</tr>
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<tbody>
<tr>
<td><strong>TT1</strong> A traffic management plan(s) (TMP) would be prepared as part of the construction environmental management plan(s) (CEMP). The TMP would include:</td>
<td>Section 5.4</td>
</tr>
<tr>
<td>• A local and regional communications strategy. This would include methods to provide advanced notice of any major or prolonged impacts (eg leaflets and local media), and real-time information regarding current impacts (eg variable message signs, radio traffic news).</td>
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<td>• Any specific provisions required to manage potential impacts to sensitive users such as schools, child care centres, health facilities, etc).</td>
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<td><strong>TT8</strong> Access to local roads / streets and properties would be maintained. If local roads / streets need to be closed (short or long term), arrangements would be made to provide access to properties of affected residents and their visitors.</td>
<td>Section 6</td>
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<tr>
<td><strong>NV1</strong> A Construction Noise and Vibration Management Plan(s) would be prepared and implemented, and would include the following:</td>
<td>Section 9</td>
</tr>
<tr>
<td>• Identification of nearby residences and other sensitive land uses.</td>
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<td>• Description of approved hours of work.</td>
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<tr>
<td>• Description and identification of all construction activities, including work areas, equipment and duration.</td>
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<tr>
<td>• Description of what work practices (generic and specific) would be applied to minimise noise and vibration.</td>
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<tr>
<td>• A complaints handling process.</td>
<td></td>
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<tr>
<td>• Noise and vibration monitoring procedures.</td>
<td></td>
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<tr>
<td>• Overview of community consultation required for identified high impact works.</td>
<td></td>
</tr>
<tr>
<td><strong>NV18</strong> A protocol would be developed to identify the need for and provision of respite measures for residential receivers in accordance with the Interim Construction Noise Guidelines.</td>
<td>Section 6</td>
</tr>
<tr>
<td>Respite measures may include the restriction to the hours of construction activities resulting in impulsive or tonal noise (such as rock breaking, rock hammering, pile driving), or other appropriate measures agreed between the contractor and residential receiver such as alternative accommodation.</td>
<td></td>
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<tr>
<td><strong>NV24</strong> Prior to the commencement of tunnelling or other vibration intensive works at each site, existing condition surveys would be undertaken on properties and structures within the preferred project corridor (the zone on the surface equal to 50 metres from the outer edge of the tunnels) and within 50 metres of surface works.</td>
<td>Section 4.1</td>
</tr>
<tr>
<td><strong>V5</strong> Design of site hoardings would consider the use of artwork or project information.</td>
<td>Section 6</td>
</tr>
<tr>
<td><strong>V11</strong> A signage strategy would be developed during detailed design. Potentially affected receivers would be consulted on the final signage in relation to the location and associated impacts.</td>
<td>Discussed at CIG, CLG Section 8.1</td>
</tr>
<tr>
<td><strong>SEc1</strong> A community involvement plan would be developed and implemented to provide timely, regular and transparent information about changes to access and traffic conditions, details of future work programs and general construction progress throughout the construction phase of the project. Information would be provided in a variety of ways including letter box drops, media releases, internet site, signage and a hotline</td>
<td>This Plan</td>
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<tr>
<td><strong>SEc2</strong> Where feasible and reasonable construction parking would be limited to facility sites to minimise the impact on public parking.</td>
<td>Section 6</td>
</tr>
<tr>
<td><strong>SEc3</strong> The need for parking restrictions around the Trelawney Street compound (C7) would be monitored and discussed with Hornsby Shire Council.</td>
<td>Section 6.7</td>
</tr>
<tr>
<td><strong>SEc4</strong> Appropriate signage would be provided to ensure motorists’ understanding of access to local businesses adjacent to construction works, including signage relating to parking for stopping motorists.</td>
<td>Section 5.3</td>
</tr>
<tr>
<td><strong>SEc5</strong> A business impact risk register would be maintained to identify and manage the specific impacts associated with construction related works for individual businesses.</td>
<td>Section 12 (consultation with businesses)</td>
</tr>
<tr>
<td><strong>SEc6</strong> The business stakeholder forum would continue to run throughout the detailed design and construction stages to ensure business concerns are addressed.</td>
<td>Replaced by CIG, CLG Section 8.1</td>
</tr>
<tr>
<td><strong>LP1</strong> Affected property owners would be consulted where temporary property access would be required.</td>
<td>Section 6</td>
</tr>
</tbody>
</table>
Community Communication Strategy

<table>
<thead>
<tr>
<th>Community Involvement Obligations</th>
<th>CCS Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>LP2</td>
<td>Affected property owners would be provided with advanced notification of relevant project schedules, construction works and changes to access arrangements.</td>
</tr>
<tr>
<td>LP3</td>
<td>Community updates would be provided on changes to the local road network within the project area during construction.</td>
</tr>
<tr>
<td>LP5</td>
<td>Appropriate signage would be provided advising of walking track closures and alternative walking routes.</td>
</tr>
</tbody>
</table>

3. Actions by LLBJV on financial close

LLBJV worked with Roads and Maritime and Transurban during the EIS phase and understands the sensitivities of the project as well as the key community issues. LLBJV has established regular communication meetings with Roads and Maritime and NorthConnex Project Company and utilises existing project team knowledge to develop understanding of key stakeholder issues, sensitivities and introductions. LLBJV is cognisant of the fact that it needs to deliver on the commitments made to, and satisfy the expectations of, the community during the delivery of the project.

During previous phases of the project every effort has been made to promote open and honest communication, with extensive consultation activities conducted.

LLBJV recognises the community as including:

- those directly impacted – residents and businesses adjacent to the construction areas, pedestrians, cyclists and motorists using roads which are affected, properties (residential and business) adjacent to or impacted by the tunnel and associated work
- those with an interest in the project due to the nature of their work, travel and interests and special interest groups – Aboriginal groups, local councils, organised groups
- stakeholders who have a direct or indirect interest in the project – elected representatives, government agencies, utility providers, the Independent Certifier and the Environmental Representative
- indirectly interested – those who act as conduits of information – community media.

LLBJV recognises the diverse information and consultation needs of these communities and commits to a robust plan of communication which will be inclusive and participative in nature.

LLBJV implement the following consultation activities, to not only ensure transparency and openness in the their deliverables but to continue to build a relationship with the community:

- Built on the information provided to community members through distribution of a community update by Roads and Maritime.
- Delivery through a mix of letterbox, email and face-to-face communication inform the community about early works – utility and geotechnical investigations and surveys.
- Letterbox drop an introduction letter to the catchment area, introducing LLBJV, the people and our commitment to good community relations.
- Door knock sensitive receivers and ensure that their expectations from LLBJV are captured for implementation during construction stage, especially with regard to the construction timing and impacts.
- Commence telephone survey of residents and businesses to obtain information about how they would like to be consulted.
- Organise ‘meet the team’ days at the display centre or at a convenient location. These days will be attended by key members of the LLBJV construction team.
- Commence the process for meeting and briefing key stakeholders – including Councils and support Roads and Maritime and NorthConnex Project Company to brief elected representatives.
4. Key issues for Construction

NorthConnex will deliver significant benefits to local communities by easing congestion on Pennant Hills Road, removing around 5,000 trucks a day and returning local streets to local communities. It will also boost the state and national economies by providing more reliable journeys and shorter travel times for the movement of freight. On opening, NorthConnex would enable travel from Newcastle (M1 Pacific Motorway) to Melbourne without a single set of traffic lights.

With these benefits come some impacts on surrounding communities, especially during construction, which LLBJV is committed to minimising. Some of the construction impacts and issues which have been identified by community and stakeholders during the preferred contract design and project consultation activities include:

- **Air quality** - from dust generated by construction activities and emissions from plant equipment and vehicles.
- **Noise** - noise from construction, particularly where construction areas/compounds are close to residents, businesses, educational institutions and health-related facilities. While the CEMP will identify areas of maximum impact and measures to manage these impacts, constant communication and robust consultation will be the key to reducing complaints.
- **Traffic** – the Traffic Management and Safety Plan for construction identifies a number of road closures, diversions and temporary arrangements during the delivery of the project. A significant amount of traffic will be generated with the delivery of construction equipment and material as well as spoil haulage. The area will also be impacted by construction traffic from multiple sites – Epping to Thornleigh Third Track and North West Rail Link. Communication about traffic will need to be managed sensitively, in a robust, clear and timely manner.
- **Vibration** – in accordance with the EIS, it is aimed to carry out tunnelling (the major construction activity) 24 hours per day, seven days per week. As tunnelling is likely to continue for up to 24 months, the management of this issue will need to contain an element of education of the community.
- **Property impacts** – a number of properties have been acquired by Roads and Maritime. Properties which have only been partially acquired, as well as those which have not been acquired, but are impacted, will require one-on-one consultation to manage expectations of restoration, access and noise. Robust property condition surveys of properties within 50 m of construction compounds and clear explanation of processes about surveys, claims and resolution of disputes will be key to managing this. Where adjustments are required to property, this will require clear, three-way communication between Roads and Maritime and LLBJV.
- **Visual** – during EIS exhibition, the visual impact of the permanent structures was raised. Structures of a permanent nature will include ventilation outlets, portals, toll gantries and permanent VMS. Visual amenity will be managed through the Urban Design and Landscape Plan (both through development and implementation). For example, where trees are being removed, consultation will occur to manage the impacts.

4.1. Key issues during construction

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

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

4.1.1. Site establishment work and start of construction at North, South, Wilson Road, Pioneer Avenue, Junction Road, Trelawney Street and Hills M2 Motorway sites

- **Investigations** – access to properties for geotechnical, flora, fauna, archaeological, baseline noise monitoring, property condition surveys, utility and services location and vibration monitoring
- **Surveys** – surveying of areas to be impacted by construction
- **Detailed design** – negotiation about property adjustments (colours, finishes), location of structures, noise walls, flooding and visual impacts
- **Preparation** – removal of building structures, vegetation removal, set up of site fencing and sheds
- **Traffic** – lane closures for investigations, surveys, delivery of equipment, spoil haulage, cyclist access, temporary barriers, access in and out of compounds
- **Compound establishment** – out of hours deliveries, dust, noise, consultation about boundary screening with communities as required by MCoA D 49, education about traffic routes, hours of work, person to contact for information
- **Specific activities** – create right turn into southern compound off Pennant Hills Road. Close bus lane and cyclist route detour on M2, create access into the Northern compound from the M1 and M1 widening work
Community Communication Strategy

- **Start of construction** – delivery of equipment and associated traffic impacts, removal of soil, vegetation and routes used by vehicles conducting this removal.

- **Controlled blasting** – controlled blasting has been approved for the three deep shafts at the Northern, Trelawney Street and Wilson Road compounds. Communications will be managed around the perceived impact of controlled blasting including an education aspect. Property condition surveys are undertaken for properties within 120 metres of the blast sites.

- **Traffic** – impact on local roads and traffic, including truck haulage and associated routes

- **Parking** – ensuring construction workers use the designated car parks or project transport and avoid parking in the vicinity of the work.

- **Tunnelling** – vibration, noise from 24 hour tunnelling, spoil removal 24 hour and possibly 7 days a week.

- **Cumulative impacts** – other projects in the area – Epping to Thornleigh Third Track, North West Rail Link.

- **Noise attenuation** - lack of understanding how this is determined, change in locations eligible for noise attenuation following changes in noise walls and noise reports

- **Work hours (night and weekend work)** – residents in close proximity and managing temporary relocation

- **Property acquisition** – several stakeholders have requested property acquisition. The project team refer all property acquisition concerns to RMS who are managing the process.

- **Temporary relocation** – where noise impacts exceed approved levels temporary relocation is offered.

- **Respite offers** – for noise exceedances due to the cumulative impact of work, for instance on the M1.

4.1.2. **Testing and Commissioning**

Noise walls or in some cases replacement of existing noise walls, property adjustments, landscaping, public areas handover.

4.1.3. **Operations**

Initial possible issues with operations including tolling, queuing, operational noise levels being different to those predicted.

5. **Stakeholders, Issues, Consultation Level and Tools**

5.1. **Key Stakeholders**

During the refinement of the design and the environmental impact assessment Roads and Maritime and Transurban carried out extensive consultation with key stakeholders on the preferred tender design. This included an Air Quality Forum to understand and address the community concerns and questions.

LLBJV recognises the comprehensive consultation that has taken place to gain project approval and is committed to building on this consultation. LLBJV recognises the diverse consultation and information needs of the community and commits to a robust plan of consultation and communications which will be inclusive and participative in nature.

The following list of stakeholders builds on information contained in the environmental assessment and submissions process. Key stakeholders include, but are not limited to:

<table>
<thead>
<tr>
<th>Table 3: Key Stakeholders – NorthConnex</th>
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<tbody>
<tr>
<td><strong>Key Stakeholders</strong></td>
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<td>-------------------------------</td>
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<tr>
<td>Road and network owners</td>
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<tr>
<td>Elected representatives</td>
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</table>
# Community Communication Strategy

## Key Stakeholders

<table>
<thead>
<tr>
<th>Details</th>
<th>Issues/Interest</th>
<th>Level of consultation</th>
<th>Tools</th>
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</thead>
<tbody>
<tr>
<td>Hornsby, Ku-ring-gai, Wyong</td>
<td>Information needs to satisfy queries from media and constituents</td>
<td>Involve, Inform</td>
<td>Regular briefings by Roads and Maritime with the NorthConnex Project Company</td>
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<tr>
<td>Federal Members for: Mitchell, Bennelong, Bradfield, Berowra, Parramatta, Robertson, Dobell</td>
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<tr>
<td>Environment Protection Authority, Department of Planning and Environment, NSW Health, Office of Environment and Heritage (including Heritage Division), NSW Office of Water, Department of Primary Industries</td>
<td>Approval authorities, Impact on assets, Regulatory role</td>
<td>Consult, Involve</td>
<td>Regular briefings, Formal approvals</td>
</tr>
<tr>
<td>Residents of Sydney and Central Coast</td>
<td>Interested in infrastructure, Users of Pennant Hills Road</td>
<td>Inform</td>
<td>Advertisements, Media releases, Website – with social media</td>
</tr>
<tr>
<td>Residents of suburbs which NorthConnex will impact</td>
<td>Early investigations and visibility, Site set up, Traffic impacts on roads by haulage, diversions and closures: Noise impacts, Vibration impacts, Dust impacts, Impacts on street parking</td>
<td>Consult, Inform</td>
<td>Door knocks, One on one meetings, Letters, Emails, Advertisements, Media, Website – with social media, Display Centre, Public displays, 1800 number, CIG</td>
</tr>
<tr>
<td>Directly affected residents and businesses adjoining construction areas</td>
<td>Significant disruption, Noise, Dust, Vibration, Traffic impacts, Access impacts, Parking impacts</td>
<td>Inform, Consult, Involve</td>
<td>Door knocks, One on one meetings, Letters, Emails, 1800 number, Display centre, Property condition surveys</td>
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## Community Communication Strategy

### Key Stakeholders

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<th>Details</th>
<th>Issues/Interest</th>
<th>Level of consultation</th>
<th>Tools</th>
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<tbody>
<tr>
<td>Directly and indirectly impacted schools and educational institutions in the area</td>
<td>Abbotsleigh Junior School for Girls</td>
<td>Traffic</td>
<td>Consult</td>
<td>One on one meetings</td>
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<tr>
<td></td>
<td>Abbotsleigh Senior School and Administration</td>
<td>Noise</td>
<td>Engage</td>
<td>Emails</td>
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<td></td>
<td>Adventures Preschool and Long Day Care</td>
<td>Vibration</td>
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<td>Phone calls</td>
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<td>American International School</td>
<td>Dust</td>
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<td>Information through newsletters</td>
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<td></td>
<td>Arden Anglican School</td>
<td>Disturbance during exams and tests</td>
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<td>Signage</td>
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<td></td>
<td>Balamara Preschool</td>
<td>Safety for pedestrians around traffic sites</td>
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<td></td>
<td>Beecroft Primary School</td>
<td>Possible educational benefits from sharing expertise within the project</td>
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<td>Carlingford High School</td>
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<td>Castle Hill High School</td>
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<td>Castle Hill Public School</td>
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<td>Cheltenham Girls High School</td>
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<td></td>
<td>Cherrybrook Community Pre-School Inc</td>
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<td>Cherrybrook Public School</td>
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<td>Clarke Road School</td>
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<td>Emmus Bible Correspondence School</td>
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<td>Epping Boys High School</td>
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<td>Epping Heights Public School</td>
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<td>Epping North Public School</td>
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<td>Epping Public School</td>
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<td>Epping West Public School</td>
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<td></td>
<td>Fairytales Pre-School &amp; Long Day Care Centre</td>
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<td>First Grammar - Westleigh (Pre School)</td>
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<td></td>
<td>Gum-Tree Cottage Pre-School</td>
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<td></td>
<td>Hornsby Girls High School</td>
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<td>Hornsby Ku-ring-gai Montessori Pre school</td>
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<td></td>
<td>John Purchase Public School</td>
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<td></td>
<td>Just For Kids Preschool and Long Day Care</td>
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<td>Knox Grammar School</td>
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<td></td>
<td>KU Cheltenham Memorial Preschool</td>
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<td>Ku Fox Valley Pre School</td>
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<td>KU Wahroonga Preschool</td>
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<td>Little Learning School</td>
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<td>Wahroonga</td>
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<td></td>
<td>Macquarie Graduate School of Management MGSM Hotel</td>
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<td>Muirfield High School</td>
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<td>Murray Farm Public School</td>
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<td>Normanhurst Boys High school</td>
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<td>Normanhurst Public School</td>
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<td></td>
<td>Normanhurst West Combined OSHC (Out of School Hours Care)</td>
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<td></td>
<td>Normanhurst West Community Pre-School Inc</td>
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<tr>
<td>Key Stakeholders</td>
<td>Details</td>
<td>Issues/Interest</td>
<td>Level of consultation</td>
<td>Tools</td>
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<tr>
<td>Normanhurst West Public School</td>
<td>Directly impacted businesses</td>
<td>Pennant Hills Golf Club</td>
<td>Geotechnical investigations Traffic Access</td>
<td>Consult Regular one-on-one meetings Restoration of course once construction finished Temporary arrangements for parking, signage</td>
</tr>
<tr>
<td>Key Stakeholders</td>
<td>Details</td>
<td>Issues/Interest</td>
<td>Level of consultation</td>
<td>Tools</td>
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<tr>
<td>Directly impacted places of worship</td>
<td>St Pauls Wahroonga Chinese Australian Baptist Church</td>
<td>Traffic Noise Parking</td>
<td>Consult</td>
<td>One on one meetings Regular updates Temporary arrangements for parking, signage</td>
</tr>
<tr>
<td>Aboriginal Land Councils</td>
<td>Metropolitan Local Aboriginal Land Council Guringai Tribal Link Aboriginal Corporation</td>
<td>Impact on land holdings</td>
<td>Consult</td>
<td>Formation of group with regular meetings</td>
</tr>
<tr>
<td>Road users</td>
<td>Travelling public and local residents including: pedestrians, commuters, business people and service providers (government and non-government) Public transport, including school and general bus/coach operators Peak freight and transport bodies including NRMA Transport and heavy vehicle operators Cyclists</td>
<td>Disruptions to traffic Services disrupted General confusion and traffic queues</td>
<td>Consult Inform</td>
<td>VMS Notifications Emails</td>
</tr>
<tr>
<td>Community organisations and special interest groups</td>
<td>Community Against Polluting Stacks Southern Community Against Polluting Stacks Residents Against Polluting Stacks North Rocks M2 residents group Thornleigh Neighbourhood Residents Group West Pennant Hills Valley Progress Association Westleigh Progress Association Doctors Against Pollution Australian Medical Association Asthma Foundation Beecroft-Cheltenham Civic Trust Pennant Hills Civic Trust Galston Area Residents Association Inc Round Corner Village Residents Association North Turramurra Action Group Save Beecroft Cheltenham Alliance Save our Suburbs Excelsior Park Bushland Society Bidjigal Park Trust Rotary groups in the area Probus groups in the area</td>
<td>Impacts on neighbourhood Seeking information</td>
<td>Consult Inform</td>
<td>One on one meetings in conjunction with Roads and Maritime and NorthConnex Project Company Phone calls Emails CIG</td>
</tr>
<tr>
<td>Businesses in the area</td>
<td>See section 5.2</td>
<td>Disruption Access Parking</td>
<td>Collaborate Inform</td>
<td>As necessary face-to-face consultation about potential impacts; noise and vibration assessments; support with signage where appropriate;</td>
</tr>
</tbody>
</table>
### Key Stakeholders

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<tr>
<th>Details</th>
<th>Issues/Interest</th>
<th>Level of consultation</th>
<th>Tools</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dust and Noise</td>
<td></td>
<td></td>
<td>Regular business briefings for affected businesses by project team and consulted on planned activities</td>
</tr>
</tbody>
</table>

#### Emergency services

- State Emergency Service, Fire Police (Local Area Command)
- Ambulance NSW, NSW Rural Fire Service
- Access in emergency Diversions and blockages
- Consult Inform
- Part of TTLG Email

#### Media

- Metropolitan and suburban newspapers, radio and television including:
  - Sydney Morning Herald
  - The Daily Telegraph
  - The North Shore Times
  - Northern District Times
  - Newcastle Herald
  - Central Coast Express Advocate
  - Coast Community News
  - Hornsby Advocate
  - Bush Telegraph
  - Hills Shire Times
  - Hills News and Travel, trade and motorist publications
- Want to provide information and local stories
- Inform Media releases
- Advertisements
- Website

#### Community language media

- Media in the following languages
  - Chinese
  - Hindi
  - Arabic
  - Filipino
- Want to provide information to particular language readers
- Inform Media releases
- Advertisements
- Website
- Translations into community languages

#### Utilities/services

- Endeavour Energy
- Telstra
- Ausgrid
- Sydney Water
- Jemena
- Optus
- Nextgen
- PIPE Networks
- AARNet
- Impacts on infrastructure Disruptions
- Involve Regular meetings

### 5.2 Business stakeholders

In excess of 100 businesses fall within the project area (Pennant Hills Road between the interchange of Pennant Hills Road and the M1 Pacific Motorway in the north and the interchange of Pennant Hills Road and the Hills M2 Motorway in the south).

These businesses can be grouped in the following categories:

- retailers, including supermarkets and pharmacies
- cafés, restaurants, pubs and bars
- accommodation services
- service stations and mechanics
- car dealerships
Community Communication Strategy

- other service providers such as funeral homes, gyms, travel agents, real estate agents, physiotherapists, dry cleaners, dentists, beauty and hair salons.

Those businesses which are expected to be most impacted are located around the Pioneer Avenue and Trelawney Road Compounds.

Businesses along Pennant Hills Road are generally clustered around the main transport hubs. Pennant Hills Station and Thornleigh Station attract the majority of business activity along Pennant Hills Road.

Clusters of businesses are situated at the following locations:

- **Thompson’s Corner**: a cluster of retail services (including a Coles supermarket), real estate agents, restaurants and cafés, and a service station.

- **Pennant Hills Station**: a cluster of complementary health service providers, kitchen and homeware retailers, mechanics and car dealers, restaurants and cafés, and the Pennant Hills Hotel.

- **Thornleigh Station (Wells Street through to Duffy Avenue, Thornleigh)**: the cluster of business around Thornleigh Station includes two shopping centres: Thornleigh Marketplace and Central Park Centre. Businesses in this cluster are generally convenience and discretionary retail services.

- **Hornsby**: a major regional business hub including commercial, retail and industrial businesses. Business activity in Hornsby occurs in a variety of forms including a Westfield Shopping Centre, high street retail, bulk goods, car dealerships and mechanic services along the Pacific Highway and an industrial park.

- **Carlingford, Normanhurst, Beecroft, Westleigh, Wahroonga, Warrawee, Turramurra and Pymble**: various clusters of town centres that provide personal services, convenience retail and food services.

Businesses catering for passing trade in the construction area include service stations, cafés/restaurants and accommodation establishments. These businesses are generally located along main thoroughfares to provide visual access to passing traffic and capture trade from freight, commercial and tourism activities. These types of businesses are mainly located along Pennant Hills Road and the Pacific Highway to capture the main bulk of passing trade. Figure 1 below provides an overview of the location of these businesses within the context of the project.

**Figure 1 – business locations**
5.2.1. Strategies for managing business impacts

As necessary face-to-face consultation with businesses about potential impacts; noise and vibration assessments; support any access issues with signage where appropriate and maintenance of access to businesses where possible. The project team will regularly brief affected businesses and consult on current and planned activities. Selected businesses along the alignment are also invited to host ‘pop-up’ information sessions on the project where members of the community come to enjoy morning or afternoon tea at a local café or community run event. This provides revenue for the business and increases its profile amongst the community while strengthening the relationship with the project. Local business is also invited to respond to our call for Expressions of Interest as part of the Australian Industry Participation Plan.

5.3. Notifications Process

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

5.3.1. Notifications and requirements of Environmental Plans and Licences

Environmental plans are prepared by the LLBJV Environment and Sustainability team, which contain consultation and community notification requirements. The CRSM will liaise with the Environment and Sustainability team to provide information about which notifications have been issued and that the activity can now proceed. This will be covered off prior to the daily meeting with the Project Manager identified below.

On a regular basis LLBJV will provide the community with updates on the project. The development of these updates will be done in consultation with NorthConnex Project Company and Roads and Maritime.

A process has been developed to ensure that notifications and community updates are issued in a timely manner, to the appropriate audience and with accurate content and in line with the Environment Protection Licence.

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

5.4. Issues & Management Strategies

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

Table 4: Potential Issues, Impacts & Management Strategies

<table>
<thead>
<tr>
<th>Issue</th>
<th>Potential Key Impacts</th>
<th>Communication Management Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-construction</td>
<td>Identification of property owners not possible</td>
<td>• Separate Condition Survey procedure implemented</td>
</tr>
<tr>
<td></td>
<td>Damage to property</td>
<td>• Induction for all staff about communication requirements and protocols – include 1800 number, dealing with media, do’s and don’ts</td>
</tr>
<tr>
<td></td>
<td>Access to property not provided by owners</td>
<td>• Early ownership identification with Roads and Maritime</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Risk assessment prior to starting</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Property condition surveys where extensive work is proposed</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Documented and signed plans with property owners about extent of work and rehabilitation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Close cooperation with property owners and clear explanation of proposed work</td>
</tr>
<tr>
<td>Issue</td>
<td>Potential Key Impacts</td>
<td>Communication Management Strategies</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>--------------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Detailed design</td>
<td>Unsatisfied property owners and community members&lt;br&gt;Design not clear</td>
<td>• Simple, easy to understand designs&lt;br&gt;• Close consultation with impacted owners&lt;br&gt;• Involvement at early stage</td>
</tr>
<tr>
<td>Geotechnical and utility</td>
<td>Noise&lt;br&gt;Dust&lt;br&gt;Damage to property requiring restoration</td>
<td>• Early notification of work&lt;br&gt;• Induction of geotechnical and other staff in managing community issues&lt;br&gt;• Property condition surveys as required&lt;br&gt;• Dust and noise suppression measures in place</td>
</tr>
<tr>
<td>investigations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Location of ventilation outlets</td>
<td>Community members not happy with the locations</td>
<td>• To be referred to EIS</td>
</tr>
</tbody>
</table>

**During construction**

| Dust                          | Dust due to start of construction<br>Dust suppression measures not set up<br>Screening inadequate<br>Aggravated dust related illnesses | • Early identification of sensitive receivers<br>• One-on-one consultation<br>• Tool box talks to ensure all measures which can be taken to mitigate have been taken<br>• Damping down of dust on a regular basis<br>• Special care taken on windy days<br>• Complaints mechanisms in place |
| Construction noise            | Noise cause by:<br>• Deliveries<br>• Reversing beepers<br>• Noise from earthworks<br>• Noise from night work<br>• Noise from construction activities such as saw-cutting, piling and pile driving<br>• Increased construction traffic<br>• Use of compound site or stockpile site<br>• Ground borne noise from tunnelling<br>• Noise from heavy vehicle movements<br>• Tunnelling | • Adhere to operating hours of work<br>• Adhere to strategies outlined in this Community Communication Strategy<br>• Contact sensitive receivers well in advance<br>• Community notifications with contact details<br>• Robust inquiry and complaint management |
| Construction fatigue          | • Same stakeholders impacted again and again, not interested in engaging, have a low threshold for construction impact or have been treated poorly before | • Ensure CR team has background information<br>• Show empathy and understanding<br>• CR team to liaise with NorthConnex Project Company especially with regard to Hills M2 Motorway integration work |
## Community Communication Strategy

<table>
<thead>
<tr>
<th>Issue</th>
<th>Potential Key Impacts</th>
<th>Communication Management Strategies</th>
</tr>
</thead>
</table>
| Traffic and access disruption to day to day operations for school bus services and community members. | • Disruptions, delays, temporary detours, traffic switches, construction access including changes to traffic conditions, and vehicle access to and from the work site  
• Impacts on taxis, buses and emergency access  
• Maintaining access and minimising disruption to local residents, landholders and businesses, during construction and operation | • Targeted consultation with bus operators to determine where bus routes go through minor roads  
• Information boards at bus stops  
• Information through “Trip view” and ‘Live Traffic’  
• Targeted consultation with bus operators to determine where bus routes go through minor roads  
• Information boards at bus stops  
• Information through “Trip view” and ‘Live Traffic’  
• Targeted consultation with schools and information provided for circulation to teachers, parents and students  
• One on one meetings with property owners  
• Involve businesses and schools in close proximity in design/planning of work and provide adequate notification and consultation to ensure appropriate signage and access requirements  
• VMS signs  
• NorthConnex Driver Code of Conduct to ensure appropriate routes and behaviour are adhered to. |
| Impacts on businesses from disruptions | • Businesses cannot get/make deliveries due to traffic disruptions or suffer undue impacts on manufacturing, usual business processes due to noise/dust/vibration  
• Access and visibility is impacted, impacting customers | • Business issues groups  
• Provide advance warnings  
• Involve businesses in close proximity in design/planning of work and provide adequate notification and consultation to ensure appropriate signage and access requirements |
| Lack of project awareness and understanding | • Lack of awareness about project  
• Need for project not accepted  
• Misinformation or information about project not understood  
• Community not knowing how to contact project team  
• Complaints and issues received that relate to other concurrent projects (such as ETTT, NWRL) | • Widespread communications of project information in easy-to-understand language and use of graphics  
• Use a range of communication tools to reach wider community and stakeholders including written communication, information sessions and staff displays  
• Responses developed using integrated team approach and approved by Roads and Maritime  
• Establish lines of communication with key personal at NWRL |
| Local infrastructure and utilities | • Existing condition reports to ensure agreed baseline for restoration  
• Coordination of works | • Liaison with councils and utility providers so that maintenance program are understood |
| Location of site compounds | • Impacts on nearby property owners  
• Visual impacts  
• Noise, litter and parking issues from staff  
• Community opposed to location  
• Pedestrian, parking and access | • Face to face communication with affected owners to explain what is required to erect site compounds and duration  
• Clear information about when the compound will be in place and for how long  
• Seek feedback on construction boundary screening  
• Clear communications to explain that some construction compounds are temporary and some of the compounds will have permanent infrastructure on it  
• Track issues that arise relating to compounds and identify stakeholders to be targeted for communications relating to this part of the project  
• Establish regular communications with directly affected property owners to maintain trusting relationship with project team and Roads and Maritime  
• Communication materials to explain need for site compounds |
<table>
<thead>
<tr>
<th>Issue</th>
<th>Potential Key Impacts</th>
<th>Communication Management Strategies</th>
</tr>
</thead>
</table>
| Noise attenuation       | • Lack of consultation on detail or entitlement i.e., lack of understanding by community of how operational noise attenuation measures are determined  
<pre><code>                     |   • Lack of notification of property adjustment treatments                                | Manage operational noise treatments, using the following procedures:                                      |
</code></pre>
<p>|                         |   • Lack of detailed design information at early stages of construction                   |   • Measure road noise levels at representative locations and undertake required computer modelling      |
|                         |   • Changes to stakeholders who will receive noise attenuation following changes in noise walls and results of independent noise report |   • Forecast the noise generated by the road project and consider the new road noise levels against the appropriate guidelines |
|                         |                                                                                       |   • Determine the most environmentally and cost efficient measures to reduce noise levels from the operation of the road |
|                         |                                                                                       |   • Identify residences to benefit from acoustic building treatments and undertake required consultation |
|                         |                                                                                       |   • Scope the required treatments to meet the required noise reduction (according to relevant guidelines) in consultation with landowner. |
|                         |                                                                                       |   • Undertake work at no cost to the owner.                                                             |
| Out of hours work       | • Lack of warning and consideration of needs                                             | • Letterbox/fax/email notification and meetings with affected residents/businesses/services leading up to out of hours work |
|                         |                                                                                       |   • Maintain open phone line or line directed to the construction site at all times                       |
|                         |                                                                                       |   • Clearly flagged at mobile displays and community open days                                           |
|                         |                                                                                       |   • Communicate as per the Out of hours work protocol – Sec 8.                                        |
|                         |                                                                                       |   • Consider relocation for severely impacted residents in accordance with the Project Respite and Alternative Accommodation Policy based on length, nature and proximity of work as well as personal circumstances of the residents impacted |
| Property acquisition issues | • Difficulties in obtaining access to site due to property acquisition process          | Roads and Maritime is managing property acquisition.                                                       |
|                         |   • Tunnelling – substratum acquisitions                                                 |   LLBJV will work with Roads and Maritime and assist with construction related support to help with finalisation of this process. |
|                         |                                                                                       | Where it is identified that additional land is required:                                                |
|                         |                                                                                       |   • Survey of the required land will be undertaken. Roads and Maritime will produce a property acquisition sketch and seek approval to proceed with the acquisition by the relevant Authority. |
|                         |                                                                                       |   • If approved, Roads and Maritime Property Services will undertake the necessary processes to acquire the land. |
|                         |                                                                                       |   • The process is outlined in the Roads and Maritime Services Land and Acquisition information guide (July 2014). |</p>
<table>
<thead>
<tr>
<th>Issue</th>
<th>Potential Key Impacts</th>
<th>Communication Management Strategies</th>
</tr>
</thead>
</table>
| Property impacts | • Property damage from construction  
• Access to properties  
• Re-alignment or permanent diversions of their existing property access  
• Tunnelling impacts – especially vibration and perceived impacts of substratum acquisitions | • Undertake property condition reports for buildings and structures adjacent to the project and access roads or within an area potentially affected by works  
• Notification and/ or meetings with property owners to provide information about nature of works, particularly activities that have the potential to impact on landowners  
• Specific information about tunnelling and impacts to allay fears for property from tunnelling – especially vibration  
• Documented consultation program with property owners to provide them with information on the expected effects on their properties and existing accesses, to identify their individual needs and other relevant information.  
• Respond quickly to complaints or calls for project information |
| Rehabilitation and restoration of construction areas | • Lack of information and consultation about the rehabilitation and restoration of natural areas and private property affected by construction | • Establish photographic records of areas likely to be disturbed prior to commencement of works  
• Negotiate with land owners regarding appropriate standards for restoration  
• Involve councils at an early stage to manage expectations about restoration and rehabilitation with follow up post restoration  
• Liaise with construction team to ensure appropriate restoration to the existing standard or better |
| Traffic management and transport | • Disruptions, delays, temporary detours, traffic switches, construction access including changes to traffic conditions, and vehicle access to and from the work site  
• Construction access locations  
• Effects on local traffic, through traffic movement including heavy vehicles, transport operators, school buses, tourist bus and coach operators during construction  
• Access and impacts on pedestrians, cyclists, motorists and emergency vehicles  
• Maintaining access and minimising disruption to local residents, landholders and businesses, during construction and operation | • Advertisements in local papers  
• Provide residents/businesses/ councils/services/motoring and freight industry groups with advance warning of planned changes to the local road network via liaison and notifications  
• Regularly update material on the website  
• Targeted group meeting/site inspection  
• Community update/newsletter  
• Respond quickly to complaints or calls for project information  
• Information through live traffic networks (where possible)  
• Variable Message Signs at key locations to provide information about traffic  
• Seek information on traffic reports through Transport Management Centre  
• Liaise with trucking networks  
• Convey information early through Traffic and Transport Liaison Group |
| Urban design & landscaping | • Lack of consultation on the detail of design and landscaping  
• Information not available in the early stages of the project  
• Information about permanent infrastructure – especially toll gantries and permanent Variable Message Signs | • Implement a consultation strategy to liaise with relevant stakeholders especially where there may be an opportunity for input and refinements in accordance with the conditions set out in MCoA (B33)  
• Face to face and resident meetings as required |
<table>
<thead>
<tr>
<th>Issue</th>
<th>Potential Key Impacts</th>
<th>Communication Management Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vegetation removal</td>
<td>▪ Removal of significant vegetation with landscape or environmental values</td>
<td>▪ Liaise with key stakeholders especially EPA and local government prior to removal</td>
</tr>
<tr>
<td></td>
<td>▪ Displacement of native and exotic fauna</td>
<td>▪ Ensure stakeholders have clear warning in advance of planned vegetation removal</td>
</tr>
<tr>
<td></td>
<td></td>
<td>▪ Key message of compensatory habitat being provided in lieu of loss of this vegetation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>▪ Environmental review group to be involved</td>
</tr>
<tr>
<td></td>
<td></td>
<td>▪ Clear marking of species to be preserved including training of construction staff</td>
</tr>
<tr>
<td>Vibration</td>
<td>Vibration caused by:</td>
<td>Provision of forward warning by:</td>
</tr>
<tr>
<td></td>
<td>▪ Tunnelling</td>
<td>▪ Extensive education of residents and businesses about vibration impacts, length and possible timing of when they might be impacted</td>
</tr>
<tr>
<td></td>
<td>▪ Vibratory earthworks</td>
<td>▪ Letterbox/fax/email notification and meetings with affected residents/businesses</td>
</tr>
<tr>
<td></td>
<td>▪ Use of compound site or stockpile site</td>
<td>▪ Targeted information and liaison</td>
</tr>
<tr>
<td></td>
<td></td>
<td>▪ Respond quickly to complaints or calls for project information</td>
</tr>
<tr>
<td></td>
<td></td>
<td>▪ Property condition reports prior to construction activities causing vibration</td>
</tr>
<tr>
<td></td>
<td></td>
<td>▪ Possible relocation for severely impacted residents in accordance with the Project Respite and Alternative Accommodation Policy</td>
</tr>
<tr>
<td>Controlled blasting</td>
<td>▪ Perceived impacts of property damage</td>
<td>▪ MP briefings</td>
</tr>
<tr>
<td></td>
<td>▪ Little understanding around benefits</td>
<td>▪ Newsletters</td>
</tr>
<tr>
<td></td>
<td>▪ High level noise</td>
<td>▪ Website</td>
</tr>
<tr>
<td></td>
<td>▪ Safety considerations</td>
<td>▪ Doorknocks</td>
</tr>
<tr>
<td></td>
<td></td>
<td>▪ Meetings</td>
</tr>
<tr>
<td></td>
<td></td>
<td>▪ Postcards</td>
</tr>
<tr>
<td></td>
<td></td>
<td>▪ SMS alerts</td>
</tr>
</tbody>
</table>
6. Site specific issues

With a number of sites being established, in geographically apart areas, the stakeholders and issues for each site are different needing different strategies. The sites, main issues and strategies to be implemented are given below. These will be revisited with the project team closer to site establishment.

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

6.1. Southern Interchange Construction Compound

Located to the east of Pennant Hills Road and north of Hills M2 Motorway

(source AFMP)
### Stakeholders impacted

- Hills M2 Motorway
- Residents of:
  - Eaton Road/Karloon Road
  - Hillside Place
  - Gum Grove Place
  - Coral Tree Drive
  - Savoy Court
- Pennant Hills Golf Club

### Main impacts

- Traffic congestion
- Traffic haulage route
- Dust
- Noise and vibration
- Visual impacts and urban design
- Pedestrian access and safety
- Public Transport – closure of bus stop
- Parking, noise, litter, smoking by workers
- Switching station location
- Geotechnical investigations
- Impact on reserve
- Possible asbestos during removal of building structures

### Management strategies

- Close liaison with Hills M2 Motorway, management and staff
- Door knock to ensure they are aware of who to call and explain timing of work
- Measures in place to manage impacts early – temporary noise barriers, dust suppression measures
- Close cooperation during peak periods of work
- Tool box talks
- Haulage routes identified and signposted and regularly monitored by safety/traffic managers
- Resident meetings
- Urban design and landscape plan
- Consultation regarding boundary screening for site compounds
- Community notifications and newsletters
6.2. Northern Interchange Construction Compound

Located near the existing intersection of the M1 Pacific Motorway and Pennant Hills Road, Wahroonga

(soure AFMP)

<table>
<thead>
<tr>
<th>Stakeholders impacted</th>
<th>Main impacts</th>
<th>Management strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residents of:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Kingsley Close</td>
<td>Removal of endangered Blue Gum Forest</td>
<td>Consultation with councils and bush care groups about removal of Blue Gum Forest, regeneration and use of removed vegetation.</td>
</tr>
<tr>
<td>• Lucinda Avenue</td>
<td>Traffic haulage route</td>
<td>Door knock to ensure they are aware of who to call and of construction timing.</td>
</tr>
<tr>
<td>• Eastbourne Avenue</td>
<td>Dust and air quality</td>
<td>Measures in place to manage impacts early – temporary noise barriers, dust suppression measures.</td>
</tr>
<tr>
<td>• Hewitt Avenue</td>
<td>Noise</td>
<td>Close cooperation during peak periods of work.</td>
</tr>
<tr>
<td></td>
<td>Visual impacts</td>
<td>Tool box talks.</td>
</tr>
<tr>
<td></td>
<td>Public Transport</td>
<td>Haulage routes identified and signposted and monitored.</td>
</tr>
<tr>
<td></td>
<td>Pedestrian access and safety</td>
<td>Consultation regarding boundary screening for site compounds.</td>
</tr>
<tr>
<td></td>
<td>Parking, noise, litter by workers</td>
<td>Community notifications and newsletters.</td>
</tr>
<tr>
<td></td>
<td>Possible asbestos during removal of building structures</td>
<td></td>
</tr>
</tbody>
</table>

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6.3. Northern Ventilation Outlet

Located next to M1 Pacific Motorway

<table>
<thead>
<tr>
<th>Stakeholders impacted</th>
<th>Main impacts</th>
<th>Management strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residents of:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Woonoona Avenue</td>
<td>Visual impacts during construction and operations</td>
<td>Door knock to ensure they are aware of who to call and timing of construction</td>
</tr>
<tr>
<td>• Bareena Avenue</td>
<td>Traffic haulage route</td>
<td>Measures in place to manage impacts early – temporary noise barriers, dust suppression measures</td>
</tr>
<tr>
<td>• Fern Avenue</td>
<td>Dust</td>
<td>Close cooperation during peak periods of work</td>
</tr>
<tr>
<td></td>
<td>Noise</td>
<td>Resident meetings</td>
</tr>
<tr>
<td></td>
<td>Pedestrian access and safety</td>
<td>Tool box talks</td>
</tr>
<tr>
<td></td>
<td>Parking, noise, litter by workers</td>
<td>Haulage routes identified and signposted</td>
</tr>
<tr>
<td></td>
<td>Possible asbestos during removal of building structures</td>
<td>Urban design and landscape plan</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Community notifications and newsletters</td>
</tr>
</tbody>
</table>
6.4. Pioneer Avenue Construction Compound

Located west of Pennant Hills Road and the Northern Freight Line

Stakeholders impacted

- Pioneer Avenue
- Sefton Road
- Chilvers Road
- Duffy Avenue
- Lymoore Avenue

Main impacts

- Traffic
- Access to Pennant Hills Road
- Dust/noise from removal of building structures
- Thornleigh Maltworks (heritage)
- Parking, noise, litter by workers
- Possible asbestos during removal of building structures
- Increase in traffic at shift change time
- Bus movements

Management strategies

- Door knock to ensure they are aware of who to call and timing of construction
- Measures in place to manage impacts early – temporary noise barriers, dust suppression measures
- Close cooperation during peak periods of work
- Tool box talks
- Haulage routes identified and signposted
- Consultation regarding boundary screening for site compounds
- Community notifications and newsletters
6.5. Wilson Road Tunnel Support Facility

Located to the west of Pennant Hills Road, across the road from Observatory Park

<table>
<thead>
<tr>
<th>Stakeholders impacted</th>
<th>Main impacts</th>
<th>Management strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residents of:</td>
<td>Traffic entering site and Pennant Hills Road</td>
<td>Door knock to ensure they are aware of who to call and construction timing</td>
</tr>
<tr>
<td>Killaloe Road</td>
<td>Air quality</td>
<td>Measures in place to manage impacts early – temporary noise barriers, dust suppression measures</td>
</tr>
<tr>
<td>Wilson Road</td>
<td>Access to Pennant Hills Road</td>
<td>Close cooperation during peak periods of work</td>
</tr>
<tr>
<td>Users of Observatory Park</td>
<td>Dust/noise</td>
<td>Tool box talks</td>
</tr>
<tr>
<td>Students/teachers and parents of Mt St Benedict College</td>
<td>Parking, noise, litter by workers</td>
<td>Consultation regarding boundary screening for site compounds</td>
</tr>
<tr>
<td></td>
<td>Changes to footpath</td>
<td>Briefings and communication materials to the school for dissemination to teachers, parents and students</td>
</tr>
<tr>
<td></td>
<td>Pedestrian safety</td>
<td>Community notifications and newsletters</td>
</tr>
<tr>
<td></td>
<td>Possible asbestos during removal of building structures</td>
<td></td>
</tr>
</tbody>
</table>

(source AFMP)
6.6. Junction Road Compound

Located to the east of Pennant Hills Road, between Pennant Hills and Coonanbarra Road

<table>
<thead>
<tr>
<th>Stakeholders impacted</th>
<th>Main impacts</th>
<th>Management strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residents of:</td>
<td>Traffic</td>
<td>Door knock to ensure they are aware of who to call and timing of construction</td>
</tr>
<tr>
<td></td>
<td>Access</td>
<td>Liaison with councils and bushcare groups to identify strategies to manage impacts on Sydney Turpentine Ironbark Forest</td>
</tr>
<tr>
<td></td>
<td>Dust/noise</td>
<td>Measures in place to manage impacts early – temporary noise barriers, dust suppression measures</td>
</tr>
<tr>
<td></td>
<td>Parking, noise, litter by workers</td>
<td>Close cooperation during peak periods of work</td>
</tr>
<tr>
<td></td>
<td>Removal of Sydney Turpentine Ironbark Forest</td>
<td>Tool box talks</td>
</tr>
<tr>
<td></td>
<td>Possible asbestos during removal of building structures</td>
<td>Consultation regarding boundary screening for site compounds</td>
</tr>
</tbody>
</table>

(source AFMP)
6.7. Trelawney Street/Loch Maree Avenue Tunnel Support Facility

Located east of Pennant Hills Road between Trelawney Street and Loch Maree Avenue

Stakeholders impacted

<table>
<thead>
<tr>
<th>Residents of:</th>
<th>Traffic</th>
<th>Management strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trelawney Street</td>
<td></td>
<td>Door knock to ensure they are aware of who to call and timing of construction</td>
</tr>
<tr>
<td>Loch Maree Avenue (including aged care facility – the Village Tree)</td>
<td>Air quality</td>
<td>Measures in place to manage impacts early – temporary noise barriers, dust suppression measures</td>
</tr>
<tr>
<td>Businesses on Pennant Hills Road including</td>
<td>Noise from substation</td>
<td>Close cooperation during peak periods of work</td>
</tr>
<tr>
<td>Chinese/Australian Baptist Church</td>
<td>Possible impact in emergencies in tunnel</td>
<td>Tool box talks</td>
</tr>
<tr>
<td>Ibis Hotel</td>
<td>Access to Pennant Hills Road</td>
<td>Consultation regarding boundary screening for site compounds</td>
</tr>
<tr>
<td>Kennards Hire</td>
<td>Dust/noise</td>
<td>Consultation with Hornsby Shire Council regarding parking</td>
</tr>
<tr>
<td>Pennant Hills Road users</td>
<td>Parking, noise, litter by workers</td>
<td>Community notifications and newsletters</td>
</tr>
</tbody>
</table>

Main impacts

- Traffic
- Air quality
- Noise from substation
- Possible impact in emergencies in tunnel
- Access to Pennant Hills Road
- Dust/noise
- Parking, noise, litter by workers
- Impacts on existing intersection of Loch Maree Avenue and Pennant Hills Road
- Possible asbestos during removal of building structures

(source AFMP)
## 6.8. Pearces Corner Site Compound

Located at the corner of Pennant Hills Road and the M1 Pacific Highway

### Stakeholders impacted
- Residents of:
  - Russell Avenue
  - Pennant Hills Road

### Main impacts
- Traffic
- Air quality
- Noise from substation
- Possible impact in emergencies in tunnel
- Access to Pennant Hills Road
- Dust/noise
- Parking, noise, litter by workers
- Impacts on existing intersection of Loch Maree Avenue and Pennant Hills Road
- Possible asbestos during removal of building structures

### Management strategies
- Door knock to ensure they are aware of who to call and timing of construction
- Measures in place to manage impacts early – temporary noise barriers, dust suppression measures
- Close cooperation during peak periods of work
- Tool box talks
- Consultation regarding boundary screening for site compounds
- Consultation with Hornsby Shire Council regarding parking
- Community notifications and newsletters
6.9. Mount Kuring-Gai Batching Plant

Located on Belmont Road at Mount Kuring-Gai industrial estate.

<table>
<thead>
<tr>
<th>Stakeholders impacted</th>
<th>Main impacts</th>
<th>Management strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residents of:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Gateway Estate (light industrial park)</td>
<td>Traffic Noise from traffic Dust/noise Parking, noise, litter by workers Impacts on existing intersection at Beaumont Road and Pacific Highway Possible asbestos during removal of building structures</td>
<td>Door knock/ notification drop to ensure they are aware of who to call and timing of construction Measures in place to manage impacts early – temporary noise barriers, dust suppression measures Close cooperation during peak periods of work Tool box talks Consultation with Hornsby Shire Council regarding parking Community notifications and newsletters</td>
</tr>
<tr>
<td>• Illoura Estate (around 250 properties)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Berowra residents</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Residents and businesses in Glenview Road, Farrier Place, Crawford Road and Nyara Road (around 60 properties).</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Businesses on Pennant Hills Road including</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Beaumont Road</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Businesses of Mount Kuring-Gai industrial estate</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
6.11. Hills M2 Motorway Integration

The integration of NorthConnex with the existing Hills M2 Motorway, timed so soon after the completion of the Hills M2 Motorway upgrade will present its own challenges.

There are also issues associated with Transurban fencing along this area and residents who have encroached outside their boundaries onto the motorway land.

Some residents, stakeholders and road users who have been impacted by the Hills M2 Motorway upgrade work may be suffering from construction fatigue. They may not be able to differentiate between the NorthConnex work near Pennant Hills Road and the M2 Integration work.

This work will impact residents and communities on the southern side of the Hills M2 Motorway, between Windsor Road and Pennant Hills Road.

Specific activities to be conducted are:

- closure of the bus lane on the Hills M2 Motorway between Windsor Road and Pennant Hills Road with traffic lanes being moved into the bus lane
- closure of cycle path
- changes to the configuration of the motorway in this section
- establishment of sites to conduct the work
- extensive night work to avoid disruption to traffic
- changes to noise wall and structures
- changes to bus stops at Oakes Road and Barclay Road.

Work started in August 2015 with the closure of bus lane in February 2016. Completion of the integration process is likely to take around 24 months.

Impacts during preparation and construction include:

- access for machinery and vehicles through residential streets and bushland
- extensive night work
- noise from construction
- relocation of bus stops and pedestrian access causing inconvenience to commuters and residents
- traffic impacts including reduction in speed limits
- impacts on cyclists with longer commutes
- impacts on residents who have just recovered from Hills M2 Motorway upgrade work
- acquisition of property
- condition surveys of property.

Site specific stakeholders, issues and strategies to manage the issues are identified below. Close co-operation with Hills M2 Motorway will be essential to making this part of the project a success.
6.11.1. Hills M2 Motorway Integration Sites

Darling Mills Creek construction compound (located in proximity to Darling Mills Creek on Hills M2 Motorway)

<table>
<thead>
<tr>
<th>Stakeholders impacted</th>
<th>Main impacts</th>
<th>Management strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hills M2 Motorway</td>
<td>Traffic</td>
<td>Close liaison and information</td>
</tr>
<tr>
<td>Motorists on Hills M2 Motorway</td>
<td>Noise</td>
<td>Liaison with bus companies</td>
</tr>
<tr>
<td>Residents of Ventura Road</td>
<td>Increase in movements of vehicles not seen before on quiet residential streets</td>
<td>Liaison with taxi companies</td>
</tr>
<tr>
<td>Residents of Dremedy Street</td>
<td>Disruptions to bus services as a result of loss of bus lane</td>
<td>Liaison with Bicycle North, Bicycle NSW and Camwest</td>
</tr>
<tr>
<td>Residents of Russell Street</td>
<td>Fatigue from construction</td>
<td>Information through Transport Management Centre</td>
</tr>
<tr>
<td>Bus users of Hills M2 Motorway</td>
<td>Extensive night works</td>
<td>Door knocking to establish close relationship with residents</td>
</tr>
<tr>
<td>Bus and Taxi operators</td>
<td>Disruption to cycling tracks</td>
<td>Ensure parking and littering is not a source of nuisance to residents</td>
</tr>
<tr>
<td>Cyclists and pedestrian</td>
<td>Disruption to pedestrians</td>
<td>Provide regular information to road users through VMS, and information through associations</td>
</tr>
<tr>
<td>Bidgigal Reserve walking track users – especially Murri-Yanna track</td>
<td>Closure of Murri-Yanna track</td>
<td>Dust and noise minimisation strategies</td>
</tr>
<tr>
<td>Bidgigal Park Trust</td>
<td>Out of hours deliveries, especially of large equipment</td>
<td>Out of hours deliveries of equipment</td>
</tr>
<tr>
<td>Excelsior Park Bushland Society</td>
<td>Possible disruption to Bidgigal Reserve walking tracks</td>
<td>Relocation as required as per the Project Respite and Alternative Accommodation Policy</td>
</tr>
</tbody>
</table>

(subject to approval)
Barclay Road construction compound (Located between M2 and Perry Street)

**Stakeholders impacted**
- Residents of:
  - Barclay Road
  - Perry Street
  - Muirfield Golf Course
  - Hills M2 Motorway
  - Bus users of M2
  - Bus and Taxi operators
  - Users of bus stops
  - Pedestrians
  - Cyclists

**Main impacts**
- Traffic
- Dust
- Noise
- Litter
- Parking
- Impact on business
- Extensive night works
- Disruption to cycling tracks

**Management strategies**
- Door knock to ensure they are aware of who to call and construction timing
- Measures in place to manage impacts early – temporary noise barriers, dust suppression measures, signage
- Close cooperation during peak periods of work
- Resident meetings
- Tool box talks
- Relocation as required as per the Project Respite and Alternative Accommodation Policy
- Consultation regarding boundary screening for site compounds
- Liaison with Bicycle North, Bicycle NSW and Camwest

(subject to approval)
Community Communication Strategy

Yale Close Construction Compound (South of Hills M2 Motorway between Yale Close and Duncan Place)

(subject to approval)

<table>
<thead>
<tr>
<th>Stakeholders impacted</th>
<th>Main impacts</th>
<th>Management strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hills M2 Motorway</td>
<td>Traffic</td>
<td>Door knock to ensure they are aware of who to call</td>
</tr>
<tr>
<td>Residents of:</td>
<td>Dust</td>
<td>Measures in place to manage impacts early – temporary noise barriers, dust suppression measures</td>
</tr>
<tr>
<td>Yale Close</td>
<td>Noise</td>
<td>Close cooperation during peak periods of work</td>
</tr>
<tr>
<td>Duncan Place</td>
<td>Litter</td>
<td>Resident meetings</td>
</tr>
<tr>
<td>11 Baden Powell Place</td>
<td>Access via Duncan Place</td>
<td>Tool box talks</td>
</tr>
<tr>
<td>Motorists on Hills M2 Motorway</td>
<td></td>
<td>Possible relocation during night works for severely impacted residents in accordance with the Project respite and alternative accommodation policy</td>
</tr>
<tr>
<td>Bus and Taxi operators</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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## 7. Community Relations Team

### 7.1. Community Relations Protocols

LLBJV is responsible for the overall management and coordination of community information and involvement and will do this through the project Community Relations Team.

All community contacts are managed by the project Community Relations Team. All team members who come into contact with the community and stakeholders are to report contact to the Community Relations Team within 1 hour of the contact being made.

The Community Stakeholder Director is the designated complaints handling and community contact management representative for the project.

### 7.2. Community Relations Team

LLBJV’s community relations team will be responsible for overall management and coordination of community information and involvement. The Community and Stakeholder Director for LLBJV will ensure that NorthConnex Project Company and Roads and Maritime are informed of all community issues, consulted on all decisions affecting the local and wider community and invited to all community information sessions and site visits. (Refer to Section 10).

Public information and commitments to date for community information sessions including presentations, displays and site tours will not take place without prior approval of NorthConnex Project Company and Roads and Maritime.

A Community and Stakeholder Director or authorised delegate will be available to the project from the date of the deed until eight weeks after the Date of Construction Completion.

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

### Table 5: Community Relations Team Responsibilities

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Stakeholder Director (LLBJV)</td>
<td>• Overall management and coordination of community information and involvement</td>
</tr>
<tr>
<td></td>
<td>• Strategically approach communications for the project within corporate guidelines established by Roads and Maritime for design and construct projects (including the Roads and Maritime Services Editorial Style Guide (March 2015) and the Use of Social Media (November 2013))</td>
</tr>
<tr>
<td></td>
<td>• Develop positive working relationships between NorthConnex Project Company, Roads and Maritime Communications, community and other stakeholders</td>
</tr>
<tr>
<td></td>
<td>• Develop and oversee the delivery of a Community Communication Strategy which supports NorthConnex Project Company and Roads and Maritime goals and objectives</td>
</tr>
<tr>
<td></td>
<td>• Establish multiple points of contact for the community in the construction area including a display centre with appropriate community display material, information panels, information leaflets, access to technical reports, complaints handling, website access etc.</td>
</tr>
<tr>
<td></td>
<td>• Establish mobile display unit(s) for conducting community information sessions as required</td>
</tr>
<tr>
<td></td>
<td>• Manage the provision of information on the NorthConnex website in accordance with the Conditions of Approval, NorthConnex Project Company and Roads and Maritime requirements.</td>
</tr>
<tr>
<td></td>
<td>• Arrange for the transition and ongoing operation of the 24 hour 1800 telephone number for the construction period, including after hour’s answering service</td>
</tr>
<tr>
<td></td>
<td>• Take over and manage the web based Community Contact Database for use by the community relations team</td>
</tr>
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<td></td>
<td>• Implement an appropriate auditing system for all project communication activities and systems</td>
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<tr>
<td></td>
<td>• Process all media notifications through NorthConnex Project Company and Roads and Maritime approval procedures in a timely manner</td>
</tr>
<tr>
<td></td>
<td>• Co-ordinate preparation of all graphical and electronic community display material including display panels, community updates, letter box handouts, electronic community display materials etc.</td>
</tr>
<tr>
<td></td>
<td>• Establish distribution systems for community information</td>
</tr>
<tr>
<td></td>
<td>• Ensure community notifications are prepared and issued with accurate information and with all environmental approvals in place</td>
</tr>
<tr>
<td></td>
<td>• Develop potential opportunities to increase the profile of the project within requirements</td>
</tr>
<tr>
<td>Role</td>
<td>Responsibility</td>
</tr>
<tr>
<td>------</td>
<td>----------------</td>
</tr>
</tbody>
</table>
| **Act in accordance with the Roads and Maritime communication policy and procedures**<br>**Identify milestones and opportunities for promotion of the project in media**<br>**Keep up-to-date records on current landowner discussions with members of the Contractor’s staff**<br>**Responsible for complaints management, recording and escalation process.**<br>**Responsible for liaison with the ER on matters of community – especially complaints and escalation process.**<br>**Facilitate effective and proactive communication about the project and its benefits to the community and other stakeholders**<br>**Prepare and maintain accurate records on community relations issues**<br>**Prepare and assess for emerging issues and identify proactive solutions. Ensure the NorthConnex Project Company and Roads and Maritime are informed.**<br>**Analyse, investigate and follow up queries and issues referred by the community relations team to specified timeframes, as appropriate, developing action plans, monitoring progress and outcomes**<br>**Ensure the NorthConnex Project Company and Roads and Maritime are aware of issues as they arise and are involved in finding solutions to these issues**<br>**Report key findings/status/trends on a monthly basis evaluating the root cause of complaints across the projects to reduce or prevent recurrence of disturbance to the community**<br>**Coordinate and develop appropriate communication tools to convey project key messages honestly and in the most effective way for the target audience(s)**<br>**Assist the NorthConnex Project Company and Roads and Maritime with promotion of potential educational/training opportunities to tertiary and secondary students to learn about the project**<br>**Deliver on promises when made and negotiate if circumstances change**<br>**Have up-to-date information on planned traffic arrangements, including any temporary traffic switches and planned construction activities**<br>**Build and maintain productive external relationships to engage stakeholders and enable long term outcomes for NorthConnex Project Company and Roads and Maritime**<br>**Oversee the development of a communication program to develop strong positive external stakeholder relationships during project delivery**<br>**Create and maintain strong and effective relationships with project teams, clients, consultants, and other key stakeholders, as required**<br>**Coordinate the development and implementation of a regular program of stakeholder contacts/liaison meetings on issues that are relevant to the needs of the contractor to build a perception of trust, honesty and reliability through action**<br>**Ensure proper note taking and recording of all liaison meetings for community activities**<br>**Ensure the development and delivery of a systematic and user friendly complaints management system, which effectively deals with complaints**<br>**Implement an appropriate audit system for complaints handling procedures**<br>The Community Relations and Stakeholder Manager will work closely with other areas within the JV, especially on communicating about:<br>- Planned traffic arrangements, including any temporary traffic switches,<br>- Planned construction activities; and<br>- Current landowner discussions with members of LLBJV’s staff.<br>**Implement an appropriate audit system for complaints handling procedures**<br>The Community Relations and Stakeholder Manager will work closely with the NorthConnex Project Company Stakeholder Manager and Roads and Maritime Communications Team to ensure that there is positive perception in the community about the project and how impacts and communications have been managed. | **Community Relations Manager (LLBJV)**<br>**Be an active participant of the community relations team**<br>**Undertake all activities in a cooperative and informative manner with the NorthConnex Project Company and Roads and Maritime representatives and LLBJV Community Relations and Stakeholder Manager to ensure delivery of an integrated community engagement strategy**<br>**Respond to community enquires and complaints about the project in a timely manner utilising the agreed system and ensure the system is monitored and updated**<br>**Proactive engagement with members of the community impacted by the project to build positive working relationships**<br>**Timely escalation of potential stakeholder issues to the LLBJV Community Relations and Stakeholder Manager**
<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Draft notifications and project manage flow through the approvals process including liaison with construction staff, NorthConnex Project Company, Roads and Maritime and designers</td>
<td></td>
</tr>
<tr>
<td>• Prepare notifications to the community of project activities</td>
<td></td>
</tr>
<tr>
<td>• Answer 24 hour toll-free information line (1800 997 057)</td>
<td></td>
</tr>
<tr>
<td>• Be available to attend the Project Display Centre on a rostered basis</td>
<td></td>
</tr>
<tr>
<td>• Assist the LLBJV Community Relations and Stakeholder Manager with information material for the project display centre</td>
<td></td>
</tr>
<tr>
<td>• Coordinate production of information for the web site with internal stakeholders and designer, including gaining internal and external approvals</td>
<td></td>
</tr>
<tr>
<td>• Assist with coordination of community updates</td>
<td></td>
</tr>
<tr>
<td>• Organise, manage and attend community displays as required to update local communities about the project</td>
<td></td>
</tr>
<tr>
<td>• Draft advertising material and project manage through approvals and production process</td>
<td></td>
</tr>
<tr>
<td>• Proof read media and internal documents before publication</td>
<td></td>
</tr>
<tr>
<td>• Plan and project manage community events</td>
<td></td>
</tr>
<tr>
<td>• Promote project’s involvement in community events internally and externally</td>
<td></td>
</tr>
<tr>
<td>• Draft editorials and advertisements for the local media for NorthConnex Project Company and Roads and Maritime approval (no direct media contact)</td>
<td></td>
</tr>
<tr>
<td>• Research opportunities for sponsorship of local interests</td>
<td></td>
</tr>
<tr>
<td>• Host external stakeholders and community groups visiting the project, as approved by NorthConnex Project Company and Roads and Maritime</td>
<td></td>
</tr>
<tr>
<td>• Attend community events and support displays on behalf of project</td>
<td></td>
</tr>
<tr>
<td>• Develop materials and participate in a program of toolbox meetings</td>
<td></td>
</tr>
</tbody>
</table>

| Roads and Maritime Communications Team | • Will work together with the LLBJV CRT to ensure accurate information is provided to members of the community, media and elected representative inquiries are handled promptly and crisis communications processes followed (See Section 10) |

| NorthConnex Project Company – Stakeholder and Communications Manager and Senior Communications Advisor | • Will work with the CRT to ensure that project communication material is approved in a timely manner and issues which relate to communications outside the LLBJV scope are addressed. (See Section 10) |

| Environmental Representative | While the ER is independent of the construction community relations team, the ER is available to the team to assist in the resolution of complaints. |

| • The ER will be consulted in responding to the community concerning the environmental performance of NorthConnex where the resolution of points of conflict between the Proponent and the community is required. |
| • The ER will receive all community notifications for information (Sec 5.4). |
| • The ER will be involved as appropriate as per the complaint escalation process (Figure 2, Sec 9.6) |

### 7.3. Community Relations Team Contact Details

A Community Relations team including a Community and Stakeholder Director and support staff will be based in a location convenient for the project.

A permanent display centre will be opened to the public and staffed by LLBJV Monday to Friday from 9am to 5pm or as otherwise agreed with Roads and Maritime and NorthConnex Project Company. Signage directing visitors to the display centre will be installed. The display centre will be accessible and conveniently located for members of the public.

To maximise the numbers of people the project can reach, a program of mobile display of ‘pop-up information sessions’ has been established. These displays take the project to key high traffic locations and enable the community to ask questions from a range of project representatives from safety, environment, engineering and communications. These displays are held at school fetes, fairs, festivals and at coffee shops along the alignment. They are well received and attract comparatively high numbers of visitors compared to the Display Centre.
A toll-free information line has also been established (1800 997 057) to ensure that a representative from the project team is contactable. This toll-free line will operate on a 24-hour, seven days a week basis when major construction starts.

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

7.4. Internal Communications

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

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

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

- upcoming construction activities;
- current and/or potential community impacts and/or issues;
- proposed management and mitigation of community impacts/issues; and
- any potential marketing opportunities which will allow the project to be positively positioned.

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

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

7.5. Community Relations Awareness Training

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

Key elements of the induction training include:

- outline of community involvement behaviours and obligations
- site specific stakeholder concerns and levels of interaction
- free call community contact telephone line
- community enquiry and complaints management system
- interface with the public and media (no comment to media)
- issues management procedures.

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

- trained on how to respond to community queries
- aware of and abide by the requirements for the release of information detailed in the Conditions of Approval and as required by Roads and Maritime and NorthConnex Project Company
• advise on the identity of the community within which they are working
• advise on the driver Code of Conduct to minimise truck and haulage related complaints.

The records of personnel training and induction in community obligations will be provided within LLBJV’s monthly progress reports.
8. Communication Management

8.1. Communication Tools

A range of communication tools will be used to inform and engage the community and other stakeholder about the project as work proceeds. All of the tools used through the duration of the project will comply with the requirements of the NSW State Government and Roads and Maritime Services guidelines and policies including:

- Privacy and Personal Information Protection Act 1998 (NSW);
- Government Information (Public Access) Act 2009 (NSW);
- NSW (Government) Advertising Handbook;
- Transport for NSW - Use of Social Media Policy, November 2013
- Roads and Maritime Services Community Engagement and Communications - A Resource Manual for Staff, October 2012;
- Roads and Maritime Services Editorial Style Guide (March 2014);
- Roads and Maritime Services Project Communications Templates;
- NSW Government Social Media Policy and Guidelines and Roads and Maritime Services Social Media Fact Sheet; and

Table below provides an overview of the tools to be used, frequency and timing, the audience and specific requirements of each tool.

Table 6: Communication Tools

<table>
<thead>
<tr>
<th>Tool</th>
<th>Description</th>
<th>Audience</th>
<th>Frequency /Timing</th>
<th>Tool Specifications</th>
</tr>
</thead>
</table>
| 24-Hour Toll Free Information Line | A 24-hour toll free information will be the main point of contact between the community and the project team. The number is 1800 997 057. The 1800 is managed by a contracted call centre. The caller’s enquiry is answered immediately where possible. If the enquiry cannot be answered the caller is asked if it is urgent. If urgent the call is forwarded to the CRT. If not urgent an email is sent to the enquiries email | All community members and stakeholders identified in this plan | Ongoing and to be maintained for the period from eight weeks after the date of the deed until eight weeks after the Date of Construction Completion | - The phone number will be included on all project communication material  
- All calls received will be recorded in the Community Contacts Database  
- Details of the call will be included against caller names (if provided), including contact details and a description of the nature of the call  
- Staff responsible for answering calls on the line will be properly trained on ‘etiquette’ for speaking with stakeholders |
## Community Communication Strategy

<table>
<thead>
<tr>
<th>Tool</th>
<th>Description</th>
<th>Audience</th>
<th>Frequency /Timing</th>
<th>Tool Specifications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertisements</td>
<td>At commencement of construction giving details of how to contact project team</td>
<td>General community</td>
<td>Prior to start of construction advertisements will be placed in papers informing of start of construction and providing contact details.</td>
<td>• In local papers</td>
</tr>
<tr>
<td>Advertisements (traffic changes)</td>
<td>Advertisements with details of detours, traffic disruptions or control and work outside the working hours contained in the Environmental documents.</td>
<td>• All road users including trucking, freight industry, public transport operators, emergency services • Motorists • Cyclists • Pedestrians</td>
<td>As required to coincide with traffic disruptions</td>
<td>• The advertisement to contain details of disruptions, timing, beginning and end, alternative routes • Graphically presented, if appropriate • A contact number for the project team</td>
</tr>
<tr>
<td>Advertisements (construction activity)</td>
<td>Advertisements with details of: • Upcoming works for three months • Areas of work • Hours of operation • Project contacts</td>
<td>• Local community • Directly affected residents and businesses • Motorists • Cyclists • Pedestrians</td>
<td>Every three months</td>
<td>• Media to include as required: Sydney Morning Herald, Daily Telegraph, The North Shore Times, Northern District Times, Newcastle Herald, Coast Community News, Central Coast Express Advocate, Bush Telegraph, Hornsby Advocate, Hills Shire Times, Hills News and relevant community language papers as appropriate</td>
</tr>
<tr>
<td>Community Contacts Database</td>
<td>Consultation Manager approved Community Contact Database for NorthConnex</td>
<td>• Project team • NorthConnex Project Company • Roads and Maritime</td>
<td>Ongoing for duration of the project</td>
<td>• Correspondence details will be entered into the database within 24 business hours of receipt. Actions resulting from the correspondence will be recorded in this system and an outstanding actions report used to track and ensure actions are responded to within committed timeframes • Registers will be provided at the display centre, any staffed or public display locations and on the project website to enable the community to be included on the database. • All landowners adjacent to the project works and key stakeholders will be included on the database • The database will be regularly updated from the registers at the display centres, staffed or public display locations and on the website as well as representations received from the community • The database will be used to record community representations with response to all representations within 5 business days. • A monthly report will be provided to NorthConnex Project Company and Roads and Maritime on all correspondence.</td>
</tr>
<tr>
<td>Tool</td>
<td>Description</td>
<td>Audience</td>
<td>Frequency /Timing</td>
<td>Tool Specifications</td>
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<td>----------------------</td>
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<td>--------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Display centre</td>
<td>Display centre established 12 weeks prior to construction.</td>
<td>Wider community</td>
<td>Display Centre to be open at least 12 weeks prior to start of construction.</td>
<td>Display centre contents: Visitor’s book, Up to date maps, Access information – including temporary traffic arrangements, Urban and landscape treatments, Significant structures, Tunnel and ventilation system including safety features, Water quality treatment, Noise and retaining walls, Headlight screens, Community involvement activities, Environment and cultural features, Video and photographic library, Display centre model, Contact details, Staffing by community relations staff</td>
</tr>
<tr>
<td></td>
<td>Display centre located at 118 Yarrara Road, Pennant Hills open Monday to Friday 9 am to 5 pm</td>
<td></td>
<td>Ongoing for duration of project and eight weeks after completion</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Opening times (as advertised)</td>
<td></td>
</tr>
<tr>
<td>Public Displays</td>
<td>Public displays that will provide a forum to obtain updated information about the project. Representatives from the project team will be available to speak with individuals. Locations will be determined as per the nature of the display and impacts.</td>
<td>Local community, Residents and businesses</td>
<td>At least fortnightly</td>
<td>Pop up information displays held at local coffee shops and shopping centres Mobile displays held at fetes, fairs, shows and shopping centres Clear and easy to understand display material, relevant to the subject matter including fact sheets, newsletters, banners and maps</td>
</tr>
<tr>
<td>Community Involvement Groups</td>
<td>Community Involvement Groups are made up of residents and other key stakeholders. The project has two groups one for the southern works and one for the northern works. Issues to be discussed at these groups may relate to but are not to be limited to the following: Operational noise and vibration mitigation and management, Urban and landscape design, Flooding, Signage; or Project design in a specific area.</td>
<td>As identified through the course of construction</td>
<td>Every three months, unless agreed otherwise</td>
<td>The Community Involvement Groups has been established for the duration of the project Appendix A CIG criteria and selection and CIG meeting protocol</td>
</tr>
<tr>
<td>Public forums</td>
<td>LLBJV will bring together public forums if required on specific issues.</td>
<td>As identified</td>
<td>As required</td>
<td>Forums will be held to address specific issues as they arise and will help to gather community feedback, provide community information on these issues.</td>
</tr>
<tr>
<td>Tool</td>
<td>Description</td>
<td>Audience</td>
<td>Frequency /Timing</td>
<td>Tool Specifications</td>
</tr>
<tr>
<td>--------------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>AQCCC</td>
<td>The NorthConnex Project Company will establish an AQCCC three months prior to finalisation of detailed design to be comprised of: 1. two representatives from the NorthConnex Project Company and/or Transurban, 2. one representative from each of the relevant Councils, and 3. three representatives from the local community</td>
<td></td>
<td>Meet at least four times a year</td>
<td>The AQCCC will be chaired by an independent party and will review and provide advice on the location of the community based monitoring stations, operation environmental management plans and other operation stage documents, compliance tracking reporting, audit reports, or complaints; and Provide advice on the dissemination of monitoring results and other information on air quality issues.</td>
</tr>
<tr>
<td>Community updates</td>
<td>Community updates will be prepared in the form of newsletters to keep the community up-to-date with construction milestones. These will be printed and distributed to a catchment area impacted by the work – as a minimum in streets immediately adjacent to construction compounds. Copies of these will be made available on the website in a web accessible format. Stakeholders will be able to register to be included on a distribution list via the website, mail out or feedback form</td>
<td>All community members on the community contacts database All relevant authorities Available at the display centre and staffed public display points Website Displayed on any community noticeboards</td>
<td>As required but at minimum for each major construction milestone including: Commencement of Construction, Opening of the Works to traffic.</td>
<td>The style will be agreed with before commencement of production The updates could include but are not limited to: the status, construction progress, upcoming construction stages, environmental management initiatives and community involvement achievements associated with the LLBJV’s Work, the Project Works and the Temporary Works The community updates will include details on sources of other information associated with the LLBJV’s Work, the Project Works and the Temporary Works, including project display locations and website details Community updates will contain contact details, including 24-hour and business hours contact details for the LLBJV construction team, including phone numbers, return addresses and other requirements from NorthConnex Project Company and Roads and Maritime Community updates will contain information about how community members can obtain translation services.</td>
</tr>
<tr>
<td>Complaints</td>
<td>To record complaints and responses received in relation to the project.</td>
<td>Wider Community Project Team (LLBJV, NorthConnex Project Company and Roads and Maritime)</td>
<td>As required</td>
<td>Details about the Complaints Management System can be found in Section 9 Complaints Management Process</td>
</tr>
<tr>
<td>Tool</td>
<td>Description</td>
<td>Audience</td>
<td>Frequency / Timing</td>
<td>Tool Specifications</td>
</tr>
<tr>
<td>------------------------------</td>
<td>------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| Consultation Manager database | To record all community contact, including database of community who has interacted with the project during:  
  - Hills M2 work  
  - EIS stage                                                                                                                                      | • Community Relations Team  
  • Project Team (LLBJV, NorthConnex project team and Roads and Maritime)  
  • Transurban  
  • Hills M2                                                                                                                                     | Upon start of project                                                                                                  | • Consultation Manager database for the project – online database with access for all community relations staff.                                                                                          |
| Consultation Survey          | A survey that asks specific questions to the community about how they wish to be consulted.                                                                                                             | • Existing contacts in the Community Contacts Database  
  • Residents and businesses within 750 metres of construction sites                                                                 | 4 weeks prior to actual construction                                                                 | • Survey to ask specific questions to identify the preferred method of consultation and issues that are of interest to the community                                                                   |
| Doorknocks                   | The community relations team will doorknock directly affected property owners in close proximity to construction sites and those who are impacted by property adjustment. | • Directly affected residents and businesses                                                                                                                                     | Doorknocks are required prior to an activity which is likely to impact the property owner. Doorknocks would also be employed as required to obtain feedback from property owners after an activity. | • Doorknocks and feedback recorded in Consultation Manager.  
  • Areas to be doorknocked to be provided in advance to NorthConnex Project Company                                                                                                                   |
| Email                        | Email contact details will be established where appropriate and email notifications will be used to inform those directly affected by any changes that may impact on individual properties, residents and businesses, such as traffic disruptions, construction of temporary detours and work required outside normal working hours | All                                                                                                                    | Ongoing for the duration of the project                                                                 | • All email enquiries will be responded to within 10 business days and email complaints received during working hours acknowledge within 8 hours, or if received out-of-hour’s on the next business day  
  • All email correspondence will be recorded in the Community Contacts Database  
  • All complaints received will be acknowledged within 8 working hours. If an email complaint is received out-of-hours it will be acknowledged during the next business day                                                                 |
| Feedback Forms               | Forms that allow the community to provide feedback on the project                                                                                                                                              | All                                                                                                                    | As required                                                                                              | • Reply paid feedback forms will be provided at the displays including the permanent display centre.  
  • Electronic feedback can be provided through the project website                                                                                                                                     |
| Mailbox                      | Letter box to receive postal mail  
  Locked Bag 928  
  North Sydney 2059                                                                                                                                       | All                                                                                                                    | Ongoing for the duration of the project                                                                 | • A letterbox set up for the project at start of project.                                                                                                                                                  |
## Community Communication Strategy

<table>
<thead>
<tr>
<th>Tool</th>
<th>Description</th>
<th>Audience</th>
<th>Frequency /Timing</th>
<th>Tool Specifications</th>
</tr>
</thead>
</table>
| **Media Release** | Media releases containing information about relevant milestones including start of construction, road openings and initiatives that build the good reputation of the project | All | At commencement of project. At major milestones On identification of newsworthy stories | • Media releases may only be issued by NorthConnex Project Company, Roads and Maritime or the Minister’s office  
• LLBJV will give NorthConnex Project Company and Roads and Maritime at least eight weeks written notice of the date for commencement of Construction and at least eight weeks written notice of the date of opening of the Works or any stage of the Works and Local Road Works to traffic, to enable NorthConnex Project Company and Roads and Maritime to organise any associated official media/community events  
• Other opportunities for media events, including the achievement of other project milestones and the opening of Local Roads to traffic will be discussed at meetings with NorthConnex Project Company/ Roads and Maritime at least four weeks prior to the expected event |
| **Traffic Alert** Media Alert | Information in support of major traffic changes | All | As required in relation to construction progress | • Traffic Alert for major changes in the network for RMS to issue  
• Media Alert for major changes in the network for RMS to issue |
| **Photographic and video material** | LLBJV will keep a photographic record of the project | Wider community | Minimum every three months | • The images will be used both for public information such as Community Updates and Letterbox Notifications and the website, as well as a record of the work  
• LLBJV will take and provide NorthConnex Project Company and Roads and Maritime with quarterly photographs of the progress of the work including temporary works. The photographs will be of a professional quality (minimum 300dpi) suitable for NorthConnex Project Company and Roads and Maritime and LLBJV use in publications, project communications and promotions of a broader nature and for enlargement to use in community display materials  
• Any other visual media that may be required such as 3D visualisation or time lapse photography will only be undertaken by a company on Roads and Maritime Services Visual Panel |
| **Letterbox Notifications** | Letterbox notifications will be used to inform those directly affected by any changes that may impact on individual properties, residents and businesses | Nearby and potentially affected residents within 750m radius of the project works  
• Community members registered in Community Contacts Database.  
• Other community members assessed as being potentially affected by the activities described in the notification | As required but will occur five Business Days prior to the proposed activity described in the leaflets | • Double sided letters in black and white or colour with detail about what is happening and/or changes, in plain English, supported by maps and drawings as required.  
• Will be submitted to NorthConnex Project Company Roads and Maritime ten business days prior to intended distribution. |
<table>
<thead>
<tr>
<th>Tool</th>
<th>Description</th>
<th>Audience</th>
<th>Frequency /Timing</th>
<th>Tool Specifications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project opening</td>
<td>Media and activities related to the completion of the project</td>
<td>Roads and Maritime</td>
<td>Ongoing for duration of project</td>
<td>LLBJV will plan for and provide resources for an event of some form to mark the opening of the works to traffic. NorthConnex Project Company and Roads and Maritime will organise any events associated with opening the works to traffic. LLBJV will not announce the proposed opening of the work or any stage of the works of local road works without the approval of NorthConnex Project Company and Roads and Maritime</td>
</tr>
<tr>
<td>Public Displays</td>
<td>Limited duration public displays in venues to be confirmed as required.</td>
<td>• Local community</td>
<td>The displays will be held when significant milestones are achieved and if significant changes occur in the design or construction of the Project Works or Temporary Works or any aspect of LLBJV’s work</td>
<td>The displays must be designed to update and inform the local community of the status of the Contractor’s Work and to describe significant events or changes in relation to the Contractor’s Work</td>
</tr>
<tr>
<td>Site Tours</td>
<td>The community relations team will organise public site visits subject to availability of staff and the work that is underway on the project at the time.</td>
<td>• Wider community</td>
<td>As requested by NorthConnex Project Company/ Roads and Maritime</td>
<td>Site tours will be subject to approval by NorthConnex Project Company/ Roads and Maritime. LLBJV will give reasonable access to visitors at reasonable times. Site tours will at all times be accompanied by representatives of NorthConnex Project Company/ Roads and Maritime or other persons authorised in writing by NorthConnex Project Company and Roads and Maritime. A visitor safety plan will be developed and implemented, including consideration of the requirements for site inductions and protective clothing. LLBJV will provide protective clothing, sunscreen and water refreshment for visitors. Tour guides will have knowledge of the location of nearest first aid facilities.</td>
</tr>
<tr>
<td>SMS</td>
<td>SMS may be used to advise stakeholders of changes to traffic conditions</td>
<td>• Key media, local businesses, motorists and residents</td>
<td>As required</td>
<td>The Community Relations team will send out notifications via email or SMS to advise stakeholders of specific impacts such as changed traffic conditions, night work and new construction activities as required.</td>
</tr>
<tr>
<td>Stakeholder Briefings</td>
<td>Key stakeholders, including local councils, and sensitive receivers, would be given the opportunity to receive briefings on the project and its potential impacts.</td>
<td>• Local, State and Federal Government • Regulatory authorities • Community action groups • Business groups</td>
<td>• Commencement of project • Key milestones • As programmed (councils, regulatory authorities)</td>
<td>The exact nature of these briefings would be developed in consultation with NorthConnex Project Company and Roads and Maritime. LLBJV will ensure that Member of Parliament briefings are only undertaken by NorthConnex Project Company and Roads and Maritime</td>
</tr>
<tr>
<td>Stakeholder and Resident Meetings</td>
<td>One on one meetings with nearby property owners, landholders and interested stakeholders that are either requested by the stakeholder or requested by the project team.</td>
<td>• Nearby property owners and the wider community as requested.</td>
<td>As required</td>
<td>Meeting notes will kept on Consultation Manager</td>
</tr>
</tbody>
</table>

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## Variable Message Signs

A variable message sign/s will be used as required as a static communication tool to keep the community informed about construction activities including, but not limited to changes to traffic and construction activities.

- **Audience:** Road users, Wider communities
- **Frequency / Timing:** As required
- **Tool Specifications:** Variable Message Sign wording to be agreed to by NorthConnex Project Company and Roads and Maritime

## Website

The existing project website will be used to assist in disseminating community information, receiving feedback and providing generic response to common enquiries.

- **Audience:** Wider community
- **Frequency / Timing:** As it becomes publicly available

**Tool Specifications:**
- LLBJV will maintain the website and pass on to NorthConnex Project Company or representative 8 weeks after project completion.
- LLBJV will review and provide updated material for the website which as a minimum will contain (as required by MCoA):
  - information on the current implementation status of the SSI;
  - a copy of the documents listed in condition A2 of the MCoA, and any documentation supporting modifications to this approval that may be granted from time to time;
  - a copy of this approval and any future modification to this approval;
  - a copy of each relevant environmental approval, licence or permit required and obtained in relation to the SSI;
  - a copy of each current report, plan, or other document required under this approval;
  - the outcomes of compliance tracking in accordance with condition A 13 of this approval; and
  - details of contact point(s) to which community complaints and enquiries may be directed, including a telephone number, a postal address and an email address.
9. Complaints Management System

9.1. Purpose

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

- receiving complaints and enquiries;
- responding to complaints and enquiries;
- escalation;
- recording complaints; and
- reporting.

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

9.2. Responsibilities

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

The Community Relations and Stakeholder Manager is the designated complaints handling management representative for the project.

Table 7: Responsibilities for Complaints

<table>
<thead>
<tr>
<th>Roles</th>
<th>Responsibility</th>
</tr>
</thead>
</table>
| LLBJV Community Relations Team     | - Manage the 24 hour community information line and answer all phone calls to the community information line within construction hours, including when working out-of-hours.  
- Provide a message service for calls received outside of construction hours.  
- Develop and implement procedure for managing and resolving stakeholder and community complaints directed to the NorthConnex LLBJV team.  
- Investigate and determine the source of a complaint immediately, including an immediate call to the complainant (when received by phone).  
- Provide an initial response to all complaints within 24 hours (where a phone number is provided) from the time of the complaint unless the enquirer agrees otherwise.  
- Provide an initial written response to email complaints within 24 hours (or during the next business day if received out-of-hours) and provided within 7 business days, if the complaint cannot be resolved in the initial contact.  
- Keep the complainant informed of the process until the complaint is resolved.  
- Close out complaints within agreed timeframe (with complainant).  
- Escalate complaints in accordance with the Complaints Management Procedure.  
- Inform Roads and Maritime and NorthConnex Project Company of complaint as required.  
- Record all complaints on the Community Contact Database (Consultation Manager) in accordance within 24 hours. |

9.3. Receiving Complaints

The project team has established the following tools for receiving complaints from the community. At a minimum, the project’s telephone number, the postal address and the email address will be published on the website and all publications distributed to members of the community. Contact details will be available at construction sites.
### Table 8  Community Contact Tools

<table>
<thead>
<tr>
<th>Tools</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community information line</td>
<td>The number allows stakeholders to have access to the project team 24-hours.</td>
</tr>
<tr>
<td>Community email address</td>
<td>The email address allows stakeholders to have access to the project team.</td>
</tr>
<tr>
<td>Community inductions for workforce</td>
<td>Ensure complaints are referred to the community team in a timely manner – whether received on the work site or at any project location.</td>
</tr>
<tr>
<td>Community Post Box</td>
<td>This postal address allows stakeholders to have access to the project team through traditional mail.</td>
</tr>
<tr>
<td>Project website</td>
<td><a href="http://www.northconnex.com.au">www.northconnex.com.au</a></td>
</tr>
<tr>
<td>Community Information Centre</td>
<td>118 Yarrara Road Pennant Hills</td>
</tr>
</tbody>
</table>

#### 9.4. Description of Complaints and resolution

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

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

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

#### 9.5. Dealing with Complaints

All complaints received will be acknowledged within eight working hours.

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

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

#### 9.6. Escalating complaints

If a complaint is not resolved in accordance with the standard complaint process 9) Refer Figure 2) the complainant will be advised of the opportunity of seeking independent mediation. The independent mediator will be sourced from a professional panel and the complainant advised. LLBJV representatives will attend the mediation and pay for the services of the mediator.
Figure 2: Managing complaints

### Complaints process

**Complaint received by CR team**
- Initial response within agreed timeframe or within licence conditions

**Operational issue/M2 issue**
- NorthConnex Project Company
  - Can be resolved in agreed timeframe
  - Initial response within agreed timeframe
  - Escalation 1
    - Assess risk and advise NCX Project Company, RMS
      - Yes
        - Resolved
        - Record/Respond within 7 days
      - No
        - Unresolved
        - Project Director

**Wider roads issues**
- LLBJV
  - Can be resolved in agreed timeframe
  - Initial response within agreed timeframe
  - Escalation 2
    - Assess risk and advise NCX Project Company, RMS
      - Yes
        - Resolved
        - Record/Respond within 7 days
      - No
        - Unresolved
        - Project Director

- Roads and Maritime Services
  - Information to be sent on daily basis as required to ER, NCX Project Company, RMS, and EPA
  - Escalation 3
    - Resolved
    - Record/Respond within 7 days
    - Yes
    - ER
    - No
    - Escalated for mediation

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

An initial response is an initial verbal discussion with the complainant. If at any time the complaint could result in media or Ministerial interest or community protest, the Client’s Representative and RMS will be advised.
9.7. Recording Complaints

Consultation Manager

All complaints will be recorded in Consultation Manager. This is necessary to enable management of the complaint and monitoring of response times.

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

- date, time and nature of complaint
- type of communication (telephone, letter, meeting, etc.)
- name, address and contact number of complainant
- nature of the complaint
- action taken in response, including follow up contact with the complainant
- details of whether resolution was reached
- details of whether mediation was required or used
- any monitoring to confirm that the complaint has been satisfactorily resolved.

9.8. Reporting on Complaints & Representations

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

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

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

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

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

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

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

The community relations team will submit drafts of the proposed content and format of publications and other external communication to NorthConnex Project Company for review and approval, along with the reason it is required and the timing and extent of distribution (section 5.4). The NorthConnex Project Company will coordinate approvals with Roads and Maritime, and the Ministers Office on behalf of LLBJV. Both NorthConnex
Community Communication Strategy

Project Company and Roads and Maritime will require time to review the documentation before authorising it for public release.

All communications materials involving Hills M2 integration work or in any way impacting on the Hills M2 Motorway will require approval by the Hills M2.

The required approval times are outlined in the following table:

Table 9: Roads and Maritime Services /NorthConnex Project Company approval times

<table>
<thead>
<tr>
<th>Communication activity</th>
<th>Timeframe for Roads and Maritime Services approval</th>
<th>Notification requirements prior to work commencing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leaflets/letterbox drops</td>
<td>Submit no less than 10 Business Days prior to distribution.</td>
<td>Five Business Days prior to activity. Distribute within 750 m radius, or agreed lesser distance, of activity.</td>
</tr>
<tr>
<td>Community update newsletters</td>
<td>Submit text and pictures four weeks prior to proposed print date.</td>
<td>Five Business Days prior to activity or as agreed with Roads and Maritime Services.</td>
</tr>
<tr>
<td>Display material</td>
<td>Submit text and pictures eight weeks prior to proposed print date.</td>
<td>n/a</td>
</tr>
<tr>
<td>Community information sessions</td>
<td>Submit presentation Five Business Days prior to information session</td>
<td>Five Business Days before information session.</td>
</tr>
<tr>
<td>Advertisements - traffic</td>
<td>Submit no less than 10 Business Days prior to proposed publication or broadcast date.</td>
<td>Five Business Days prior to activity.</td>
</tr>
<tr>
<td>Advertisements - project</td>
<td>Submit no less than 21 days prior to proposed advertisement date.</td>
<td>Five Business Days prior to activity or as agreed with Roads and Maritime Services.</td>
</tr>
<tr>
<td>Website content</td>
<td>At least 15 Business Days prior to upload date (all content including photos).</td>
<td>Update as needed (minimum monthly).</td>
</tr>
<tr>
<td>Media/community events</td>
<td>Provide NorthConnex Project Company and Roads and Maritime Services with eight weeks written notice of construction commencement and date of opening of any stage of the work (including local roads). Provide Roads and Maritime Services with monthly forecast of predicted milestones.</td>
<td>n/a</td>
</tr>
<tr>
<td>Weekly traffic update</td>
<td>Submit five Business Days prior to planned distribution date.</td>
<td>Issue weekly.</td>
</tr>
<tr>
<td>Site tours</td>
<td>Approval required. Timeframe not specified.</td>
<td>n/a</td>
</tr>
<tr>
<td>Survey</td>
<td>Submit 15 Business Days prior to distribution date.</td>
<td>Initial survey on preferred consultation methods required before construction starts.</td>
</tr>
</tbody>
</table>

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

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

LLBJV will ensure that NorthConnex Project Company and Roads and Maritime will be informed of all community issues, consulted on all decisions affecting the community and invited to all meetings, presentations and site
tours attended by authorities and members of the community. NorthConnex Project Company and Roads and Maritime will also be informed of all issues raised by authorities in relation to the project in a timely manner.

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

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

LLBJV CRSM will notify NorthConnex Project Company and Roads and Maritime prior to the project team raising any funds for community groups through onsite fundraising. LLBJV will also provide Transurban and Roads and Maritime with opportunities to promote the project and with good news stories.

10.1. Working with the Environmental Representative

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

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

LLBJV will:

- Provide all project notifications to the ER as they are issued (Sec 5.4).
- Provide to the ER on a daily basis, or as required, details of all complaints received that day, and any escalation required.
- Involve the ER as appropriate as per the complaint escalation process (Figure 2, Sec 9.6)

10.2. Media Management

In accordance with Roads and Maritime policy, the following media management protocols will apply:

- NorthConnex Project Company and Roads and Maritime will be notified of any approach by the media (including industry magazines), political representatives or their staff as soon as possible and within 24-hours of that approach. NorthConnex Project Company and Roads and Maritime will provide written response as soon as possible and within 24-hours of advice being received of that approach.
- no member of the project team or subcontractors may make a media statement or announcement regarding the project.
- project members who are approached by the media will advise the media that they are not an authorised person to speak with the media. Staff will request contact details from the media and advise that the appropriate person will be in contact as soon as possible.
- project members who are approached by the media must inform the CRSM. The CRSM will immediately make any contact by the media known to NorthConnex Project Company and Roads and Maritime.
- when it is anticipated media interest may arise, a media statement with basic facts will be prepared by NorthConnex Project Company and Roads and Maritime or the project team if requested by them, and approved for release if required.
- all project staff will be familiarised with media protocols via the induction process with ongoing reminders in toolbox talks.
- NorthConnex Project Company and Roads and Maritime will receive at least eight weeks' written notice of the dates for commencement of construction activities on the Project Site, any significant milestones for the project and the opening of the NorthConnex to traffic to enable to organise the associated official media events.
Community Communication Strategy

- other opportunities for media events, including the achievement of project milestones and the opening of roads and sections will be monitored and included in the monthly report. This will also be supported by the three month look tabled at regular communications progress meetings.
- NorthConnex Project Company and Roads and Maritime will manage all official media events and will be responsible for coordinating community, media and political participation in such events, in consultation with the CRSM. The CRSM will cooperate with NorthConnex Project Company and Roads and Maritime in the running of the media events and will provide the site logistics associated with media events.

10.3. Management of Visual Identity

Release of Community Information

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

- prior to drafting the first release of community information material, convene a meeting with NorthConnex Project Company and Roads and Maritime to discuss the proposed form and content of the community information material for NorthConnex construction.
- provide NorthConnex Project Company and Roads and Maritime with three month look-ahead forecasts of predicted milestones and information about upcoming activities that may create media attention, or that require pro-active communication tools.
- ensure all draft community information material is submitted to NorthConnex Project Company and Roads and Maritime for review and approval.
- ensure that the most recent templates are being used for communications materials.

Project Branding

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

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

Project branding is also guided by the Roads and Maritime Services Editorial Style Guide (March 2014).

10.4. Design Development

The CRSM will consult with the community on any design development that differs from that of the design in the environmental documents. This consultation would include; as a minimum a community update, display panels, and a website content update, a community information session or one – on – one with directly impacted property. This strategy is outlined in section 5.3.

The CRSM will liaise directly with the LLBJV Environment Manager and Design Manager and further to this, NorthConnex Project Company and Roads and Maritime to determine what requires consultation with the community.
11. Reporting, Monitoring & Evaluation

11.1. Audit & Review

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

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

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

- availability, quality and distribution of information about the project to the local community and stakeholders
- currency and accuracy of the enquiries and complaints management system
- nature of issues/complaints raised and level of responsiveness and appropriateness of action taken by the LLBJV team
- response timeframes
- quality of reporting
- nature of complaints – avoidable or unavoidable
- number of new complainants relative to the number of known and repeat complainants
- feedback received on the value of updates and other public information, responsiveness of the construction team and attendance at community information sessions or meetings with stakeholders.

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

11.2. Management Reporting

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

- a summary of community and stakeholder feedback from all sources, prepared from Consultation Manager reports
- a summary of all complaints and enquiries received during the month, the means by which they were addressed or responded to and whether complaint resolution was reached
- a summary of complaints classified as ‘avoidable’ or ‘unavoidable’
- details of complaints and enquiries from previous months that were not previously responded to or not resolved
- status of responses to all representations including receipt and response to issues
- details of any site inspections by visitors
- upcoming opportunities for media events
- any other information considered relevant including advertisements, notices and other community contact.

11.3. Document & Record Control

The CCS and any records collected relevant to the CCS will be controlled in accordance with the information management standards adopted for LLBJV. It will also be a quality assurance document prepared in accordance with “AS/NZS ISO 9001-2008 Quality management systems - Requirements”.
Once approved, this plan will be uploaded onto TeamBinder to become the controlled version of the plan and it will be distributed via TeamBinder. Any hard copies of the plan will be uncontrolled.

12. Risk assessment and mitigation strategies

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

**Table 10 – risks and strategies**

<table>
<thead>
<tr>
<th>Risk</th>
<th>Likelihood</th>
<th>Mitigation strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community disapproval of project</td>
<td>H</td>
<td>Frequent communication, education about benefits of NorthConnex and timely mitigation of impact</td>
</tr>
<tr>
<td>Community protests</td>
<td>H</td>
<td>Inform NorthConnex Project Company, Roads and Maritime and prepare for responding to media interest and media turning up on site through proper induction</td>
</tr>
<tr>
<td>Excessive noise</td>
<td>H</td>
<td>Have clear protocols of dealing with noise, agreed with Environment Manager Policy for relocation and mitigation measures</td>
</tr>
<tr>
<td>Vibration</td>
<td>H</td>
<td>Education about vibration, prior to planned tunnelling Policy for relocation pre-approved and clearly communicated in case required</td>
</tr>
<tr>
<td>Deluge of phone calls and emails from certain members of the community</td>
<td>H</td>
<td>Process of dealing with emails and phone calls clearly identified and adhered to, including timing Clear and polite conversation Training of CR staff</td>
</tr>
<tr>
<td>Controlled blasting</td>
<td>H</td>
<td>Education about blasting, impacts of blasting and safety measures taken</td>
</tr>
<tr>
<td>Damage to property</td>
<td>M</td>
<td>Property Condition Surveys Crisis Communications Procedure</td>
</tr>
<tr>
<td>Sub-contractors not following protocol</td>
<td>M</td>
<td>Induction Tool box talks Clearly identified parking and haulage routes</td>
</tr>
<tr>
<td>Excessive dust</td>
<td>M</td>
<td>Working together with construction and environment team to manage Implement community management measures such as offers of cleaning</td>
</tr>
<tr>
<td>Media coverage providing wrong and misleading information</td>
<td>M</td>
<td>Media relations plan by NorthConnex Project Company, Roads and Maritime, clear messaging, one point of contact</td>
</tr>
<tr>
<td>Inadvertent media statements by employee/contractor</td>
<td>L</td>
<td>Inductions in Community Relations procedures</td>
</tr>
<tr>
<td>Non agreement to urban design elements</td>
<td>M</td>
<td>Identify what is negotiable and communicate with residents and CIG early Specific consultation with residents and stakeholders likely to be directly impacted</td>
</tr>
<tr>
<td>Property adjustments not satisfactory</td>
<td>M</td>
<td>Clearly drawn up agreements and signed by property owners</td>
</tr>
<tr>
<td>Impact of work not understood by residents, businesses and wider members of the community</td>
<td>H</td>
<td>Clear messages to neighbours of construction impacts through door-knock, letters and frequent communication prior to high impact activity</td>
</tr>
</tbody>
</table>
### Risk Mitigation Strategy

<table>
<thead>
<tr>
<th>Risk</th>
<th>Likelihood</th>
<th>Mitigation strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Impact on businesses due to changes to traffic pattern, inadequate signage</td>
<td>M</td>
<td>Negotiation with business owners at the start of compound and site establishment to ascertain needs</td>
</tr>
<tr>
<td>Reverberated noise and vibration</td>
<td>H</td>
<td>Quick response and action on complaints of reverberated noise. Clear guidelines with prompt decision-making on relocation, respite.</td>
</tr>
<tr>
<td>Time delays due to weather, unknown conditions</td>
<td>M</td>
<td>Clear re-notification process in case of delays with prior approvals. Close ongoing interaction with impacted parties</td>
</tr>
<tr>
<td>Cumulative construction impacts and fatigue especially near the M2 end and areas impacted by ETTT and North West Rail Link</td>
<td>H</td>
<td>Strategy to clearly identify NorthConnex works from other works. Up to date information on Consultation Manager so CRT knows those residents/businesses with multiple impacts/impacts from other project and can manage them sensitively. Establish contacts with Community Relations Team for the projects to enable sharing of information.</td>
</tr>
</tbody>
</table>
Appendix A – Community Involvement Groups – Selection and Operation
NorthConnex Community Involvement Groups (CIG) - Criteria and Selection

Community Involvement Groups (CIGs) are being set up to provide a consultation mechanism for the delivery of NorthConnex. The CIGs will be a key mechanism for channeling community input and for providing a forum for discussion and resolution of issues during the four-year design and construction phase of the project.

Role

The role of the CIGs is advisory. Discussions will be focused on the approved NorthConnex project. Key elements of the project, such as the route and its alignment or the location of ventilation outlets, sites, interchanges and permanent support facilities, cannot be changed.

The CIG’s areas of discussion could include, but are not limited to:

- construction noise and vibration mitigation and management
- operational noise and vibration mitigation and management
- environmental monitoring
- property impacts
- local amenity
- urban and landscape design
- signage
- specific area focus.

The NorthConnex project team will consider issues and suggestions raised by CIG members, however, decisions will be based on environmental, social and best for project aspects. The following will provide guidance in decision-making:

- Conditions of Approval and Environmental Protection Licence requirements
- input from the CIGs
- input from individuals, community groups and stakeholders
- input received via public events and community awareness activities
- demographic profile of the project area, with regard to gender, cultural diversity.

Information on the progress of the NorthConnex project will be made available at each CIG meeting.

Membership criteria

Three CIGs will be formed, each comprising approximately 10 - 15 members, to represent areas along the proposed NorthConnex, including:

- Hills M2 Motorway integration
- Southern section of NorthConnex
- Northern section of NorthConnex.

Five of the membership positions in each CIG would be reserved for:

- school representatives
- business representative
- special interest representative, specific to the area.
Recruitment process

1. Letterbox drop to specific area
2. CIG information session attendance compulsory
3. Applications assessed by CRSM, NorthConnex Project Company, Roads and Maritime communications, Project Director
4. St James Ethics Centre will independently review the selection report and provide advice on whether the selection criteria which were used were properly applied in selecting the applicants.
5. Successful applicants informed
6. A list of reserve members prepared in case of anyone declining and/or resignation
7. Unsuccessful applicants informed.

To ensure CIGs represent a diversity of viewpoints and community concerns, the following criteria have been developed for the evaluation of applications:

- willingness to accept the project’s approved status and contribute constructively within the constraints of the conditions of approval
- membership of a local community organisation or representative of a local street(s) or business group(s)
- provision of evidence of support of the local community as the local representative
- availability to attend evening meetings on a regular basis starting at a time between 6.00pm and 7.00pm and lasting for approximately two hours
- ability to communicate community/stakeholder views, seek input and provide constructive feedback
- awareness of local issues and currently residing in the project area.

Members are required to be involved in these groups for the three to four year design and construction period. Membership can be terminated on a voluntary basis or at the request of the Independent Chair for each group.
Meeting Protocol and Guidelines for Community Involvement Groups

The following Meeting Protocol and Guidelines have been prepared for discussion and agreement with each NorthConnex Community Involvement Group (CIG).

All members of the CIG, including NorthConnex Project Company, Roads and Maritime, LLBJV, and any special representatives who attend the meeting, will follow the Meeting Protocol and Guidelines.

The purpose of the Meeting Protocol and Guidelines is to establish a framework for the ongoing meetings of the CIG.

The Chairperson will facilitate the meetings and is responsible for ensuring that the Meeting Protocol and Guidelines are met.

Responsibilities

CIG members

CIG members are responsible for seeking the views of the local community they represent concerning the design and construction of the NorthConnex.

CIG members are not to use confidential information, gained by virtue of membership, for the purposes of private benefit for himself/herself or any other person. Members will be advised when information is confidential.

CIG Members will respect other member opinions and will accept the responsibilities of the Group purpose.

Members will behave in accordance with the following guidelines:

- treat members with respect and courtesy
- enable all members to be equally heard, not speak over each other and listen to all other members points of view
- make points succinctly
- take all relevant information into consideration
- act with honesty and in good faith
- act reasonably
- refrain from any form of conduct that may cause a reasonable person unwarranted offence or embarrassment
- not to speak to the media on behalf of the project and not directly quote comments or opinions expressed by other CIG members, including the Roads and Maritime and LLBJV team.

LLBJV/NorthConnex Project Company /Roads and Maritime Services

Response to comments and recommendations

CIG comments and recommendations on a particular issue made to LLBJV will be dealt with in a timely manner to facilitate the progress of the NorthConnex project. Feedback will be provided by LLBJV on the resolution of issues raised by CIG members.

Technical presentations

Where information of a more technical nature, such as noise mitigation or landscape design, needs to be presented to the CIG, relevant experts may be invited to present at a meeting. This may also include representatives from relevant Government Agencies and LLBJV Construction and Project Managers or LLBJV specialist consultants.
Information dissemination

LLBJV will distribute information to CIG members as part of technical presentations. LLBJV will not be responsible for distributing material outside of the CIG meeting for individual members or members of the public. Members will be welcome to provide copies of their own information for distribution at the meeting.

CIG members are welcome to develop and distribute their own information materials to the public but under no circumstances should LLBJV, Roads and Maritime, Transurban or NorthConnex project logos and branding be used on these materials.

CIG Coordinator

LLBJV CIG Coordinator or their delegate will be responsible for:

- attendance and minute taking, including finalisation and distribution of minutes
- administrative matters including preparation for meetings, presentations, any materials for distribution, accepting apologies from members, etc.

Issues to be discussed

Discussions during the meeting will focus on issues associated with the design, construction and implementation of the NorthConnex. Comments regarding the project development phase and environmental assessment phase can be discussed where they are relevant to a construction issue (which is the main topic of discussion).

Issues for discussion will include but not limited to:

- construction noise and vibration mitigation and management
- operational noise and vibration mitigation and management
- environmental monitoring
- property impacts
- local amenity
- urban and landscape design
- signage
- design, construction and implementation of the NorthConnex
- any other issues relevant to the impact of the design, construction and implementation of the project on the community
- complaints and notification process
- changes to local traffic during construction
- opportunities for improving the community consultation process and in particular the operation of the CIGs.

Meeting facilitation

An independent chairperson will facilitate all meetings.

Meeting frequency and length

Meetings will generally be held on a regular basis, but no less than once every three months.

The timeframe for meetings will be approximately two hours unless the Group agrees to extend the meeting time, and the extension of time must be a unanimous decision by all members of the CIG.
Attendance

All members of the CIG are required to regularly attend the meetings (more than 75% per annum). If a member is unable to attend, they are required to advise the nominated CIG Coordinator. Alternates cannot attend meetings in place of a CIG member.

Membership of CIG

CIG membership will include all selected community representatives, the Environmental Representative (ER), representatives from Roads and Maritime, LLBJV Project Team, and NorthConnex Project Company representatives (and Hills M2 Motorway representatives as required).

Resignation or termination from CIG

CIG members may resign from the CIG, and are requested to submit a letter addressed to LLBJV.

Members may be asked to resign under the following circumstances:

- failure to attend 75% CIG meetings per year (following review by Roads and Maritime)
- failure to disclose conflict of interest and/or developing conflict of interest during the project construction
- performs ongoing and substantial breaches of the CIG Meeting Protocol and Guidelines in the opinion of NorthConnex Project Company and Roads and Maritime
- becomes an employee of the project team or a significant provider of goods or services to the NorthConnex.

Members who resign may be replaced from the reserve list. A new recruitment process will be undertaken as per above to select new members in case no reserve list members are available. New members selected will be required to attend a CIG induction process prior to attending the first meeting.

Attendance by observers

Meetings of the CIG will not be open to any observers, except with the agreement of the independent chairperson.

Non-CIG members will not be able to attend CIG meetings without making prior arrangements with the independent chairperson (excluding technical presenters organised by LLBJV or NorthConnex Project Company or Roads and Maritime).

Meeting notes

Notes of all meetings will be prepared by a member of LLBJV community relation’s team or independent chair’s assistant – live at the meeting, and reviewed for technical correctness and agreed before the close of the meeting by all attendees. The chairperson will undertake final review and sign off. Notes will be posted on the website on completion, an email sent to CIG members or posted two days after the meeting. The notes will include an attendance record, key issues raised and actions recommended or agreed upon.

Comments from individual members will not generally be attributed to an individual and a verbatim record of the meeting will not be prepared.

Any changes to the notes will be discussed at the following meeting and recorded as amendments by the chairperson.

Copies of all meeting minutes will be made publicly available on project website and will be accessible to the wider community on the computer located at the Community Display Centre. CIG members are encouraged to circulate the minutes to the communities they represent.
Agenda

An agenda will be prepared one week prior to each meeting and forwarded to CIG members. Should CIG members wish to add issues to the agenda, these should be raised two weeks before the next meeting with the nominated CIG coordinator.

Evaluation

CIG members will be asked to evaluate the effectiveness of the Groups on a regular basis. The results of the evaluation will be made available to the CIG with recommendations agreed to address issues raised.

Media

Discussion of confidential information presented at the meetings must not be discussed with the media or members of the community. The chairperson will let the members know what material is confidential and cannot be discussed with the media or members of the community. Any member comments to the media must be limited to member's own comments and the chairperson must be informed. Comments made by any other member of the Group should not be discussed with any member of the media.
Appendix B – Crisis Communications Procedure

Crisis Communications

As contained in the LLBJV Construction Environmental Management and Emergency Response Plans LLBJV will immediately notify NorthConnex Project Company and Roads and Maritime of any incident or issue associated with its activities that may have an impact on the community, environment, employees, subcontractors or other stakeholders or may attract the attention of the media, the Minister for Roads and Freight, a local MP, council or the broader community.

In the event of an incident or issue, LLBJV will not contact or provide information to any person (other than that which is required to directly manage the incident or to comply with law), including any stakeholder, the media or the public, without the prior approval of NorthConnex Project Company and Roads and Maritime.

LLBJV will make available senior personnel to respond to the community, the media and other stakeholders when required by NorthConnex Project Company and Roads and Maritime.

As required, LLBJV will provide NorthConnex Project Company and Roads and Maritime with all necessary communications materials that may need to be disseminated as a result of such incidents.

A separate LLBJV Crisis Communication Plan has been devised and will be used in the event of a crisis.

Definition of a crisis: An extraordinary event, announcement, disclosure or set of circumstances that threaten the safety or wellbeing of LLBJV employees and NorthConnex stakeholders and/or the integrity, performance, reputation and survival of the project.
Crisis communications procedure

Crisis occurs
(as per Crisis defined)

NorthConnex Project Company/
Roads and Maritime Services
nominated representative informed

Crisis communications
plan instigated

LLBJV CRSM
• Informs hierarchy within
LLBJV of crisis
• Identifies media
spokesperson
• Establishes crisis
communications centre
• Identifies relevant contact
in NorthConnex Project
Company/Roads and
Maritime for one point of
communications

Crisis Escalates

No
Wrap up

Yes
Roads and Maritime
takes over.
LLBJV/NorthConnex
Project Company
media spokesperson
directed by Roads
and Maritime.

Emergency services
communications
informed

LLBJV/NorthConnex
Project Company/Roads
and Maritime to provide
support and information
as required

LLBJV conducts
analysis of crisis

Crisis procedures
updated
Appendix C – Maps of properties to be potentially notified about D&C work – as defined by Construction Noise and Vibration Management Plan
Community Communication Strategy

Northern Ventilation Outlet

Pioneer Avenue

Site compound indicative only
Wilson Road Tunnel Support

Site compound indicative only
Hills M2 Motorway Integration sites