



# NORTHERN BEACHES HOSPITAL CONNECTIVITY AND NETWORK ENHANCEMENTS

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Draft Community Consultation Framework

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Draft		Braith Gilchrist	29 May 2014
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# 1 Purpose and structure of this document

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This Draft Community Consultation Framework has been prepared to address the following Director-General's Requirement for the Northern Beaches Hospital Connectivity and Network Enhancements project:

*The EIS must also address the following specific matters:*

*Social and economic — including, but not limited to:*

- *a draft Community Consultation Framework identifying relevant stakeholders, procedures for distributing information and receiving/responding to feedback and procedures for resolving stakeholder (including the Northern Beaches Hospital and schools) and community complaints during construction and operation. Key issues that should be addressed in the draft Strategy shall include:*
  - o *traffic management (including property access, pedestrian access);*
  - o *landscaping/urban design matters;*
  - o *construction activities including out of hours work*
  - o *noise and vibration mitigation and management; and*
  - o *disruption to the operation of the hospital and school facilities.*

In addressing the above, this document provides an overview of the consultation principles and practices that would apply to the construction phase of the Stage 1 and Stage 2 projects (both stages forming the Concept Proposal). It includes a list of stakeholders based on analysis to date and identifies, at a strategic or high level:

- Procedures for engaging/consulting with these stakeholders.
- Procedures for gathering, managing and using feedback and information from these stakeholders.

Should the project be approved, it is anticipated that conditions of approval for the project will require preparation of a Community Involvement Plan (CIP), Community Communications Strategy (CCS) or similar document for construction which describes the detail of the community liaison and engagement process and activities during the construction phase.

To achieve the above, this Draft Community Consultation Framework for the Northern Beaches Hospital Connectivity and Network Enhancements project is structured as follows:

- Consultation purpose and objectives.
- Enquiries and complaints handling.
- Monitoring and evaluation.
- Communication tools.
- Stakeholder analysis providing details on:
  - All stakeholders.
  - Indicative tools for engaging/consulting with these stakeholders.

- Specific issues, communications and management strategies appropriate for traffic management, landscaping/urban design and construction activities.

In addition to providing an overview of the consultation principles and practices that would apply to the construction phase of the project, the DGRs also refer to the operational phase of the project. It is noted that this document does not address project specific operational consultation. Roads and Maritime Services (Roads and Maritime) can be contacted via its website <http://www.rms.nsw.gov.au/>, general enquiries number 13 22 13 or by email [RMS.Contact.Centre@rms.nsw.gov.au](mailto:RMS.Contact.Centre@rms.nsw.gov.au) for any questions or comments about Roads and Maritime's operations, including operational matters relating to the project.



## 2 Consultation purpose and objectives

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The purpose of the consultation process during the construction phase of the project will be to:

- Manage community and stakeholder expectations as an integral component of the project.
- Ensure community and stakeholder participation is used to define issues, identify opportunities and inform relevant aspects of project activities.
- Provide open and proactive engagement with and management of stakeholders and the community.

In achieving the general purpose above, the anticipated objectives of the community and stakeholder consultation process will be to:

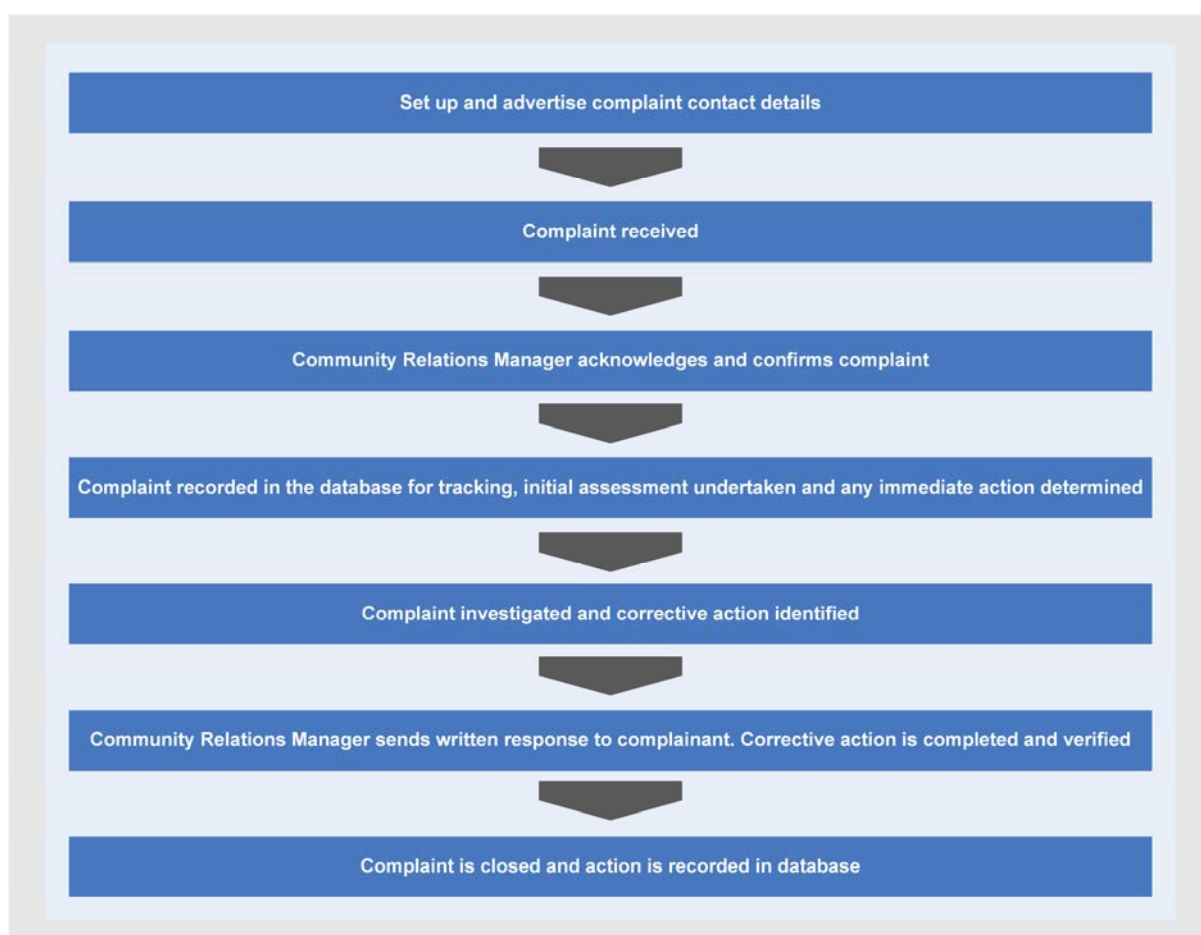
- Improve outcomes for all stakeholders.
- Generate awareness of the project, its timing and impact among the surrounding community and businesses.
- Identify issues for consideration in construction management planning.
- Limit complaints about the project.
- Ensure appropriate, timely and accurate information is distributed to the community and stakeholders.

### 3 Enquiries and complaints handling procedure

A complaints management system consistent with ISO 10002 (formerly AS 4269 Complaints Handling) would be developed and implemented prior to the commencement of construction activities. The system would be maintained for the duration of construction activities.

Details of how to make a complaint or enquiry would be included in all communications materials such as community updates, advertisements and the project website. A 24-hour complaints telephone service would also be operational prior to construction and continuing until completion of construction.

The flow chart below demonstrates a typical complaints handling process. A similar process would be adopted for the project, which would include the response times required for each step of the process.



## 4 Monitoring and evaluation

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The performance and effectiveness of the community consultation and involvement activities undertaken during construction of the project would be monitored regularly for effectiveness.

Processes and communications channels would be modified based on feedback or issues identified in the monitoring process.

The monitoring and evaluation is expected to include:

- Examining the adequacy of the CIP/CCS and its implementation in achieving the intent of the consultation.
- Performance measures including timeliness and effectiveness of communication with the community and stakeholders, and evidence of proactive communication.
- Numbers and trends within complaints including repeated complaints about preventable issues.

## 5 Communication tools

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A range of communication tools would be implemented to inform and consult with stakeholders, as appropriate. These may include:

- Notices to the community.
- Web based information.
- Meetings with key stakeholders.
- Specialist Liaison Groups (if required in the CoAs).
- Project updates.
- Advertisements and media announcements.
- Emails to registered stakeholders.
- Public displays and a display centre.
- Toll free community information contact line (1300 367 459)
- Project email ([nbhroadwork@rms.nsw.gov.au](mailto:nbhroadwork@rms.nsw.gov.au))
- Project website ([www.rms.nsw.gov.au/roadprojects](http://www.rms.nsw.gov.au/roadprojects) and search for Northern Beaches Hospital)
- Variable message signs
- Mail-outs (addressed and un-addressed)

## 6 Stakeholder analysis

Prior to the commencement of construction, the project team would analyse and identify all relevant stakeholders for the project and will identify the key tools to be used for consulting with the identified stakeholders and stakeholder groups.

Table 6.1 provides an expansive list of stakeholders based on analysis to date. Prior to construction, appropriate communications tools from Section 5 would be identified for each of these stakeholder groups to engage and consult with these stakeholders. Consultation tools and activities would be employed flexibly to suit the nature and scale of each issue. Timing would be determined and included in the CIP/CCS.

**Table 6.1 Stakeholders and anticipated tools for engagement and consultation**

Stakeholder group	Stakeholder
Government stakeholders	<ul style="list-style-type: none"> <li>• Transport for NSW</li> <li>• Health Infrastructure (HI) of NSW Health</li> <li>• NSW Department of Planning and Environment</li> <li>• Office of Environment and Heritage (including Heritage Division)</li> <li>• Environment Protection Authority</li> <li>• NSW Department of Education and Communities</li> <li>• NSW Department of Primary Industries</li> <li>• NSW Office of Water</li> <li>• Ausgrid, Telstra, Sydney Water, Jemena, Optus, NBN – utility authorities</li> </ul>
Local government	<ul style="list-style-type: none"> <li>• Warringah Council</li> <li>• Manly Council</li> <li>• Pittwater Council</li> <li>• Mosman Council</li> <li>• North Sydney Council</li> </ul>
Business	<ul style="list-style-type: none"> <li>• Business owners on Warringah Road and Forest Way</li> <li>• Industries along Forest Way, Warringah Road and Aquatic Drive</li> <li>• Warringah Chamber of Commerce and Industry</li> </ul>
Aboriginal groups	<ul style="list-style-type: none"> <li>• Guringhai people, the traditional owners of this area</li> <li>• Aboriginal Heritage Office</li> <li>• Metropolitan Local Aboriginal Land Council</li> </ul>
Community action groups	<ul style="list-style-type: none"> <li>• HEAL Northern Beaches</li> <li>• Duffys Defenders (Warringah Council)</li> <li>• Northern Beaches Roadkill Prevention Committee</li> </ul>

Stakeholder group	Stakeholder
	<ul style="list-style-type: none"> <li>• Frenchs Forest South Residents' Action Group</li> <li>• TrailCare (advocacy group representing mountain bikers)</li> </ul>
Education	<ul style="list-style-type: none"> <li>• Frenchs Forest Public School</li> <li>• The Forest High School</li> <li>• Davidson High School</li> <li>• Arranounbai School</li> <li>• St Martin de Porres Catholic Primary School</li> <li>• Mimosa Public School</li> </ul>
Transportation	<ul style="list-style-type: none"> <li>• Australian Trucking Association</li> <li>• Bus operators</li> <li>• Sydney Buses</li> </ul>
Emergency services	<ul style="list-style-type: none"> <li>• NSW Police Service</li> <li>• Fire Brigade</li> <li>• Ambulance Service</li> <li>• Emergency Services</li> <li>• Rural Fire Control</li> <li>• Rural Fire Service – Communications Group</li> <li>• NSW Rural Fire Service</li> </ul>
Community members	<ul style="list-style-type: none"> <li>• Affected property owners, including adjoining land owners</li> <li>• Interested residents who have made inquiries and are now on the registered stakeholder list</li> <li>• Motorists using the roads</li> </ul>

## 7 Specific issue communications and management strategies

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A range of communications and management strategies would be implemented for specific issues related to the construction of the project. As discussed previously, a CIP/CSS would be prepared for the construction phase to assist in achieving the objectives described.

Indicative communications and management strategies are identified below for the following specific construction issues:

- Traffic management (including property access, pedestrian access).
- Landscaping / urban design matters.
- Construction activities and out-of-hours' work.
- Noise and vibration management.
- Disruption to the operation of the hospital and school facilities.

These communications and management strategies would be updated and revised prior to construction commencing. They are consistent with those identified in the EIS for the respective impacts.

### 7.1 Traffic management (including property and pedestrian access)

- A construction traffic management plan would be developed, approved by Roads and Maritime, implemented and monitored as part of the project. The construction traffic management plan would focus on maintaining general traffic flow and specifying appropriate site accesses and construction traffic routes. It would also management strategies for consultation with and access to adjacent properties including The Forest High School and Frenchs Forest Police Station.
- Consultation would be undertaken with Health Infrastructure and its contractor to coordinate scheduling of construction activities.
- Consultation would continue with Health Infrastructure, including discussions about the need for construction access to the hospital site to focus on the Warringah Road / Bantry Bay Road intersection.

### 7.2 Landscaping/urban design matters

An Urban Design and Landscape Plan would be developed based on the detailed design of the project. The Urban Design and Landscape Plan would be developed in consultation with the community and the relevant local council/s. The Plan would include, as a minimum:

- Identification of design principles and standards.
- The location of existing vegetation and proposed landscaping (including use of indigenous and endemic species where possible).
- A description of disturbed areas and details of the strategies to progressively rehabilitate regenerate and/ or revegetate these areas.
- Design features, built elements, lighting and building materials.

- Graphics such as sections, perspective views and sketches for key elements of the project, including built elements of the project.

### 7.3 Construction activities including out-of-hours work

- Regular meetings with key stakeholders such as Flemington Markets and SOPA.
- Regular consultation with other transport authorities such as Sydney Rail and TfNSW to minimise impacts associated with potential rail closures and traffic switches.
- Prior notice for any planned out-of-hours work. Works undertaken outside of standard construction hours are expected to be subject to relevant conditions of a (NSW) *Protection of the Environment Operations Act 1997* environment protection licence for the project. Requirements are likely to include community notifications for out-of-hours work and procedures for recording and addressing complaints. Stakeholder notifications will be undertaken in accordance with the indicative strategy outlines in Table 6-1 above.

### 7.4 Noise and vibration mitigation and management

A Construction Noise and Vibration Management Plan (CNVMP) would be prepared for the project. The CNVMP would assist in ensuring that construction noise complies (where possible) with the construction noise management levels set for the project and by prescribing noise and vibration monitoring, reporting and response procedures. In addition to managing noise and vibration impacts, the CNVMP will also outline communications and management strategies for construction noise and vibration such as:

- Describe construction timetabling to minimise noise impacts including time and duration restrictions, respite periods and frequency.
- Describe procedures for notifying residents, business owners, schools and other sensitive receivers of construction activities likely to affect their amenity through noise and vibration, including out of hours works.
- Define contingency plans to be implemented in the event of non-compliances and/or noise complaints.
- Identify contingency procedures to be implemented in the event of non-compliances and/or noise complaints.

### 7.5 Disruption to the operation of the hospital and school facilities.

The communications and management strategies identified in Sections 7.1 to 7.4 above would address disruption to the school during construction. Disruption to the operation of the hospital is unlikely unless construction of the project extends beyond hospital opening.

Further communications and management strategies identified in the EIS include:

- Carry out ongoing communication with schools, child care centres, medical facilities and recreational facilities throughout construction about the duration, location and timing of construction and the potential impacts on their activities.



- Develop and implement a consultation program that will ensure businesses, residents and others stay informed about the type, timing and duration of construction impacts and any mitigation measures being put in place.

Roads and Maritime have formed an interface reference group with Health Infrastructure to ensure the planning and delivery of both projects takes an integrated and coordinated approach. An interface agreement is currently being negotiated between both parties and will include a set of principles on how to guide the two projects, particularly during construction. As discussed above, provided Stage 1 and 2 are delivered in time for the opening of the hospital, access disruptions to the during operation are considered unlikely.

## 8 Conclusion

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The objectives of the consultation process during construction have been outlined in this framework. This framework will assist to achieve the objectives by providing an integrated tool for the construction phase to follow in the form of a CIP or CCS. The CIP/CCS for the construction will provide further information to the project team regarding how communications will be managed with the community and stakeholders, how the community and stakeholders will be able to participate in certain outcomes for the project and how to proactively engage with the community.

When construction is complete and the project is operational, ongoing matters related to the operation of the project would be managed by Roads and Maritime as part of its management of the broader road network.