



WARRINGAH FREEWAY UPGRADE

Community Action Plan - Sustainability Requirements and CPBD JV CAP

Community Feedback (April 2022)

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Project sustainability requirements for the Communication Action Plan

The design and construction contract was awarded to CPB Contractors and Downer EDI Works in a joint venture for the Warringah Freeway Upgrade (WPU) in September 2021. The joint venture is known as CPBD JV.

We are simplifying the Warringah Freeway, making it safer and easier to use and more efficient and reliable for the benefit of all customers, including public transport users.

As required as part of our conditions of approval and sustainability commitments, we are submitting the Communication Action Plan (CAP) for public review and community feedback. The CAP provides a plan for delivery the communications requirements for the Warringah Freeway Upgrade and identifies communication tools which will be implemented, timelines for delivery and identify work specific mitigation measures.

The Infrastructure Sustainability Council (ISC) is the peak body for infrastructure sustainability, advocating for the delivery of cultural, social, economic and environmental benefits in all infrastructure projects. To meet ISC sustainability commitments and to ensure the CAP delivers communication and engagement programs that achieves the highest standard for the community we are seeking feedback until the 31 May 2022.

Community feedback on the CAP can be provided by contacting the project via:

Email: whtbl@transport.nsw.gov.au

Phone: 1800 931 189

Project portal: Online contact form at nswroads.work/wfuportal

Mail: Warringah Freeway Upgrade - 116 Miller Street, North Sydney NSW 2060

Community feedback received will be collated and used to inform the overall CAP and engagement methods, allowing the Project team to develop a plan that best represents the needs of the community. We will prepare a feedback summary report which will be available on our project portal, all report feedback will remain anonymous.

Item 1 | Commitment Statement

ISCA Requirement: A commitment statement that demonstrates a high level of commitment to stakeholders and that the engagement processes are valued.

CPBD JV Commitment

Response:

CPB Contractors and Downer EDI were awarded the contract to design and construct the WPU in September 2021. CPB Contractors and Downer EDI have formed a Joint Venture to deliver the scope of the contract.

We will take a coordinated approach to community and stakeholder management to manage the ongoing impacts of construction, collaborating with our partners to take accountability for our work and the impact it has on our residents, community and customers. We will continue to work with other projects and developments to help minimise cumulative project impacts.

We will work with the community to streamline interactions with the project team, and where possible, regardless of the contractor carrying out the work, provide a consistent point of contact. We understand there will be times when the

community will need to speak to different people for instance to gain more technical specific advice and we will participate in these discussions to continue to provide support.

We will ask the community and our key stakeholders how they would like to be kept informed about the project so we can contact them in a way and at a time that best suits their needs.

How we will do this

We will establish single points of contact within the project team to streamline our interactions with our key stakeholders. We will work with Transport for NSW (Transport) to establish and develop regular and ongoing opportunities for key interest groups, associations, committees and community groups to directly engage with the project team and be kept up to date with project progress. We will maintain collaborative and proactive relationships with Transport, relevant state and local government agencies and others to enhance information sharing and to promote positive place-based outcomes for the community.

Working with our key stakeholders

We are responsible for developing collaborative, proactive and sustainable relationships with key stakeholders. We will take part in interface meetings to facilitate information sharing and provide a forum for stakeholders to provide input and feedback on project delivery. Interface management will assist with the resolution of potential issues or concerns before they escalate. The project team will attend regular meetings with government agencies and relevant councils providing updates on relevant community and stakeholder matters.

Multiple projects interface

We will work closely with our counterparts in Transport and adjacent projects. This is so consultation on projects is in collaboration with each other and to reduce consultation and construction fatigue in local communities. We will take part in interface meetings to facilitate information sharing and provide a forum for stakeholders to provide input and feedback on project delivery. Interface management will assist with the resolution of potential issues or concerns before they escalate. The project team will attend regular meetings with government agencies and relevant councils providing updates on relevant community and stakeholder matters.

Item 2 | Engagement Level Objectives

ISCA Requirement: Objectives that determine the level of engagement appropriate to the needs of the project.

CPBD JV Objectives

Response:

The objectives of the communication and stakeholder engagement approach are to:

- Provide clear, consistent and timely information about the WFU project, construction activities and impacts to stakeholders and the community
- Provide communication about WFU in a variety of mediums with an increased focus on digital and innovative technologies
- Provide communication that improve access to information about the project among Languages Other than English (LOTE), Culturally and Linguistically Diverse communities (CALD) and vulnerable communities
- Anticipate and manage real and perceived stakeholder and community issues and risks
- Identify opportunities for community and stakeholder groups to be involved in the WFU project, consultation and potential for legacy items
- Address and respond to community and stakeholder issues and complaints raised in accordance with requirements and feedback into continuous improvement including assessing options to reduce the impact of our work
- Monitor and evaluate feedback to measure success of communication and engagement and make changes as required.
- Meet the Minister's Conditions of Approval (MCoA).

Item 3 | Rules and Requirements

Summary of Requirements of the scope of work and technical criteria (SWTC)

General

Obligations

- a) The Contractor must:
 - i. manage and coordinate stakeholder and community engagement in relation to the Contractor's Activities in accordance with this Appendix D.2.
 - ii. support and work cooperatively with the Principal to provide a coordinated approach to stakeholder and community engagement, that is consistent across the stakeholders and communities affected by the Contractor's Activities.
 - iii. enhance and protect the reputation of the NSW Government and the Project in delivery of the Contractor's obligations under the Deed; and
 - iv. make appropriate senior personnel and subject matter experts available to attend meetings with the community or other stakeholders and provide responses to the media, as required or requested by the Principal.
- b) In fulfilling its communication and engagement obligations, the Contractor must, as a minimum, comply with the requirements of the NSW Government, the Principal, and the following documents:
 - i. *Privacy and Personal Information Protection Act 1998 (NSW)*.
 - ii. *NSW Government Advertising Act 2011*.
 - iii. NSW Government Brand Guidelines.
 - iv. Transport Stakeholder and Engagement Policy (2018).
 - v. Transport Editorial Style Guide.
 - vi. Western Harbour Tunnel and Beaches Link communication templates (as supplied by the Principal).
 - vii. Transport Social Media Management Policy.
 - viii. Transport Infrastructure Project Signage Policy.
 - ix. Transport Infrastructure Project Signage Framework.
 - x. Western Harbour Tunnel and Beaches Link Consultation Manager Guidelines.
 - xi. Community Consultation Framework (Appendix E of the Western Harbour Tunnel and Warringah Freeway Upgrade Environmental Impact Statement (EIS)).
 - xii. the overarching Western Harbour Tunnel and Warringah Freeway Upgrade Community Communication Strategy; and
 - xiii. the outcomes report from the Principal's "Getting to know our community" survey.
- c) The Contractor must develop and implement a CAP for the WFU, in accordance with the requirements of Appendix C.1 and this Appendix. The CAP must also be consistent with the requirements detailed in the Planning Approval.
- d) The Contractor must meet the reasonable needs and expectations of the community and key business stakeholders for information on:
 - i. the Project objectives, scope, and timeframe.
 - ii. opportunities for input on the design and construction of the Project Works and the Temporary Works.
 - iii. the construction investigations and activities, and Contractor's Activities that may affect the community; and
 - iv. the progress of the Contractor's Activities, significant milestones, design changes, changed traffic conditions, and other matters that could either affect or concern the community.

Community Engagement	a) The Contractor must manage and mitigate the communication risks. b) The Contractor must immediately notify the Principal of any incident that may have an impact on the community, Environment, personnel or Subcontractors c) The Contractor must seek approval from the Principal's Representative prior to the release of any and all public facing documentation in line with approval timelines including digital media that references the Contractor's Activities. d) The Contractor must use Transport's community and stakeholder contacts database (Consultation Manager) for the collection and recording of all incoming and outgoing correspondence with stakeholders and the community, including media and government representatives.
Community Outreach	a) The Contractor must deliver community outreach activities as part of its engagement program. a) The Contractor must establish, manage and maintain a Community Information Centre. b) For the Community Relations Construction Period, the Contractor must establish limited-duration public displays in accessible locations: c) All materials produced for community outreach and public display purposes by the Contractor must: i. be in plain and direct English, with minimal use of technical jargon. ii. comply with the communication templates and brand guidelines supplied by the Principal. iii. be prepared, supplied and installed by the Contractor. iv. include provision for communicating with culturally and linguistically diverse communities, in languages other than English. v. be approved by the Principal in advance of printing and production and use; and vi. encourage and enable the public to inform themselves comprehensively about the Contractor's Activities.
Community Notifications	a) Unless otherwise agreed with the Principal, during construction, the Contractor must prepare and distribute written notifications on a regular basis. b) The Contractor must advertise Contractor's Activities that will significantly affect the community, including work: c) In addition to the requirements of this Appendix, the Contractor must comply with the community and stakeholder requirements of Appendix C.5 Traffic and Transport Management Requirements. d) The Contractor must provide information on forecast changes to traffic conditions, because of the Contractor's Activities, to the Principal, to facilitate traffic alerts for major traffic changes or disruptions. e) The Principal will manage the media liaison and manage the social media support of traffic changes.
Complaints Management	a) The Contractor must ensure the complaint management system is compliant with the Planning Approval and incorporates best practice approaches outlined by the NSW Ombudsman. The complaint handling process will also include opportunities for escalation and mediation. b) The complaints management system will clearly outline the complaint handling process as well as the internal process for complaint investigation. Complaint investigation will be detailed for the different types of complaints including but not limited to dust, noise, traffic and access.

	c) The Principal will maintain and operate the call centre for the Western Harbour Tunnel and Beaches Link (WHTBL) Program Community Information Line which will be directed to the individual projects as received. d) The Contractor must: i. keep the community adequately informed the WHTBL Program Community Information Line is the appropriate telephone number for enquiries and complaints. ii. receive, manage and take appropriate action in relation to community enquiries and complaints as detailed in section 6.1 of this Appendix. iii. record all enquiries, complaints and contact with community members and stakeholders in the community contacts database
Digital Materials	a) All photographs and videos taken by the Contractor in relation to the Contractor's Activities are the property of the Principal and must be provided when requested. The Principal may, without the Contractor's approval, use the photographs and film footage for whatever purpose the Principal deems necessary or appropriate. b) The Contractor must supply a monthly video highlights package showing construction progress. c) The Contractor must install a minimum of four time-lapse cameras d) The Contractor must supply geospatial information and data to allow for the update of the Project interactive map. i. The Contractor must develop and supply visualisations, animations and artists' impressions showing the key features of the Project in advance of construction starting
Site Tours Arranged by the Contractor	At least five Business Days' notice must be provided to the Principal, ahead of any required approval for site visits and tours.
Media and Government Liaison and Events	a) The Contractor must direct all incoming or outgoing communication with media or government representatives regarding the Contractor's Activities received directly, via the Principal. b) The Contractor's Stakeholder and Community Engagement Team must assist the Principal's communication and engagement team to update its project activities schedule on a weekly basis to ensure visibility of upcoming major milestones.
Social Media	The Contractor must comply with Transport's Social Media Management Policy.
Community Program	The Contractor must develop a Community Program in consultation with the Principal to ensure a long-term positive legacy for communities in the Project corridor.
Reporting	The Contractor must ensure all reporting aligns and is consistent with the data and information included in Consultation Manager.

Ministerial Conditions of Approval

CPBD JV was awarded the project contract on 10 September 2021. The link to the Minister's Conditions of Approval is [here](#) and Part B: Community Information and Reporting outlines the requirements of the contract.

Environmental Protection Licence

On 14 April 2022, the NSW Environment Protection Authority (EPA) issued a licence to the CPBD JV known as an Environmental Protection Licence (EPL), which relates to pollution prevention and monitoring, cleaner production

through recycling and reuse and the implementation of best practice. The licence can be found here:
www.epa.nsw.gov.au/licensing-and-regulation/licensing/environment-protection-licences

Item 4 | Community Engagement Activities

ISCA Requirement: A summary of previous community engagement activities.

Pre-EIS and EIS Exhibition Phase

Response:

Engagement for the Western Harbour Tunnel and Warringah Freeway Upgrade project was carried out by Transport (formerly Roads and Maritime Services) as part of the engagement process for the wider WHTBL Program.

The EIS included a comprehensive Community Consultation Framework which outlined how community communication and engagement activities would be carried out with key stakeholders during the construction of the overall project.

Feedback received from community and stakeholder consultation since the start of the project and throughout the EIS phase and has guided the development of contractual requirements which include the development of the Transport Communication Community Strategy (CCS) based upon the framework. The CCS contains package specific stakeholder engagement requirements and has guided the development of the WFU CAP.

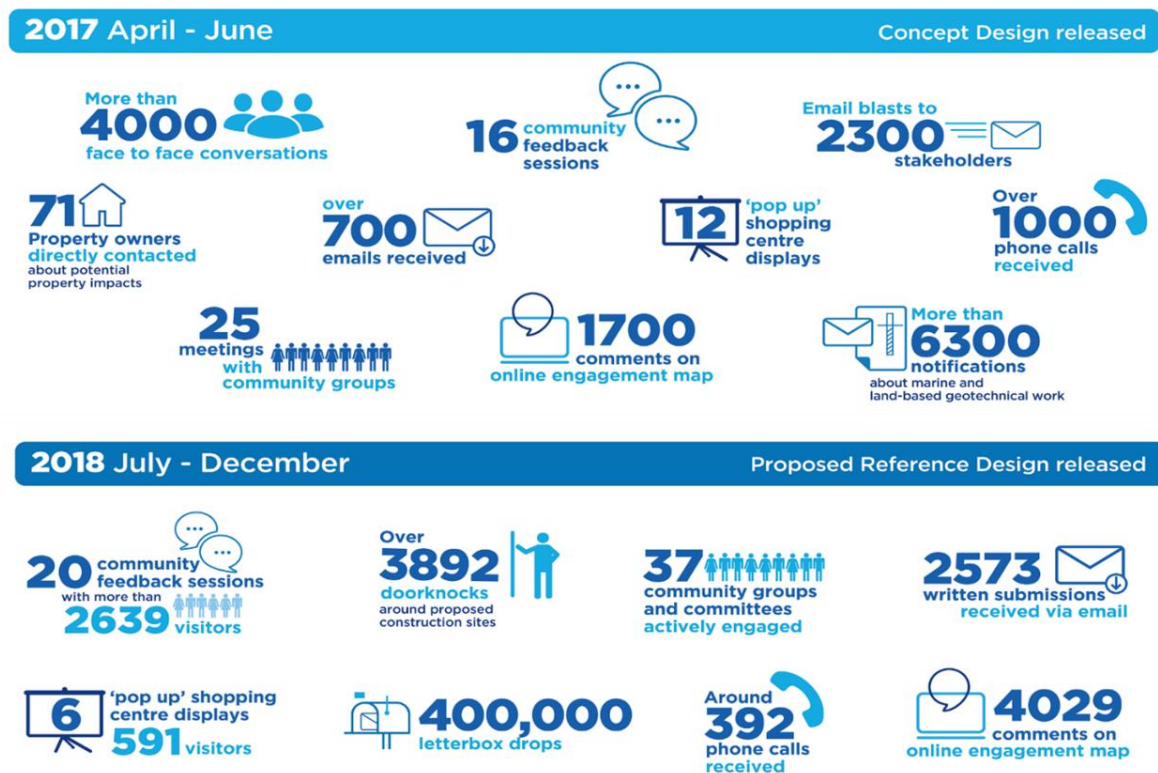
Further detail on the communication and stakeholder engagement activities carried out during the earlier phases of the project can be found in:

- [Chapter 7 Stakeholder and community engagement, Western Harbour Tunnel and Warringah Freeway Upgrade environmental impact statement](#)
- [A2 – Community and stakeholder involvement, Western Harbour Tunnel and Warringah Freeway Upgrade submission report](#)

Pre-EIS consultation summary:

Feedback and issues identified during the engagement program by key stakeholders and the community were taken into consideration during the project concept design and EIS compilation, and were addressed as part of the EIS.

Figure 1: Transport for NSW - community engagement 2017 and 2018



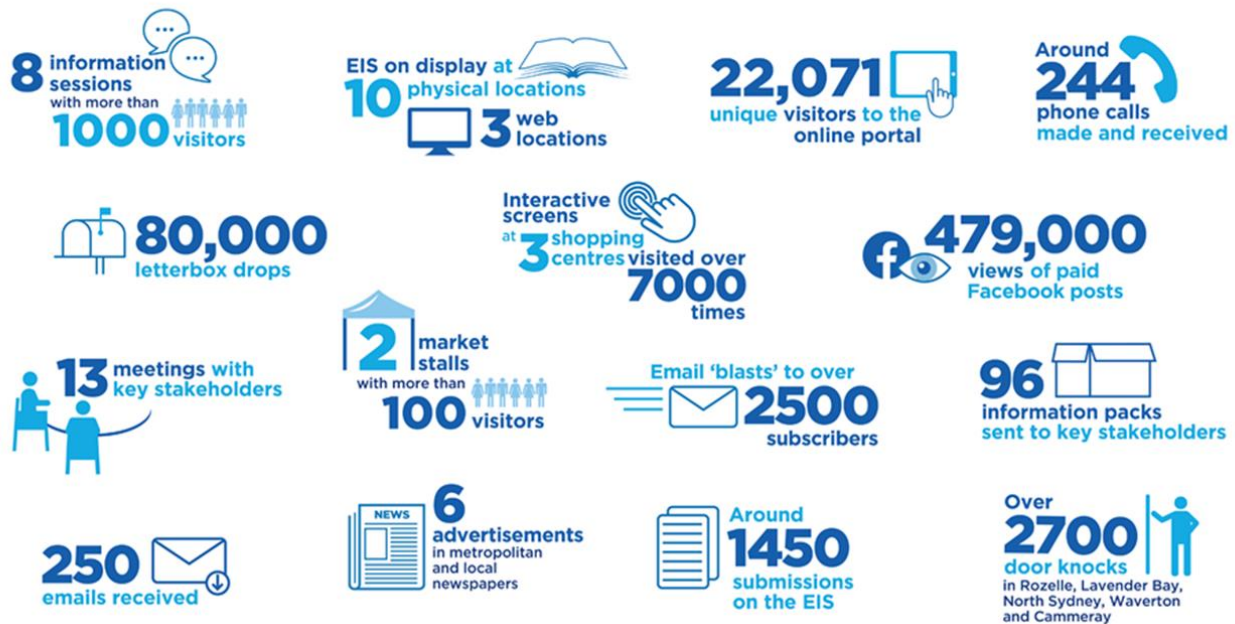
EIS exhibition summary:

The EIS was exhibited between January to March 2020 providing the community, interested parties and key stakeholders (including government agencies and councils) with an understanding of the project and the opportunity to comment on the EIS.

Figure 2: Transport for NSW community engagement – EIS (2020)

2020 January - March

Environmental Impact Statement released



Item 5 | Stakeholders

ISCA Requirement: An analysis of stakeholders including a table that identifies all relevant stakeholders and indicates their likely level of interest in the project and specific issues.

Summary of stakeholders

Response:

Figure 3: 'Demographics' provides a high-level summary of stakeholders identified to date. It will be updated as required throughout construction, and new stakeholders are identified and or express interest in the project. Specific details are not provided for privacy reasons.

The table below identifies key stakeholders, potential issues and areas of interest and the range of communication tools that will be used to interact with them. The stakeholder list builds on information contained in the EIS, during the submissions process, engagement during early works activities and project community surveys. We will continue to identify stakeholders throughout the life of the Project and update this list as appropriate.

The levels of consultation provided below are a guide and the CPBD JV project team will facilitate an individual approach when engaging with each stakeholder and customise tools progressively to meet the needs and expectations of stakeholders. The levels of consultation as per the International Association for Public Participation (IAP2) spectrum:

- **Inform:** to provide stakeholders with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.
- **Consult:** to obtain feedback on analysis, alternatives and/or decisions.
- **Involve:** to work directly with the stakeholders throughout the process to enable stakeholder concerns and aspirations to be consistently understood and considered.
- **Collaborate:** to partner with stakeholders in aspects of decision making where feasible and reasonable, including development of alternatives and the identification of a preferred solution.

The communication tools used to engage with stakeholders will be approved by Transport and compliant with all relevant MCoAs. The communication tools selected are based on the varying nature of the design and construction activity as well as the needs of stakeholders outlined in Figure 1 below (Census 2021). We are committed to exploring the use of future digital tools as opportunities arise which may benefit the needs of the community and stakeholders where appropriate.

Figure 3: Demographics



*List is not exhaustive

Key stakeholders identified *	Issues and impacts	Potential engagement and mitigation approaches	Level of Interest
Local Councils North Sydney Council City of Willoughby	- Loss of visual amenity, social amenity and open space - Traffic changes – disconnection from locality from CBD - Impact on local roads (parking, congestion) - Facilities – public and active transport - Impact on local residents and businesses - Impact on flora and fauna - Impact on assets - Managing the interface, Third Party Agreements between Council infrastructure and project construction - Health concerns – noise, dust, air quality/emissions, vibration - Urban design	Innovative engagement and mitigation Live and local <i>with you</i> – video construction updates, mobile visitor information centre Actively moving <i>with you</i> – notifications and active transport initiatives, interactive signage (such as trip planner screens) Constructing <i>with you</i> – smart construction methodology Business as usual engagement and mitigation - Inform – interactive website portal (utilising our Digital Engineering software to create visualisations of traffic management or works), notifications, newsletters, social media, updates, videography, time lapse, electronic message signs - Consult – briefings/meetings, emails - Involve/collaborate – design change consultation	High
Elected Representatives NSW Premier, Dept of Premier and Cabinet, Minister for Metropolitan Roads, Minister for Transport and Minister for Infrastructure, Cities and Active Transport	- Project updates/announcements - Impact on constituents - Complaints - Social amenity - Harm to or loss of community, business and stakeholder confidence - Negative media coverage, reputation impacts	Innovative engagement and mitigation Live and local <i>with you</i> – video construction updates Constructing <i>with you</i> – smart construction methodology, AR (Augmented Reality) visualisations Business as usual engagement and mitigation - Inform – interactive website portal (utilising our Digital Engineering software to create visualisations of traffic management or works), notifications/	High

		posters, newsletters, animations, social media, community updates, imagery, videography and time lapse Consult – briefings/meetings, site visits, public displays and information sessions, presentations	
Third Party Agreements Ausgrid Lane Cove Tunnel Sydney Harbour Tunnel Sydney Trains Sydney Water	- Service/utility access - Unplanned shutdowns/outages - Asset protection and relocation - Approvals, regulatory - Timeframes - Customer management - Delays - Reputation management	Innovative engagement and mitigation Live and local <i>with you</i> – QR code magnets, mobile visitor centre Constructing <i>with you</i> – High Five your community, virtual assistant system, smart construction methodology Business as usual engagement and mitigation - Inform – notifications/posters, newsletters, letters, advertisements, traffic alerts, social media, community updates, electronic message signs, wayfinding - Consult/involve – working group meetings, design change consultation	High
Government Departments Department of Planning and Environment (DPE) NSW Environment Protection Authority (EPA), Infrastructure NSW National Parks and Wildlife Services, Heritage NSW, Transport Management Centre (TMC)	- Project updates/announcements - Impacts on assets - Regulatory role/Legislative - Interfacing infrastructure - Impacts on land holdings - Complaints - Time delays and cost of remediation or mitigation - Issue causes harm, loss of community and stakeholder confidence - Negative media coverage, reputation impacts	Innovative engagement and mitigation Constructing <i>with you</i> – AR visualisations, smart construction methodology Business as usual engagement and mitigation - Inform – interactive website portal (utilising our Digital Engineering software to create visualisations of traffic management or works), notifications/posters, newsletters, letters, social media, updates, imagery, videography - Consult – briefings/meetings, face-to-face, emails, site visits, public displays and information sessions, presentations	High
Public Utilities and Services	Service/utility access	Business as usual engagement and mitigation	High

	- Unplanned shutdowns/outages - Approvals, regulatory	- Inform – notifications, meetings - Consult – briefings/meetings - Third party agreements	
Key Interface Contractors (KIC) and other Major Projects WHTBL Program (KIC) Sydney and Southwest Metro Sydney Program Alliance Sydney Harbour Bridge works Sydney Trains	- Successful delivery of program within timeframes - Regular updates - Ongoing two-way communication - Oversight of program milestones - Timeliness and accuracy of information, Program progress	Business as usual engagement and mitigation - Inform – notifications/traffic alerts, maps, community updates, VMS signage - Consult – briefings/meetings - Involve – design change consultation	High
Emergency Services NSW Police NSW Fire and Rescue SES Ambulance NSW	- Access changes/response times - Traffic changes/switches - Access impacts to utilities (including hydrant)	Business as usual engagement and mitigation - Inform – notifications, traffic alerts, maps, community updates, VMS signage - Consult – briefings/meetings, emails	Medium
Media Print: North Shore Times, The Daily Telegraph, Sunday Telegraph, The Australian, The Australian Financial Review, Sydney Morning Herald Television news networks	- Proactive opportunities - Photography, footage, visualisations and digital content - Information requests	Business as usual engagement and mitigation - Inform – interactive website portal (utilising our Digital Engineering software to create visualisations of traffic management or works), newsletters, advertisements, traffic alerts, animations, social media, imagery, videography and time lapse - Consult - site visits, public displays and information sessions, presentations, community events, outreach activities	Low
Road users and transport groups Taxis Rideshare Pedestrians and cyclists, and Bicycle User Groups (BUGs) Public and private bus operators	- Permanent and temporary changes to traffic conditions - Permanent and temporary changes to active transport networks, cycling and pedestrian facilities - Public transport service disruptions - Bus stop relocations - Impact to parking - Access in emergencies	Innovative engagement and mitigation Live and local <i>with you</i> – QR code magnets, QR information stations, live surveys, video construction updates, mobile visitor information centre Actively moving <i>with you</i> – notifications and active transport initiatives, rewards for usage, interactive	Medium

Freight

- Cumulative traffic impacts and congestion
- Information and journey management
- signage, local schools – walk and learn
- **On board with you** – live public transport updates, early engagement, live surveys, activate bus stops, riding on board, stand-ups at stand-downs

Business as usual engagement and mitigation

- Inform – interactive website portal (utilising our Digital Engineering software to create visualisations of traffic management or works), notifications/posters, traffic alerts, community updates, electronic message signs, wayfinding
- Consult – 1800 enquiry line, emails/SMS, public displays, information sessions, presentations/mobile displays, community events, outreach
- Involve – design change consultation, community surveys

Environment and Heritage Metropolitan Local Aboriginal Land Council Sydney Coastal Councils Group Willoughby Environmental Protection Association North Sydney Historical Society

- Impact to known heritage areas or items during construction
- Management of unexpected heritage finds
- Consultation on heritage management
- Heritage considerations in urban design and landscaping

Business as usual engagement and mitigation

Low

- Inform – community information centre, interactive website portal (utilising our Digital Engineering software to create visualisations of traffic management or works), notifications/posters, newsletters, letters, social media, community updates
- Consult – 1800 enquiry line, briefings/meetings, information sessions, community events, outreach activities
- Involve – Community Reference Groups (CRGs), design change consultation, community surveys

Schools North Sydney Boys; North Sydney Girls Wenona School; Cammeraygal

- Loss of public amenity, social amenity, open space – access and usage of green space
- Loss of park land/future changes to park land

- **Innovative engagement and mitigation**
- **Actively moving with you** – notifications and active transport initiatives, rewards for usage, interactive

Medium

High School;
 Marist Catholic
 College North
 Shore; St Mary's
 Catholic Primary
 School
 Anzac Park
 Public School;
 Cammeray Public
 School
 Cammeray High
 School

- Impact to parking
- Air quality, public health impacts; campaigning for safe and healthy outcomes
- Public transport service disruptions
- Cumulative traffic impacts and congestion
- Safety as a result of increased heavy vehicles

- signage, local schools – walk and learn
- **Designing the future with you** – school program, WFU Youth Council
- **Business as usual engagement and mitigation**
- Inform – interactive website portal (utilising our Digital Engineering software to create visualisations of traffic management or works), notifications, newsletters, animations, social media, community updates
- Consult – briefings/meetings, face-to-face, public displays, information sessions, presentations/mobile displays, community events, outreach
- Involve – CRGs, design change consultation, community surveys

Community
 Service
 Providers
 Childcare centres
 Hospitals
 Nursing homes
 and aged care
 facilities
 Sporting clubs
 Libraries/
 community
 centres
 Religious/places
 of worship

- General information and project updates
- Construction activities and impacts (noise, dust, vibration)
- Traffic and parking
- Environmental impacts
- Operational impacts
- Wayfinding and access
- Noise during construction and operation

- Innovative engagement and mitigation**
- **Live and local with you** – QR code magnets, video construction updates, mobile visitor information centre
- **Actively moving with you** – notifications and active transport initiatives, rewards for usage, interactive signage, walk and learn
- **Constructing with you** – High Five your community, virtual assistant system, smart construction methodology

Medium

Business as usual engagement and mitigation

- Inform – community information centre, interactive website portal (utilising our Digital Engineering software to create visualisations of traffic management or works), notifications/posters, newsletters, letters, advertisements, traffic alerts, social media,

		- updates, electronic message signs, wayfinding • Consult –1800 enquiry line, face-to-face, emails/SMS, public displays and information sessions, presentations/mobile displays, community events, outreach activities • Involve – CRGs, design change consultation, community surveys	
Local residents	• Traffic impacts during construction and operation • Parking • Loss of open space • Impacts to social amenity • Noise during construction and operation • Safety as a result of increased heavy vehicles • Flora and fauna • Access to property • Changed traffic conditions • Impact to local business operations	Innovative engagement and mitigation • Live and local <i>with you</i> – QR code magnets, QR information stations, live surveys, video construction updates • Actively moving <i>with you</i> – notifications and active transport initiatives, rewards for usage, interactive signage, walk and learn • Constructing <i>with you</i> – AR visualisations, High Five your community, virtual assistant system, smart construction methodology Business as usual engagement and mitigation • Inform – community information centre, interactive website portal (utilising our Digital Engineering software to create visualisations of traffic management or works), notifications/posters, newsletters, letters, traffic alerts, community updates, electronic message signs, wayfinding • Consult – door knocking, 1800 enquiry line, meetings, face-to-face, emails/SMS, public displays and information sessions, presentations/mobile displays, community events, outreach activities • Involve – CRGs, design change consultation, community surveys	High
Businesses and industry groups	• Perception that construction will negatively impact businesses	Innovative engagement and mitigation	High

**Business
Builders Group
North Sydney
Business
Network (run by
North Sydney
Council)
North Sydney
Chamber of
Commerce
North Sydney
Connect**

- Reduced community, stakeholder and partner satisfaction
- Changes to local access/changes to parking availability
- Perception that works program will deter clients
- Business owner frustration
- **Live and local *with you*** – QR code magnets, live surveys, video construction updates
- **Constructing *with you*** – High Five your community, virtual assistant system, smart construction methodology

**Business as usual
engagement and mitigation**

- Inform – interactive website portal (utilising our Digital Engineering software to create visualisations of traffic management or works), notifications/posters, newsletters, letters, community updates, electronic message signs, wayfinding
- Consult – door knocking, 1800 enquiry line, meetings, face-to-face, emails/SMS, information sessions, presentations, outreach activities
- Involve – design change consultation, community surveys

**Directly affected
property owners
along alignment**

- Perception that CBD access will be reduced
- Impacts and changes to open space for recreational and leisure activities
- Property value
- Public transport routes and network capacity
- Potential delays to community and local access during construction
- Perception local street traffic will increase to avoid the area/local streets not designed to carry increased traffic capacity
- Perception construction/ post construction, increase in traffic capacity will negatively impact health, increase dust
- Noise, vibration and dust impacts during construction

Innovative engagement and mitigation

- **Live and local *with you*** – QR code magnets, live surveys, video updates
- **On board *with you*** – public transport updates & surveys, activate bus stops
- **Constructing *with you*** – AR visualisations, High Five your community, virtual assistant system, smart construction methodology

**Business as usual
engagement and mitigation**

- Inform – interactive website portal (utilising our Digital Engineering software to create visualisations of traffic management or works), notifications, newsletters, letters, traffic alerts, animations, social media, updates
- Consult – door knocking, 1800 enquiry line, meetings, face-to-face, emails/SMS, information sessions

High

Community and Environmental Groups: Wildlife Watch CG, Northern Tunnel Residents Community Action Group (AG), Precinct Committees, Progress Associations, Service Clubs Save Cammeray Park Action Group	• Air quality • Design • Transport mode • Property Impact • Construction impact • Local street impact • Traffic modelling • Engagement satisfaction • Impact on flora and fauna • Open space • Drainage/flooding • Project cost • Project support • Dissatisfaction with engagement and EIS process • Noise impact • Active transport facilities • Project opposition • Visual amenity	• Involve – design change consultation, community surveys Innovative engagement and mitigation • Live and local <i>with you</i> – QR code magnets, QR information stations, live surveys, video construction updates, mobile visitor information centre • Actively moving <i>with you</i> – notifications and active transport initiatives, rewards for usage, interactive signage Business as usual engagement and mitigation • Inform – community information centre, interactive website portal (utilizing our Digital Engineering software to create visualisations of traffic management or works) notifications/posters, newsletters, letters, advertisements, traffic alerts, social media, community updates • Consult – 1800 enquiry line, meetings, emails, public displays and information sessions, presentations/mobile displays, community events • Involve – Community Reference Groups, design change consultation	High
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Item 6 | Community Program

ISCA Requirement: A community engagement program including a description of project-specific stakeholder engagement techniques that respond to the objectives, level of engagement and the stakeholder analysis.

CPBD JV Approach

Project specific engagement techniques are described in table in previous Item 5. We are committed to exploring the use of future digital tools as further opportunities arise which may benefit the needs of the community and stakeholders where appropriate.

The project's requirements for communication, stakeholder and community engagement outline the tried and tested business as usual (BAU) approaches that will be the foundation of our strategic approach.

Transport is leading the way with the use of interactive portals, visualisations and information that bring projects to life and increase community understanding and awareness. We will therefore complement this with our engagement ecosystem approach that includes five innovative programs.

Our engagement ecosystem is guided by our key drivers, and is centred around being innovative, intuitive and integrated to deliver a communication and engagement program that achieves the highest standard – with you.

Our focus: The EIS documentation and Transport’s Community Communication Strategy (CCS) demonstrates the level of engagement that has already occurred, and the understanding of key stakeholders and community drivers. The foundation of our engagement ecosystem is to improve on BAU activities to the highest standard with you. It is continuously improving the approach to these tried and tested engagement methods that will ensure CPBD JV manages community and stakeholder engagement through all phases of the project, while also addressing the requirements of the Planning Minister’s Conditions of Approval (MCoA).

Key drivers: Robust, proactive engagement, community outreach, community program.

What it looks like: Using Transport’s levels of engagement – Inform, Consult and Involve – the key communication tools we will implement are outlined in Figure 4. Transport has also identified the fourth consultation level of Collaborate, which has been incorporated into our innovative tools and programs.

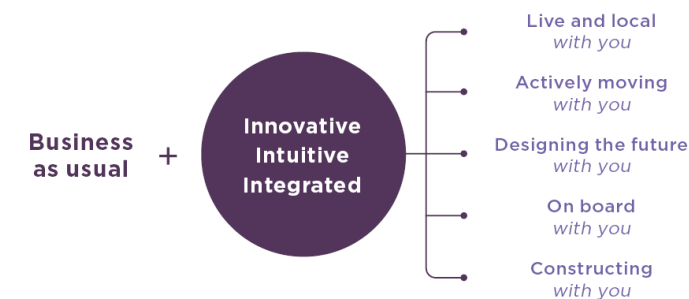


FIGURE: ENGAGEMENT ECOSYSTEM

Inform Tools	Consult Tools	Involve Tools	Collaborate Tools
Community Information Centre Interactive website portal Notifications & Posters Letters Advertisements Traffic Alerts Animations, maps & visualisations Social media Community updates Imagery, videography & time-lapse	Doorknocking 1800 enquiry line Briefings & meetings Emails & SMS Site visits Public displays & information sessions Presentations & mobile displays Community events	Community Reference Group meetings Design change consultation Community surveys School programs	Live surveys Community give-back days WFU Youth Council Designing with you

Specific engagement programs

Live and local with you

The focus of the *live and local with you* program is to achieve proactive and robust communication and engagement that provides accessible, informative, real-time (where possible) and interesting updates, while encouraging real-time feedback so the program is continually improving.

Actively moving with you

Nearly 6,000 comments in the EIS related to transport alternatives, integration and impacts on local streets. The most recent Australian Bureau of Statistics (ABS) data (2021) of the North Sydney Local Government Area (LGA) shows 30% of commuters drive to work, followed by ~30% using public transport and 12% cycle to work. CPB Downer JV aims to prioritise active transport corridors to encourage local residents to use active transport options to travel outside of the construction zone to meet public transport, ride shares or reach school. This approach harnesses learnings from COVID-19 with more people using active transport and may contribute to a future behavioural change in the area.

Designing the future with you

The EIS highlighted the importance of social amenity and open space impacts. With more than ten schools and a university in the area, and families accounting for more than half of all households, there is an opportunity to involve schools and young people in the future planning, priorities of green spaces, legacy items, and focus on diversity and future employment opportunities in engineering and non-traditional roles.

Today's younger generations are more informed, interested and involved in a sustainable future. CPB Downer JV will harness this interest and deliver an education program, with the added benefit of providing an alternative way to reach parents with information, while potentially uncovering some younger advocates for the Project's long-term legacies.

On board with you

Buses and trains are equally used within the project footprint (15.7% and 16.6% respectively, Census 2021) and Crows Nest includes a transport hub with direct bus and train connections to the CBD. This program is focused on ensuring CPB Downer JV is working with bus drivers to understand their experiences and how we can support them during the construction.

Construction with you

By working with the construction team as part of the '*High Five your community*' focus, we will proactively identify opportunities to use smart construction methodology. We will create visualisations that demonstrate staging, methodology and works while ensuring our construction and Community Engagement Team work hand in glove to identify solutions and facilitate community understanding.

High Five Your Community

Focus on considering options to eliminate or mitigate impacts, and drive a behaviour of being community minded and focused with the High Fives to planning works:



Item 7 | Key Community Engagement Milestones

ISCA Requirement: A timetable including key community engagement milestones that demonstrate early engagement activities and milestones for reviewing and responding to feedback.

CPBD JV Approach

Response:

Refer to Item 6 above. CPBD JV will seek approval from Transport for public facing activities such as key construction/communication milestones proposed and the activities proposed to support. This provides a high-level summary only and will be refined, updated and supplemented as the project progresses by the project team.

Activity	Rationale	Task/details	Responsibility	Timeframe
Getting to know our community survey	Gain detailed information and insight on residents and businesses directly adjacent to the project footprints to assist in proactively mitigating impacts (wherever possible) and inform communications and engagement activities.	Directly adjacent business survey Directly adjacent resident survey Postcard Outcomes report	Project team	Before work starts in the area
Ongoing site investigations including survey, geotechnical and contamination investigations	Notify the community of ongoing site investigations to inform the projects development.	Notification Door knock and/or phone calls Digital tools	Project team	At least five business days before work starts in area
Early work including service and utility relocation	Announce start of services and utilities relocation work as first phase of work, short in duration and low impact	Media release Notification Community Update Door knock and/or phone calls Digital tools	Media team Project team	No less than five business days before work starts in the area
Out of hours work (OOHW)	Notify residents of upcoming out of hours work including how this may impact them and proposed mitigation measures	Level of consultation will depend on impact and be in accordance with the Out of Hours Work Protocol. Consultation may include: Three-monthly notification Fortnightly notification Email/SMS Door knock/phone calls	Project team	Ongoing No less than five business days before work starts in the area

Activity	Rationale	Task/details	Responsibility	Timeframe
		Digital tools Highly noise affected letter and offer of alternative accommodation One-on-one resident meeting Negotiated agreement Email notification to Council, EPA and emergency service providers		
Start of construction of the Warringah Freeway Upgrade component	Announce commencement of Warringah Freeway Upgrade main work	Media opportunity Notification Community Update Social media platforms Digital tools	Media team Project team	No less than five business days before work starts
Traffic changes	Driver education and awareness of changed traffic conditions and delays to journey times	Media release Notification Advertising Signage Social media platforms Digital tools	Project team Media team	No less than five business days before the start of the traffic change
Active and public transport changes	Education and awareness of changes conditions, new temporary stops and alternative routes	Notification Advertising Signage Social media platforms Digital tools	Project team	No less than five business days before the start of the change
Place, Design and Landscape Plan	Consult with the community on the proposed Place, Design and Landscape Plan	Media release Notification Information sessions A minimum two week feedback period Advertising Social media platforms Digital tools Public display	Project team Media team	Before construction of permanent built work or landscaping that are the subject to the Place, Design and Landscape Plan.
Completion of Warringah Freeway Upgrade	Celebrate completion of Warringah Freeway Upgrade main work	Media opportunity Notification Advertising Project Update Social media platforms Digital tools	Project team Media team Social media team	No less than 14 business days before completion of work

Managing Feedback

All collateral distributed contains details for stakeholders to provide feedback including:

- A QR code that links stakeholders directly to a survey to provide feedback
- A project email address that links stakeholders directly to an inbox monitored 24/7 by the community team
- A 1800 number that is monitored 24/7
- A project specific website that provides a feedback mechanism

There will also be other planned and targeted formal community consultation episodes to support the development of urban design etc.

OOHW Communication Framework

Purpose and objectives

- OOHW framework outlines community consultation and communication activities that are needed to facilitate out of hours work (OOHW). This framework is a resource for the project team, designed for regular updates and is an appendix to the CAP for the WFU Project.

Notification process when out of hours work is required

- If any OOHW needs to be carried out, the following process must be completed as part of informing the community:
 - Prepare noise modelling for proposed work.
 - Determine affected residents and sensitive through modelling.
 - Distribute OOHW notification to affected residents and upload to Project website.
 - Doorknock highly impacted residents

OOHW Communication tools, activities and timeline

Activity	Purpose	Timing	Audience
OOHW notification (hardcopy letterbox drop / emailed to the community contacts database) refer to Appendix B1 for example	Provide overarching community notification about upcoming OOHW to rationalise more frequent notifications and minimise risk of consultation fatigue.	Every three months	OOHW Category A – D Key stakeholders including local councils and emergency services*
OOHW notice (email/SMS/phone call or DL flyer if no contact details available) refer to Appendix B2 for example	Reminder to potentially noise affected residents of the start of OOHW. The notice operates as a 'top up' to the previously distributed OOHW notification.	Minimum five business days before OOHW	OOHW Category B – D Key stakeholders including local councils and emergency services*
Negotiated Agreement	Obtain agreement to carry out OOHW.	As required	OOHW Category B - D
Alternative accommodation (AA) letter of offer	Offer AA to highly noise affected residents.	Minimum five business days before OOHW	OOHW Category D
SMS/email/call	Reminder to potentially noise affected residents of planned OOHW.	No less than 48 hours before OOHW	OOHW Category C - D

Website update	List active OOHW.	As required	OOHW Category A - D
Phone calls	Provide personalised contact and tailored advice about OOHW to potentially noise affected residents and opportunity to comment on specific needs.	As required	OOHW Category D
One-on-one meetings	Provide personalised contact and tailored advice about OOHW to potentially noise affected residents and opportunity to comment on specific needs.	As required	OOHW Category C - D
Door knocking	To provide personalised contact and obtain data to allow for tailored mitigation solutions	As required and managed within COVID-safe guidelines	OOHW Category B-D
Notes:			
Subject to consultation with key stakeholders			
Category – Noise level	Receiver perception		
< 5dBA above NML	Noticeable		
5-15 dBA above NML	Clearly audible		
15-25 dBA above NML	Moderately intrusive		
> 25 dBA above NML	Highly intrusive		

Planning our engagement

Tool/ Activity	Description	Audience	Frequency/ Timing	Detail
Community Engagement Activity Plans (CEAP)	Communication and stakeholder engagement plans will be developed for specific packages of work, activities and issues management.	Internal	Developed and endorsed for use before start of contractor main work	Detailed CEAPs will be developed to guide the communication and stakeholder engagement programs for each contractor. These plans will be developed consistent with the CCS and CAP, and will include but not be limited to stakeholder mapping, process, procedures and protocols for engagement, tools and activities which will be used, roles and responsibilities and a detailed three month look ahead of all upcoming engagement to support construction activities.
Traffic education campaigns	Specific traffic education campaigns will be developed to increase driver awareness of changes and promote safe travel through the worksite.	Internal	Developed and endorsed for use before any major traffic changes	Traffic education campaigns will be developed for the Warringah Freeway Upgrade. These campaigns will include a variety of mediums to reach the travelling public including digital tools and site signage. These may include detailed engagement plan including digital and print materials proposed, stakeholders to be engaged and methods for measuring success of campaign.
Crisis management plans	Crisis management plans will be developed to clearly outline the process and procedures which will be followed in the event of an emergency or crisis.	Internal	Developed and endorsed for use before the start of contractor main work	Detailed crisis management plans will be developed by individual contractors in accordance with contractual requirements and as applicable to the individual scopes of work. The intent of these plans is to ensure the processes and procedures for management of crisis or emergency events are clearly understood and agreed by the project team.

Keeping the community up to date – notifications and communication

Tool/ Activity	Description	Audience	Frequency/ Timing	Detail
Community updates	Community updates will be distributed to the community and stakeholders to provide a general overview and update of upcoming work and activities.	All	These will be distributed at key project milestones and/or every six months	Content to include information on construction progress, graphics, illustrations, maps and photos. Every update will include project contact details including the project's 24 hour 7 days per week 1800 number, email address, postal address and website address. All Community Updates will be WCAG compliant and include translation services. Distributed via hard copy letterbox drop to notification areas provided in Appendix C. Emailed to the community contacts database at the time of distribution. Available on the website and static locations as required.
Community notifications	Community notifications will be used regularly to distribute information to the community and stakeholders providing for a no surprises approach about upcoming work near them.	All affected residences within a 500-metre radius of work, or as negotiated with Transport. Community members and stakeholder groups assessed as being potentially affected or interested in the activities included in the notification.	At least five business days before the work, activity or change comes into effect	Content to include or notify about: • start of work • start of a new activity which has the potential to impact on the community and stakeholders • out of hours work • changes to access • changes or disruptions to services and utilities • changes to local traffic conditions • changes to pedestrian and cycle ways. Every Community Notification will include project contact details including the project's 24 hour 7 days per week 1800 number, email address, postal address and website address. All Community Notifications will be WCAG compliant and include translation services. Emailed to localised distribution lists and available on the website and static locations as required.
Work notices	Work notice slips will be prepared and dropped to	Directly affected residents and businesses.	Between five days and 48 hours before the work,	Work notices are to be DL sized and printed in hard copy. Work notices to be distributed via letter box to directly

Tool/ Activity	Description	Audience	Frequency/ Timing	Detail
	affected residents prior to work starting near the. These notices are intended as a top up to wider distribution Community Notifications as they will provide specifics on locations, dates and durations .		activity or change comes into effect.	affected residents and businesses and include notification for upcoming work near them. For example, where site investigations have been notified to the whole distribution area to cover a three-month period, work notices are provided to local residents before prior to work starting near them.
Out-of-Hours Works (OOHW) notifications	Community notifications will adhere to the requirements of the project specific Construction Noise Vibration Management Plan (CNVMP) and implement the OOHW protocol. These protocols have been developed in compliance with MCoA E69 and appropriate levels of consultation will be carried out for all OOHW activities.	Local community Directly affected residents and businesses All road users including trucking, freight industry, public transport operators, emergency services	Throughout the Project works, as required	• Details of works required outside standard construction hours, including justification of why the activities are required outside standard construction hours • Measures that will be implemented to manage potential impacts associated with works outside standard construction hours • Location and activity specific noise and vibration impact assessment process(es) that will be followed to identify potentially affected receivers, • Clarify potential impacts and select appropriate management measures • Details of the approval process (internal and external) for works proposed outside standard construction hours. • Three-month schedule of the proposed OOHW. The schedule will also be developed with consideration of utilities relocation/adjustment works to provide appropriate respite in consultation with the community (MCoA E83)

Tool/ Activity	Description	Audience	Frequency/ Timing	Detail
				Consultation with the community at the affected location(s)
Letters	Letters provide an ongoing form of communication with stakeholders and community members. Letters will be used to reply to correspondence, when this is the preferred method of contact or no email address has been provided, and to provide information in smaller targeted consultation activities.	All	As required	Every letter will include project contact details including the project's 24 hour 7 days per week 1800 number, email address, postal address and website address.
Advertising	Print and radio advertisements will be used to notify the wider community about upcoming changes to traffic conditions and as required under the environmental approvals.	All	Between five and 10 business days before the work, activity or change comes into effect, depending on activity	Written advertisements to be placed in but not limited to the following publications: - Inner West Courier - North Shore Times - Mosman Daily Radio advertising to be agreed based on impacts and specific activities.
Traffic alerts	Traffic alerts will be used to notify of major traffic changes or disruptions.	Media outlets General public	Released about 48 hours before change coming into effect.	Traffic alerts will be issued by the Transport Media Unit to key media outlets within the project area. Traffic alerts will also be provided to the project team to issue via email or SMS to advise stakeholders of traffic conditions as required.
Media releases	Media releases will be used as a proactive tool to factually address identified issues and generate strategic support for the Project.	All	Before major project milestones, public events or consultation and good news stories.	Media releases will be issued by the Transport Media Unit to key media outlets within the project area. The Media Officer will produce and distribute and project team members are to assist as required.

Tool/ Activity	Description	Audience	Frequency/ Timing	Detail
Door knocking	Doorknocks will be used to facilitate face-to-face interactions with directly impacted resident and businesses, where no phone or email contacts are available or the community members has nominated this as their preferred method of contact.	Directly impacted residents and businesses	Doorknocks to discuss and notify for general work will be carried in the week before the activity starting. Doorknocks to notify of emergency work or in an emergency situation are to be carried out as soon as practical.	Targeted doorknocks will be carried out as required and will focus on directly impacted residents and businesses. All doorknocks are to be carried out by at least two project personnel at all times.
Email blasts	Email blasts will be distributed to the project distribution list as required and include project information and copies of collateral distributed.	All registered stakeholders Specific work/activity/area distribution lists	As required, between five business days and 48 hours before work starts in an area.	Email blasts including copies of collateral will be sent at all project milestones. Localised email blasts will be sent to pre-determined distribution lists for specific activities. For example, all traffic changes will be sent to the traffic and transport distribution list. All out of hours work notifications will be sent to the relevant area distribution list, e.g., Cammeray.
Fact sheets	Fact sheets will be developed as needed to explain key parts of the project or specific issues or concerns raised.	All	As required	Examples of the types of topics fact sheets will be developed on include: - Managing dust during construction - Managing noise during construction - Managing parking during construction - Managing traffic during construction - Tunnelling - Working on the water. - New construction sites All fact sheets will include translation services and further information about how to get in touch with the team. All fact sheets will be WCAG compliant and include translation services. All fact sheets will include project contact details including the project's

Tool/ Activity	Description	Audience	Frequency/ Timing	Detail
				24 hour 7 days per week 1800 number, email address, postal address and website address.
Text messages / SMS	SMS alerts may be used to inform stakeholders about important events or situations. These SMS alerts can be automated or triggered by specific events. SMS alerts may be used to send construction notifications and other time-critical information to all stakeholders in the database who provided mobile numbers.	Registered stakeholders for SMS alerts Specific work/activity/area SMS lists	48 hours before work or activity start. In the event of an emergency or emergency work, as soon as practical.	SMS alerts will be used to provide registered stakeholders with more detailed information about work/activities or when this has been nominated as the preferred method of contact. SMS alerts will be generally used as a top up consultation method to support wider notifications, however, may also be used in the event of an emergency, for emergency work or where this has been nominated by the stakeholder as the preferred method of contact. For instance, they will provide specific dates of work when close to individual stakeholder properties.
Phone calls	Phone calls will be used to inform stakeholders and community members about upcoming work, discuss issues and concerns and provide further information about the project.	Register stakeholders and community members	As required, requested or 48 hours before work or activity starts. May also be used in to notify of emergency work or in emergency situations and would be carried out as soon as practical.	Phone calls may be used to inform stakeholders about important events or situations or where stakeholders and or community members have nominated this as their preferred method of contact.
Electronic message signs (VMS)	Permanent and temporary electronic message signs will be used to inform road users and or pedestrians and cyclists of changed traffic conditions.	Road users	As required under the environmental approvals and or contractual requirements.	Electronic message signs (also known as Variable Message Signs) are to be installed and used as required under the relevant environmental approvals or contractual requirements.
Sign posting	Sign posting around affected areas will be used to inform stakeholders of	Road users Pedestrians and cyclists Public transport users	As required at least five business days before change coming into effect or as required	Signposts notifying of changed conditions will be installed before changes are implemented. Wayfinding and directional signage will also be installed to support any

Tool/ Activity	Description	Audience	Frequency/ Timing	Detail
	changed traffic, parking, pedestrian and cyclist conditions.	Community and or residents who use affected parking spaces	under the environmental approvals and/or contractual requirements.	temporary detours or temporary changes to public transport.
Boundary screens	Boundary screens will be established around all ancillary facilities which are next to receivers for the duration of construction.	Council Directly adjacent residents Business operators	Installed during ancillary facility establishment and in place for the duration of construction unless otherwise agreed with relevant Council, and affected residents, business operators or landowners.	Boundary screening will be provided in accordance with the requirements of the individual sites and may include hoarding or shade cloth. Branding of the screening will be developed in accordance with Transport's guidelines and include at a minimum, project contact details including phone, email and website address.
Website	The project team will maintain a project website to enable the wide dissemination of information.	All	Website and portal are already and established and live. Both will be updated during construction ahead of major milestones, to include notifications of upcoming work and or as required under the environmental approvals.	All website material must comply with requirements of Web Content Accessibility Guidelines (WCAG) 2.0 Level AA. Website content includes but is not limited to: - key project information such as predicted milestones and detailed information about upcoming activities - information for motorists and public transport users, including predicted periods of delay and alternative routes - telephone, email and address details where complaints and inquiries can be registered - background information on the project - relevant reports and documents including environmental investigations and those as required by conditions of approval.

Opportunities for the community to get involved – engagement

Tool/ Activity	Description	Audience	Frequency/ Timing	Detail
Community forums	Issue or location-based forums will be established to enable discussion with interested community members about key environmental management issues of concern. The purpose of the forums is to provide a mechanism to seek community feedback, input into developing additional mitigation measures, community engagement programs or gauging community sentiment or input into place making.	Community and residents Interest groups Sensitive locations or areas, or where matters need local community input	Forums will be established throughout construction as required. It is anticipated these forums will be reserved for specific topics/issues which require or would benefit from community input, including but not limited to, parking, out of hours work and tunnelling Timing and frequency will be dependent on the matter being addressed and the deliverables of the forum. They will be held at an easy to access location (if applicable) and at a time the interested groups and individuals are likely to be available. Regular working groups with representatives of community groups and individuals will also be used to engage on issues on a regular basis. They will be held at an easy to access location, at a time the interested groups and individuals are	Forums will be established on an as-needed basis and be guided by the level of impact or community and stakeholder interest in a particular topic. Forums will take the form of either community information sessions, online information sessions or working groups. Forums focussed on specific environmental issues in development include the Alfred Street North Precinct Working Group and further detail on these working groups is provided below. Terms of engagement for the forums will be established and discussed with participants to agree: • a clear purpose • duration the forum will be active for • engagement objectives • anticipated outcomes and forum deliverables and • scope and depth of the engagement. Whether forums are carried out in person or online will depend on health guidelines at the time.

			likely to be available.	
Community information sessions	Community information sessions provide an opportunity to meet with members of the project team, find out more about the project and discuss any issues, concerns or questions.	All	Information sessions will be held quarterly. Additional information sessions will be held ahead of implementation of specific activities including but not limited to tunnelling. In person sessions will run for up to three hours and will be an informal drop-in format. These will be held outside of business hours, to provide community members flexibility to attend at a time which suits them. One session will be held in each key project location. The sessions will be hosted by project team personnel.	In addition to scheduled quarterly sessions, information sessions will be held during the public display of the Place, Design and Landscape Plan, the Active Transport Network Review and should a modification to the project approval be required. Whether these are carried out in person or online will depend on health guidelines at the time. Until such time as these is permitted in person, all community information sessions will be run as online information sessions, please see below for further detail. Online events will be tailored according to the consultation requirements. Attendees will be registered and enabled to provide digital or postage paid feedback. A description of the issues raised will be disseminated via internal project reports.
Staffed pop-up displays	Staffed pop-up displays provide an opportunity to meet with members of the project team, find out more about the project and discuss any issues, concerns or questions.	Local community and businesses	As required	Staffed pop-up displays will be carried out as required and be located according to the purpose of the consultation and the audience of the engagement, and in accordance with relevant health guidelines. For example, staffed pop up displays may be carried out in community parks and green spaces ahead of key construction activities such as start of out of hours work. Staffed pop-up displays will generally include display materials, collateral for discussion and be staffed by at least three project team members, including at least one technical specialist.

				The specifics of these will vary depending on health guidelines at the time.
Attendance at markets and events	An ongoing presence at established community markets is proposed, in accordance with health guidelines. These provide a casual atmosphere to engage with members of the community who may not necessarily wish to or be able to attend the formal information sessions.	Local community	Market attendance is proposed around key project milestones, during the display of the Place, Design and Landscape Plan, the Active Transport Network Review, should a modification to the project approval be required and also as deemed required by the project team.	Markets proposed to be attended include but not limited to: • Kirribilli Markets • Crows Nest markets • Northside Produce Market • Mosman Market • Chatswood Mall Market. This list will be updated and amended accordingly as the project progresses. Markets will generally include display materials, collateral for discussion and distribution and be staffed by at least three project team members, including at least one technical specialist. The specifics of these will vary depending on health guidelines at the time.
Face-to-face meetings	Face-to-face meetings assist to develop relationships of trust and confidence by listening and responding to people's issues and concerns. They enable focussed, detailed discussion and negotiation and facilitate discussions about private information.	Affected residents and businesses Community members and groups Stakeholders and groups	Face-to-face meetings will be arranged with affected residents and business, stakeholder groups and community members as requested or required.	All face-to-face meetings with external stakeholders and members of the community will be attended by at least two members of the project team. Face-to-face meetings will be held in accordance with health guidelines.
Traffic and transport liaison group	A traffic and transport liaison group has been established to facilitate the ongoing management of key traffic issues and enable a co-ordinated and consolidated approach.	Representatives from key agencies and stakeholder groups	Group to be established before the start of main work Group to meet ahead of key changes proposed and at least four times a year	Terms of Reference to be established and group to be formed before major work starting.

School engagement program	A schools engagement program will be developed by the project team and will be used to engage with primary and /or secondary school students.	Primary and or secondary aged school children. Schools engaged would be near to the project alignment.	Program to be established and operational within the first year of the Western Harbour Tunnels construction.	The program will look to engage students either in the construction or engineering disciplines and or provide education about the projects. The program is proposed to be a collaborative effort between Transport and all the contractors engaged for the project and would be developed further in consultation with them once engaged.
Community days and events	Community days and events provide an opportunity for the community to be involved in the project.	General community	Timing to be confirmed.	Events may include family fun days, celebrations of significant project milestones and community walks prior to opening new infrastructure to traffic. Further detail on these events would be developed during construction and be held in accordance with health guidelines.
Briefing and presentation	Briefings and presentations provide an opportunity for dissemination of information to smaller groups and allow engagement and discussions with smaller groups on key topics or at key project milestones.	Key stakeholders Community groups Environmental groups	Ahead of key project milestones and as required.	Briefings and presentations to be developed including detailed information pertinent to the stakeholder or group. The format of these sessions will vary depending on the health guidelines at the time.
Community information centre	A community information centre is a display centre which provides an opportunity for the community to drop in and speak with members of the project team and obtain further information on the project. The project is also considering a mobile/pop up option to be more accessible for the broader community	All	Inclusion of an information centre will be assessed and opening times may include: 9am – 5pm Monday to Friday (as required) - Not open weekends or public holidays.	The community information centre may include but not be limited to: - Up to date maps of the alignment - Access to relevant latest construction information - Printed collateral - Access to digital tools including TVs for videos and animations and iPads.

Site tours

Site tours will be provided for key stakeholders to show construction progress, provide further detail on activities and work and for compliance with relevant approvals.

Government and key stakeholders

As required

Site tours will be facilitated as required to provide access to the site for key stakeholders and regulatory bodies. Tours will be tailored to stakeholder requirements and will be facilitated by the project team and include all relevant safety protocols and procedures.

How the community can learn more – digital tools

Tool/ Activity	Description	Audience	Frequency/ Timing	Detail
Interactive portal	An online portal has been developed to increase community interaction with and understanding of the project.	All	Ongoing	The interactive portal contains: An interactive map outlining key project features, construction sites, impacts, landmarks and a brief summary of the key outcomes of the EIS for each location along project alignment. The map also includes links to videos, animations and slider images to help community members visualise the project. Users can tailor the information they see by searching for their address or key landmarks to understand the information relevant to that location. The interactive portal will be updated as required as the project moves into construction.
Animations and videos	Educational videos and animated content will be developed to proactively respond to key project issues and help the community understand the construction process/ methodology, key design elements and key potential issues and impacts.	All	Ahead of key project milestones. Including but not limited around key project milestones, during the display of the Place, Design and Landscape Plan, the Active Transport Network Review, should a modification to the project approval be required and also as deemed required by the project team.	Animations will use simplified visual imagery paired with narrative and graphics to show the step-by-step processes in construction, for instance, turning the complex process of a cut and cover into a piece of communication easily digested by the general public. Videos may also be used to tell the story of the project, explain more complex information, provide key upcoming work updates helping the public understand its challenges and its benefits. They will use expert commentary, photography and artist impressions to contextualise the project. Videos and animations will be kept short in duration, running for around one to two minutes. This will engage customers' interest and enable them to be repurposed for use in other engagement tools.
Fly throughs	A number of fly throughs (orbitals)	All	Updated during detailed design.	Fly throughs are to be used to draw attention to the new routes

have been developed for the project. These 3D representations again help build context around the project, educating the public about how the existing roadways will be modified. These visualisations give the public an up-close virtual experience of the project.

that drivers will have available to them and how this may change their current patterns of movement. Fly through will be used to help educate the community and facilitate drivers' early adjustment to the future roadways.

Online community interactive sessions (webinars)	Online information sessions are a powerful tool for sharing information with the public and engaging directly with them. There are many advantages to online information sessions. They are highly customisable, allowing us to engage directly with specific community groups and focus in on defined issues.	All	Online information sessions will be held during key consultation periods including public displays. Additional sessions will be held ahead of implementation of specific activities.	Online information sessions will be used either in lieu of or in addition to community information sessions, in line with the health guidelines at the time. If required they will be held at a minimum during the public display of the Place, Design and Landscape Plan, the Active Transport Network Review and should a modification to the project approval be required. Online sessions will also be held on specific environmental issues or topics of interest to the community. Issues based sessions will include but not be limited to sessions on: parking, out of hours work and operational noise treatments.
Social media platforms	Social media platforms are an essential tool of community engagement. We are using platforms such as Facebook, LinkedIn and Instagram enable us to reach a wide array of stakeholders in a timely manner.	All	Use of social media is ongoing and will be used during project milestones and key consultation periods including public displays.	Content can be delivered in a highly targeted way and designed to engage with our customers according to current trends of information consumption. As we progress through construction, social media tools will be essential in providing targeted community groups with relevant information, such as roadwork notifications, as well as in continuing to build the story of the project, illustrate its importance, link viewers to in-

depth information or points of contact.

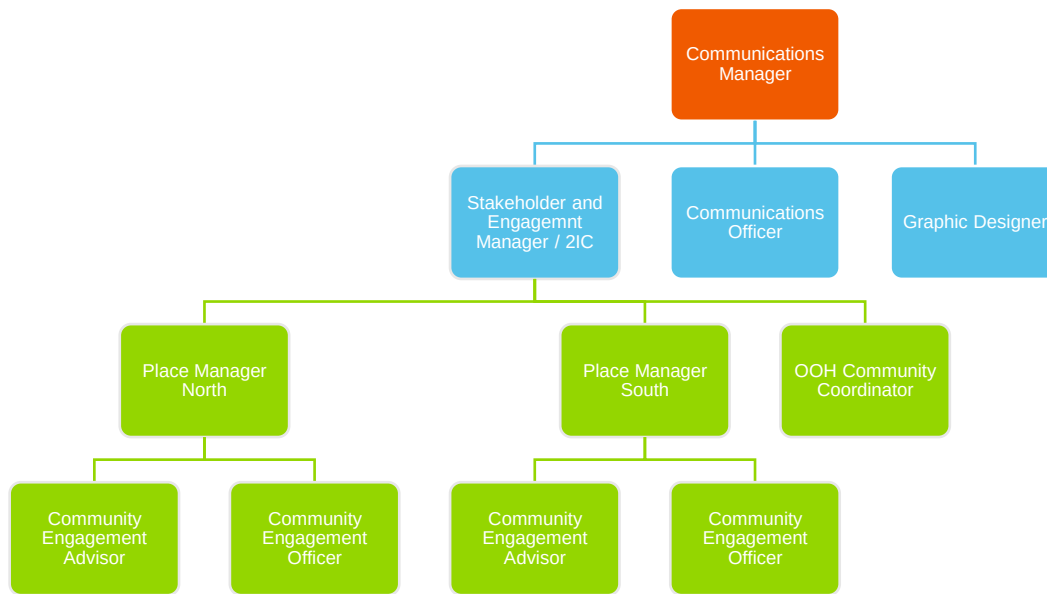
Engaging with culturally and linguistically diverse and vulnerable communities

Tool/ Activity	Description	Audience	Frequency/ Timing	Detail
LOTE, CALD and vulnerable communities	We will facilitate access to information and engagement for all members of the community, including those in LOTE, CALD and vulnerable communities engagement	LOTE, CALD and vulnerable communities engagement	Ongoing	Providing the LOTE, CALD and vulnerable communities in the project area with targeted engagement including: • A Translating and Interpreting Service (TIS) for translating all printed and written materials • Advertising to be placed into community language newsletters as appropriate and • Using visual representations including graphics, animations and images wherever possible. We will work closely with local Councils and community groups (like the Sydney Multicultural Centre, in North Sydney and Multicultural NSW to use existing LOTE, CALD and vulnerable community relationships.

Item 8 | Resources and Responsibilities

CPBD JV

- Complying with all Transport procedures, processes, protocol and plans.
- Developing construction-specific Community Engagement Activity Plans (CEAPs)



- Inducting all contractors and subcontractors in community relations issues and expectations.
- Providing communication and engagement team members to engage the local community during the construction phase.
- Managing day-to-day relationships with directly affected stakeholders and developing good relationships with neighbours.
- Advocating community and stakeholder interests to Transport.
- Responding to community enquiries and complaints.
- Preparing public materials including but not limited to construction notifications, general notifications, site signage, traffic alerts as specified.
- Recording all interactions with stakeholders and the community in the stakeholder management database (Consultation Manager).
- Proactively communicating with stakeholders and the community including door knocks and targeted correspondence about construction work.
- Documenting progress through photography and videography.
- Providing content to Transport for public materials, media and government responses.
- Working closely with other contractors to co-ordinate consistency in approach and minimise cumulative impacts to the community.
- Appointing experienced and skilled community engagement Public Liaison Officers (PLOs) to assist the public with questions, enquiries or complaints 24 hours a day via a roster system, during construction in accordance with MCoA B7.

Communication and Stakeholder Engagement Team

Role	Responsibility
Communications Manager	- Lead WFU CSE as a senior appointed leader to the project's senior leadership team reporting to the Project Director - Set strategic direction for communication and stakeholder engagement across project design, construction, testing and commissioning phases - Primary point of contact and escalation point for Transport's communication and stakeholder engagement team, ensuring efficient frameworks and fostering two-way communication - Responsible for communication and engagement with Tier One stakeholders - Oversee budget and supplier management - Relationship manager for key stakeholders - Obtain and prepare copy for Transport including media releases, holding statements and responses, government queries, award submissions, social media, websites and newsletters - Comprehensive knowledge of project and progress, including activities, nature of works, and project resources, with authorisation to prepare and issue media and urgent copy to Transport 24 hours a day, 7 days a week - Oversee and manage issues to resolution, including reputation risk for contractor JV partners, Transport and project - Manage resourcing for the Communication and Stakeholder Engagement Team (CET). - Manage strategic community and stakeholder engagement activities to develop proactive, multi-faceted approach for engaging and empowering community and stakeholders through project delivery - Identify positive media and communication opportunities and support execution in collaboration with Community Engagement Leads and project team members - Lead rolling program of engagement activities, including information 'roadshows' with key stakeholders, public and interactive displays, construction notices, traffic communications and letterbox drops to communicate issues and engage wider community - Lead induction inclusions, toolbox talk and pre-start meeting briefings relating to community issues and engagement topics.
Stakeholder and Engagement Manager/2IC	- Develop and oversee implementation of integrated external stakeholder and community engagement programs to support and strategically position the project - Provide strategic advice and insight to assist with the development of effective government, client and stakeholder relationships - Provide strategic community and stakeholder engagement leadership across the Design and Delivery team to maintain positive client relationships - Implement and review the Communication Action Plan (CAP) and ensure key activities are integrated into the overall project program - Contribute to achievements for project KPIs and ISCA process - Oversee the development and implementation of site specific CEAP including quarterly reviews and updates - Manage project partnerships and external stakeholder relationships to achieve business objectives

- Promote an internal business partnership and outcomes-focussed culture across the function and measure effectiveness against agreed objectives
- Confer with Communications Manager to ensure the project parent companies are informed of media and other material issues to ensure compliance with continuous disclosure obligations
- Assist the Communications Manager in any aspects required in the implementation of issues management systems and processes to raise awareness and understanding of reputational risk management among senior leaders
- Proactively anticipate reputational issues and develop plans to prevent these and/or mitigate these in case they arise
- Assist the Communications Manager in any aspects required with crisis preparedness across the project through training and awareness and support any crises that may impact the project in line with crisis management procedures

**Community
Engagement Place
Managers**

- Dedicated on-the-ground communication and engagement specialists focusing on specific 'place' or precincts along site alignment
- Maintain ongoing in-depth knowledge of construction activities and build strong relationships with Construction team members to create streamlined, two-way communication and coordination of construction activities in line with potential and known community issues
- Develop and implement site-specific CEAP in collaboration with construction and traffic team members, Community and Stakeholder Engagement Manager and Transport
- Work closely with Design and Construction Teams so stakeholder considerations are integrated into design, delivery, testing and commissioning activities
- Identify, mitigate and manage site-specific issues to resolution, and report on and escalate as required
- Support, participate in and provide content for rolling program of engagement activities, and communication activities
- Apply specialist writing skills to prepare quality written materials for target groups, stakeholders, residents, businesses, community members impacted by works
- Handle complaints in line with agreed timeframes
- Manage direct liaison with residents, businesses, landowners, stakeholders, road users, commuters, cyclists and pedestrians on project activities, including changed traffic conditions and access
- Participate in 24/7 community hotline roster and maintain consultation database records
- Assist Communications Manager in preparation of information for inclusion in monthly reports.

**Community
Engagement
Advisers (North and
South)**

- Identify stakeholder and community issues and recommend strategies to respond, prevent complaints and minimise impacts
- Respond to complaints and enquiries within required timeframes
- Provide advice to project site teams and contribute to the effective planning of site activities to minimise impacts on stakeholders and the community
- Record and report all stakeholder and community contact within Consultation Manager

- Draft high-quality community notifications, newsletters and monthly email updates
- Undertake face to face consultation with local stakeholders and community members
- Assist with consultation and negotiations with key stakeholders including government authorities
- Assist with community events, site visits, and community and stakeholder meetings
- Manage complaints and complete associated reports when rostered
- Understand and comply with Transport's communication and consultation requirements and processes
- Assist with the implementation of the site specific CEAP including reviews and updates

Community Engagement Officers (North and South)

- Support on-the-ground communication and engagement specialists dedicated to specific 'places' or precincts along site alignment
- Manage Consultation Manager data entry and actions
- Form strong relationships with Construction team members to support streamlined, two-way communication, and help coordinate construction activities in line with potential and known community issues
- Support implementation of sit specific CEAP in collaboration with construction and traffic management teams
- Support, participate in and provide content for rolling program of engagement activities, and communications activities
- Assist in preparing quality written materials for target groups, stakeholders, residents, businesses, community members impacted by works
- Handle complaints in line with agreed timeframes
- Manage direct liaison with residents, businesses, landowners, stakeholders, road users, commuters, cyclists and pedestrians on project activities, including changed traffic conditions and access
- Participate in 24/7 community hotline roster and maintain consultation database records
- Assist Community and Stakeholder Engagement Manager in preparation of information for inclusion in monthly reports.

OOH Community Co-ordinator

- Dedicated permanent night shift role to support on the ground communication required between 8pm and 5am.

Communication Officer

- Coordinate communication tool and material development, approvals and distribution, including those delivered in collaboration with Transport.
- Support production of monthly video, still and time lapse footage
- Develop and update project content, such as social media and Lines to Take
- Collaborate with Graphic Designer to produce maps and materials
- Record media reporting and conduct media analysis
- Monitor and develop responses to social media questions and comments
- Manage site visit requests from Transport and other stakeholders
- Maintain expenditure and budget management requirements with suppliers
- Develop and support implementation of positive communication and media opportunities with Transport
- Implement external project branding requirements
- Support project team to build joint venture culture of engagement and collaboration through internal communication activities.

Graphic Designer

- Design all project communication tools and material

- Prepare mock up and artwork for community forums and hoardings
 - Design all diagrams and maps
 - Design internal communication materials, including videos
 - Manage production and quality control to support approvals and distribution deadlines
 - Utilise full Adobe Illustrator suite, Photoshop and InDesign software
 - Deliver all graphics elements required, including internal branding and templates
-

Item 9 | Feedback and Complaints Procedure

ISCA Requirement: A community feedback and complaints procedure

CPBD JV Approach

Response:

To address and respond to complaints, a complaints management system has been developed in accordance with the MCoA.

The purpose of this system is to specify the process for receiving, addressing, resolving and recording complaints as well as outline the process required in the escalation of a complaint to an independent mediator. This complaint management system will be coordinated for the duration of the project and up to 12 months following construction completion in accordance with MCoA B7. This complaints management system will be reviewed after the first six months, then every twelve months after that for the duration of construction. We are committed to being open and transparent about our complaints handling process and what you can expect from us when you get in touch.

Definitions

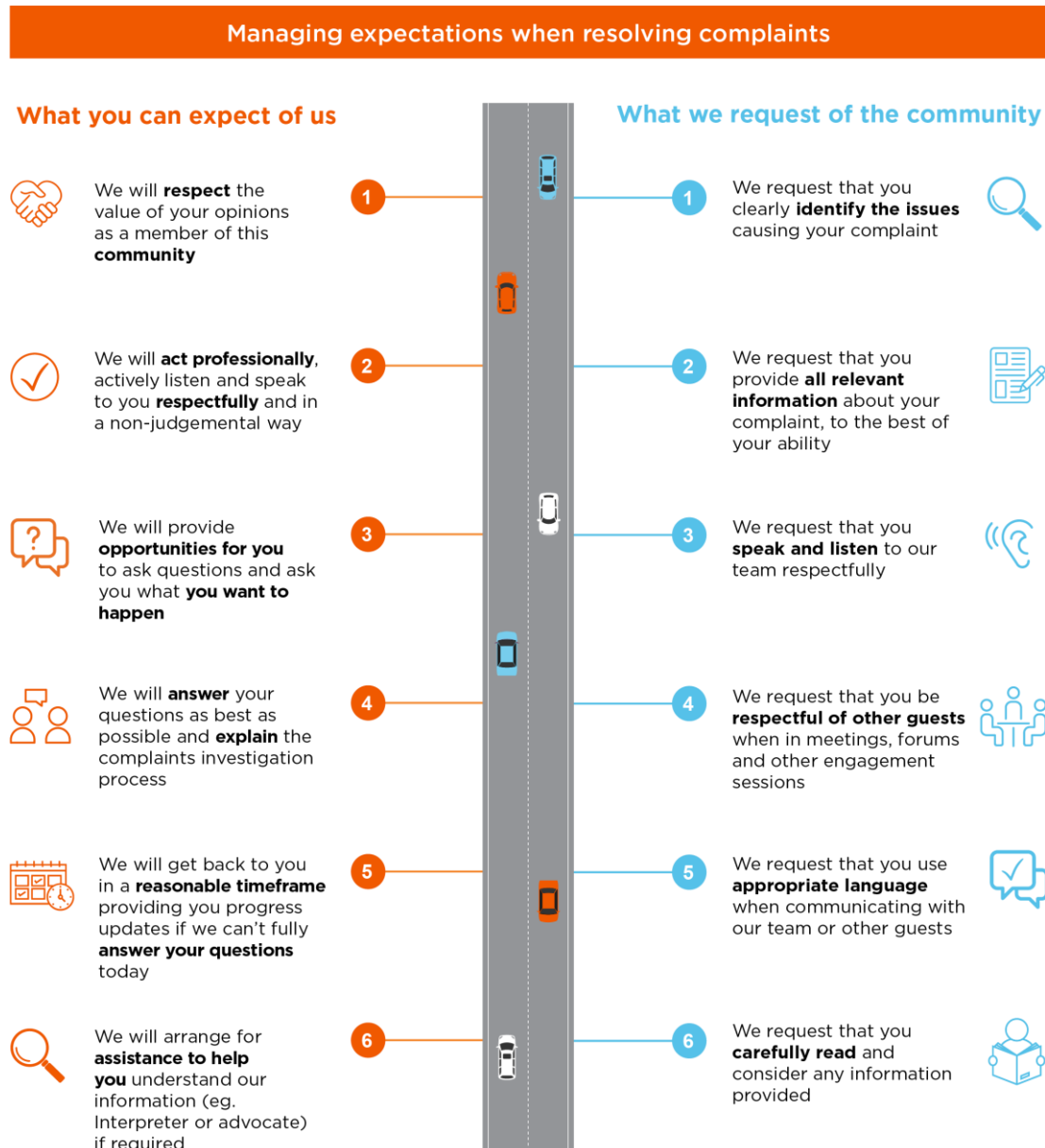
Complaints can be considered an incident or occurrence identified by a stakeholder as unsatisfactory, incorrect or inappropriate.

To maintain equity in complaint handling:

- All complainants are to be treated with respect and fairness
- All complaints are to be considered on their merits
- The substance of a complaint dictates the level of resources dedicated to it, not a complainant's demands or behaviour

Type	Definition	How will we deal with this / what you can expect from us
Complaint	An expression of dissatisfaction made to the project team related to the project works and activities, policies, services, staff members, actions, complaints handling process itself where a response or resolution is explicitly or implicitly expected. As such, complaint handling involves dealing with people who are dissatisfied with: a service they have received, a failure to follow a process or procedure or an improper/ incorrect decision. Note that although complaints may be managed appropriately and resolved, the complainant may not agree with the outcome.	All complaints will be investigated in accordance with the process provided in 11.2
Enquiries	Requests for information	All enquiries will be investigated and responded to, to the best of the ability of the project team.
Feedback during consultation periods	Opinions, comments, expressions of interest or concern about the project received from the public during a period of formal consultation.	Feedback received during a consultation period will be considered as part of the formal process
Feedback outside of consultation periods	Opinions, comments, expressions of interest or concern about the project.	All feedback will be considered, noted and filed.

Managing expectations when resolving complaints



Tools for enquiries and complaints

We will maintain and operate the following tools for receiving complaints from the community and stakeholders.

Email: WFU project community email projectteam@cpbdownerjv.com.au (WFU main work direct email) or whtbl@transport.nsw.gov.au (Existing Transport for NSW WHTBL program email for general enquiries)

Phone: 1800 931 189

Project portal: Online contact us form at nswroads.work/wfuportal

Mail: Transport for NSW – 116 Miller Street, North Sydney NSW 2060

Complaints and enquiries database

In accordance with MCoA B9, the database Consultation Manager will be used to track the recording, investigation and handling of all community and stakeholder enquiries and matters raised, from the time of contract award. This

database will be operational before construction starts and the data available for a period of at least 12 months after the date of construction completion.

All enquiries and complaints received will be added to the database and responded to in accordance with this document. The following information will be captured in the database:

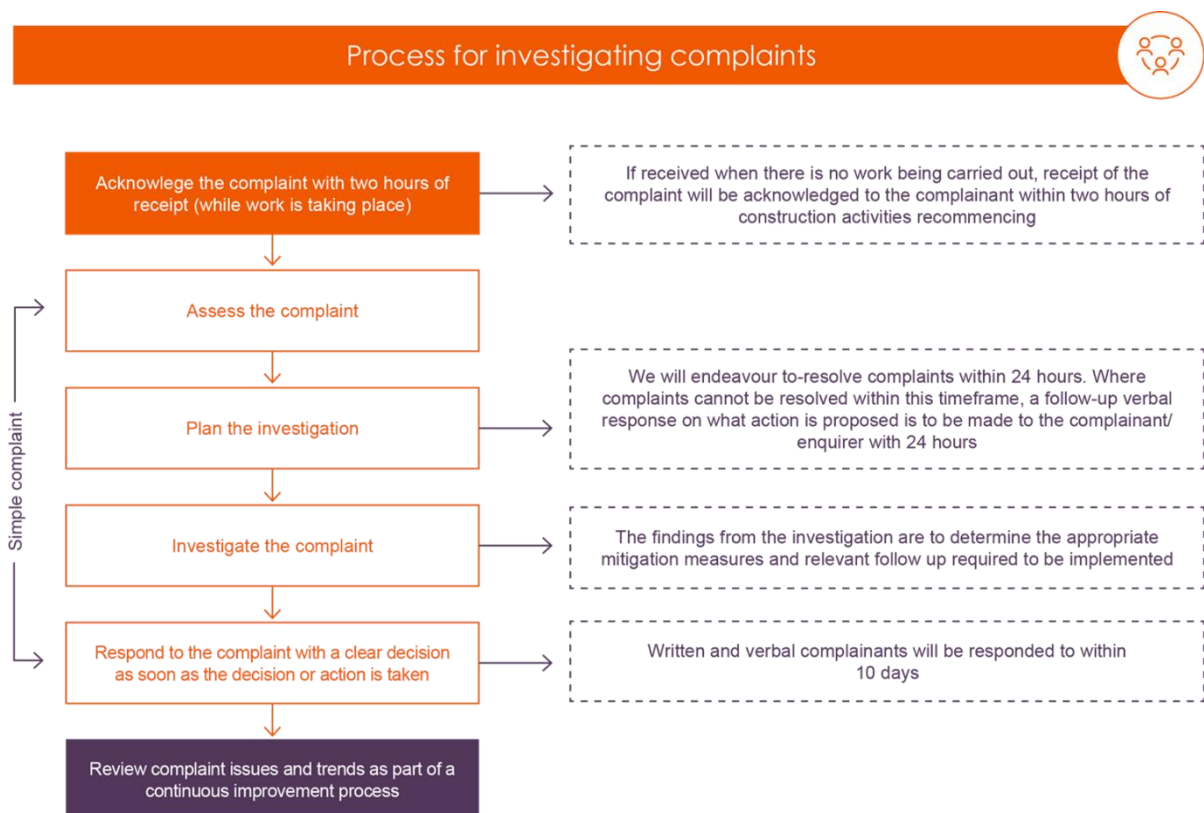
- date and time of complaint/enquiry
- the method by which the complaint was made (telephone, letter, email, meeting, etc.)
- name, address, contact telephone number of complainant/enquirer (if no such details were provided, a note to that effect) and the complainants permission to provide their personal details to other Government agencies to allow them to undertake their regulatory duties
- details of complaints/enquiry
- action taken in response including follow up with the complainant/enquirer and resolution reached
- reference to any monitoring to confirm that the complaint has been satisfactorily resolved
- if no action was taken, the reasons why no action was taken.

Information contained in the database will be summarised and reported in the monthly progress report.

Responding to complaints

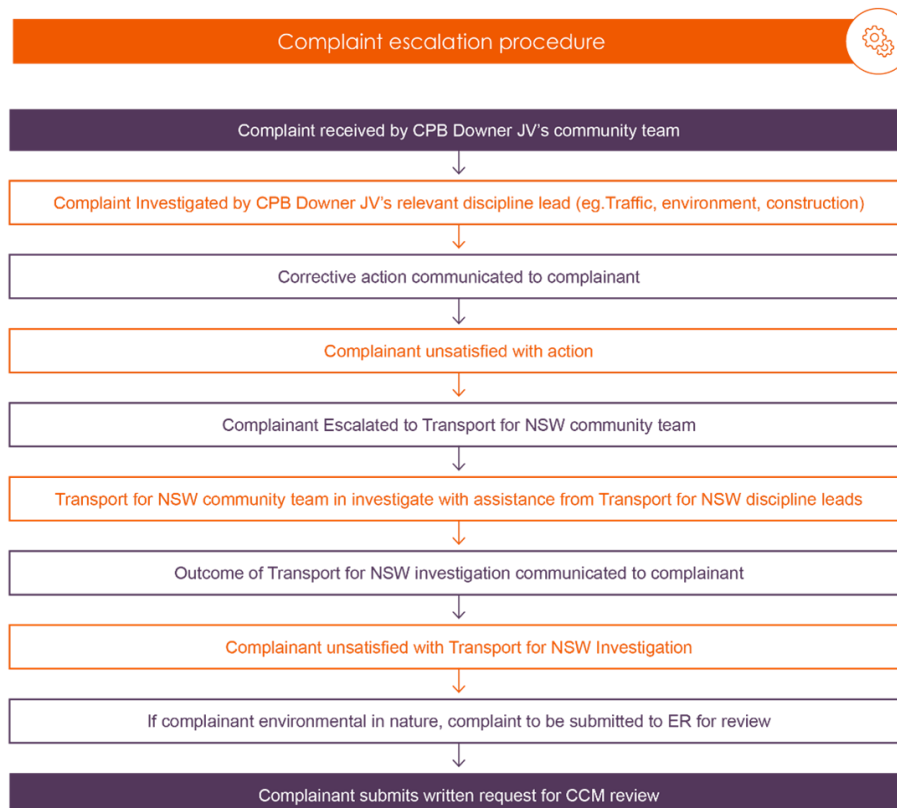
CPBD JV will respond to complaints in accordance with the SWTC and MCoA. We have a dedicated team to respond to complaints within two hours while work is taking place. Complaints will be transferred from the project's 1800 number to the CPBD JV complaints number which is 0419 335 691. Alternatively, emails can be forwarded to:

ProjectTeam@cpbdownerjv.com.au



Complaint escalation procedure

Every effort will be made to resolve complaints however, in the event a complaint cannot be resolved, the complainant would be advised of alternative forms of recourse available to them including the Environmental Representative (ER) and the Community Complaints Mediator (CCM). Unresolvable complaints will be escalated in accordance with the procedure detailed below. Further detail on the roles of the ER and the CCM are provided below.



Environment Representative

Where an environmental complaint cannot be resolved to the satisfaction of the complainant, an assessment would be carried out in consultation with the ER and Acoustic Advisor to determine whether the complaint received is deemed reasonable or unreasonable. Complaints confirmed by the ER and Acoustic Advisor as being reasonable would be subject to escalation and possible mediation. Complaints determined by the ER and Acoustic Advisor to be unreasonable would also be subject to review by the CCM. Should both representatives consider the complaint unreasonable, the complaint would be managed in accordance with the guidelines stipulated in the NSW Ombudsman, 2012, Managing Unreasonable Complainant Conduct.

Community Complaints Mediator

Mediation is a formal process through which an independent person, referred to as a mediator, is engaged to facilitate a negotiation between two parties and come to an equitable solution agreeable to both parties. The decision to mediate would:

- be made in consultation with the project team
- at the discretion of the project team and the complainant
- involve the CCM, an independent expert mediator engaged by the project.

Transport have appointed a CCM in accordance with MCoA B11-B14. The CCM is independent of the design and construction personnel and approved by the Secretary and engaged during all works associated with the Western Harbour Tunnel and Warringah Freeway Upgrade projects. Given the shared stakeholders, a single CMM will be engaged.

The CCM may address any complaint where a member of the public is not satisfied by the project team's response. Any member of the public that has lodged a complaint which is registered in the Complaints Management System identified in MCoA B6 may ask the CCM to review the project team's response. The application must be submitted in writing and the CCM must respond within 28 days of the request being made or a specified timeframe agreed between the CCM and the complainant.

Managing unreasonable complainant conduct

According to the NSW Ombudsman "Unreasonable Complainant Conduct can be defined as any behaviour by a current or former complainant which, because of its nature or frequency, raises substantial health, safety, resource or equity issues for the parties to a complainant".

Complainants who exhibit this behaviour have the potential to negatively impact on the project team's resources and efficiency, as well as on the safety and wellbeing of individual team members and the complainants themselves. To manage unreasonable complainant conduct, we will follow the processes and procedures as outlined by the NSW Ombudsman, 2012, Managing Unreasonable Complainant Conduct.

Item 10 | Monitoring and Reporting

Evaluation

Evaluation will underpin our community and stakeholder program, with a focus on continuous improvement. The CAP will be continuously developed as a live document using the process outlined in the table below. Key objectives, targets, and what success looks like will be reviewed and monitored.

Ongoing monitoring of data and information is essential to determine the success of strategies and processes across the project, while formal evaluations of the data and information available ensure ongoing growth and evolution of strategies, tactics and techniques to deliver the best possible approach to community and stakeholder activities. The digital tools we are proposing enable real-time, trackable and regular data to truly evaluate and understand opportunities for continuous improvement.

We will also conduct a six-monthly survey to evaluate the CAP.

Evaluation methodology

Our methodology for evaluating the success will consider the following:

- Set measurable objectives that support us in measuring the success and effectiveness of the community and stakeholder program – this is separate to the KPIs for the overall project
- Identify a range of techniques and reporting to gather and analyse data on a regular basis, including:
 - Weekly review of Star Rating surveys
 - Complaints and enquiries data and trends, and whether improvements/changes are seen where smart construction methodologies have been incorporated
 - Interactive portal data and usage, and interaction at information stations
 - Participation of schools and community groups in community outreach activities, and commitment to WFU Youth Council

- Identification of key facts and figures contributing to sustainability outcomes and targets – e.g., positive impact of dedicated active transport corridors and remote construction team parking area
- Six-monthly independent reviews and audits
- Participation and interest at mobile pop-up displays, involvement with urban design engagement
- Participation and interest in Project-generated and developed content such as videos, site events
- Ongoing informal feedback with the project team on the ground at activations and mobile displays
- Stop, review and consider improvements following the completion of major works – this includes the type of enquiries and complaints, and design and construction methodology and approaches to be considered (or reconsidered) for future works
- Evaluate internal engagement and the High Five your community approach to ensure ongoing refreshers, training and commitment by the Project team
- Evaluate, measure and refine as needed our proposed innovations
- Evolve community and stakeholder program to maintain currency, effectiveness, enquiry and complaint trends, media monitoring and further development and capability of digital technologies

Engagement objective	Relevant implementation program/s	Measure	Method	Timing	Corrective action
Provide clear, consistent and timely information about the WFU project, construction impacts to stakeholders and the community	Business-as-usual	80% satisfaction	Independent survey of	Six monthly	Review and revise complaints data to analyse trends and implement changes as required
	Live and local with you	with the clarity and timeliness of information provided	Consultation Manager data		
	On board with you		Review of Star	Six monthly	Review and revise feedback on notifications and other collateral and implement changes as required
	Constructing with you	80% satisfaction of bus operators with alternative routes and information provided	Rating Surveys (bus operators)		Review survey response data and implement changes as required.
Provide communication about WFU in a variety of mediums with an increased focus on digital and innovation technologies	Business-as-usual	Pop-up Community information presence at local event	Confirm when program implemented	Monthly	Review and revise complaints data to analyse trends and implement changes as required
	Actively moving with you	monthly throughout the project's duration	Interactive portal / Consultation Manager data	Annually	Review portal/ website performance and hits and implement changes as required
	Live and local with you				
	On board with you				
	Designing the future with you	10% of stakeholders within Consultation Manager have established a profile in the	Confirm video development and platforms shared	Annually	Review feedback on notifications through QR code and implement

		Interactive portal			changes as required
		'Live and local with you' videos are shared monthly throughout the project duration			
Provide communication that improve access to information about the project amongst LOTE, CALD and vulnerable communities	Business-as-usual	LOTE, CALD and	Confirm appointment	When delivered	Review and revise complaints data to analyse trends and implement changes as required
	Designing the future with you	vulnerable communities are			
	Live and local with you	represented as part of the designing the future with you program			Review feedback on notifications and implement changes as required
Anticipate and manage real and perceived stakeholder and community risks	Business-as-usual	Less than 5% of complaints are related to 'worker behaviour'	Review Consultation Manager data	Six monthly	Review and revise complaints data to analyse trends
	Constructing with you		Review CAPs	At the conclusion of each CEAP	Review feedback on communications activities and implement changes as required
		80% of issues and risks that eventuate had been identified in the CAP, and improvements have been considered for future CAPs			
Identify opportunities for community and stakeholder groups to be involved in the WFU project, consultation and potential legacy items	Live and local with you	Establish the mobile information centre with community reach	Confirm when the centre is established, monitor visitation numbers	When delivered, annually	Review community participation rates at WFU events such as online information sessions, pop ups, community information sessions, visitor centre statistics
	Designing the future with you	increasing each year of the project	Confirm when program is completed	When delivered	
		Establish and deliver 'designing the future with you' program that involves community members contributing to	Confirm participation	When delivered	

		urban design and green spaces as part of the Place Design and Landscape plan (PDLP)			
		80% of invited schools participate in the WFU Youth Council and education program			
Address and respond to community and stakeholder issues and complaints raised in accordance with requirements and feedback into continuous improvement including assessing options to reduce the impact of our work	Business-as-usual	All of complaints are responded to in a timely manner and according to the complaints procedure	Independent survey of Consultation Manager data	Six monthly	Review construction staging planning and OOHW schedules
	Constructing with you	Construction team identifies two opportunities annually that reduce impact to the community	Confirm opportunities that reduce timeframes, noise impact, positive program outcomes	Annually	Review and analyse complaints data
Monitor and evaluate feedback to measure success of communication and engagement and make changes as required	Business-as-usual	Achieve average rating of 4 in the Five Star Surveys across the life of the project	Review Five Star Surveys	Quarterly	Review and analyse complaints and compliments data
		70% awareness and 80% satisfaction with the innovative engagement programs	Independent survey of Consultation Manager data	Six monthly	
Meet the Minister's Conditions of Approval (MCoA)	Business-as-usual	Minister's Conditions of Approval are met	Review conditions and confirm as part of regular CSE and Environment audits	Six monthly Annually	Undertake all correct actions and recommendations

Reporting

The project team will develop monthly communication and stakeholder engagement reports to:

- meet the legislative requirements
- track trending issues
- look for opportunities to further reduce the impact on the community and key stakeholders and
- improve the quality of communications and engagement.

These reports will be extracted from the database Consultation Manager and include but not be limited to:

- A monthly Communication and Stakeholder Engagement Dashboard report of key issues raised events and sentiment trends
- A monthly Complaints Register in accordance with MCoA B9. An example is at Appendix F.
- A list of key achievements for the month, upcoming milestones and engagement and
- key issues for consideration including any proposed mitigation measures. An example is Appendix D.

Copies of the Complaints Register will be provided to DPE and the EPA weekly and upon request. The Complaints Register will be compliant with MCoA B9 and include:

- A summary of total number of complaints received in the period and overarching statistics
- The date and time of the complaint
- The method by which the complaint was made
- Nature of the complaint
- Means by which the complaint was addressed and whether resolution was reached, with or without mediation;
- If no action was taken, the reason(s) why no action was taken.

Item 11 | Management Functions

Refer to Item 8 Roles and Responsibilities above.

Item 12 | Evaluation Process

ISCA Requirement: An evaluation process that is linked to the stakeholder engagement objectives for the project. The evaluation process should also include the identification and implementation of any required corrective action(s).

Refer to Item 10 Monitoring and Reporting above.