

Macdonaldtown Remediation Works Community Relations Program

RailCorp will require the appointed remediation contractor to prepare a detailed community relations strategy, to cover all works associated with remediation activities at both Macdonaldtown and the receival depot at Chullora.

The community engagement and communications approach for the project will be consistent with RailCorp's established protocols and procedures, and comply with the requirements for consultation under Part 3A of the EP&A Act and the conditions of consent.

Furthermore, the community relations approach will build upon the previous engagements undertaken within this community during the preparation of the EA and other RailCorp projects such as the Macdonaldtown Turnback and Stabling Facility.

It is envisaged that community engagement and community relations activities preceding and throughout the works will comprise the following:

- Regular project newsletters
- A community information session prior to works commencing
- An information line to take calls for queries and complaints. The line will be operational between approved works times and during scheduled/planned out of hours works
- Compliance with defined response times to queries and complaints along with close out protocols
- Proactive notification of scheduled out of hours works
- Consideration given to SMS notification systems to notify of emergency works and key events
- Maintenance of stakeholder database and complaints and feedback register and escalation of all feedback and queries to RailCorp
- Contacted details in newsletters and site signage for site foreman and information hotline number
- One-on-one contact with individual directly affected landowners and key stakeholders
- Provision of information reading the remediation activities
- RailCorp have also indicated a desire to see the City of Sydney proactively engaged throughout the project.

Primary objectives

Effective community relations will ensure that the reputation of RailCorp is maintained during all interactions with the community and other stakeholders. The primary objectives of the engagement program are to:

- Facilitate the process of anticipating, assessing and where possible mitigating potential impacts on the community and key stakeholders
- Establish a constructive basis for working with the community when the actual remediation works are undertaken
- Inform stakeholders and community of potential impacts, upcoming works and status of construction works
- Foster positive relationships through ongoing two way open and honest communication with the community and key stakeholders
- Listen and learn from complaints, enquiries and feedback received from the community and key stakeholders and manage issues accordingly
- Respond to community and key stakeholder contact in a timely and professional manner
- Maintain a positive corporate image of RailCorp and members of project team.

Best practice principles

Communication and interaction with the community and stakeholders will be guided by the following best practice principles:

- Proactive - Communicate with the community and key stakeholders early. Ensure they remain informed through the provision of timely, relevant and targeted information. Identify and report community issues and special needs so as to build solutions into the project application in advance where possible
- Inclusive - Ensure all community members including those from non-English speaking backgrounds and key stakeholders have easy access to information about the project and stages of assessment and works.
- Responsive - Respond in an effective manner to individual concerns. Ensure that where possible every reasonable effort is made to resolve issues to the satisfaction of all involved in the shortest time possible
- Sensitive - Make every reasonable effort to minimise impacts on the community and to understand community and stakeholder needs
- Reliable - Honour all commitments and be consistent in communication and interaction with the community and other stakeholders

- Organised - Record community relations activities to ensure that all issues are properly dealt with and documented for future reference
- Continual improvement - Measure and assess community engagement activities for effectiveness and relevance to ensure that emerging issues are detected early and processes modified if needed.

Queries and Complaints Handling Processes

The project will be one where remediation activities and practices and their local impacts will come under close scrutiny. RailCorp believes that by minimising local impacts and handling complaints effectively, the corporation's reputation, as well as that of its contractors will be enhanced.

All staff therefore need to clearly understand the process for recording both complaints and compliments. In the case of complaints, staff must:

- commit to resolving the complaint in a timely manner
- know what issues need to be escalated for immediate resolution by senior staff and or RailCorp, or simply be recorded.

Contact initiated by stakeholders will take a variety of forms. For the purposes of this document they are defined as follows:

- Complaint: an expression of dissatisfaction about a particular matter relating to the work.
- Enquiry: a question asked concerning the work currently being undertaken, or something related to it.
- Feedback: an opinion given to you about the work being undertaken or the way it is being carried out. It could be complimentary or not.

Contact database

An authorised project representative will handle the majority of public contacts associated with delivery of the project. All enquires and complaints will be managed promptly, efficiently and appropriately using a contact database to record, track, action and close-out enquiries and complaints from stakeholders and the community. The database will be a practical tool to identify and track issues as they arise.

The contact database will be established using a web based collaborative management system, Consultation Manager that has already been established for the planning phase of the project. It is recommended that the existing system be migrated over to the selected remediation contractor and their community relations representative.

This is a specifically designed and project tailored system for managing stakeholder and community contact, enquiries, complaints and issues. It is compatible with both Microsoft Access and Microsoft Excel and will provide a secure, web-based tool to log all incoming and outgoing contact with stakeholders and community members.

The database will be used in accordance with the *Privacy and Personal Information Protection Act* (1998) and other legislative requirements. The contact database will be available for audit on request by RailCorp and other consent authorities. Reports will be issued monthly to RailCorp via the project manager detailing information line activity. This information will not be supplied to any other third party. The Community Relations Officer will formulate, implement and ensure maintenance of Consultation Manager systems.

Monthly reports will be produced from the database to quantify:

- The number of contacts received (enquiries and complaints)
- The issues associated with contacts
- Response times to contacts
- Resolution times for complaints and the number of unresolved complaints.

Access to contact database

Access to the consultation manager contact database will need to be strictly controlled. A unique username and password is required to access the database and level of access and input has been carefully allocated. Access rights have been allocated as follows:

Name	Access Type	Company
Site manager	Team Leader	Remediation contractor
Community relations officer	Team Leader	Remediation contractor
Project Manager	Data Entry	Project manager
Supervising Officer	Data Entry	Railcorp

Table 1 – Access database
Table 2 – Access database

The Access Type determines the extent to which the data can be accessed and manipulated as follows:

- A Team Leader can access and change all data, create new team members and assign tasks to all team members

- A Data Editor can enter and edit all data and assign tasks to team members
- Data Entry status permits viewing and entering data and assigning tasks to other project team members. Changes cannot be made to stakeholder or property groups, nor can categories of events be created
- A Data Viewer can view existing data, but not to enter new data nor edit existing data.

Communication materials approval protocol

All communication materials and written correspondence with stakeholders, including letters, notices and advertisements, will be approved by RailCorp prior to release.

The contractor's community relations officer will work with the Project Manager to build sufficient timeframes into work plans to ensure timely delivery of communication materials.

Communication materials release protocol

All communication materials must be released 14 days prior to any scheduled works, change of hours or changes to the nature of works to allow all property owners and occupiers sufficient notice.

Consideration should be given to an SMS messaging system and email broadcast for notification of scheduled and unscheduled out of hours work or communication in the case of an emergency.

Media and communications protocol

It is important that media protocols are clearly understood by members of the Project Team and subcontractors.

No member of the Project Team is authorised to handle media enquiries. All media enquiries will be forwarded to RailCorp for handling.

The script for all Project Team members in the event of media enquiry is as follows:

- *Thank you for your call/enquiry*
- *It is important that you get the highest quality information regarding this matter*
- *If you provide me with your name and contact details I will immediately forward them to RailCorp who will contact you regarding your enquiry*
- *Once again thank you for your call.*

The Project Team and Community Relations Team will identify any potential media opportunities. The Community Relations Team will inform the RailCorp community relations representative of any such media opportunities for the media manager to act on as s/he deems appropriate.

Contact points

There will be two main points of contact for the community. These include:

- A telephone line – (this number will be staffed 9-5 with an answering service for out of hours queries or a diversion to the site foreman.
- A project email address

Any queries directed to the project team while working in and around the site are to be referred on to the project information line.

Contact handling process

All contacts (enquiries and complaints) will be handled in a timely and responsive manner. A complaint is any expression of dissatisfaction with either work activities or the Project Team.

A record will be kept of all contact, including telephone and face-to-face communication. Details will be entered either directly into a contact database maintained by the Community Relations Team or documented on a Record of Contact Form and subsequently entered into the contact database.

Refer to Appendix I for a copy of the Record of Contact Form.

The contact database for contacts received will note the following:

- Type of contact (enquiry/complaint and telephone/email/letter/face-to-face)
- Date and time of contact
- Team member receiving contact
- Name of stakeholder and contact details (if consent to record personal details is not provided the contact will be recorded but will not include personal details)
- Where a stakeholder does not wish to give their personal details, they will be given a Customer Assistance Card. This card displays the free call telephone number to ensure they can get in contact with the consultant team in future. The Customer Relations Team will notify the Principal of this within an hour.
- The tone of the contact, particularly if angry or upset
- The team member to whom the contact was referred (if needed) and the referral date
- For contact requiring action, record the action taken, response provided and the completion date
- For contact where no further action will be taken record the reason(s) why no action was taken

- For contact where further action is required, record required actions, update the community member to confirm/clarify:
 - The nature of the issue
 - Reasons (if any) for its occurrence
 - The criteria upon which the issue was assessed
 - How the issue has been addressed
 - Steps undertaken to prevent re-occurrence
- After contact resolved, record resolution reached and the completion date.

Whenever contact is made and personal details are requested, the contact will be informed about RailCorp's Privacy Policy which governs the collection, use and storage of personal information will be used. The following script when collecting personal information:

- *May I please have [your required personal information]?*
- *This information will be used and stored in accordance with both RailCorp's and the contractors' Privacy Policy*
- *Your information will be used solely for the purpose of recording information about your contact regarding the project and for project use.*

If further information on the Privacy Policy is requested, the contact will be directed to the RailCorp's website.

Contact response times

Some contacts will be resolved on the spot, other contacts will require acknowledgement and further investigation in order to action and complete.

Table 3 details response times for different kinds of contact.

Contact type	Method	Acknowledge	Resolve	Note
Enquiry	Face to face	By COB of the next working day	Within five working days	Advise RailCorp within 24 hours of receipt
	Telephone			
	Email			
Complaint	Face to face	Within 4 hours of the next working day	Within two working days	Advise RailCorp immediately upon receipt

Table 2 Contact response times{ TC "Table 4 Contact response times" \f T \l "9" }

The contact database will track the status of enquiries and complaints and delegate actions to the appropriate Project Team members. The Community Engagement Team will have responsibility for ensuring all contacts are actioned in a timely manner.

Where a contact requires further investigation or follow up resolution, the Community Engagement Team will investigate the contact with appropriate team members and contact the community member to advise action.

The Community Engagement Team will maintain ongoing contact with the customer until the issue is resolved satisfactorily and will keep RailCorp informed of progress.

Response times to contacts will be monitored to track the efficacy of the Project Team's community relations activities.

Macdonaldtown Gasworks EA

RECORD OF CONTACT FORM

Date:	Time:	
First Name:	Surname:	Title:
Organisation name:		Position:
Address:		
Suburb:		Postcode:
Phone:	Mobile:	
Fax:	Email:	

Directly affected landowner/resident? ☐ Yes ☐ No

Stakeholder category:

- | | | | |
|---|---|---|--|
| <input type="checkbox"/> Resident | <input type="checkbox"/> Property owner | <input type="checkbox"/> Tenant | <input type="checkbox"/> Business |
| <input type="checkbox"/> Local Government | <input type="checkbox"/> Utility | <input type="checkbox"/> State Government | <input type="checkbox"/> Government agency |
| <input type="checkbox"/> Community group | <input type="checkbox"/> Media | <input type="checkbox"/> Commuter | <input type="checkbox"/> Other: _____ |
| <input type="checkbox"/> Sensitive land occupant (school, church) | | | |

Type of communication:

- ☐ Enquiry ☐ Complaint ☐ Compliment

Method of contact:

- ☐ Phone call ☐ Email ☐ Site communication ☐ Letter ☐ Fax ☐ Meeting

Issue category:

- | | | | |
|---|--|---|---|
| <input type="checkbox"/> Access to property | <input type="checkbox"/> Business impact | <input type="checkbox"/> Contractor behaviour | <input type="checkbox"/> Disruption of services |
| <input type="checkbox"/> Easement | <input type="checkbox"/> Dust | <input type="checkbox"/> Environmental impact | <input type="checkbox"/> Heritage impact |
| <input type="checkbox"/> Hours of work | <input type="checkbox"/> Night work | <input type="checkbox"/> Noise | <input type="checkbox"/> Odour |
| <input type="checkbox"/> Parking | <input type="checkbox"/> Political | <input type="checkbox"/> Restoration | <input type="checkbox"/> Safety |
| <input type="checkbox"/> Security | <input type="checkbox"/> Site incident | <input type="checkbox"/> Media | <input type="checkbox"/> Traffic delay |
| <input type="checkbox"/> Vibration | <input type="checkbox"/> Visual impact | <input type="checkbox"/> Other: _____ | |

Details of contact: _____

Response: _____

Action to be taken:

Action	By	Date and time	Sign off on completion (and date)

Contact taken by: _____

Entered into the database on: _____

Please send this form to **??** on the date the contact was made - email: site foreman/community relations representative

If a complaint is lodged that directly relates to the study, please also call through to Project Manager (**?????**) urgently.

As the nature of this work is a study involving minimal physical works onsite, we anticipate there will be few complaints lodged. Please use the definitions below to determine when a complaint should be referred to the project manager and RailCorp:

- Complaint: an expression of dissatisfaction about a particular matter relating to the work
- Enquiry: a question asked concerning the work currently being undertaken, or something related to it
- Feedback: an opinion given to you about the work being undertaken or the way it is being carried out. It could be complimentary or not.