



# Community Communication Strategy

**PROJECT: FOXGROUND AND BERRY BYPASS**

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Revised by: Karen Williams – Communications Manager	Reviewed and authorised by: Andrew McRae – Project Director
_____ (Signature/Date)	_____ (Signature/Date)

## Document Control

This strategy interfaces with the other associated strategies and plans, which together describe the proposed overall project management system for the project.

The latest revision of this strategy is available on the Fulton Hogan server. If any unsigned hard copies of this document are printed, they are valid only on the day of printing.

The revision number is included at the bottom of each page. When revisions occur, the entire document will be issued with the revision number updated accordingly for each owner of a controlled copy.

Attachments and appendices to this strategy are revised independently of this strategy.

## Revision History

Rev	Revised By	Reviewed & Approved By	Date	Description/Summary of Changes
0	C. Reynolds	A. McRae	07.05.14	Initial issue for review and comments
1	C. Reynolds	A. McRae	11.07.14	Updated to incorporate comments received from PV and RMS.
2	C. Reynolds	A. McRae	30.07.14	Minor changes to <i>Key acronyms and definitions</i> ; CoA and SoC matrix; Sections 1.1, 3.4, 4.1, 7.1, 7.3, 8.2, 10; and Appendices A-C and E. For submission to DP&E.
3	C. Reynolds	A. McRae	15.09.14	Updated to incorporate comments received from DP&E and RMS. Refer to the comments sheet from DP&E for details.
4	K. Williams	A. McRae	Jul-15	Reviewed and updated to reflect current phase of project.

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## Key acronyms and definitions

AFG	Aboriginal Focus Group
CCS	Community Communication Strategy
CEMP	Construction Environmental Management Plan
CoA	Condition of Approval
CRM	Community Relations Manager
CRT	Community Relations Team
EA	Environmental Assessment
EPA	Environment Protection Authority
EPL	Environment Protection Licence
ER	Environmental Representative
FH	Fulton Hogan
PCG	Project Control Group
RMS	Roads and Maritime Services
SoC	Statement of Commitments
Stakeholder	Anyone who has a current or future interest in the project
SWTC	Scope of Works and Technical Criteria

## 1. Introduction

### 1.1. Purpose

This Community Communication Strategy (CCS) has been developed for the construction and opening of the Foxground and Berry bypass project (the project). It aims to describe the communication and consultation approach and activities during these stages of the project.

Roads and Maritime Services (RMS) and Fulton Hogan (FH) consider meaningful and respectful community consultation to be essential in the development and construction of this project.

This strategy has been named in accordance with the Minister's Conditions of Approval (CoA) B30-B33 and addresses the RMS requirement for a Community Involvement Plan.

The CCS describes:

- The stakeholders to be consulted as part of the strategy, including adjoining landowners, local residents and the broader community.
- The communications tools and activities that will be used to provide regular distribution of information to stakeholders about the project and provide opportunities for community feedback.
- Potential construction impacts and methods to proactively manage these impacts.
- The enquiry and complaints management system.

This strategy is a 'living document', and is subject to ongoing development, amendment and updating throughout the duration of the project to take into account:

- Changes in the design and construction program.
- Changes in community and stakeholders' needs.
- Changes in the works and the community participation requirements.

### 1.2. Project background

The Foxground and Berry bypass will provide a four-lane divided highway (two lanes in each direction) with median separation for 12.5 kilometres of the Princes Highway between Toolijooa Road and south of Andersons Lane. Key features of the project include:

- Around 6.6 kilometres of new highway, including bypasses of the Foxground bends and Berry.
- Interchanges at Toolijooa Road, Austral Park Road, Tindalls Lane and the northern and southern approaches to Berry.
- Connection at Schofields Lane and Gembrook Lane which enable both northbound and southbound access to the highway.
- A 25 metre deep cutting at Toolijooa Ridge, bypassing the Foxground bends.
- One climbing lane in each direction through the cutting at Toolijooa Ridge for a distance of 1.5 kilometres.
- Three bridge crossings at Broughton Creek and a bridge at Berry.

- An upgrade and extension of Austral Park Road.
- A new roundabout at the connection of Woodhill Mountain Road with the existing Princes Highway.
- A diversion of Town Creek into Bundewallah Creek.
- Cul-de-sac on North Street at the Town Creek causeway.
- Local road connection between Queen and Victoria streets.
- New property accesses and access roads.
- Wildlife crossings to maintain existing wildlife corridors.

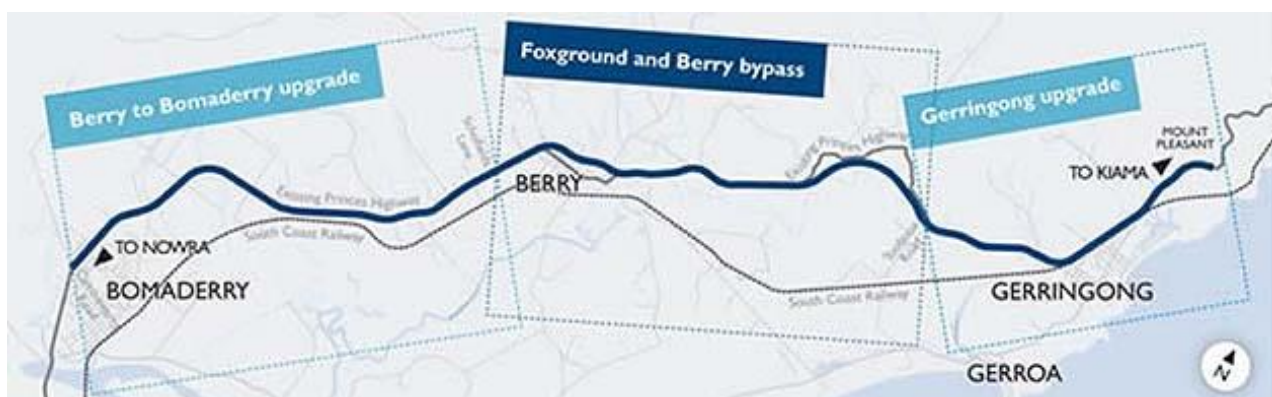


Figure 1 Foxground and Berry bypass alignment map

In November 2012, the NSW Department of Planning and Infrastructure displayed the Environmental Assessment (EA) for the Foxground and Berry bypass and over 250 submissions were received from the community, interest groups and stakeholders. These submissions were responded to in a submissions report which was published in May 2013.

In July 2013, the Minister for Planning granted project approval for the Foxground and Berry bypass.

Early work was carried out from July 2014 with major construction starting in January 2015. The project is expected to be open to traffic in mid 2018, weather permitting.

In August 2015, Roads and Maritime Services announced the Foxground and Berry bypass project area was extended an additional 900 metres to the south. The additional section of divided highway will include two lanes in each direction between Andersons Lane and 150 metres north of Croziers Road, Jaspers Brush and is based on the approved concept design for the Berry to Bomaderry upgrade.

### 1.3. Project benefits

Benefits of the upgrade include:

- Reducing travel time by an estimated seven minutes.
- Improving road safety on the Princes Highway and local road network.
- Reducing total crashes on the Princes Highway in the project area by an estimated 64 per cent.

- Improving road safety through less interaction between traffic and pedestrians in the town of Berry.
- Improving the efficiency of the Princes Highway between Toolijooa Road and north of Andersons Lane.
- Supporting regional and local economic development.
- Generating local employment opportunities.
- Providing value for money.
- Improving flood immunity.
- Improving wildlife crossings.

## 2. Requirements

### 2.1. Minister’s Conditions of Approval

Table 1: Minister’s Conditions of Approval community involvement obligations

Conditions of Approval (CoA)	Document reference
<b>Terms of Approval</b>	
CoA A4	<p>Subject to confidentiality, the Proponent shall make all documents required under this approval available for public inspection on request</p> <p>CCS section 6.2 - <a href="#">Communications activities and tools</a></p>
<b>Community Information And Involvement - Provision of Electronic Information</b>	
CoA.B30	<p>Prior to the commencement of construction, the Proponent shall establish and maintain a new website, or dedicated pages within an existing website, for the provision of electronic information associated with the project. The Proponent shall, subject to confidentiality, publish and maintain up-to-date information on the website or dedicated pages including, but not necessarily limited to:</p> <ul style="list-style-type: none"> <li>(a) information on the current implementation status of the project;</li> <li>(b) a copy of the documents referred to under condition A1 of this approval, and any documentation supporting modifications to this approval that may be granted from time to time;</li> <li>(c) a copy of this approval and any future modification to this approval;</li> <li>(d) a copy of each relevant environmental approval, licence or permit required and obtained in relation to the project;</li> <li>(e) a copy of each current strategy, plan, program or other document required under this approval; and</li> <li>(f) the outcomes of compliance tracking in accordance with the requirements of condition B29.</li> </ul> <p>CCS section 6.2 - <a href="#">Communications activities and tools</a></p>
<b>Complaints and Enquiries Procedure</b>	
CoA.B31	<p>Prior to the commencement of construction, the Proponent shall ensure that the following are available for community complaints and enquiries during the construction period:</p> <ul style="list-style-type: none"> <li>(a) a telephone number on which complaints and enquiries about construction and operation activities may be registered;</li> <li>(b) a postal address to which written complaints and enquiries may be sent; and</li> <li>(c) an email address to which electronic complaints and enquiries may be transmitted.</li> </ul> <p>The telephone number, the postal address and the email address shall be published in a newspaper circulating in the local area prior to the commencement of construction and prior to the commencement of project operation. The above details shall also be provided on the website (or dedicated pages) required by this approval.</p> <p>CCS section 6.2 - <a href="#">Communications activities and tools</a></p>
CoA.B32	<p>The Proponent shall prepare and implement a Construction Complaints Management System consistent with AS 4269 Complaints Handling prior to the commencement of construction activities and must maintain the System for the duration of construction activities.</p> <p>Information on all complaints received, including the means by which they were addressed and whether resolution was reached and whether mediation was required or used, shall be maintained by the Proponent and included in a complaints register. The information contained within the System shall be made available to the Director General on request.</p> <p>CCS section 7 - <a href="#">Enquiries and complaints management</a></p>



Conditions of Approval (CoA)	Document reference
<b>Community Involvement</b>	
<p>The Proponent shall prepare and implement a Community Communication Strategy for the project. This Strategy shall be designed to provide mechanisms to facilitate communication between the Proponent, the Contractor, the Environmental Representative, the relevant council and the local community (broader and local stakeholders) on the construction and environmental management of the project. The Strategy shall include, but not necessarily be limited to:</p> <p>(a) identification of stakeholders to be consulted as part of the Strategy, including affected and adjoining landowners;</p> <p>(b) procedures and mechanisms for the regular distribution of information to stakeholders on the progress of the project and matters associated with environmental management;</p> <p>(c) procedures and mechanisms through which stakeholders can discuss or provide feedback to the Proponent and/ or Environmental Representative in relation to the environmental management and delivery of the project;</p> <p>(d) procedures and mechanisms through which the Proponent can respond to enquiries or feedback from stakeholders in relation to the environmental management and delivery of the project; and</p> <p>(e) procedures and mechanisms that would be implemented to resolve issues/ disputes that may arise between parties on the matters relating to environmental management and the delivery of the project. This may include the use of an appropriately qualified and experienced independent mediator.</p>	<p>(a) CCS section 3 - <a href="#">Identification of stakeholders and key issues</a></p> <p>(b) CCS section 6.2 - <a href="#">Communications activities and tools</a></p> <p>(c) CCS section 6.2 - <a href="#">Communications activities and tools</a></p> <p>(d) CCS section 6.2 - <a href="#">Communications activities and tools</a></p> <p>(e) CCS section 7 - <a href="#">Enquiries and complaints management</a></p>
<b>Community Involvement</b>	
<p>Key issues that should be addressed in the Community Communication Strategy should include (but not necessarily be limited to):</p> <p>(i) traffic management (including property access, pedestrian access);</p> <p>(ii) landscaping/urban design matters;</p> <p>(iii) construction activities; and</p> <p>(iv) noise and vibration mitigation and management.</p> <p>The Proponent shall maintain and implement the Strategy throughout construction of the project. The Strategy shall be approved by the Director General prior to the commencement of construction, or as otherwise agreed by the Director General</p>	<p>CCS section 3 - <a href="#">Identification of stakeholders and key issues</a></p>
<b>Property and Landuse</b>	
<p>C24</p> <p>Access to private property shall be maintained during construction unless otherwise agreed with the property owner in advance. A landowner's access that is physically affected by the Project shall be reinstated to meet at least equivalent standard and/or relevant road safety standards, in consultation with the property owner.</p>	<p>CCS section 3 - <a href="#">Identification of stakeholders and key issues</a></p>
<p>C25</p> <p>Any damage caused to property as a result of the project shall be rectified or the property owner compensated, within a reasonable timeframe with the costs borne by the Proponent. This condition is not intended to limit any claims that the property owner may have against the Proponent.</p>	<p>CCS section 3 - <a href="#">Identification of stakeholders and key issues</a></p>
<p>C26</p> <p>The Proponent shall, in consultation with relevant property owners, construct the project in a manner that minimises intrusion and disruption to agricultural operations/activities in surrounding properties (e.g. stock access, access to farm dams etc.), unless otherwise agreed by the relevant property owner.</p>	<p>CCS section 3 - <a href="#">Identification of stakeholders and key issues</a></p>

## 2.2. Statement of Commitments

Table 2: Statement of Commitment community involvement obligations

Statement of Commitments (SoC)	Document reference
<p>CC1</p> <p>The community will be kept informed with measures such as:</p> <ul style="list-style-type: none"> <li>a) Letter box drops, media releases and community updates.</li> <li>b) An internet site established and maintained for the duration of the project.</li> <li>c) Variable message signs.</li> <li>d) The project office.</li> <li>e) Email to registered stakeholders.</li> <li>f) Targeted consultation with affected individuals or groups.</li> </ul> <p>Information to be provided will include:</p> <ul style="list-style-type: none"> <li>a) Changes to access and traffic conditions.</li> <li>b) Details of future works programs.</li> <li>c) General construction progress.</li> </ul>	<p>CCS section 6.2 - <a href="#">Communications activities and tools</a> and Appendix B <a href="#">Communications program</a></p>
<p>CC2</p> <p>Communication management will include:</p> <ul style="list-style-type: none"> <li>a) A 24 hour toll-free contact telephone number</li> <li>b) Directions on how to register a complaint or make an inquiry.</li> <li>c) Acknowledgement of complaints within 24 hours.</li> <li>d) A complaint recording and tracking system.</li> </ul>	<p>CCS section 6.2 - <a href="#">Communications activities and tools</a> and section 7 - <a href="#">Enquiries and complaints management</a></p>
<p>P2</p> <p>Property access will be maintained during construction. If temporary or alternative access is required, it will be provided in consultation with the affected landowner/s.</p>	<p>CCS section 3 - <a href="#">Identification of stakeholders and key issues</a> and section 6.2 - <a href="#">Communications activities and tools</a></p>
<p>P3</p> <p>Affected property owners will be consulted during detailed design regarding long term access requirements via underpasses.</p>	<p>CCS section 6.2 - <a href="#">Communications activities and tools</a></p>
<p>SE2</p> <p>Stock refuge will be maintained at Broughton Creek bridge 2 and will be determined during detailed design in consultation with landowners.</p>	<p>CCS section 6.2 - <a href="#">Communications activities and tools</a></p>
<p>SE5</p> <p>Access to recreational facilities will be maintained during construction and operation of the project, where practicable, including consideration of assistance to the relocation of the Berry equestrian centre during construction.</p>	<p>CCS section 6.2 - <a href="#">Communications activities and tools</a></p>
<p>SE6</p> <p>Access to local creeks, including access to the existing Broughton Creek bridge will be maintained during construction and operation to provide access for recreational fishers, where safe and practicable.</p>	<p>CCS section 6.2 - <a href="#">Communications activities and tools</a></p>

## 2.3. Scope of Works and Technical Criteria

This strategy has also been prepared in accordance with the RMS community involvement required under the Scope of Works and Technical Criteria (SWTC).

### 3. Identification of stakeholders and key issues

#### 3.1. Community overview

There are around 4,200 residents in the Berry, Broughton Vale and Foxground communities. 46.8% of the population are male and 53.2% female. 94% of the population speak English only and are of Australian, English, Irish, Scottish and German descent. The other languages spoken are German 0.7%, French 0.5%, Dutch 0.4%, Cantonese 0.2% and Italian 0.2%. Aboriginal and Torres Strait Islander people make up less than 1% of the population.

The median age of the region is 52 years; children aged up to 14 years make up 14.9% of the population and people aged 65 years and over make up 30.5% of the population. 59.3% of households are married.

The region is predominantly rural, with residential and industrial areas in Berry Township. The major industries are agriculture, retail, tourism and some manufacturing with 97.2% of the labour force employed and 2.7% unemployed. The majority of the workforce in this region commute to Nowra, Bomaderry, Kiama, Shellharbour and Wollongong.

Foxground and Berry are famous for their agricultural history; and Berry is a tourist destination renowned for its arts and crafts, antiques, markets, cafes, boutique shops and restaurants. Lifestyle and continued viability of retail, agriculture, viticulture and tourism sectors are highly important to the people who live and work in these areas.

#### 3.2. Key stakeholders

RMS has carried out extensive consultation with key stakeholders in the during route option selection, identification of the preferred option and Environmental Assessment.

FH has continued this consultation during detailed design and construction. We understand the community has diverse information and consultation needs and are committed to consultation that is proactive and inclusive.

We recognise a stakeholder as anyone who has a current or future interest in the project and categories them as being generally in three categories:

- Those directly impacted – residents and businesses adjacent to the construction areas, motorists and cyclists using roads which are affected, properties (residential and business) adjacent to or impacted by the highway.
- Those with an interest in the project due to the nature of their work, travel and interests and special interest groups – local councils, organised groups, environmental and heritage groups.
- Stakeholders who have a direct or indirect interest in the project – elected representatives, government agencies, utility providers etc.

The following list of stakeholders builds on the information gathered during the development of the project. Key stakeholders include, but are not limited to:

Table 3: Key stakeholders

Key stakeholders	
<b>Directly affected stakeholders</b>	<ul style="list-style-type: none"> <li>• Properties (owned and residents) and businesses adjoining and adjacent to the project</li> <li>• Roads and Maritime Services owned properties leased</li> <li>• Sensitive noise receivers</li> <li>• Owners of roadside tributes affected by construction</li> <li>• Owners of advertising signs affected by construction</li> </ul>
<b>Emergency services</b>	<ul style="list-style-type: none"> <li>• State Emergency Services</li> <li>• Police</li> <li>• Ambulance</li> <li>• NSW Rural Fire service</li> <li>• Foxground Rural Fire Brigade</li> <li>• Broughton Vale/Berry Rural Fire Brigade</li> </ul>
<b>Government agencies, representatives and organisations</b>	<ul style="list-style-type: none"> <li>• State and local Government elected representatives (State Member for Kiama and Federal Member for Gilmore)</li> <li>• Transport for NSW</li> <li>• Roads and Maritime Services</li> <li>• Environmental Protection Authority (EPA)</li> <li>• Environmental Representative (ER)</li> <li>• Office of Environment and Heritage (OEH)</li> <li>• Industry Development, Agriculture and Forestry</li> <li>• Department of Trade and Investment, Regional Infrastructure and Services</li> <li>• Department of Primary Industries</li> <li>• Kiama Municipal Council (Mayor, Councillors and Engineering department)</li> <li>• Shoalhaven City Council (Mayor, Councillors and Engineering department)</li> </ul>
<b>Interest groups and businesses</b>	<ul style="list-style-type: none"> <li>• Foxground and Berry bypass Aboriginal Focus Group (AFG)</li> <li>• Aboriginal Lands councils, South Coast Region and other indigenous representatives.</li> <li>• Berry Chamber of Commerce and Tourism</li> <li>• The Berry Alliance</li> <li>• The Berry Consultative Committee</li> <li>• Kiama and Shoalhaven Bicycle Users Group</li> <li>• Rotary Club of Berry</li> <li>• Apex Club of Berry</li> <li>• Sunrise Probus Club of Berry</li> <li>• Zonta Club of Berry</li> <li>• Berry Evening View Club</li> <li>• Kiama Council South Precinct Group</li> <li>• Illawarra, Foxground and Berry Landcare</li> <li>• The Berry Garden Club</li> <li>• Southern Rivers CMA</li> <li>• Toolijooa and Harley Hill Protection Group</li> <li>• Shoalhaven River Natural Resources and Floodplain Management Committee</li> <li>• Berry and District Historical Society</li> <li>• Berry Riding Club</li> <li>• Berry Pony Club</li> <li>• David Berry Hospital</li> </ul>

Key stakeholders	
	<ul style="list-style-type: none"> <li>• NRMA</li> <li>• NSW Private Forestry Association</li> <li>• Berry Public School</li> <li>• Berry Pre-School Kindergarten</li> <li>• BUPA</li> <li>• The Arbour Retirement Village</li> <li>• The Grange</li> </ul>
<b>Media</b>	<p>Print</p> <ul style="list-style-type: none"> <li>• Illawarra Mercury</li> <li>• South Coast Register</li> <li>• Nowra News</li> <li>• Town Crier</li> <li>• Koori Mail</li> </ul> <p>Radio</p> <ul style="list-style-type: none"> <li>• 198FM</li> <li>• 96.5FM</li> <li>• 2STAM</li> </ul> <p>Television</p> <ul style="list-style-type: none"> <li>• Illawarra WIN news</li> </ul>
<b>Road users and wider community</b>	<ul style="list-style-type: none"> <li>• Travelling public and local residents including motorist, pedestrians and cyclists</li> <li>• Public transport, including school and general bus/coach operators</li> <li>• Freight, transport and heavy vehicle operators</li> </ul>
<b>Utility and service providers</b>	<ul style="list-style-type: none"> <li>• Endeavour Energy</li> <li>• Sydney Water</li> <li>• Telstra</li> <li>• Optus</li> <li>• Jemena Eastern Gas Pipeline</li> <li>• Shoalhaven Water</li> <li>• NBN</li> <li>• Integral Energy Australia</li> </ul>

### 3.3. Potential issues and strategies

Details of the consultation carried out during route option selection, identification of the preferred option, environmental assessment and detailed design have been reviewed to inform a list of potential issues expected during construction and strategies to pro-actively manage these issues.

Emerging issues will continue to be tracked through the Consultation Manager Database and proactively managed through the regular communications meetings.

Table 4: Potential issues and strategies

Potential issue	Potential key impacts	Communication strategy
<b>Construction impacts including noise, vibration and dust</b>	<p>Noise cause by:</p> <ul style="list-style-type: none"> <li>Trucks, light vehicles, reversing beepers.</li> <li>Earthworks and construction activities.</li> <li>Out of hours work.</li> <li>Controlled blasting.</li> <li>Site compounds and/or stockpile sites.</li> </ul> <p>Vibration caused by:</p> <ul style="list-style-type: none"> <li>Earthworks and construction activities.</li> <li>Controlled blasting.</li> </ul> <p>Dust caused by:</p> <ul style="list-style-type: none"> <li>Earthworks and construction activities.</li> <li>Controlled blasting.</li> <li>Site compounds and/or stockpile sites.</li> </ul>	<p>Carry out work in accordance with the projects CoA, EPL and RMS requirements.</p> <p>Any work planned outside of the standard working hours (except in emergencies) must be in accordance with the project CoA and EPL.</p> <p>Follow procedures included as part of the projects Construction Environmental Management Plan (CEMP).</p> <p>Inform and/or consult with nearby residents about construction activities that may generate excessive noise, vibration and/or dust by:</p> <ul style="list-style-type: none"> <li>Letterbox/email notification and meetings with nearby residents, as required.</li> <li>Uploading the information onto the project website.</li> <li>Respond quickly to enquiries and complaints in accordance with the Enquiries and Complaints Management System.</li> <li>All project personnel and subcontractors will be educated in minimise noise, vibration and dust by the project induction and worksite toolboxes.</li> </ul>
<b>Controlled blasting</b>	<ul style="list-style-type: none"> <li>Impacts of controlled blasting including noise, vibration and dust.</li> <li>Lack of information about controlled blasting.</li> <li>Damages to nearby building and structures from controlled blasting.</li> </ul>	<p>Carry out controlled blasting in accordance with the projects CoA, EPL and RMS requirements.</p> <p>Follow procedures included as part of the projects CEMP.</p> <p>Inform and/or consult with nearby residents about controlled blasting by:</p> <ul style="list-style-type: none"> <li>Letterbox/email notification and meetings with nearby residents, as required.</li> <li>Factsheet and householder letter.</li> <li>Uploading the information onto the</li> </ul>



Potential issue	Potential key impacts	Communication strategy
		<p>project website.</p> <ul style="list-style-type: none"> <li>Community information session before blasting started.</li> <li>Contact with sensitive receivers 48 hours before each blast.</li> <li>VMS with the date and time of each blast.</li> <li>Respond quickly to enquiries and complaints in accordance with the Enquiries and Complaints Management System.</li> </ul>
<b>Drainage, stormwater management, erosion, sediment control and water quality</b>	Design our temporary and permanent work in accordance with the allowed impacts under the RMS requirements and CoA	<p>Adhere to design requirements in accordance with the CoA, EPL and RMS requirements.</p> <p>Consult with RMS and key stakeholders if there are changes to the approved design that have potential to cause flooding impacts.</p>
<b>Indigenous and non-Indigenous heritage management</b>	<ul style="list-style-type: none"> <li>Disturbance and damage to Indigenous and non-Indigenous heritage items.</li> <li>Lack of consultation with the local Aboriginal community and key stakeholders.</li> </ul>	<p>Follow procedures included as part of the projects CEMP including, where appropriate, stop works and contact key stakeholders and organisations.</p> <p>Consult with established Aboriginal Focus Group (AFG) in accordance with the RMS procedure for Aboriginal Cultural Heritage Consultation and Investigation (November 2011).</p> <p>Consult with local councils and key stakeholders about items of local heritage significance.</p> <p>Consult with the Heritage about items of state heritage significance or relics under the Heritage Conservation Act.</p> <p>All project personnel and subcontractors will be educated in the management of heritage items by the project induction and worksite toolboxes.</p>
<b>Local infrastructure and utilities (electricity, telecommunications, gas, water and sewer)</b>	<ul style="list-style-type: none"> <li>Existing condition reports to ensure agreed baseline for restoration.</li> <li>Coordination of works with local councils and services providers to minimise an impacts on their assets and programs.</li> </ul>	<p>Adhere to the RMS requirements for condition reports.</p> <p>Follow procedures included as part of the projects CEMP.</p> <p>Copies of asset and road conditions reports to be submitted to asset owners before major work starts in the area.</p> <p>Regular meeting with local councils and utility providers to keep them informed of work, as required.</p> <p>Respond quickly to enquiries and complaints in accordance with the Enquiries and Complaints Management</p>

Potential issue	Potential key impacts	Communication strategy
		System.
<b>Operational noise treatment</b>	Lack of understanding by community of how noise treatment is determined.	<p>RMS to manage the operation noise treatment process.</p> <p>RMS to ensure letters, follow-up phone calls and face-to-face meetings are held with all properties entitled to operational noise treatment.</p> <p>Copies of the EA and noise modelling to be made available on the website and at display locations for the community.</p>
<b>Out of hours work</b>	Disruption to nearby residents during out of hours work.	<p>Carry out work in accordance with CoA, EPL and RMS requirements ensuring all out of hours work activities have been assessed and mitigation measure are in place.</p> <p>Follow procedures included as part of the projects CEMP.</p> <p>Inform and/or consult with nearby residents in advance of out of hours work by:</p> <ul style="list-style-type: none"> <li>• Letterbox/email notification and meetings with nearby residents, as required.</li> <li>• Uploading the information onto the project website.</li> <li>• Respond quickly to enquiries and complaints in accordance with the Enquiries and Complaints Management System.</li> <li>• All project personnel and subcontractors will be educated in minimise noise during out of hours work by the project induction and worksite toolboxes.</li> </ul>
<b>Lack of project awareness, understanding and incorrect information</b>	<ul style="list-style-type: none"> <li>• Lack of awareness or misinformation about the project.</li> <li>• Unauthorised media releases, persons speaking with the media and release of project information</li> <li>• Community not knowing how to contact project team.</li> <li>• Complaints and issues received that relate to other RMS projects.</li> </ul>	<p>Widespread communication material in plain language and graphics about the project is prepared and made available during the project.</p> <p>Use a range of easy to access communication activates and tools to reach the wider community and stakeholders including written communication material, information sessions and displays.</p> <p>All project personnel and subcontractors will be educated in communications and media protocols by the project induction and worksite toolboxes.</p> <p>Publish project contact information on all communications material.</p> <p>Respond quickly to enquiries and</p>



Potential issue	Potential key impacts	Communication strategy
		complaints in accordance with the Enquiries and Complaints Management System.
<b>Property damage</b>	Property damage from construction	<p>Adhere to the RMS requirements for condition inspections on building and structures adjacent to works areas before the start of major work.</p> <p>Follow procedures included as part of the projects CEMP.</p> <p>Copies of conditions reports to be submitted to owners before major work starts in the area.</p> <p>Respond quickly to enquiries and complaints in accordance with the Enquiries and Complaints Management System.</p>
<b>Removal of existing Roadside Tributes</b>	Sensitivity around the protection and removal of roadside tributes affected by construction.	<p>Inform and consult in accordance with the RMS Roadside Tributes Policy (Policy Number 148).</p> <p>Respond quickly to enquiries and complaints in accordance with the Enquiries and Complaints Management System.</p>
<b>Removal of native vegetation and impacts on flora and fauna</b>	<ul style="list-style-type: none"> <li>• Removal of vegetation</li> <li>• Lack of understand about threatened species and endangered ecological communities within the work areas.</li> </ul>	<p>Carry out vegetation removal in accordance with CoA, EPL and RMS requirements.</p> <p>Follow procedures included as part of the projects CEMP including clear marking of species to be preserved.</p> <p>Inform and/or consult with nearby residents in advance vegetation removal by:</p> <ul style="list-style-type: none"> <li>• Letterbox/email notification and meetings with nearby residents, as required.</li> <li>• Uploading the information onto the project website.</li> <li>• Respond quickly to enquiries and complaints in accordance with the Enquiries and Complaints Management System.</li> </ul> <p>Key message about the biodiversity offset strategy and nest boxes.</p> <p>Consult with local wildlife rescue groups to ensure fauna found within the work areas are safely relocated.</p> <p>All project personnel and subcontractors will be environmental awareness by the project induction and worksite toolboxes.</p>

Potential issue	Potential key impacts	Communication strategy
<b>Restoration of construction areas</b>	Lack of information and consultation about the rehabilitation and restoration of natural areas and private property affected by construction.	<p>Carry out restoration work in accordance with CoA, EPL and RMS requirements.</p> <p>Photographic records of areas likely to be disturbed before major work starts.</p> <p>Consult with land owners about appropriate standards for restoration.</p>
<b>Construction impacts on the local community and businesses</b>	Deliveries and customers are unable to access businesses due traffic disruptions.	<p>Carry out work in accordance with the projects CoA, EPL and RMS requirements.</p> <p>Inform and/or consult with nearby businesses about traffic changes and impacts to accesses before they occur.</p> <p>Inform and/or consult with nearby businesses about construction activities that may generate excessive noise, vibration and/or dust by:</p> <ul style="list-style-type: none"> <li>• Letterbox/email notification and meetings with nearby residents, as required.</li> <li>• Uploading the information onto the project website.</li> <li>• Respond quickly to enquiries and complaints in accordance with the Enquiries and Complaints Management System.</li> </ul>
<b>Traffic management impacts on road users and businesses including traffic changes detours, road closures, property and pedestrian access</b>	<ul style="list-style-type: none"> <li>• Disruptions, delays, temporary detours, traffic switches including reduced speed limits, temporary shoulder and road closures and construction access gates.</li> <li>• Minimising the impact and maintaining access to local residents, businesses, pedestrians, cyclists, motorists and emergency vehicles.</li> </ul>	<p>Carry out work in accordance with the projects Traffic Management Plans.</p> <p>Closures to be planned/works limited to outside of peak traffic periods, weekends, holiday periods and events.</p> <p>Inform and/or consult with nearby businesses about traffic changes and impacts to accesses before they occur.</p> <p>Inform and/or consult with residents, businesses, pedestrians, cyclists, motorists and emergency vehicles:</p> <ul style="list-style-type: none"> <li>• Letterbox/email notification and meetings, as required.</li> <li>• Presentation to key stakeholder groups.</li> <li>• Uploading the information onto the project website and NSW Live Traffic.</li> <li>• Advertisements, media releases and traffic alerts.</li> <li>• Email notifications for major changes to traffic conditions and detours.</li> <li>• VMS to display information about traffic delays and changes.</li> </ul>

Potential issue	Potential key impacts	Communication strategy
		<ul style="list-style-type: none"> <li>• Signage to direct pedestrians/cyclists to ensure safe usage of footpaths/roads.</li> <li>• Respond quickly to enquiries and complaints in accordance with the Enquiries and Complaints Management System.</li> </ul>
<b>Urban and landscape design</b>	<ul style="list-style-type: none"> <li>• Lack of understanding about the urban and landscape design.</li> <li>• Community dissatisfaction with urban design and landscaping.</li> </ul>	<p>Widespread communication material in plain language and graphics about the urban and landscape design during detailed design.</p> <p>Inform and/or consult with nearby residents and interested stakeholders about the urban and landscape design.</p> <p>A range of easy to access communication activates and tools to educate the community and stakeholders about the features and details of the urban and landscape design including:</p> <ul style="list-style-type: none"> <li>• 3D animation and videos.</li> <li>• Display posters, graphics and artist impressions.</li> <li>• Drawings and plans.</li> <li>• Information on the project website.</li> <li>• Urban and landscape design information session</li> <li>• Respond quickly to enquiries and complaints in accordance with the Enquiries and Complaints Management System.</li> </ul>

## 4. Community relations overview

### 4.1. Fulton Hogan's commitments, policies and standards

Fulton Hogan is committed to engaging with the community in an open, consultative and inclusive manner. This is the Fulton Hogan way of doing business, a culture founded on our corporate community management mission, 'Commitment to Community Relations'.

Fulton Hogan recognises the importance of its relationships with community members and stakeholders during each of its projects.

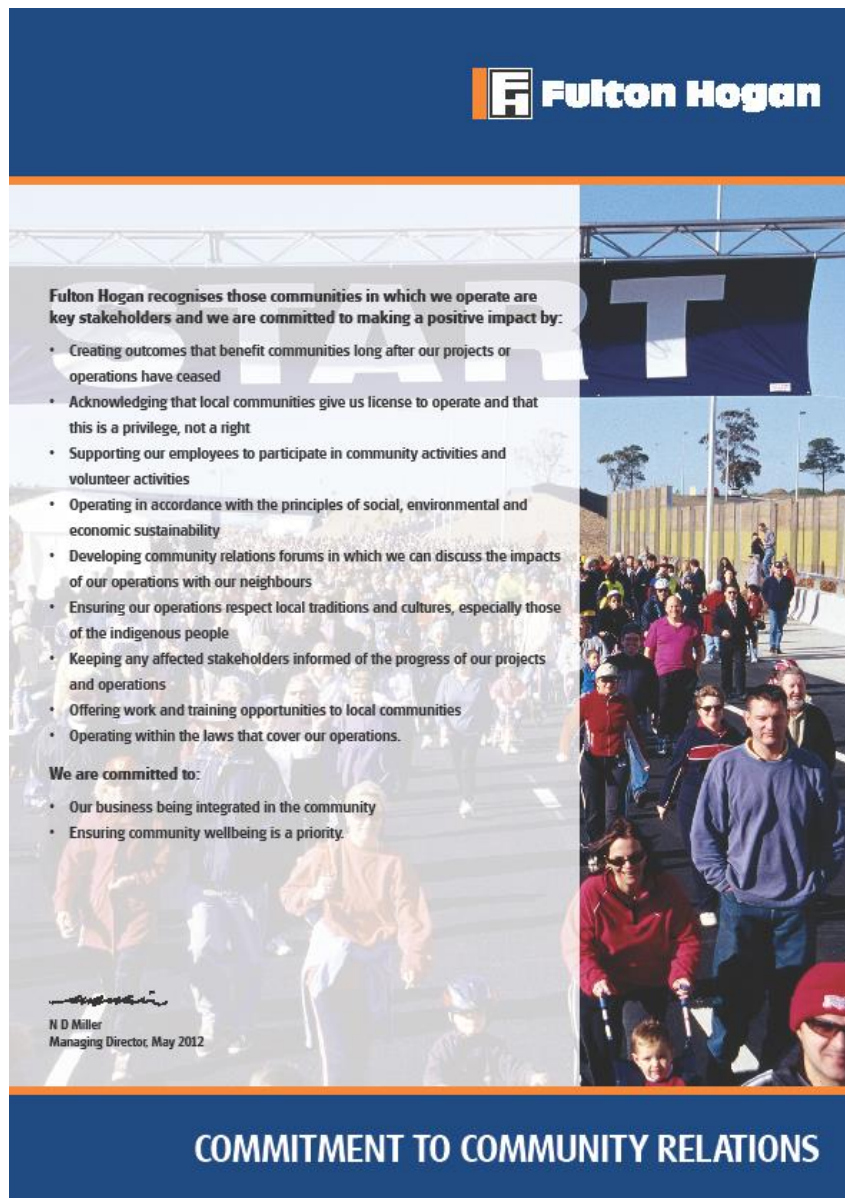


Figure 2: Fulton Hogan Commitment to Community Relations

## 4.2. Community engagement objectives

Key objectives in engaging with the community and stakeholders for this project are to:

- Providing timely, accurate and effective information to the community and stakeholders about any design changes and construction activities (particularly those that may potentially impact local traffic and access).
- Effectively and proactively inform and consult with the community and stakeholders during construction and opening of the project.
- Provide two-way communication channels allowing community and stakeholder enquiries, issues and complaints to be resolved in a timely manner in accordance with RMS response requirements.
- A genuine and practical intention to understand and mitigate construction impacts on nearby residents, community members, local businesses, highway users and stakeholders.
- Carrying out work in a courteous, co-operative manner and respecting that we are guests within the community.
- Facilitate a positive reputation outcome for the project and RMS that supports future work and builds on existing relationships with the community and stakeholders.
- Encourage local participation in relation to supply and employment.

## 4.3. Key messages

The following key messages will be used during construction and opening of the project:

- Roads and Maritime Services is delivering the \$580 million Foxground and Berry bypass on behalf of the NSW Government.
- Major construction is underway and is expected to be complete mid 2018, weather permitting.
- The project's approved working hours are Monday to Friday from 7am until 6pm and Saturdays from 8am until 1pm. Within the road boundaries between Toolijooa Road and Tindalls Lane low noise work is also allowed from 6am until 7pm Monday to Friday and 8am until 5pm Saturdays. We will let nearby residents know about work outside of these times.
- Where necessary for the safety of motorists and workers, traffic control will be in place including stop/slow, road shoulder closures and reduced speed limits
- All work will be carried out in accordance with the CoA, EPL and RMS requirements.
- During construction traffic changes are required to building the new highway and bridges. This may include moving traffic onto temporary sections of road.
- Throughout construction we will adopt a 'no surprises' approach by keeping the community and stakeholders informed about construction activities, traffic changes and measures in place to minimise construction impacts.
- There may be opportunity for consultation with the community and stakeholders about timing and mitigation measures for construction activities and proposed traffic changes, where appropriate.

- The community and stakeholders will be kept informed through the project website, the NSW Live Traffic website, email notifications, written notifications and face-to-face visits and at the community display centre.
- We welcome feedback from the community and stakeholder about our works and how we can continue to mitigate impacts.
- We have a project community display centre located at 59 Woodhill Mountain Road Berry. The display centre is open Mondays to Fridays between 9am and 5pm, excluding public holidays.

In addition, specific key messages will be developed in consultation with the RMS Representatives for construction milestones. These messages will be highlighted in the separate communication plans.



## 5. Community relations team

### 5.1. Roles and responsibilities

The Community Relations Team (CRT) will be responsible for overall management and coordination of community information and involvement. An overview of the team’s roles and responsibilities are outlined below:

Table 5: Roles and responsibilities

Team member	Community relation responsibilities	Location and availability
Fulton Hogan Project Director	The Fulton Hogan Project Director will have overall accountability for the implementation, and ongoing review and evaluation of the CCS.	Site office (Berry) As required
Fulton Hogan Construction Manager, Design Manager, Project Managers and Senior Project Engineers	The Construction Manager, Design Manager, Project Managers and Senior Project Engineers will provide information and where required assist the CRT to consult with community members and stakeholders, particularly nearby residents.	Site office (Berry) As required
Fulton Hogan Community Relations Manager (CRM)	<p>The CRM will oversee the development, management, coordination and implementation of all community engagement activities.</p> <p>The CRM reports to the Project Director and will:</p> <ul style="list-style-type: none"> <li>• Develop and deliver the CCS in consultation with the RMS Representative.</li> <li>• Manage the efficient and effective operation of the CRT in a customer-focused environment.</li> <li>• Be a trusted advocate, listening and actively engaging with the community, businesses and other key stakeholders.</li> <li>• Ensure community issues are well addressed, managed and front of mind across the entire project team during the life of the project.</li> <li>• Make well informed and considered recommendations to mitigate potential risks and manage issues.</li> <li>• Actively seek opportunities for continuous improvement in processes and performance.</li> <li>• Understand technical information and have knowledge required for informed decision making.</li> </ul> <p>The CRM will seek to achieve the aims and objectives of the CCS and will be responsible for the following:</p> <ul style="list-style-type: none"> <li>• Attendance at Project Control Group meetings.</li> <li>• Co-ordination and management of consultation</li> </ul>	<p>Site office (Berry)</p> <p>Full-time until eight weeks after the date of construction completion.</p> <p>Available for contact:</p> <ul style="list-style-type: none"> <li>• Monday to Friday 8am - 5pm.</li> <li>• Saturdays 8am - 1pm.</li> </ul> <p>And when work is being carried out onsite outside of standard hours via the project information line (1800 506 976) as per the staff roster.</p>

Team member	Community relation responsibilities	Location and availability
	<p>activities and the approvals, including</p> <ul style="list-style-type: none"> <li>• Preparation, obtaining approvals and distribution of newsletters, notifications, leaflets, and advertisements.</li> <li>• Managing responses to enquiries and complaints from community.</li> <li>• Managing the Consultation Manager Database and coordinate verbal and email enquiries and complaints.</li> <li>• Conducting door knocks, face to face meetings and meeting facilitation with the community and in liaison with the RMS Representative.</li> <li>• Drafting regular website updates.</li> <li>• Managing/maintaining community display centre/public displays – including staffing.</li> <li>• Being up to date with planned traffic arrangements, including temporary traffic switches and changes; planned construction activities and current landowner discussions with members of Fulton Hogan’s construction staff.</li> <li>• Seeking necessary RMS approvals for these activities in accordance with specified time limits.</li> <li>• Liaising with Fulton Hogan, ER, RMS project team and communications staff to carry out the above tasks.</li> <li>• Updating the stakeholder engagement and communications risks in the risk register, and managing these risks for the duration of the project.</li> <li>• Ensuring mechanisms are in place to provide timely and accurate reports to the RMS Representative.</li> </ul>	
<p>Fulton Hogan Community Relations Officers (CRO) – two full-time</p>	<p>Supporting consultation and communications activities, including:</p> <ul style="list-style-type: none"> <li>• Preparing, distributing and/or lodging newsletters, leaflets, letter-box drops and advertisements.</li> <li>• Managing responses to enquiries and complaints from community.</li> <li>• Updating the Consultation Manager (CM) database.</li> <li>• Conducting door knocks and face to face meetings as directed by the CRM.</li> <li>• Drafting regular website updates.</li> <li>• Updating information at the community display centre/static display.</li> </ul>	<p>Site office (Berry)</p> <p>One CRO full-time until eight weeks after the date of construction completion.</p> <p>Available for contact:</p> <ul style="list-style-type: none"> <li>• Monday to Friday 8am - 5pm.</li> <li>• Saturdays 8am - 1pm.</li> </ul> <p>And when work is being carried out</p>



Team member	Community relation responsibilities	Location and availability
		onsite outside of standard hours via the project information line (1800 506 976) as per the staff roster.
Environmental Manager (EM)	<ul style="list-style-type: none"> <li>Receiving and responding to enquiries about environmental matters from the community and stakeholders.</li> <li>Attending various community sessions and stakeholder meetings, as required.</li> <li>Advising stakeholders of any new or changing environmental impacts and reviewing communications in relation to mitigation measures.</li> </ul>	Site office (Berry)  As required.
Environmental Representative (ER)	<p>The role of the ER is outlined in CoA B34 Environmental Representative. Responsibilities related to community relations are as follows:</p> <ul style="list-style-type: none"> <li>Assisting the community relations team and other project personnel with responses to the community concerning the environmental performance of the project and resolving points of conflict between FH and the community.</li> <li>Advising if and when an appropriately qualified and experienced independent mediator will be required to resolve any issues or disputes.</li> <li>Attending various community sessions and stakeholder meetings as required.</li> <li>Reviewing environmental related community feedback to determine if direct involvement is required or if advice in relation to how the issue is being managed is sufficient.</li> <li>Routinely reviewing Consultation Manager to view environment-related community feedback and assess FH's and RMS' performance with regard to dealing with community concerns.</li> </ul>	N/A  As required.
Other Fulton Hogan team managers and field workers, including subcontractors	<ul style="list-style-type: none"> <li>Promoting and adhering to Community Relations Protocols and procedures in place.</li> <li>Receiving and responding to feedback about issues from community/stakeholders within their area or discipline as requested by the CRM and team.</li> <li>Attending various community sessions to provide technical information.</li> <li>Advising the CRT of any new or changing construction activities and its impacts on the community.</li> </ul>	Site office (Berry)  As required.

## 6. Communications management

### 6.1. Communications approach

During construction, our communications approach will focus on keeping the community and stakeholders informed about construction activities and program, traffic changes and measures in place to minimise construction impacts. Providing accurate and current information is essential to managing community expectations and encouraging a broader understanding of the project and its benefits.

We want to establish relationships and maintain regular two-way communication the community and stakeholders to effectively address and manage issues as they emerge during construction.

Moving into the opening of the project, our communications approach will focus on ensuring the community and stakeholder are aware of the changes to the highway and local road, including entry and exit ramps, interchanges, access to local road and properties along the existing highway.

Communication plans will be developed in consultation with the RMS Representative for specific construction milestones and community engagement activities, as required. These plans will provide details on the construction activities and mitigation measures, key messages, communications material, distribution and any other relevant information.

### 6.2. Communications activities and tools

A range of communications activities and tools will be used to inform and engage the community and stakeholders about the project. All of the activities and tools used will comply with the requirements of the NSW State Government and RMS guidelines and policies including:

- Privacy and Personal Information Protection Act 1998 (NSW).
- NSW (Government) Advertising Guidelines.
- Roads and Maritime Services Community Involvement and Communications Draft Resource Manual for Staff, June 2008.
- Roads and Maritime Services Visual Identity Guidelines.
- Roads and Maritime Services Editorial Style Guide (February 2013).
- Roads and Maritime Services Social Media Policy (March 2012).

Table 6: Communications activities and tools

Communications activity and tools	Description	Audience	Frequency/timing	Specifications
<b>3D animation and videos</b>	A 3D animation and videos have been developed to show the community and stakeholders the completed project.	All community and stakeholder	For the duration of the project.	<ul style="list-style-type: none"> <li>The videos show key design features including interchanges, bridges, pedestrian paths and noise mounds.</li> </ul>
<b>Aboriginal Focus Groups (AFG)</b>	RMS set up an AFG for the project to facilitate consultation with local Aboriginal stakeholders.	Local Aboriginal stakeholders	Meetings will be held as required, for the duration of the project.	
<b>Advertisement</b>	Advertisements with details of upcoming community information sessions and major traffic changes will be placed in local newspapers.	Local community and stakeholders	<p>As required, for the duration of the project.</p> <p>Advertisements will be placed seven days before the session or major traffic change.</p>	<ul style="list-style-type: none"> <li>RMS will place all advertisements, including radio.</li> <li>Advertisements must conform to “NSW (Government) Guidelines for Advertising”.</li> <li>Draft advertisements for community information sessions must be submitted to RMS Representative a minimum of 10 business days prior to the proposed publication date.</li> <li>Advertisements for community information sessions will include the date, time, location and information that will be presented and contact details.</li> <li>Draft advertisements for major traffic changes must be submitted to the RMS Representative a minimum of 15 business days prior to the proposed publication date.</li> </ul>

Communications activity and tools	Description	Audience	Frequency/timing	Specifications
<b>Community and construction updates</b>	Community and construction updates (newsletters) will be produced to inform the community about construction progress, traffic changes, milestones and any changes to the detailed design.	All community members and stakeholders	As required, for the duration of the project.	<ul style="list-style-type: none"> <li>The publications will be developed in consultation with the RMS Representative.</li> <li>The publications will include contact details and will be in accordance with the “Roads and Maritime Services Visual Identity Guidelines” and “Roads and Maritime Services Editorial Style Guide (February 2013)”.</li> </ul>
<b>Community contacts database (Consultation Manager)</b>	Consultation Manager is an online secure stakeholder management database used to record community and stakeholder interactions.	RMS, FH and ER	For the duration of the project.	<ul style="list-style-type: none"> <li>Community and stakeholder contact will be recorded into the database within two working days.</li> <li>All landowners adjacent to the project works and key stakeholders will be included on the database.</li> <li>The database will be regularly updated from the registers at the display centres, staffed or public display locations and on the website as well as representations received from the community.</li> </ul>
<b>Community display centre</b>	Includes up to date information on the project. Staff will be available to respond enquiries and complaints.	All community members and stakeholders	For the duration of the project.  Open Monday to Friday 9am to 5pm excluding public holidays.	<ul style="list-style-type: none"> <li>Project information will be available for the community to view including maps indicating the designs of road interchange and key features of the project, design details, cross sections, perspective views, 3D animation and videos, physical model, copies of all published material and contact details.</li> </ul>

Communications activity and tools	Description	Audience	Frequency/timing	Specifications
<p><b>Community display material</b></p>	<p>Publically available material required for community displays.</p>	<p>Wider community</p>	<p>As above</p>	<ul style="list-style-type: none"> <li>• The graphic design component for larger or semi-permanent community display material will be prepared in consultation with the RMS Representative.</li> <li>• The community display material will include up-to-date photographs, diagrams, samples and other suitable material.</li> <li>• All material will be clearly explained and of suitable size and quality to enable the public to inform themselves about the project.</li> <li>• The minimum material will include information about the project generally, but not be limited to maps indicating the designs of road interchange and key features of the project, design details, cross sections, perspective views, bridges and contact details.</li> </ul>
<p><b>Community information sessions</b></p>	<p>Community information sessions will be held to provide information and to receive feedback and answer questions from the community and stakeholders.</p>	<p>All community members and stakeholders</p>	<p>As required, for the duration of the project.</p> <p>The information sessions must be held between 6pm and 8pm Monday to Friday or between 10am and 1pm Saturday.</p>	<ul style="list-style-type: none"> <li>• The location of this information session must be accessible, convenient and central for the community and stakeholders to attend.</li> <li>• RMS will advertise the information sessions in local and regional newspapers, on the project website, via media release and on the radio, as appropriate, at least</li> </ul>

Communications activity and tools	Description	Audience	Frequency/timing	Specifications
				<p>seven days before each information session.</p> <ul style="list-style-type: none"> <li>FH must submit suitable advertisements and media releases to RMS Representative no less than 15 business days prior to the proposed publication or broadcast date.</li> </ul> <p>Topics for the session may include but not limited to:</p> <ul style="list-style-type: none"> <li>Project information.</li> <li>Construction activities and progress.</li> <li>Traffic management (including property access).</li> <li>Urban and landscape design.</li> <li>Environmental management matters.</li> <li>Blasting.</li> <li>Design changes and interchange access arrangements.</li> </ul>
<b>Contact cards</b>	Business cards with the project contact details.	All community members and stakeholders	For the duration of the project.	
<b>Doorknocks</b>	The community relations team will doorknock nearby resident to inform them of construction activities and out of hours work, as required.	Directly affected residents and businesses	As required, for the duration of the project.	<ul style="list-style-type: none"> <li>Doorknocks to be recorded in Consultation Manager.</li> <li>Where possible telephone call will be made before the doorknock occurs.</li> </ul>

Communications activity and tools	Description	Audience	Frequency/timing	Specifications
<b>Email</b>	<p>An email address has been set up for the project to send and receive emails during business days. The email address is foxgroundandberrybypass@fultonhogan.com.au.</p> <p>Email notification sent from this email address will be to stakeholders registered to receive email notification in Consultation Manager.</p>	<p>All community members and stakeholders</p> <p>Registered stakeholders</p>	<p>For the duration of the project.</p>	<ul style="list-style-type: none"> <li></li> </ul>
<b>Factsheets</b>	<p>Factsheets will be prepared for specific topics, as required.</p>	<p>All community members and stakeholders</p>	<p>As required, for the duration of the project.</p>	<ul style="list-style-type: none"> <li>Fact sheets will be available at community information sessions, displays, on the project website, and issued by mail as requested.</li> </ul>
<b>Feedback forms</b>	<p>Forms that allow the community to provide feedback on the project</p>	<p>All community members and stakeholders</p>	<p>As required, for the duration of the project.</p>	<ul style="list-style-type: none"> <li>Feedback forms will be provided at community information sessions and display.</li> <li>Feedback will be recorded in Consultation Manager.</li> </ul>
<b>Householder letters</b>	<p>Householder letters will be prepared to inform the community about construction progress, traffic changes, milestones and any changes to the detailed design.</p>	<p>All community members and stakeholders</p>	<p>As required, for the duration of the project.</p>	
<b>Notification letters</b>	<p>Letterbox notification letters will be used to inform those directly affected residents about any changes that may impact on individual properties, residents and businesses, such as traffic disruptions, construction of temporary detours and work required outside normal working hours.</p>	<p>Directly affected residents and businesses</p>	<p>As required, for the duration of the project.</p>	<ul style="list-style-type: none"> <li>Notification letters will be issued to directly affect residents five days before activity is scheduled to occur.</li> <li>Notifications must be submitted to RMS Representative for approval a minimum of 10 business days prior to the proposed print date.</li> </ul>

Communications activity and tools	Description	Audience	Frequency/timing	Specifications
<b>NSW Live Traffic</b>	Provides real time information about traffic changes for motorists.	Road users and wider community	Updated with current information as it becomes available, for the duration of the project.	
<b>Photographic and video material</b>	Photographs and videos will be taken during construction to visually record the progress of construction.	RMS, FH, ER and wider community	Quarterly and as required, for the duration of the project.	<ul style="list-style-type: none"> <li>The photographs must be of a professional quality (minimum 300 dpi).</li> <li>The objectives, format and content for professional videos must be as agreed with RMS Representative before production starts.</li> </ul>
<b>Project information line</b>	A 24-hour toll free project information has been set up and will be the main point of contact between the community and the project team. The number is 1800 506 976 and you press '2' to speak to a representative from the project.	All community members and stakeholders	<p>For the duration of the project.</p> <p>Monday to Friday between 8am and 5pm Saturday between 8am and 1pm. The project information line will also be monitoring all times work is being carried out onsite including nightwork. Callers will be able to leave a message outside of these times.</p>	<ul style="list-style-type: none"> <li>The phone number will be included on all project communication material.</li> <li>All calls received will be recorded in the Community Contacts Database.</li> </ul>
<b>Site signage</b>	Site signage will include project name, completion date, contact details, instructions for vehicles and requirements for workers entering site.	Road users	For the duration of the project.	<ul style="list-style-type: none"> <li>Installed at locations approved by RMS.</li> </ul>
<b>Site tours and presentations</b>	Subject to the availability of staff and the work that is underway at the time, site	Key stakeholders, agencies and		<ul style="list-style-type: none"> <li>Site tours can be arranged subject to approval by the RMS</li> </ul>



Communications activity and tools	Description	Audience	Frequency/timing	Specifications
	<p>tours and project presentations may be arranged.</p> <p>These may include for elected representatives, government agencies, management and technical personal, educational organisations and community groups.</p>	community groups		<p>Representative.</p> <ul style="list-style-type: none"> <li>Site tours must at all times be accompanied by representatives of RMS or other persons authorised in writing by RMS Representative.</li> <li>A visitor safety plan must be developed and implemented, including consideration of the requirements for site inductions and protective clothing.</li> </ul>
<b>Stakeholder briefings</b>	<p>Briefing with key stakeholders and agencies including Parliamentary representatives, local councils, Environmental Protection Authority will be held to provide an update on construction activities and traffic changes, as required.</p>	Key stakeholders and agencies	As required, for the duration of the project.	
<b>Stakeholder meetings</b>	<p>One on one meeting with nearby residents, businesses and interested stakeholders that are either requested by the stakeholder or requested by the project team.</p>	Nearby residents and the wider community, as required.	As required, for the duration of the project.	<ul style="list-style-type: none"> <li>Meeting notes to be recorded in Consultation Manager.</li> </ul>
<b>Traffic alerts and media release</b>	<p>Traffic alerts and media release will be prepared to keep the community and stakeholders informed about construction activities and traffic changes.</p>	All community members and stakeholders	As required, for the duration of the project.	<ul style="list-style-type: none"> <li>FH will provide relevant information to RMS Representative to prepare traffic alerts and media releases about traffic changes and key milestones.</li> <li>Traffic alerts and media releases will be distributed to key media outlets within the project area.</li> </ul>

Communications activity and tools	Description	Audience	Frequency/timing	Specifications
				<ul style="list-style-type: none"> <li>Traffic alerts and media releases will be issued by the RMS media unit.</li> </ul>
<b>Variable Message Signs (VMS)</b>	VMS' will be used to keep the community informed about changes to traffic conditions and blasting activities.	Road users	As required, for the duration of the project.	
<b>Website</b>	The existing project website will be used to keep the community and stakeholders informed about construction activities and traffic changes.	All community members and stakeholders	The website will be updated with information as it becomes available or monthly as a minimum, for the duration of the project.	<ul style="list-style-type: none"> <li>The contractor will review and provide updated material for the website and RMS will arrange for the information to be published.</li> </ul> Information to be included on the website: <ul style="list-style-type: none"> <li>Contact details (including telephone number, postal address and email address) for further information, feedback, complaints and enquiries.</li> <li>A copy of the documents referred to under CoA A1 and B33.</li> <li>A copy of each relevant environmental approval, licence or permit required and obtained in relation to the project.</li> <li>A copy of each current strategy, plan, program or other document required under the CoA.</li> <li>The outcomes of compliance tracking in accordance with the requirements of CoA B29.</li> </ul>

## 7. Community relations protocols

### 7.1. Community relations awareness and training

#### 7.1.1. Inductions

All employees and subcontractors are required to attend a project induction. The community relations information presented during the induction includes:

- An overview of our stakeholders.
- Project and community relations objectives.
- Local environmental, social and heritage values.
- Communications obligations and protocols including release of project information and access to private property.
- How to respond to community and stakeholder enquiries and complaints.

Induction records will be included in monthly project progress reports.

#### 7.1.2. Project meetings

The effectiveness of the CCS relies on the inclusion and support of the wider project team. In particular, close relationships between the community relations, design, construction and environmental teams are vital. Communication between team members is primarily through a range of meetings such as construction meetings, operations meetings and weekly site meetings. This enables the community relations team to:

- Keep up-to-date with project progress and proposed design and construction activities.
- Identify potential issues or impacts and plan proactive community relations and communication activities or mitigation measures.
- Provide advance notice to the wider community and stakeholders and plan one-on-one consultation, where required.
- Provide up to date information and identification of potential issues to RMS Representative.
- Develop clear two-way communication channels with all project personnel.
- Promote community relations objectives and increase general awareness and gain support from the wider project team.
- Provide feedback to the team on the outcomes of the community involvement plan and incorporate feedback into project plans moving forward.

Project communications meetings will be held fortnightly with the CRT and RMS project and communications personnel for the duration of the project. Additional meetings may also be held if required.

#### 7.1.3. Toolbox talks

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

#### 7.1.4. Cultural awareness training

FH has developed cultural awareness training packages to ensure staff and subcontractors have an understanding of Indigenous and non-Indigenous heritage protocols for the project. These will be delivered as part of site toolbox talks and targeted training.

#### 7.2. Crisis communications

Crises are defined as events or developments, real or perceived, which have the potential to threaten the safety or wellbeing of workers and others, the environment, or the integrity, performance or reputation of the company.

Incidents and/or emergencies will be managed in accordance with the FH Emergency Preparedness and Response Plan, and Group Crisis Management Procedure ensuring crisis management and response teams are proficient in timely and appropriate management of incidents and/or emergencies.

#### 7.3. Media liaison and events

No statements or information will be provided to media or political representatives by FH staff or sub-contractors. The CRT will notify the RMS Representative of any approach by the media (including industry magazines) immediately. Media management will be carried out by the RMS' media unit and coordinated through the RMS Representative.

The RMS Representative will manage and co-ordinate all official media events including community, media and political representatives. Fulton Hogan will coordinate site logistics in preparation for and during events in consultation with the RMS Representative.

#### 7.4. Community protests

RMS will be contacted immediately should a planned or unplanned community protest occur regarding the project.

#### 7.5. Project branding

RMS project communication templates will be used for publishing community information. A FH logo will only appear on material with RMS approval.

#### 7.6. Promotional materials including award submissions

FH will recognise and identify RMS' role in any promotional material or award submissions that it may develop in relation to the project. All written material, including award submissions, on the project will be approved by RMS before it is published.

#### 7.7. Design development

The CRT will consult with the community on any design development that differs from that of the design in the EA and detailed design. This consultation would include as a minimum a community update, display panels, and a website content update, a community information session or individual meetings with directly impacted property owners and residents. Communication plans will be developed in consultation with the RMS Representative, as required.

## 7. Enquiries and complaints management

### 7.1. Enquiries and complaints management system

All enquiries, feedback and complaints received by project staff are to be forwarded to the CRT for accurate and timely response.

A project information line, email address, postal address and website have been established for receiving enquiries and complaints about the project. These tools will be in place until eight weeks after the date of construction completion.

The telephone number, postal address and email address was published in newspapers circulating the local area before construction started. These details are also available on the project website in accordance with the CoA.

Table 7: Community contact information

Tool	Details
<b>Project information line (24-hour toll free)</b>	The project information line (1800 506 976) is a 24hour toll free telephone number allowing the community to contact the community relations team at all times when work is being carried out on site, including out of hours work. Outside of working hours, a recorded message with voicemail is available.
<b>Email address</b>	The email address ( <a href="mailto:foxgroundandberrybypass@fultonhogan.com.au">foxgroundandberrybypass@fultonhogan.com.au</a> ) is monitored by the community relations team for incoming emails during business days.
<b>Postal address</b>	The postal address (PO Box 353 Berry NSW 2524) is monitored by the project team for incoming letters.
<b>Website</b>	The RMS Foxground and Berry bypass project website ( <a href="http://www.rms.nsw.gov.au/fbb">www.rms.nsw.gov.au/fbb</a> ) includes the contact tools and will be updated regularly to have the latest information about the project.

The project will respond to and manage complaints made by stakeholders in accordance with AS-ISO 10002-2006 Complaints Handling (which has superseded AS 4269 Complaints Handling).

### 7.2. Classification of complaints

Complaints may include any interaction with a community member or stakeholder who expresses dissatisfaction with the project, construction activities, staff members, actions or proposed actions during the project. Complaints will fall into two categories for reporting purpose:

- Unavoidable complaints – complaints include a stakeholder’s opposition to the project or government policy or complaints about issues that are within planning approval.
- Avoidable complaints – Complaints about issued outside planning approval or a commitment that has been given to the community or stakeholders. These commitments may be contained in staff induction or written.

### 7.3. Timeframes for responding to enquiries and complaints

Table 8: Enquiries and complaint timeframes

Type	Details and timeframes
Federal, State and local government representatives via email, telephone or written correspondence	CRM notifies RMS Representative immediately of all enquiries from Federal, State and local government representatives. FH acknowledges the correspondence/contact immediately and forwards this enquiry to RMS Representative for action.
Calls	Calls must be responded to when work is physically occurring onsite, including during out of hours work until eight weeks after the date of construction completion. Enquiries and complaints will be responded to immediately or within one business day. If the complaint requires immediate attention, a response will be provided within two hours. When a complaint or enquiry cannot be responded to immediately a follow up verbal response on what action is proposed will be provided within one business day.
Written correspondence or representation	Any written representations (emails and letters) are acknowledged within five business days of receipt. If the issue is considered contentious, RMS should be consulted prior to any response. Draft responses to be approved by RMS. The written response will be issued within 15 business days of their receipt.

7.4. Business hours enquiries and complaints procedure

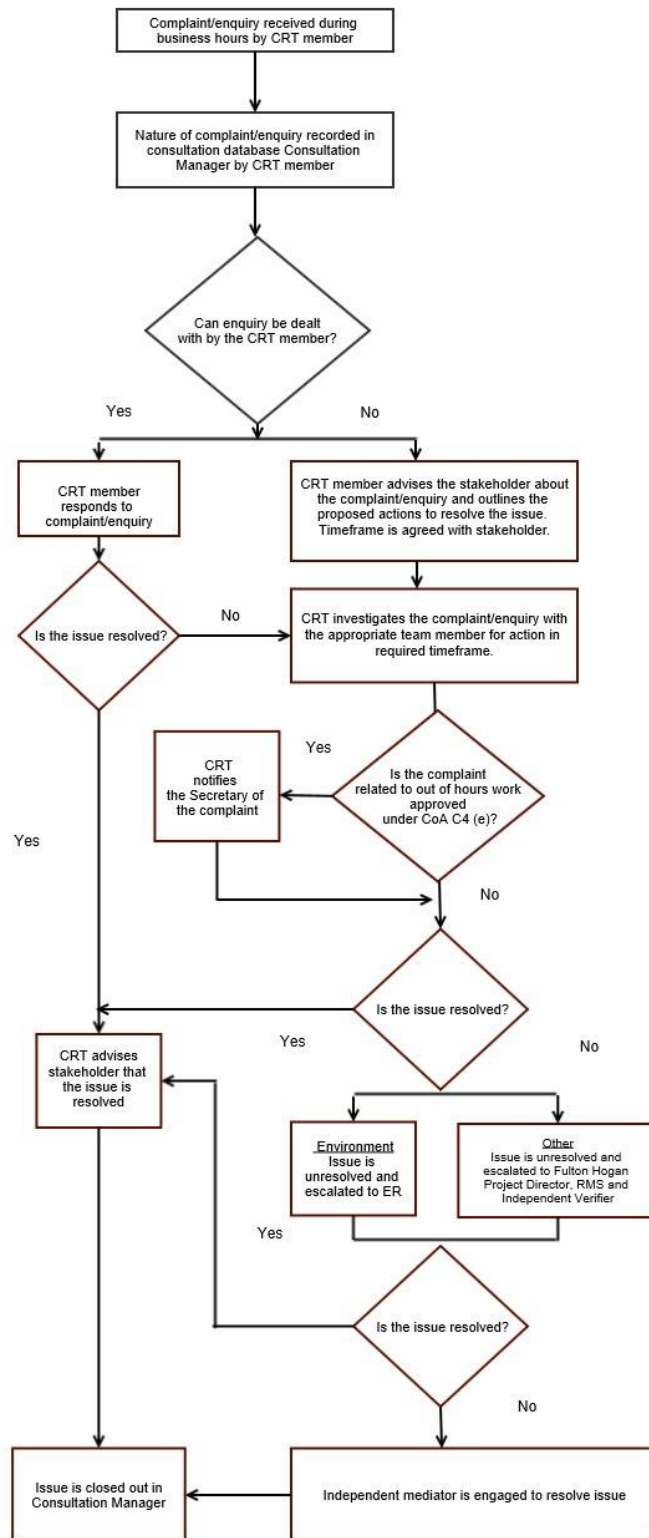


Figure 3: Business hours enquiries and complaints procedure

7.5. After hours enquiries and complaints procedures

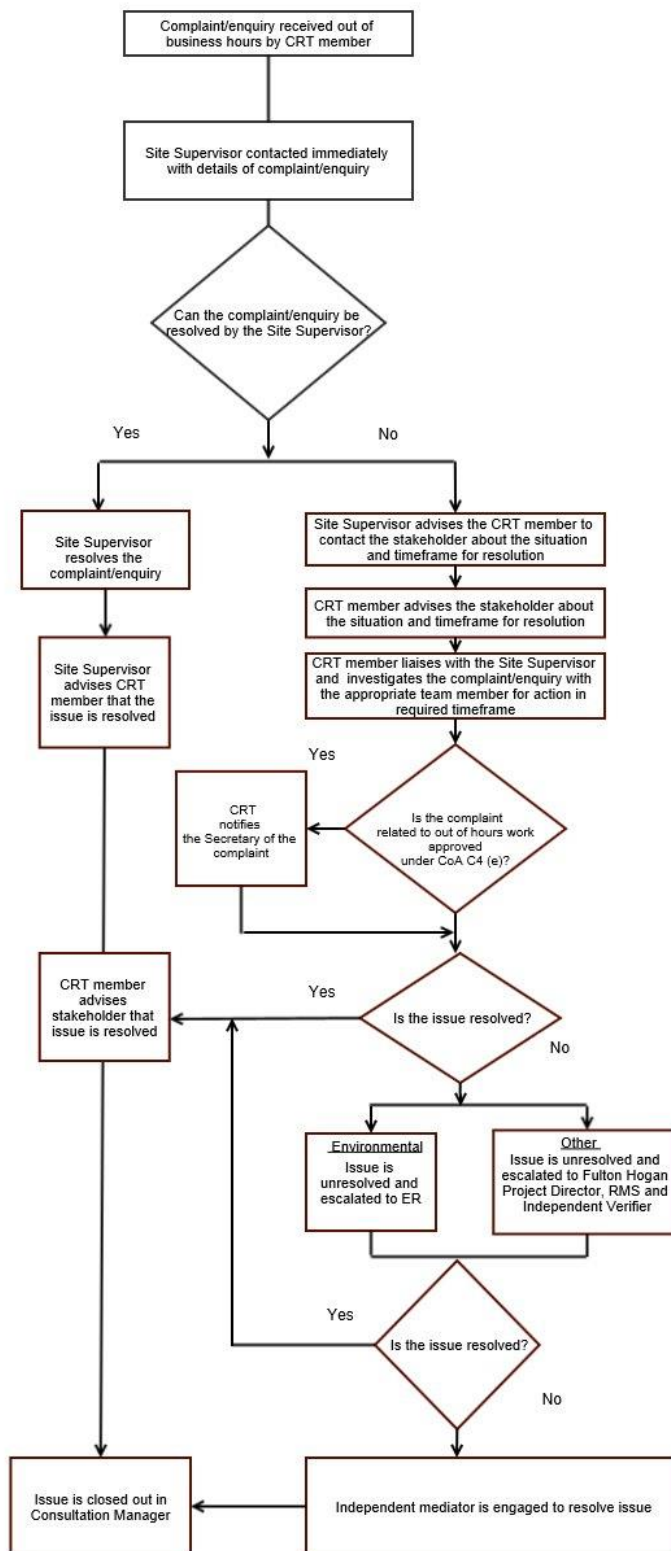


Figure 4: After hours enquiries and complaints procedure



## 7.6. Complaint escalation process

Complaints should be escalated when:

- The complaint cannot be resolved using the enquiries and complaints procedures, within a timeframe agreed to by the complainant.

The nature of the complaint falls into one of the following categories:

- An activity generates three complaints within a 24-hour period (separate complainants).
- A single complainant reports three or more complaints within a three day period.
- A complainant threatens to escalate their issue to the media or government representative.
- The complaint was avoidable.

Complaints would first be escalated to the CRM as the designated complaints handling management representative for the project.

If a situation, issue or complaint concerning the environmental performance of the project is unable to be resolved by the CRT within a reasonable time period, the ER will be consulted. If deemed required by the CRM, Environmental Manager and ER, an appropriately qualified and experienced independent mediator will be engaged to resolve any points of conflict. The mediator will be engaged within one week to negotiate the best possible solution for all parties involved for the duration required to resolve the conflict, and as determined by RMS and the FH Project Director. If mediation is required, a brief report will be prepared and provided to the relevant personnel.

If the complaints handling management representative for the project is unable to resolve the complaint, it would be escalated to the following project representatives (depending on the topic of the complaint):

- Environmental Manager.
- Safety Manager.
- Project Manager and Superintendent.
- Construction Manager and General Superintendent.
- Project Director.
- RMS Representative.
- ER and PV.

## 7.7. Recording complaints

All contact made with community members and stakeholders must be recorded on the community contact database, which is Consultation Manager. Information must be entered within two business days of the contact occurring. At a minimum, the details record in Consultation Manager should include:

- Date and time of contact.
- Type of communication (telephone, letter, meeting, etc.).
- Name, address, contact telephone number of stakeholder.
- Nature of contact (e.g. enquiry, complaint).
- Actions taken in response including follow up contact with the stakeholder.
- Details of whether resolution was reached.

- Details of whether mediation was required or used.
- Any monitoring to confirm that the enquiry or complaint has been satisfactorily resolved.

Consultation Manager is an existing system which includes a history of community and stakeholder contacts that were made during the development stages of the project, and will be updated to include landowners adjacent to the project works and key stakeholders. Consultation Manager incorporates an online secure collaboration tool and will enable the project team and RMS to share information.

## 7.8. Reporting complaints

A summary of complaints and the responses will be included in the monthly progress report and in construction compliance reports as detailed in the Compliance Tracking Program.

## 8. Reporting, monitoring and evaluation

### 8.1. Reporting

A report detailing community involvement activities will be included in the progress report submitted to Roads and Maritime Services monthly. The report will include:

- A summary of community and stakeholder feedback
- A summary of all complaints and enquiries received during the month, the means by which they were addressed or responded to and whether complaint resolution was reached
- Details of complaints and enquiries from previous months that were not previously responded to or not resolved
- Any other information considered relevant including consultation carried out and communications material published.

Communications and consultation summary reports will also be prepared after major consultation activities have taken place.

### 8.2. Monitoring and evaluation

Evaluation of the performance and effectiveness of the CCS will be carried out, as required. This will include internal audits and liaison with other relevant members of the project team, including the RMS Representatives and ER. Informal internal monitoring and feedback will take place during project meetings, including:

- Regular communications and project team meetings.
- Monthly progress control group meetings.

Key elements of the evaluation will include reviewing the implementation of the CCS and its procedures. These may be shown by:

- Regular distribution of information about the project to the community and stakeholders.
- Currency and accuracy of the enquiries and complaints management system.
- Nature of enquiries and complaints raised and the responsive and appropriate of action and follow up.
- Quality of reporting.
- Feedback received from have your say forms following displays, presentations and information sessions.
- Informal feedback on individual activities and tools and the overall communications and community engagement carried out.

The CRM will monitor the effectiveness of the communication activities and tools on a regular basis via stakeholder feedback, surveys and internal auditing. Methods of evaluation will be developed in consultation with the RMS Representative. Communications activities and tools will be modified to ensure they continue to be relevant and effective in consultation with the RMS Representative.

Performance indicators that will also be monitored include the responsiveness and effectiveness of communication with the community and stakeholders as well as information flow.

## 9. Procedures

Fulton Hogan has in place the following corporate procedures to ensure a consistent approach in community relations and communications across all projects. A copy of these documents is available at the community display centre.

[Communications Manual](#) provides a systematic approach, methodologies and tools that Fulton Hogan uses to engage, consult and inform its internal and external stakeholders.

[Communications Procedure](#) defines the process to ensure effective and timely communication of information both internal and external to Fulton Hogan.

[Media Management Procedure](#) sets out the necessary media protocols that employees are expected to follow at all times.

[Group Crisis Management Procedure](#) outlines Fulton Hogan's Group Crisis Management Procedure, ensuring crisis management and response teams are proficient in managing incidents in an appropriate and timely manner.

[Emergency Preparedness and Response Plan](#) outlines the strategy for preparing, responding to and recovering from any significant construction safety and environmental incidents during the project.

Appendix A – Map of nearby properties















## Appendix B – Communications program

Table 9: Project milestones and communications program

Project milestone/details	Timing	Communications activities and tools
<b>Major construction</b>		
General construction activities	Until mid 2018	Construction update Website update Media release/traffic alert, if required Meeting with directly impacted property owners, residents, businesses and stakeholders, as required
Out of hours work	As required until mid 2018	Notification or agreement letter Website and NSW Live Traffic VMS Media release/traffic alert, if required
Minor traffic change including temporary sections of highway	Until mid 2018	Notification letter Website and NSW Live Traffic VMS Media release/traffic alert, if required Meeting with directly impacted property owners, residents, businesses and stakeholders, as required

Major traffic changes including detours, road closures and opening of interchanges	Until mid 2018	Householder letter Website and NSW Live Traffic Email to registered stakeholders VMS Media release/traffic alert, if required Media event, if required Community information session, if required Meeting with directly impacted property owners, residents, businesses and stakeholders, as required
<b>Project opening</b>		
Opening the project to traffic.	Mid 2018	Community update Website update Email to registered stakeholders Ministerial announcement and media event
<b>Defects liability period</b>		
Provide opportunities for enquiries and complaints.	7 years	Project information line Email address Postal address Meeting with directly impacted property owners, residents, businesses and stakeholders, as requested