

M1 Pacific Motorway extension to Raymond Terrace

Communication Management Plan (for consultation)

Revision No.: B

Issue Date: October 2023



| Rev | Date | Prepared By [Name & Signature] | | Reviewed By [Name & Signature] | | Approved By | Remarks |
|-----|-----------------|-----------------------------------|--|-----------------------------------|--|-------------|---------|
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Revisions and Distribution

Revisions

Draft issues of this document are identified as Revision A, B, C etc. Upon initial issue (generally Contract Award) this will be changed to a sequential number commencing at Revision 0. Revision numbers will continue at Rev. 1, 2 etc.

Distribution List

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Definitions and abbreviations

Definitions and abbreviations to be applied to the Communication Management Plan (for consultation) are listed in Table 1 below.

Table 1 - Definitions and abbreviations

| Term/Abbreviation | Definition |
|-------------------|---|
| M12RT | M1 Pacific Motorway extension to Raymond Terrace (the overall project) |
| BH2T | Black Hill to Tomago (the southern section of the M12RT project which is being delivered by JHGAJV) |
| CALD | Culturally and linguistically-diverse |
| CoA | Conditions of Approval |
| CSSI | Critical State Significant Infrastructure |
| CSE | Communication and Stakeholder Engagement |
| Deed | Construction Deed |
| DPE | Department of Planning and Environment |
| EIS | Environmental Impact Statement |
| EPA | Environment Protection Authority (NSW) |
| EPL | Environmental Protection Licence |
| ER | Independent Environmental Representative nominated by Transport and approved by DPE |
| JHGAJV | John Holland Gamuda Joint Venture |
| LALC | Local Aboriginal land Council |
| OOHW | Out-of-hours work |
| RAP | Registered Aboriginal Parties |
| SWTC | Scope of Works and Technical Criteria |
| Transport | Transport for NSW |

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1. Introduction

1.1. Purpose of the plan

This Communication Management Plan has been prepared for delivery of the Black Hill to Tomago section of the M1 Pacific Motorway extension to Raymond Terrace (M12RT) project (Critical State Significant Infrastructure SSI-7319). This plan describes the methods used to facilitate communication and coordinated engagement between Transport for NSW, the contractor, key stakeholders and the community including complaints management. It is consistent with the purpose, objectives and approach outlined in Transport's overarching Communication Strategy for the project.

We are submitting this plan for public review and feedback as part of our sustainability commitments as set out by the Infrastructure Sustainability Council (ISC). 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 our ISC sustainability commitments, we are seeking feedback on how we engage and communicate with you to ensure we meet the needs of the community. Community feedback on this Communications Management Plan can be provided by contacting the project via:

- **Email:** m12rt-southern@jhga.com.au
- **Phone:** 1800 094 895
- **Project portal:** Online contact form at caportal.com.au/tfnsw/m12rt
- **Mail:** M1 to Raymond Terrace Project Manager, Locked Bag 2030, Newcastle NSW 2300

Community feedback received will be collated and used to inform the overall communication and engagement approach, 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 and all report feedback will remain anonymous.

The Communications Management Plan will be updated six monthly or as required to address community and stakeholder feedback as well as changes such as design and construction program, contractor's activities and community information requirements.

1.2. Project overview

The project addresses a key national motorway 'missing link' between Sydney and Brisbane as the existing M1 Pacific Motorway, New England Highway and Pacific Highway carry some of the highest traffic volumes across the Hunter.

The project will bypass the congestion and merge points along this corridor and is predicted to reduce traffic volumes across the existing network. The proposed extension will also reduce traffic volumes on the New England Highway which will improve traffic flow and access for motorists travelling between Newcastle and Maitland.

Once complete, the project will remove thousands of vehicles from key congestion and merge points along this corridor, making Newcastle and the Hunter an even better place to live, work and visit.

Transport has been investigating the project since 2004. The preferred route was reserved in Newcastle City Council and Port Stephens Council's Local Environmental Plans (LEPs) in 2010 and a revised concept design was published in 2015. Since then, key refinements have been made to the design following stakeholder feedback.

In 2020, Transport provided the community with an update on the project, including a number of design improvements to ensure the project addresses current and future transport needs and delivers long-term benefits to the community. This updated design was included as part of the EIS which was on public exhibition from 28 July to 24 August 2021.

A submissions report was prepared in June 2022 following exhibition of the EIS to address submissions received from stakeholders. Several revisions were made to the design of the project following the review and the project was approved with conditions on 8 November 2022.

1.3. Project benefits

- 7-9 minutes reduction in travel time in peak periods
- Increased connectivity between M1 and Pacific Highway
- Better access for local traffic
- Five sets of traffic lights bypassed
- Removing up to 25,000 vehicles per day from existing roads
- Supporting up to 2700 direct and indirect jobs during construction
- Improved connection between the M1 Pacific Motorway and Pacific Highway
- Improved traffic flow for motorists and freight for more reliable travel times
- More efficient access to facilitate economic growth for the Lower Hunter and key regional employment areas such as the Port of Newcastle, Newcastle Airport, Tomago, Beresfield and Black Hill.

The project is being delivered in two separate portions with the Australian and New South Wales governments awarding the southern contract to John Holland Gamuda Australia Joint Venture.

This is a 10-kilometre section that extends from Black Hill to Tomago and includes the construction of a new four lane divided road between the M1 Motorway near John Renshaw Drive intersection at Black Hill and a point north of Old Punt Road east of the existing Pacific Highway at Tomago. The main features of the project include:

- a 10-kilometre section of dual carriageway, with two lanes in each direction
- four lane divided road (two lanes in each direction) with a median
- new interchanges at
 - Black Hill with connections to and from the intersection at the M1 Pacific Motorway, John Renshaw Drive and Weakleys Drive. This interchange will also provide a connection to and from Lenaghans Drive
 - Tarro with new connections to and from the New England Highway. This interchange will also include an upgrade of the New England Highway to six lanes between John Renshaw Drive and the existing Tarro interchange
 - Tomago with connections to Tomago Road and the Pacific Highway via Old Punt Road.
- Upgrade to the Pacific Highway and Old Punt Road intersection
- New structures required as part of the works including retaining walls, drainage structures, bridges, overpasses, underpasses, noise walls as required, sign supports and gantries. Key structures include:
 - A viaduct about 2.6 kilometres long across the Hunter River and floodplain, the Main North Rail Line and the New England Highway
 - Eight other bridge structures including bridges at interchanges, crossings of waterways and wetlands and Pacific Highway bridges.
- Equipment and systems for management of highway traffic, including advisory and control devices consisting of signposting, variable message signs, variable speed limit signs, traffic detection loops
- Drainage infrastructure including creek diversions, construction and operational basins, culverts and drains, and open channels and swales
- Pedestrian and cycling facilities
- Traffic management facilities including emergency crossover locations, U-turn and stopping bays, and variable message signs
- Structures to help wildlife cross above or below the project
- Landscape and urban design treatments to integrate the project with the surrounding environment.

1.4. Project staging

The project will be delivered in two key phases – low impact works (or early work) and then main construction. Main construction will consist of two packages and will commence in late 2023 once the CEMP approval is received. The two packages include:

- Southern Package (10km) – Black Hill to Tomago (JHGAJV)
- Northern Package (5km) – Heatherbrae bypass (SWC)

2. Commitment statement

Transparent, two-way communication is the foundation of our plan for dealing with all stakeholders impacted by our activities. We will work with stakeholder groups from the outset to determine their preferred requirements and channels. This plan emphasises the early, proactive engagement of directly and indirectly affected businesses and other key stakeholders, to understand their concerns and build positive relationships.

The JHGAJV is committed to community and stakeholder engagement, which is proactive, respectful, and responsive, innovative, open and honest, as outlined in Figure 1 below. This includes facilitating access to information and engagement for all members of the community, including those whose primary languages are those other than English (LOTE), culturally and linguistically diverse communities (CALD) and other vulnerable and marginalised groups or communities. We will provide these groups and communities in the project area with targeted engagement including:

- A translating and interpreting service for translating all printed and written materials
- Advertising to be placed into community language newsletters as appropriate
- Visual representations including graphics, animations, and images wherever possible.

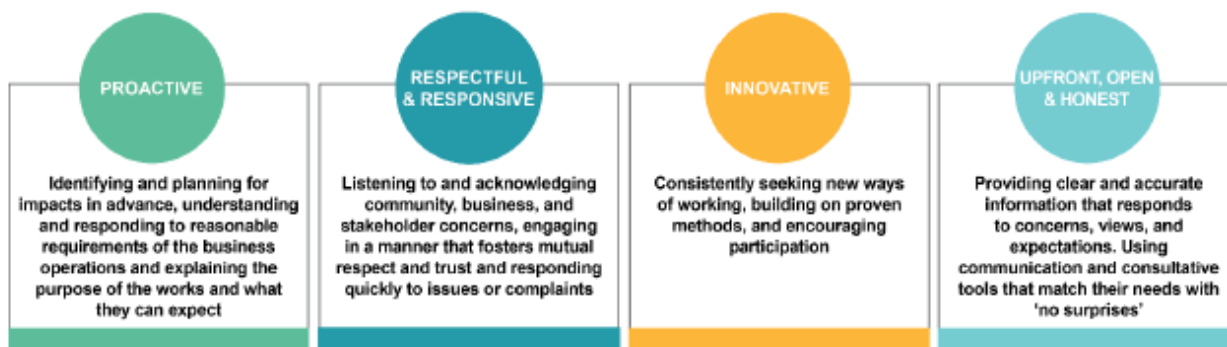


Figure 1 JHGAJV engagement and communication approach

The JHGAJV is committed to providing accurate and current information to assist in managing community expectations and encouraging an understanding of the project and its benefits. The CSE team will build on the relationships established by Transport during the project development and maintain regular two-way communication with the nearby residents, businesses, and key stakeholders to proactively address impacts and issues.

Our community engagement approach aligns with the core values and best practice standards developed by the International Association for Public Participation (IAP2) and the Infrastructure Sustainability Council (ISC). Our methodology for best practice engagement is also underpinned by a commitment to proactive engagement with stakeholders to understand their needs. We seek, where possible, to exceed basic compliance with project conditions and aim to leave a positive legacy for the community. This approach will be measured and evaluated against the goals and objectives of engagement which are informed by the EIS and summarised in Table 2 below.

The contractor’s CSE team will work across the IAP2 (International Association for Public Participation) spectrum of engagement (illustrated at Figure 2) to inform, consult, involve, and collaborate on various aspects of the project as informed by stakeholder needs and interest.

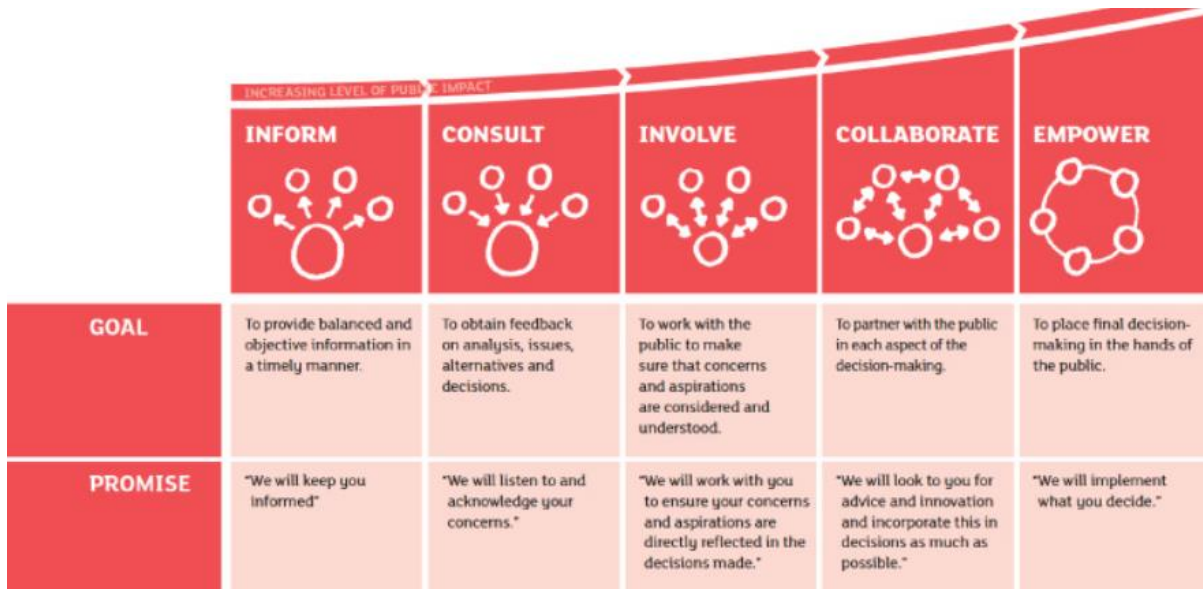


Figure 2 IAP2 spectrum of engagement

3. Engagement objectives

JHGJV's engagement objectives are detailed in Table 2 below.

Table 2 Engagement objectives

| Goals | Objectives | Strategy/engagement principles * |
|---|---|---|
| Build community, stakeholder and business awareness of the project and its benefits | At least 80% of identified, directly impacted and key stakeholders* are aware of the project and its benefits | Be inclusive and ensure the community and stakeholders have timely, accurate and effective information about the project, detailed design, early works, construction staging and opening |
| Provide clear, consistent, and timely information about the project to stakeholders and the community in a variety of media | At least 80% of identified, directly impacted and key stakeholders* are happy with the frequency, timing, and availability of project information | Be proactive by informing and consulting with the community and stakeholders early to ensure they remain informed as the project progresses and potential issues are identified, addressed and closed out |
| Establish positive, cooperative relationships with local communities, businesses, and stakeholders in the region | At least 80% of community and stakeholder representatives* perceive contact with the project team to be positive | Be sensitive and recognise that we are guests within the community. Make a genuine and practical effort to carry out work in a way that is courteous, cooperative and minimises construction impacts on nearby residents and businesses, community groups, business near the alignment, road users and key stakeholders |
| | 100% of complaints resolved within agreed resolution and response times to complaints and enquiries | Be responsive and provide two-way communication channels allowing enquiries and complaints to be resolved in a timely manner |
| Enhance the reputation of NSW Government | At least 80% of mentions in media and social media are positive | All principles. |
| Leave a positive legacy | At least 80% of community and stakeholder representatives* feel they are better off once the project is finished than before | Support and improve the local community Encourage local business participation in supply and employment. |

4. Project requirements

Key project requirements for engagement and communication are outlined under the conditions of approval and contract with Transport for NSW.

The NSW Minister Conditions of Approval are available [here](#) under Part B: Community Information and Reporting.

The Federal Conditions of Approval can be found [here](#). In addition, once major construction begins, we will be subject to further conditions under our Environmental Protection Licence which will be available on the [project portal](#) and on the EPA website.

4.1. Scope of Works and Technical Criteria

Table 3 - SWTC requirements

| Summary of requirements under the scope of work and technical criteria (SWTC) | |
|---|---|
| General obligations | <p>a) The Contractor must:</p> <ul style="list-style-type: none"> (i) manage and coordinate community and stakeholder engagement in relation to the Contractor's Activities in accordance with section 8 of this Scope of Works and Technical Criteria; (ii) support and work cooperatively with the Principal to provide a coordinated approach to community and stakeholder 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 Principal to respond to the media, as required or requested by the Principal. <p>b) Further to the requirements of clause 1.3(a)(i) of the deed and without limiting the deed, the Contractor must, as a minimum, comply with the requirements of the NSW State Government and TfNSW guidelines, policies and the following Reference Documents in relation to its community relations obligations ...</p> <p>c) The Contractor must develop, implement, review, amend and update a Communication Management Plan, in accordance with the deed, the Environmental Documents and Appendix 21 of this Scope of Works and Technical Criteria.</p> <p>d) The Contractor must meet the reasonable needs and expectations of the community and key business stakeholders for information on:</p> <ul style="list-style-type: none"> (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) construction investigations and activities, and Contractor's Activities that may affect the community; and (iv) the progress of the Contractor's Activities, milestones, design changes, changed traffic conditions, and other matters that could either affect or concern the community. |
| Community engagement | <p>a) The Contractor must manage and mitigate the communication risks.</p> <p>b) The Contractor must immediately notify the Principal of any incident that may have an impact on the community, Environment, personnel or Subcontractors</p> <p>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</p> <p>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.</p> |
| Community outreach | <p>a) The Contractor must deliver community outreach activities as part of its engagement program.</p> <p>b) Outreach activities included in the Communication Management Plan must:</p> <ul style="list-style-type: none"> (i) be focused on educating the community and businesses about the Project, its benefits and how the Project is helping to complete the regional motorway network (ii) provide transparent and timely messages that build confidence and strengthen the community's perception of the NSW Government; (iii) include a schools science, technology, engineering and mathematics (STEM) education program; (iv) provide accessible opportunities for face-to-face engagement, in locations and at times convenient to the community; |

| | |
|------------------------------|---|
| | <ul style="list-style-type: none"> (v) educate the community and business stakeholders about construction methodology and staging (vi) include activities targeting schools and school-aged children and other community groups (including, but not limited to, guides, scouts, Rotary, Probus, seniors groups etc (vii) be conscious of the needs and wants of residents and businesses in an area experiencing construction fatigue; (viii) use traditional outreach approaches as detailed in section 8.4.2 and section 8.4.3 of this Scope of Works and Technical Criteria and site tours as described in section 8.9.1 of this Scope of Works and Technical Criteria; and (ix) use digital solutions and innovative ideas including, but not limited to, virtual tours, augmented reality, virtual reality, digital touch screens and infographics <p>c) All materials produced for community outreach and public display purposes by the Contractor must:</p> <ul style="list-style-type: none"> 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; vi. encourage and enable the public to inform themselves comprehensively about the Contractor's Activities. <p>(c) or the Community Relations Construction Period, the Contractor must establish limited-duration public displays in accessible locations and:</p> |
| Community notifications | <ul style="list-style-type: none"> 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 c) 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 d) The Principal will manage the media liaison and manage the social media support of traffic changes e) The Contractor must carry out surveys every 6 months to evaluate the effectiveness of the community and stakeholder engagement activities over time, level of understanding of the material, awareness of the Project over time and other key indicators described in the Communication Management Plan. The Contractor must update and revise the Communication Management Plan to reflect any outcomes or learnings from these surveys. |
| Complaints management | <ul style="list-style-type: none"> 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 toll free project line which will be directed to a member of staff. d) The Contractor must: <ul style="list-style-type: none"> i. keep the community adequately informed the M12RT 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 iii. record all enquiries, complaints and contact with community members and stakeholders in the community contacts database |
| Digital materials | <ul style="list-style-type: none"> 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. b) The Principal may, without the Contractor's approval, use the photographs and film footage for whatever purpose the Principal deems necessary or appropriate. c) The Contractor must supply a monthly video highlights package showing construction progress. d) The Contractor must install a minimum of four time-lapse cameras e) The Contractor must supply geospatial information, data, visualisations, animations and artists impressions to allow for the update of the project interactive map and show key features of the project. |
| Site tours | At least 5 Business Days' notice must be provided to the Principal, ahead of any required approval. |
| Media and government liaison | <ul style="list-style-type: none"> 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. |

| | |
|-------------------|--|
| | <ul style="list-style-type: none"> b) The Principal will respond to all media enquiries c) 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 | <ul style="list-style-type: none"> a) The Contractor must comply with Transport's Social Media Management Policy. b) The Contractor must, as a minimum, provide the Principal with an approximately 180 character, social media update each week with accompanying edited images or video of appropriate size and length for inclusion on social media platforms, relating to the Contractor's Activities, unless otherwise agreed with the Principal. |
| Community Program | (a) 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 | <ul style="list-style-type: none"> a) The Contractor must ensure all community and stakeholder engagement reporting aligns and is consistent with the data and information included in Consultation Manager. b) The Contractor must comply with the community and stakeholder engagement monthly reporting requirements in accordance with the Scope of Works and Technical Criteria. |

5. Previous engagement activities

Transport carried out extensive consultation with the community and stakeholders in the development of the EIS. Community and stakeholder consultation records, including names and contact details, have been captured in Transport's preferred database, Consultation Manager. The contractor's CSE team will continue engagement from the start of early work and throughout construction to ensure stakeholders are consulted and kept informed about the project.

A summary of previous engagement activities is provided in Table 4 below.

Table 4 - Previous engagement activities

| Project stage | Consultation activity | Date |
|---|--|-------------|
| Route selection | <ul style="list-style-type: none"> Project initiation Development and display of route options Development and display of 2010 Preferred route design | 2004 - 2010 |
| Concept design and environmental assessment | <ul style="list-style-type: none"> Review of the 2010 preferred route design SSIA application Announcement of preferred alignment and design Community updates and feedback on the preferred alignment and design Concept design and design refinements Environmental assessment | 2014 - 2021 |
| EIS public exhibition consultation | <ul style="list-style-type: none"> EIS publicly displayed Community feedback – EIS submissions report Project approval | 2021 - 2022 |
| Pre-construction | <ul style="list-style-type: none"> Project update (March and August) Notification regarding start of investigations and early works Three-month out-of-hours-work (OOHW) lookahead Design and Landscape Plan consultation | 2023 |

6. Stakeholder analysis

Information in the following sections was obtained from the socio-economic assessment presented in the EIS. The assessment identified the suburbs and areas of Beresfield-Hexham and Raymond Terrace

within the Port Stephens and Newcastle local government areas (LGAs). Please refer to Figure 3 for this regional context.

The project extends from the City of Newcastle LGA, west of the Hunter River, to the Port Stephens Council LGA, northeast of the Hunter River. The City of Newcastle and Port Stephens Council LGAs are located within the Hunter Region of NSW. The project area has an estimated resident population of 22,484 people.

The project area has a slightly older population compared to NSW, with a higher median age of 67. The older age profile was mainly driven by an older population in Beresfield-Hexham, with Raymond Terrace reporting a median age the same as NSW and higher proportion of children and lower proportions of older people.

Communities in the project area had lower levels of cultural diversity compared to NSW with 7.8% of people born overseas, 3.8% non-English speaking and 7.6% Aboriginal and/or Torres Strait Islander, more than double the NSW average.

The study area had a high level of English proficiency with less than one per cent of the population indicating that they did not speak English well or at all, compared to 4.5 per cent in NSW.

Analysis of the demographic information has assisted to determine that there is an older demographic in the Project area. With online access to communications material less available to the older demographic, hardcopies of the communication material will continue to be made available.

The demographic data has also assisted to identify that 96.2% of the local population speaks English. All the communication material will be available in English and if there is a requirement for translation, all the communication material will have inserted a telephone number for translation and interpretation services.

The project also sits within the broader context of several key road projects being delivered across the Hunter region as illustrated in Figure 4.

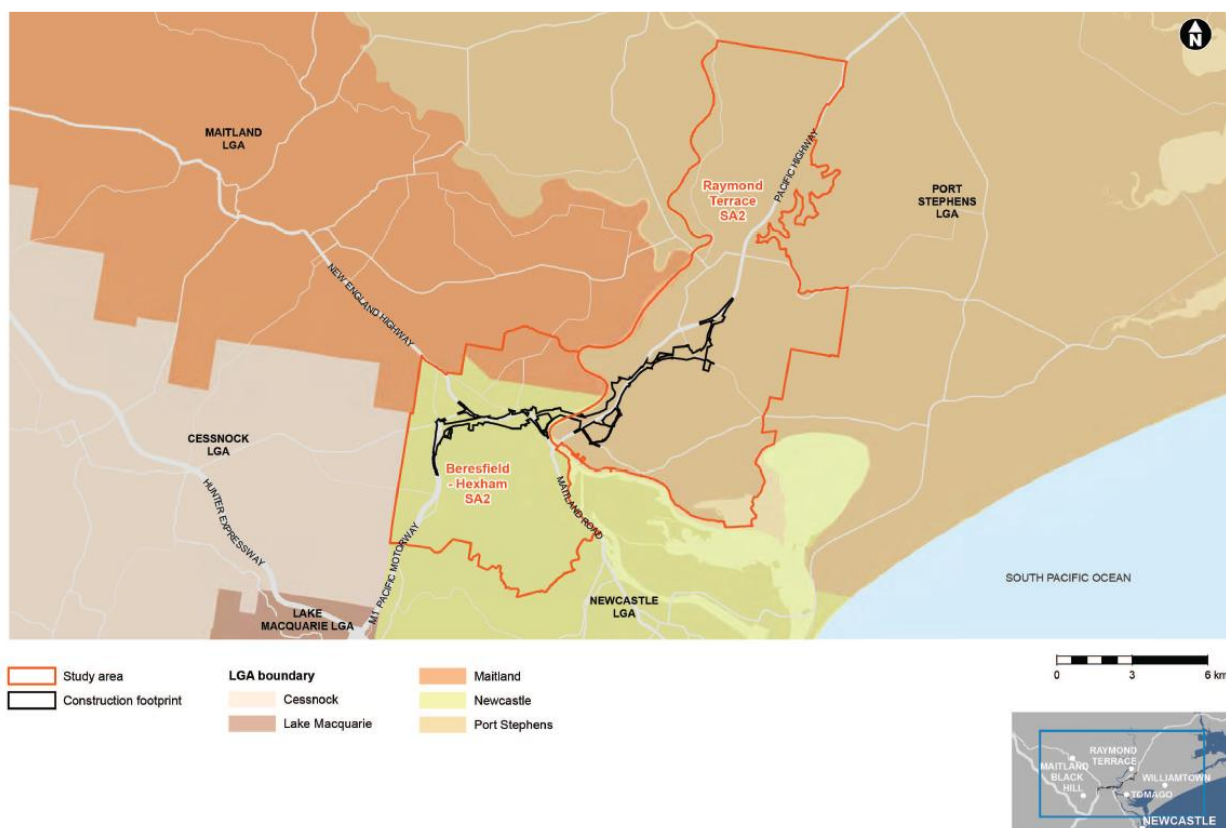


Figure 3 - Regional context for the BH2T project

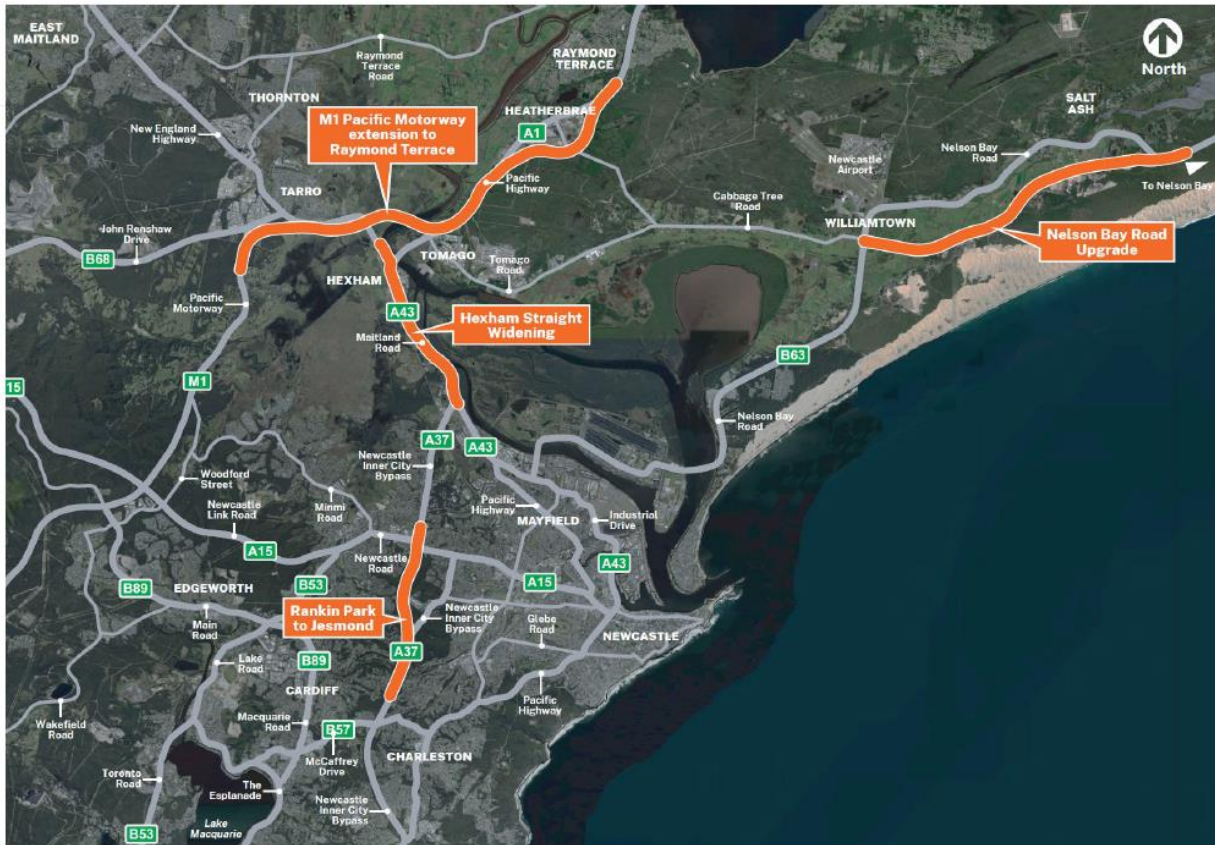


Figure 4 Concurrent road projects in proximity to the M12RT project

Stakeholders are anyone with an interest in the project and are categorised in **Error! Reference source not found.** below. This list is intended to be indicative only and will continue to be refined during construction as work progresses. Stakeholder records, including stakeholder categories and distribution lists, will be updated and maintained in Consultation Manager.

Table 5 below identifies key stakeholders, potential issues and areas of interest and the range of communications tools that will be used to interact with them. The stakeholder list builds on information obtained from the EIS and submissions process. We will continue to identify stakeholders throughout the life of the project and update this list as appropriate.

Table 5 - Key stakeholders

| Stakeholder group | Stakeholders | Communication tools and activities | Issues |
|---------------------------------|--|--|---|
| Federal government and agencies | <ul style="list-style-type: none"> Minister for Infrastructure, Transport, Regional Development and Local Government Minister for the Environment and Water Commonwealth Department of Infrastructure, Transport, Regional Development and Communications Infrastructure Australia Department of Environment and Energy | <ul style="list-style-type: none"> Regular briefings and meetings on upcoming work, key milestones, and community issues Formal correspondence/approvals Attendance at relevant community forums and information sessions Community updates and community notifications Regular email and phone correspondence with key office staff Site tours and media events | <ul style="list-style-type: none"> Impact on constituents during construction and operation Overall delivery and timing of project Media opportunities and events Community outrage resulting in negative media coverage Damage to reputation Overall delivery and timing of project Impacts to, and mitigation of, biodiversity, heritage and other Commonwealth environmental issues |
| State government and agencies | <ul style="list-style-type: none"> NSW Premier NSW Minister for Environment and Heritage Minister for Infrastructure Minister for Transport Minister for Regional Transport and Roads Member for Newcastle Member for Port Stephens Department of Planning and Environment (DPE) including Heritage NSW Department of Regional NSW (Local Land Services and Precincts team) NSW Environmental Protection Authority (EPA) ARTC | <ul style="list-style-type: none"> Regular briefings and meetings on upcoming work, key milestones, and community issues Formal correspondence/approvals Attendance at relevant community forums and information sessions Community updates and community notifications Regular email and phone correspondence with key office staff Site tours and media events | <ul style="list-style-type: none"> Budget Impact on constituents during construction and operation Overall delivery and timing of project Media opportunities and events Community outrage resulting in negative media coverage Damage to reputation Overall delivery and timing of project Impacts to, and mitigation of, biodiversity, heritage and other Commonwealth environmental issues Escalation of complaints |
| Local government | <ul style="list-style-type: none"> Port Stephens Council City of Newcastle Maitland City Council (adjacent) Cessnock City Council (adjacent) | <ul style="list-style-type: none"> Briefings and presentations One-on-one meetings Council Liaison Group Attendance at relevant community forums and information sessions Community updates Community notifications Regular email and phone correspondence with key office staff | <ul style="list-style-type: none"> Overall delivery and timing of project Impact to local infrastructure and the local community Flooding impacts Impact on flora and fauna Impact on open space Managing interface between Council infrastructure and project construction Urban design and residual land opportunities |
| Aboriginal | <ul style="list-style-type: none"> Awabakal Local Aboriginal Land Council Worimi Local Aboriginal Land Council | <ul style="list-style-type: none"> Emails and phone calls | <ul style="list-style-type: none"> Impacts to cultural heritage |

| Stakeholder group | Stakeholders | Communication tools and activities | Issues |
|--------------------|---|--|--|
| | <ul style="list-style-type: none"> • Mindaribba Local Aboriginal Land Council • Pambalong Clan Elders • Garuagal Elders • RAPs • Aboriginal Participation in Construction (APIC) businesses | <ul style="list-style-type: none"> • Notifications and community updates (including general project updates on Aboriginal heritage management on the Project) • Emails, meetings, briefings, presentations and/or phone calls to discuss documents sent for review/consideration | <ul style="list-style-type: none"> • Management of unexpected heritage/artefact finds • Consultation on heritage management, signage and waterways • Heritage considerations in urban design • Employment and training opportunities for First Nations community • Opportunities for First Nations businesses |
| Emergency services | <ul style="list-style-type: none"> • State Emergency Service • NSW Police • Ambulance NSW • NSW Rural Fire Service • NSW Fire and Rescue • Lower Hunter Emergency Management Coordinating Committee | <ul style="list-style-type: none"> • Briefings and presentations • One-on-one meetings • Formal correspondence • Council Liaison Group • Attendance at relevant community forums and information sessions • Community updates • Community notifications • Regular email and phone correspondence with key office staff | <ul style="list-style-type: none"> • Traffic impacts including access, disruptions, delays and detours • Road safety |
| Road users | <ul style="list-style-type: none"> • Local motorists • Pedestrians • Heavy vehicles travelling in/through the Hunter • Intrastate and interstate motorists using the M1/Pacific Highway | <ul style="list-style-type: none"> • Meetings and briefings • Notifications and community updates • Emails and phone calls • Advertisements in print media and radio • Website and social media • Digital tools such as interactive map, videos, and animations • Presentations • Community information hotline • Community information sessions and webinars • Signage • Live traffic website • Static signage, electronic messages, and maps | <ul style="list-style-type: none"> • Traffic impacts including access, disruptions, delays and detours • Road safety • Vehicle damage |
| River users | <ul style="list-style-type: none"> • Commercial vessel operators on the Hunter River • Recreational users • Maritime authorities and Agencies • Newcastle Fishermen’s Cooperative • Port of Newcastle | <ul style="list-style-type: none"> • Signage • Notifications and email updates • Direction communication with the project team • Advertisements in print media and radio • Website and digital tools • Translation services | <ul style="list-style-type: none"> • Changes to navigation and recreational use |



| Stakeholder group | Stakeholders | Communication tools and activities | Issues |
|-----------------------------------|---|--|--|
| Transport and freight operators | <ul style="list-style-type: none"> Maitland and Raymond Terrace Taxis Diggers Maitland Taxis Newcastle Taxis Busways Raymond Terrace Newcastle Freight and Couriers Hunter Valley buses Port Stephens Coaches | <ul style="list-style-type: none"> Maritime awareness campaigns Meetings and briefings Meetings and briefings Notifications and community updates Emails and phone calls Advertisements in print media and radio Website and social media Digital tools such as interactive map, videos, and animations Presentations Community information hotline Community information sessions and webinars Signage Live traffic website Static signage, electronic messages, and maps | <ul style="list-style-type: none"> Traffic impacts including access, disruptions, delays and detours Road safety |
| Directly impacted property owners | <ul style="list-style-type: none"> Properties within 200 metres of the construction footprint, or 500 metres where controlled blasting is carried out Properties that require property adjustments Properties that require at-house noise treatments Residents impacted by traffic changes, surface work or spoil haulage Owners and occupiers of properties at risk of exceeding the screening criteria for cosmetic damage | <ul style="list-style-type: none"> Property condition surveys Door knocks One-to-one meetings Notifications and community updates Emails and phone calls Advertisements in print media and radio Website and social media Digital tools such as webinars, videos and animations Presentations Community information hotline Community information sessions, working groups and forums Live traffic website | <ul style="list-style-type: none"> Construction impacts including dust, noise and vibration Operational noise OOHW Traffic impacts Road safety Property impacts including access Flooding Property damage Removal of vegetation Impacts on existing infrastructure Urban design and landscaping |
| Broader community | <ul style="list-style-type: none"> Local residents Motorists using the M1 Motorway/Pacific Highway Pedestrians and cyclists using the existing road network Training organisations Visitors to the region Employment agencies Tourism businesses | <ul style="list-style-type: none"> Meetings and briefings Notifications and community updates Emails and phone calls Advertisements in print media and radio Website and social media Digital tools such as interactive map, videos, and animations Presentations Community information hotline | <ul style="list-style-type: none"> Traffic impacts during construction and operation Impacts to parking Permanent and temporary changes to active transport networks Heavy vehicles Flora and fauna Access to property Changed traffic conditions/delays |

| Stakeholder group | Stakeholders | Communication tools and activities | Issues |
|--|--|--|--|
| | | <ul style="list-style-type: none"> Community information sessions and webinars Signage Live traffic website Static signage, electronic messages, and maps | <ul style="list-style-type: none"> Impact to local business operations Bus stop relocations Access in emergencies Cumulative traffic impacts |
| Directly impacted businesses and services | <ul style="list-style-type: none"> Businesses within 200 metres of the construction footprint, or 500 metres where controlled blasting is carried out including: <ul style="list-style-type: none"> Hunter Valley Equestrian Centre Hunter Valley Traditional Archers Pasadena Crescent Reserve Soccer Fields Fiona John Park/Tarro General Cemetery Tarro Uniting Church of Australia Our Lady of Lourdes Primary School/Aspect Hunter School Tarro Fire Station/Tarro Community Hall Tarro Public School Tarro recreation area Hunter Region Botanic Gardens Beresfield estate | <ul style="list-style-type: none"> Property condition surveys Door knocks One-to-one meetings Notifications and community updates Emails and phone calls Advertisements in print media and radio Website and social media Digital tools such as webinars, videos and animations Presentations Community information hotline Community information sessions, working groups and forums Live traffic website | <ul style="list-style-type: none"> Construction impacts including dust, noise and vibration Operational noise OOHW Traffic impacts Road safety Property impacts including access Flooding Property damage Removal of vegetation Impacts on existing infrastructure Urban design and landscaping |
| Wider business and community services sector | <p>Community services and businesses within the wider Hunter region or surrounding regional areas including:</p> <ul style="list-style-type: none"> Newcastle Airport Richmond Vale Rail Trail St Brigid's Catholic Church St David's Presbyterian Church St Paul's Anglican Church St Mary and St George Coptic Orthodox Church Baptist Church (Tarro) Tarro Uniting Church Our Lady of Lourdes Church Beresfield Library Port of Newcastle Chambers of Commerce – Port Stephens and Maitland, Hunter Business Chamber Donaldson Mine Newcastle Regional Airport Hunter Community Environment Centre NSW Business Chamber | <ul style="list-style-type: none"> Notifications and community updates Emails and phone calls Advertisements in print media and radio Website and social media Digital tools such as interactive map, videos, and animations Presentations Community information hotline Community information sessions and webinars Signage | <ul style="list-style-type: none"> General information and project updates Traffic and parking impacts Changes to active transport network Changes to river navigation Environmental impacts Impacts on existing infrastructure Wayfinding and access Cumulative traffic impacts |

| Stakeholder group | Stakeholders | Communication tools and activities | Issues |
|------------------------------|---|---|--|
| | <ul style="list-style-type: none"> Local land care groups Service stations, including: United Petroleum, Curley's Service Station (Beresfield), Shell, Caltex/Ampol, BP Connect Truck Stop, Metro Petroleum (Heatherbrae) NRMA Towing services | | |
| Schools | <ul style="list-style-type: none"> Our Lady of Lourdes Primary School Aspect Hunter School Hunter River High School (directly impacted by northern project) Beresfield Public School Black Hill Public School Francis Greenway High School Grahamstown Public School Irrawang High School Irrawang Public School Raymond Terrace Public School St Brigid's Primary school Tarro Public School Woodberry Learning Centre Woodberry Public School | <ul style="list-style-type: none"> Notifications and community updates Emails and phone calls Advertisements in print media and radio Website and social media Digital tools such as interactive map, videos, and animations Presentations Community information hotline Community information sessions and webinars Signage | <ul style="list-style-type: none"> STEM educational opportunities Work experience and VET opportunities Scholarships and support General information and project updates Construction impacts including dust, noise and vibration Traffic and parking impacts Changes to active transport network Environmental impacts Impacts on existing infrastructure Wayfinding and access Cumulative traffic impacts |
| Advocacy and interest groups | <ul style="list-style-type: none"> M1 Pacific Motorway extension to Raymond Terrace Action Group Hunter Community Environment Centre Land Care groups Chambers of Commerce (Port Stephens, Maitland, Hunter) NSW Business Chamber | <ul style="list-style-type: none"> Briefings and meetings Signage Notifications and community updates Website Digital tools such as interactive map, videos and animations Translation services Employment initiatives Community information sessions and webinars | <ul style="list-style-type: none"> Traffic impacts including access, disruptions, delays and detours Road safety Socio-economic impacts including employment |
| Utilities | <ul style="list-style-type: none"> Hunter Water Corporation Ausgrid and Transgrid Origin Telstra Optus Vocus Aurizon | <ul style="list-style-type: none"> One-to-one meetings Notifications and community updates Emails and phone calls Community information sessions, working groups and forums | <ul style="list-style-type: none"> Impacts to local infrastructure, utilities and services Traffic impacts |



Black Hill to Tomago

| Stakeholder group | Stakeholders | Communication tools and activities | Issues |
|-------------------|---|---|---|
| Media | Local and metropolitan news and television including: <ul style="list-style-type: none"> • NBN News Newcastle • The Newcastle Herald Koori Mail • Triple M • Hit106.9 • 2nUr FM • Prime • NXFM • ABC radio • Television news including ABC, Channel 10, Seven network, Nine network, SBS | <ul style="list-style-type: none"> • Media releases • Events and site visits • Footage and photography • Response to enquiries • Website | <ul style="list-style-type: none"> • Media opportunities • Critical incidents • Construction milestones such as key switches and opening |



7. Potential issues and management strategies

The contractor acknowledges the importance of proactive consultation and engagement with the community and key stakeholders to address and minimise potential issues, early work and construction impacts. A list of issues that are likely or known to be of interest to community and stakeholders and identified mitigation strategies are outlined in Table 6 below. Emerging issues will continue to be tracked in the project's database and proactively managed.

Table 6 Potential Issues

| Issue | Impacts | Communication tactics |
|--|--|--|
| Construction impacts including noise, vibration and dust | Impacts caused by: <ul style="list-style-type: none"> • trucks, light vehicles, reversing beepers • earthworks and construction activities including piling • out of hours work • blasting • site compounds and casting yard. | <ul style="list-style-type: none"> • One-on-one engagement with near receivers • Information via letterbox drops, project website and 1800 number • Respond quickly to queries and complaints • Notification and education about noisy activities • Dilapidation surveys before work begins • On-going dust, vibration and noise monitoring (as per Construction Noise and Vibration Management Plan and Air Quality Management Plan) and mitigation measures outlined in CEMP • Minimising OOHW near residential properties and adhere to requirements in project documents • Project personnel and subcontractors to be educated in minimising noise, vibration and dust at the project induction, pre- start meetings and toolbox talks. |
| Operational noise | Impacts from operational road noise Lack of understanding of noise modelling and treatment eligibility | <ul style="list-style-type: none"> • JHGJV will respond to operational noise mitigation, enquiries and complaints where they are general in nature or relate to design refinements • Transport has produced fact sheets which can be provided to the public and the JHGJV will provide updated copy as required and relevant • JHGJV will notify Transport of any complaints or concerns regarding operational noise • JHGJV will escalate enquiries or complaints to Transport where they relate to AHNT or other items outside of the JV's scope |
| Out of hours work | Disruption to nearby residents and motorists during out of hours work | <ul style="list-style-type: none"> • Ensure out of hours work guidelines are followed • Minimise out of hours work in residential areas • Seek agreement from impacted residents as required by EPL • Provide three-month lookahead as well as notification via letterbox drop, SMS, email, and digital methods (online and social) at least five days and not more than 14 days before work is to be undertaken • Communication relating to OOHW and respite will include: <ul style="list-style-type: none"> • The reason that the work is required to be undertaken outside standard construction hours • The description of the work, including location, nature, scope and duration of the proposed work • Noise characteristics of the work, including the expected noise and vibration impact and what mitigation and management measures will be implemented • Proposed respite periods and other time restrictions that apply to the proposed work, including the circumstances of when respite or relocation offers will be available and details about how the affected community can access these offers (including how to provide feedback). • Likely upcoming out-of-hours work planned to occur in the next three months |

| Issue | Impacts | Communication tactics |
|--|--|--|
| | | <ul style="list-style-type: none"> The process for how complaints may be made and additional information obtained The 24-hour phone number for complaints/feedback and the project website address The outcomes of the community consultation, the identified respite periods and the scheduling of the likely out-of-hours work will be provided to the ER, EPA and the Planning Secretary for information prior to the work. |
| <p>Local infrastructure, utilities and services (including disruptions)</p> | <p>Existing condition reports to ensure agreed baseline for restoration</p> <p>Coordination of works with local councils and services providers to minimise any impacts on their assets and program</p> | <ul style="list-style-type: none"> Consult with utilities, services and other infrastructure providers which may be affected by construction Copies of asset and road conditions reports to be submitted to asset owners before major work starts in the area Ensure impacted residents are notified in writing prior to planned disruptions Responding quickly to enquiries and complaints in accordance with the CMS |
| <p>Traffic management impacts on motorists, pedestrians and cyclists including traffic changes, detours and access changes</p> | <p>Disruptions, delays and temporary detours including reduced speed limits, temporary shoulder and road closures and construction access gates</p> <p>Minimising the impact and maintaining access to local residents, businesses, pedestrians, cyclists, motorists and emergency vehicles</p> | <ul style="list-style-type: none"> Consult with councils on any staging of local road network upgrades and new or modified local road, parking, pedestrian and cycle infrastructure as part of the project. Access to bus stop locations is to be maintained during construction in consultation with bus operators. Advance notification of any construction works that affect pedestrians and cyclists as well as signage One-on-one engagement with impacted business to understand access requirements Advance notice to emergency services Targeted communications regarding changed road access including letterbox drops, meetings and SMS Emergency services are to be notified in advance of changes to traffic conditions (e.g. partial or total road closures) by briefings/presentation and email Inform road users via VMS, signage, project website and NSW Live Traffic, traffic alerts and social media as well as SMS and email to registered stakeholders. |
| <p>Site compounds and ancillary facilities</p> | <p>Impact on nearby residents and businesses associated with site compounds and ancillary facilities</p> | <ul style="list-style-type: none"> Communicate location and operation hours of all site compounds via letterbox drop, email and project website prior to establishment Engage directly with near neighbours and respond to concerns. |
| <p>Aboriginal and non-Aboriginal heritage</p> | <p>Disturbance and damage to Aboriginal and non-Aboriginal heritage items</p> <p>Genuine consultation with the local Aboriginal community and key stakeholders.</p> | <ul style="list-style-type: none"> Consultation in accordance with the Transport for NSW procedure for Aboriginal Cultural Heritage Consultation and Investigation and Heritage Management Sub- plan Project site induction to incorporate Aboriginal culture awareness training for all relevant staff and contractors. |
| <p>Project awareness, understanding and incorrect information</p> | <p>Lack of awareness or misinformation about the project</p> <p>Unauthorised media releases, persons speaking with the media and release of project information</p> <p>Community not knowing how to contact project team</p> <p>Complaints and issues received that relate to other projects</p> | <ul style="list-style-type: none"> Widespread communication material in plain language and with supporting graphics Use various communication tools to reach a wide range of stakeholders Develop proactive, positive and interesting project stories Publish project contact information on all communications material Respond quickly to enquiries and complaints in accordance with the CMS All project personnel and subcontractors are to be educated in communications and media protocols at |

| Issue | Impacts | Communication tactics |
|--|--|---|
| Drainage, stormwater management, erosion, sediment control and water quality | Flooding during large rainfall events, management of erosion and sediment control for temporary work. | <p>the project induction, pre-start meeting and toolbox talks.</p> <ul style="list-style-type: none"> Potential flooding impacts will be addressed in the Flooding Sub Plan and will be prepared in consultation with DPE BCD (flooding unit), relevant councils and the Hunter River Flood mitigation Scheme owners. Hold meetings with nearby residents to inform and/or consult about drainage, stormwater management, erosion, sediment control and water quality Respond quickly to enquiries and complaints in accordance with the CMS. |
| Property and vehicle damage | Property or vehicle damage from construction | <ul style="list-style-type: none"> Complete dilapidation surveys on all impacted properties before construction begins Respond quickly to enquiries and complaints about property and vehicle damage in accordance with the CMS Implement 'damage report' process Fully investigate issues and implement changes to procedures if needed Accept responsibility for damage and compensate owner where appropriate or applicable. |
| Removal of native vegetation and impacts on flora and fauna | Removal of planted and remnant vegetation Threatened species and ecological communities | <ul style="list-style-type: none"> Inform nearby residents and businesses about vegetation removal through community information sessions, community updates, project website and fact sheets Consult with local wildlife rescue groups to ensure fauna found within the work areas are safely relocated |
| Restoration of site compounds and construction areas | Impact on future use of the land or visual impact | <ul style="list-style-type: none"> Take photographic records of areas likely to be disturbed before major work starts Consult with landowners about appropriate standards for rehabilitation. |
| Socio-economic, property and land use impacts | Temporary impacts on property where located near site compounds and ancillary sites Impacted social infrastructure and community facilities, including emergency services, are to be consulted with during construction | <ul style="list-style-type: none"> Ensure construction workers understand and acknowledge property boundaries and access requirements Fully investigate issues and implement changes to procedures if needed Accept responsibility for damage and compensate owner where appropriate or applicable Communicate location and operation hours of all site compounds via letterbox drop, email and project website prior to establishment Engage directly with near neighbours and providers of social infrastructure to determine impacts and respond to concerns |
| Urban and landscape design | Understanding the urban and landscape design plan and process Community dissatisfaction with urban design and landscaping. | <ul style="list-style-type: none"> Inform and/or consult with nearby residents and interested stakeholders about the urban and landscape design through meetings, community updates, information sessions and the project website Produce a range of easy to access communication activities and tools developed to educate the community and stakeholders about the features and details of the urban and landscape design including using the existing interactive portal and videos, display posters and artist impressions Respond quickly to enquiries and complaints in accordance with the CMS. |

7.1. Negotiable and non-negotiable issues

JHGJV’s approach to stakeholder and community engagement recognises that certain issues can be considered negotiable and non-negotiable with key stakeholders. Clarity in what is negotiable is an essential element in establishing trust with stakeholders and reducing frustration when there is limited power to make changes. It is noted that while certain aspects of the project are identified as negotiable, not all elements of these aspects are indeed negotiable, and these issues are often only able to be influenced by specific stakeholders.

The project’s negotiable issues are largely limited by the project planning approval (CSSI 7319), Environment Protection Licence (21808) and Transport for NSW Scope of Works and Technical Criteria. For example, aspects such as the road alignment and bridge locations are determined by Transport and unable to be influenced by JHGJV.

Due to these limitations, project negotiable issues are therefore generally limited to construction management aspects of the project, which may include:

- Traffic and access arrangements, including haulage routes, access to properties and businesses, pedestrian routes, and parking
- Noise and vibration mitigation, such as respite periods
- Methods of communication with specific stakeholders
- Design and Landscape Plan.

The above aspects align with the key issues of concern raised in the project planning phase and those documented in submissions to the EIS. Project negotiable and non-negotiable issues will be identified and confirmed collaboratively with the project team throughout various stages of the project. JHGJV will ensure priority negotiable issues are identified and reviewed with stakeholders through suitable communication and consultation processes.

8. Community engagement program

The contractor’s community and stakeholder engagement team will work to inform, consult, involve, and collaborate with stakeholders on various aspects of the project as informed by stakeholder needs and interests. Levels of consultation (derived from IAP2 spectrum of engagement) and examples of communication tools are outlined in Figure 5 below. Specific tools for each stakeholder group are also identified in Table 6 above.

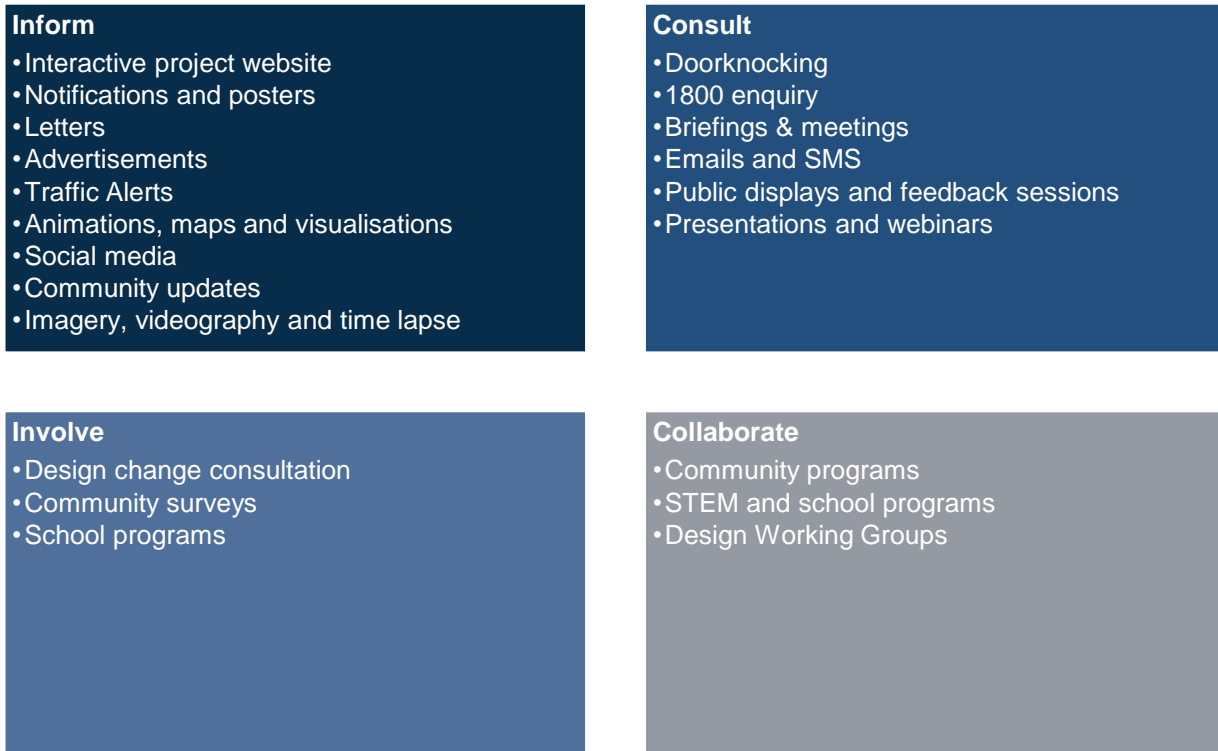


Figure 5 IAP2 levels of consultation & communication tools



8.1. Specific engagement programs and consultation activities

Specific engagement programs and consultation activities are outlined in Table 7.

Table 7 Specific engagement programs and consultation activities

| Program Type | Description |
|---------------------------------|---|
| Community | <p>JHGAJV will work closely with Transport and neighbouring projects to develop a schools science, technology, engineering and mathematics (STEM) education program as well as other activities targeting schools and school-aged children and other community groups.</p> <p>Our team will also work with local employment providers, Aboriginal businesses and registered training organisations to create a skills legacy as well as assist with upskilling for the transition of workers from coal to construction. In addition, JHGAJV will also offer vacation and graduate opportunities to university, TAFE, and VET school students in partnership with local education providers.</p> |
| Building the local supply chain | <p>The contractor's community and stakeholder engagement team will work closely with the human resources and commercial teams to promote and support the engagement of local workers and businesses on the project. The team will host events in the Hunter region inviting jobseekers, employment service agencies, registered training organisations (RTO) and interested suppliers and contractors to participate.</p> |
| Design updates | <p>During detailed design, the project team will engage with stakeholders potentially impacted, or with a significant interest in, changes to the road design. This will include landowners and tenants whose properties are subject to property adjustment work such as changes to driveways and fencing.</p> <p>Where the design is consistent with the project environmental documents, consultation will consist of meetings with directly affected stakeholders to present the changes and gain feedback. Once the design is finalised, the project team will inform the broader community of the design via a community update and supporting communications collaterals (such as social media, media release, updated web content).</p> |
| Property adjustments | <p>The project team will finalise drawings for property adjustments during the detailed design phase. To inform this process, the community and stakeholder engagement team will consult with impacted property owners to refine the concept designs in accordance with the reasonable requirements of the owner.</p> <p>The Contractor will capture any changes by marking up the existing Property Adjustment Plan (PAP) and obtain the property owners approval before finalising the plan and undertaking the work.</p> <p>Once property work has been completed, the Contractor will seek to obtain a deed of release from the property owner which will be submitted to the Principal.</p> |
| Out of Hours Work | <p>Out of hours work (OOHW) consultation and notifications will be developed to address the requirements of the project conditions of approval, CEMP (Out of Hours Work Protocol) and the project Environmental Protection Licence (EPL). It will also comply with, and complement, the Construction Noise and Vibration Management sub-plan as well as the OOHW Protocol developed for the project.</p> <p>These requirements include negotiating agreement with impacted stakeholders, which may include offers of respite activities or alternative, short-term accommodation. The contractor's environmental and community engagement teams will work with the Environmental Reference Group – including the EPA and ER – to develop an agreed process for seeking agreement from landowners.</p> <p>This process will allow the contractor to seek initial feedback on OOHW “in principle” for the nominated period and then notify impacted stakeholders, via their preferred communication channel, at least 5 days but no more than 14 days prior to an activity which is expected to have a direct impact.</p> |

9. Community engagement protocols

All communications activities and tools are required to comply with the requirements of NSW Government and Transport for NSW guidelines and policies in relation to its community involvement obligations for:

- Privacy and Personal Information Protection Act 1998 (NSW)
- Transport Privacy Policy 2021
- NSW (Government) Advertising Guidelines
- Transport Stakeholder and Community engagement policy 2018
- Transport Brand and Communications online E-Toolkit which contains communications templates that are kept up to date with the latest branding and style guides 2022
- Transport Editorial Style Guide 2022
- Transport Use of Social Media Policy 2020
- Transport Social Media Management Policy 2022
- NSW Government Social Media Policy and Guidelines.

10. Community engagement milestones

The CSE team will work closely with the broader construction team to ensure construction activities and key milestones are tracked and communications lead times are incorporated into program planning.

Key milestones include:

| Milestone | Activities | Timing |
|---|--|---|
| Contract award | Media release, update on portal | Q4 2022 |
| Start of site investigations / early work | Notification, portal update, social media, traffic alerts | Q2 – Q3 2023 |
| Consultation on the Aboriginal Heritage Management Plan | Drop in sessions, online webinars, emails | Q3 2023 |
| Consultation on the Design Landscape Plan | Drop in sessions, online webinars, emails, community notification, Have Your Say on portal | Q3 2023 |
| Establishment of main compound | Notification, portal update | Q3 – Q4 2023 |
| Sod turn / start of major construction event | Media event and release, portal update, social media, notification | Q4 2023 |
| Start of out of hours work | Three month lookaheads and rolling notifications to directly impacted residents | Q4 2023 |
| Quarterly community update | Hard and digital copies of community update | Q4 2022 and ongoing |
| First girder deliveries | Notification, portal update, social media, traffic alerts | Q2 2024 |
| Major traffic changes | Notification, portal update, social media, traffic alerts | Ongoing from Q2 2024 |
| STEM events with local schools | Events, media releases | Two per year from start of major construction |
| Project open to traffic | Media event and release, portal update, social media, notification | 2028 |

11. Resources and responsibilities

The JHGJV's organisation structure for the community and stakeholder engagement (CSE) team is shown in Figure 6.

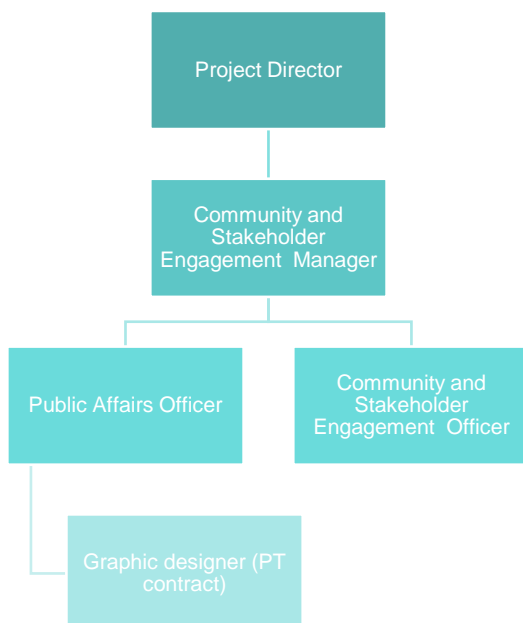


Figure 6 - Community and stakeholder engagement team structure

The above team will enable proactive and comprehensive engagement with stakeholders and community across the BH2T project as well as deliver high quality internal and external communications.

11.1. Team responsibilities

The role of the team is to establish and maintain social license for the project. The CSE team will achieve this by building strong, collaborative relationships with Transport, landowners, businesses and the community surrounding the project.

The CSE Manager will lead the planning and implementation of the Communication Management Plan, as well as the delivery of social sustainability outcomes, ensuring the local community prospers from the project beyond the construction period. Our legacy initiatives will be supported by media and social media opportunities, including milestone events and VIP visits, to enhance the reputation of Transport for NSW and the broader NSW Government. The proposed CSE team and their responsibilities are detailed in **Error! Reference source not found.** below.

Table 8 – CSE team responsibilities

| Role | Responsibilities |
|--|--|
| Community and Stakeholder Engagement Manager | <p>The Community and Stakeholder Engagement (CSE) Manager will be a member of the Project Leadership Team and report directly to the JHGJV Project Director. The CSE Manager's responsibilities will include:</p> <ul style="list-style-type: none"> • Acting as principal point of contact for Transport for stakeholder and community issues • Writing and managing implementation of the Communications Management Plan • Responsibility for communications and community engagement requirements as detailed in the deed, SWTC, environmental documents and the contractor's communication plan • Providing strategic advice and insight as part of the Project Leadership Team • Supporting HR and procurement teams to implement best practice engagement with subcontractors, suppliers, and community partners • Coordinating accurate responses to Transport for Ministerial enquiries • Facilitating community information sessions and site tours with key stakeholders • Managing, promoting, and implementing the social sustainability programs • Advocating the importance of community engagement and our responsibilities • at toolbox talks and inductions |

| Role | Responsibilities |
|--|---|
| | <ul style="list-style-type: none"> Managing enquiries, complaints, and issues and escalating where required Providing advice to the construction team about construction impacts Providing the Principal with relevant information to respond to media and Ministerial enquiries Overseeing management of the contact database (Consultation Manager) and reporting Leading and directing the CSE team Providing the Principal with relevant information for government reporting requirements The CSE Manager will have a minimum of 10 years' experience including significant experience on major infrastructure projects. |
| Community and Stakeholder Engagement Officer | <p>The Community and Stakeholder Engagement Officer will be based onsite and responsible for:</p> <ul style="list-style-type: none"> Recording and reporting all stakeholder and community contact within 24-hours Engaging with community and stakeholders regarding the Project, including responding to complaints and enquiries and identifying issues and opportunities Drafting notifications, newsletters, and community and website/ interactive portal updates Door knocking, attending meetings and information sessions and keeping records Building relationships with the local community and the Project Team. The Community and Stakeholder Engagement Officer will have a minimum of five years' experience in a relevant field, including experience in working with indigenous or culturally and linguistically-diverse (CALD) communities. |
| Communications/Public Affairs Advisor | <p>The Communications/Public Affairs Advisor will be a hybrid, part-time resource offering communication support for the engagement team. They will:</p> <ul style="list-style-type: none"> Own internal and external communication for the Project including generating media and social media opportunities for Transport Review notifications and other external communications to ensure consistency in messaging and tone as well as adherence to NSW Government style guide Draft social media, advertising, supporting project collateral for approval Manage Project photography, videography, and time lapses Work with the community engagement officer and manager to support events and facilitate Minister, MP, and other VIP stakeholder site visit Provide content updates for the project website/interactive portal Draft holding statements and issues briefs. |
| Visual Communications Officer/graphic designer | <p>The project communications and engagement team will be supported by a locally-contracted visual communicator to provide graphics support for collateral including way-finding maps and signage (where required), internal and external communications materials.</p> |

11.2. Personnel availability

The JHGAJV CSE team will be available as required under the SWTC to ensure the community always has access to information and channels for complaints and queries during construction. The team will be available 8 hours per day 5 days per week for the duration of the community relations period as detailed in **Error! Reference source not found.**

The team will work flexibly to ensure a representative is available to respond to incidents and calls to the community line 24 hours a day, seven days per week and to attend community meetings and events held outside of standard business hours as required.

12. Community feedback and complaints procedure

The following section outlines the approach to managing complaints received during the project and for 12 months following completion of works. A complaint is defined as an interaction with a community member or stakeholder who expresses dissatisfaction with construction activities, staff members, actions or proposed actions.

Complaints are to be dealt with in a responsive manner to ensure that stakeholders feel that their concerns and issues raised have been taken seriously and that remedial action, where applicable is to be undertaken. This complaints management system (CMS) complies with the Australian Standard AS ISO 10002:2006 Customer Satisfaction – Guidelines for complaint handling in organisations.

Complaints can be considered an incident or occurrence identified by a stakeholder as unsatisfactory, incorrect or inappropriate. The JHGAJV CSE team will clarify whether an event is a complaint by confirming verbally with the complainant that they would like to raise a complaint. 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.

12.1. Responsibilities

Complaints handling is the responsibility of all team members who encounter the community and stakeholders. Any team member who receives a complaint should immediately refer it to the community engagement team. If the issue can be resolved immediately (such as a vehicle blocking access) the team member should resolve the issue and then provide the details of the interaction to the engagement team for recording in the contact database.

Otherwise, primary responsibility for complaints handling lies with the contractor's community and stakeholder engagement team who will:

- receive and respond to all phone calls to the community information line 24 hours a day, 7 days per week for the community relations period (40 days prior to start of construction until 40 days after completion) within the timeframes outlined in Table 9
- investigate and determine the source of a complaint immediately, including an immediate call to the complainant (when received by phone)
- provide an initial response to all complaints received during construction hours within two hours (where a phone number is provided) from the time of the complaint unless the enquirer agrees otherwise
- provide a response to all complaints received outside construction hours on the following day
- provide an initial written response to email complaints within eight hours (or during the next business day if received out-of-hours) and provide a final response within 10 business days if the complaint cannot be resolved in the initial contact.
- keep the complainant informed of the process until the complaint is resolved
- close out complaints within agreed timeframe (with complainant)
- escalate complaints in accordance with the complaints handling process (see Section 11) and escalation processes (see Section 12.6).
- record all complaints on the community contact database (Consultation Manager) within 24 hours
- provide a written report to the Transport Representative, the Environmental Representative and the Acoustic Advisor (where noise related) within one working day of receiving a complaint about any environmental issue, including pollution, arising from the contractor's work. The report will detail the complaint and the action taken to remedy the problem. A final report with proposed measures to prevent the occurrence of a similar incident will be submitted to Transport, the Environmental Representative and the Acoustic Advisor within five working days.

A flowchart showing the path the team will take to manage complaints is included at Figure 7.



Figure 7 Complaints management process

12.2. Receiving complaints

The contractor’s engagement team will establish a project email, postal address and free-call number for project enquiries and complaints. Phone calls will be monitored 24 hours per day, 7 days per week for the community relations period (40 days prior to start of construction until 40 days after completion). All contact will be acknowledged and responses provided in accordance with the timeframes outlined in Table 9.

The community information line (1800 094 895) has been established by Transport for NSW. The telephone number will be available for the duration of the work and from 12 months following completion of construction. All approaches from the community and stakeholders will be registered in the project’s Consultation Manager Stakeholder database.

The telephone number, postal and email address will be published on all the project collateral (including the website), site signage and hoarding, and social media.

12.3. Recording complaints

The BH2T contractor will maintain complaints register in Consultation Manager which will include:

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

In addition to the information collected in the register, complainants will be advised of the following:

- Details of their complaint may be forwarded to Government Agencies to allow them to undertake their regulatory duties

- By providing personal information, the complainant authorises Transport to provide that information to government agencies
- The supply of personal information by the complainant is voluntary
- The complainant has the right to contact government agencies to access personal information held about them and to correct or amend that information (Collection Statement).

A Collection Statement will be included on the project website to make prospective complainants aware of their rights under the Privacy and Personal Information Protection Act 1998 (NSW).

Personal details of complainants will not to be provided to the ER unless otherwise agreed to or requested by the complainant. The community engagement team will provide an updated copy of the complaints register to the client by 9:00 am each business day following a new complaint and include complaints in the monthly project report.

12.4. Responding to complaints

The JHGAJV engagement team will co-ordinate with the project delivery team, the stakeholder manager and Transport engagement staff to ensure complaints are responded to, and corrective or preventative action initiated, within a timely manner. The contractor's Stakeholder Engagement and Communications Manager will work with the project team to ensure complaints are responded to - and corrective or preventative action initiated - within a timely manner. The target response times are summarised in Table 9.

Table 9 - Complaint response times

| Complaint method | Timing | Response times |
|--------------------------------------|---|--|
| Phone call, text or personal contact | During standard construction hours and during out of construction hours (when construction work is occurring) | Within 2 hours |
| | Out of standard construction hours (when no construction is occurring) | Within 24 hours |
| Written complaint (email or letter) | Any time | Acknowledge within 8 hours Written response within 10 business days |

All telephone complaints and enquiries received during standard construction hours and during out-of-hours work will be answered by a nominated communications representative.

Any complaints which require longer than five days to resolve will be brought to the attention of Transport's project leadership team. The project leadership team will also be notified within two hours of any complaint or issue that is likely to attract media or political attention.

All staff managing complaints will be appropriately trained in complaints handling and the contractor will produce and display internal communications materials (for example posters) which outline the complaints investigation process and expectations of staff.

12.5. Referring complaints

In some cases, the complaint may not relate directly to the contractor's work or may need to be referred to Transport due to protocol or contractual reasons. In these instances, the contractor will refer to complaint immediately to the Transport Stakeholder Manager. This includes enquiries or complaints from media or government officials as well as complaints which are unrelated to the BH2T project.

12.6. Escalation of complaints

Every effort will be made to promptly resolve complaints with fairness and respect. Complaints will initially be managed by the Contractor's communication and stakeholder engagement team, however there may be instances where a complaint cannot be resolved to the satisfaction of the stakeholder. In these cases, the Contractor will escalate the complaint in accordance with the procedure detailed in Figure 8 which involves internal reviews of evidence, processes and outcomes. In the event a complainant remains unsatisfied following the internal review, the complainant will be advised of alternative forms of recourse available to them.

12.7. Unresolvable complaints

A complaint will be considered unresolvable when a complainant remains unsatisfied with the outcomes or process of the review of their complaint (where applicable) or when a dispute arises in relation to the environmental management and/or delivery of the project, including disputes regarding rectification or compensation.

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

At this point the complainant will be advised of alternative forms of recourse available to them as outlined in Section 8 of Transport's M12RT Communication Strategy.

12.8. Evaluation of complaints management

The contractor will evaluate the complaints handling process every six months by carrying out a survey of complainants. The survey will collect information about the:

- complainant sentiment toward the complaint handling process
- accessibility of the complaints process and how easily it was to follow



Figure 8 Complaints escalation process

- level of professionalism exhibited by the contractor
- timeliness of complaint handling and resolution
- level of satisfaction with the resolution of their issue.

A summary report of the survey results will be provided to the principal. The BH2T community team will use the feedback to refine the complaints management process through a process of continuous review and improvement.

13. Monitoring and Reporting

Monthly internal reporting will be carried out in accordance with the Transport SWTC. Internal reporting will include details about:

- engagement activities from the previous month including a record of materials distributed to the community in the previous month such as calls, letters, visitors and emails and events
- issues raised
- response times
- complaints including action/response provided
- feedback received from have your say forms following displays, presentations and information sessions
- events report from consultation manager
- records of personnel training and induction in community obligations
- at least two good news stories each month and two to four photos of key achievements and milestones
- key facts and statistics
- forecast activities for the upcoming three months

13.1. Project scorecard

The project team will also produce a quarterly project scorecard for external publication (with agreement from Transport) with the first to be produced six months after start of major construction. Key reporting metrics could include number of contacts with the community, workforce statistics (local, learning workers, Aboriginal), hours worked, local spend and quantitative measures such as tunnel excavation volumes, bridge deck and mainline road lengths.

14. Performance evaluation

The effectiveness of the project communications and engagement activities will be gauged through regular audits as well as surveys of community and stakeholders and data analysis. These will be evaluated in terms of the communications and engagement goals and objectives as outlined in Table 10 - Evaluation measures Table 10.

Table 10 - Evaluation measures

| Goals | Objectives | Measurement |
|---|---|--|
| Build community, stakeholder and business awareness of the project and its benefits | At least 80% of identified, directly impacted and key stakeholders* are aware of the project and its benefits | Survey of a sample of residents surrounding project* every six months |
| Provide clear, consistent, and timely information about the project to stakeholders and the community in a variety of media | At least 80% of identified, directly impacted and key stakeholders* are happy with the frequency, timing, and availability of project information | Survey of a sample of residents surrounding project* every six months |
| Establish positive, cooperative relationships with local communities, businesses, and stakeholders in the region | At least 80% of community and stakeholder representatives* perceive contact with the project team to be positive | Survey of a sample of residents surrounding work areas* every six months |
| | 100% of complaints resolved within agreed resolution and response times to complaints and enquiries | Survey of complainants to be conducted every six months |



| Goals | Objectives | Measurement |
|--|--|---|
| Enhance the reputation of NSW Government | At least 80% of mentions in media and social media are positive | Analysis of media/social media coverage |
| Leave a positive legacy | At least 80% of community and stakeholder representatives* feel they are better off once the project is finished than before | Survey of sample of residents surrounding work areas every six months |
| | | At least one community partnership undertaken every year |

