



Transport
for NSW

Western Harbour Tunnel and Warringah Freeway Upgrade

Community Communication Strategy

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Author:	Sara Yeoman – Senior Communications & Stakeholder Engagement Manager Greater Sydney
Date:	13 May 2021
Revision:	5
Reference:	WHTWFU CCS
Division:	Infrastructure and Place
Review date:	13 May 2021

1 Introduction

1.1 Context

This Community Communications Strategy (CCS) provides an overarching strategy for design and delivery of the Western Harbour Tunnel and Warringah Freeway Upgrade (the Project). The CCS describes how Transport for NSW (Transport) and its contractors will manage community and stakeholder engagement and consultation through all phases of the Project. Contractors will be responsible for implementing the CCS so far as it applies to their program of works.

This CCS has been prepared to address the requirements of the Planning Minister's Conditions of Approval (MCoA) and all associated environmental approval documents.

1.2 Purpose and scope

Transport and its contractors (the project team) are committed to actively engaging with all stakeholders throughout the design and construction of the Project.

Community and stakeholder engagement is an essential component of the successful delivery of the Project and will be critical for the ongoing operations phase. The CCS includes the following:

- Project overview
- Guiding objectives
- Team structure, roles and responsibilities
- Stakeholder identification and analysis
- Community and stakeholder feedback
- Key messages and mitigation measures
- Our approach
- Overarching communications strategy
- Complaints and issues management
- Reporting and evaluation.

The CCS will be supplemented by Community Action Plans (CAPs) which will be developed for individual packages of work. The CAPs will identify the customised communication tools which will be implemented, timelines for delivery and identify work specific mitigation management measures.

2 Project overview

The Western Harbour Tunnel is a new crossing under Sydney Harbour, linking Rozelle to the Warringah Freeway. The 6.5 kilometre tunnel will have three lanes in each direction and create a western bypass of the Sydney CBD.

The Warringah Freeway Upgrade component on the project involves upgrading four kilometres of the Warringah Freeway to allow for the connection of the Western Harbour and Beaches Link tunnels. The upgrade will simplify the way the road operates, reduce merging and provide a continuous dedicated bus lane onto the Sydney Harbour Bridge.

The Beaches Link EIS was placed on public exhibition at the end of 2020. A separate CCS will be developed for this project.

2.1 Key features and benefits

Key features of the Western Harbour tunnel include:

- Twin mainline tunnels about 6.5 kilometres long, connecting the stub tunnels from the M4-M5 Link at Rozelle to the Warringah Freeway and to the Beaches Link mainline tunnels at Cammeray. The crossing of Sydney Harbour between Birchgrove and Balls Head would involve a dual, three lane, immersed tube tunnel
- Surface connections at Rozelle, North Sydney and Cammeray, including direct connections to and from the Warringah Freeway, an off ramp to Falcon Street and an on ramp from Berry Street at North Sydney
- Ventilation outlets and motorway facilities.

Key features of the Warringah Freeway Upgrade component of the project include:

- Upgrade of the four kilometre stretch of the Warringah Freeway between High Street at North Sydney and Willoughby Road at Naremburn
- Upgraded interchanges and a new northbound on ramp at High Street, easing pressure on the existing ramp at Berry Street
- Improved public transport integration including a continuous southbound dedicated bus lane from Miller Street on to the Sydney Harbour Bridge
- Around 2.5 kilometres of new and upgraded cycleways and pedestrian paths.

Key benefits of the project include:

- Western Harbour Tunnel will provide safer, more reliable trips, allowing customers to bypass the Sydney CBD and arrive at their destination faster
- Moving traffic underground will improve urban amenity and reduce pressure on main roads
- The Warringah Freeway Upgrade will simplify traffic movements to make trips safer and easier
- Moving traffic underground will result in an overall improvement to air quality
- The project will integrate with the broader public transport network to provide significant travel time savings and reliability benefits
- Improved walking and cycling routes with more shared transport options.

2.2 Program

The Western Harbour Tunnel and Warringah Freeway Upgrade have been assessed as Critical State Significant Infrastructure (CSSI) under the *Environmental Planning & Assessment Act 1979*. While determined under one approval, they will be delivered as two separate projects.

The project team is staging work to reduce, minimise and effectively manage the impacts of some unavoidable disruptions on the community, including commuters.

Work on the Western Harbour Tunnel and Warringah Freeway Upgrade is planned to start in early 2021. This will involve early work activities like service and utility relocation.

Main construction activities for the Warringah Freeway Upgrade are planned to start in late 2021 and the Western Harbour Tunnel in 2022.

2.3 Early work

Early work will deliver a number of critical elements of the Western Harbour Tunnel and Warringah Freeway Upgrade throughout the North Sydney Council and Inner West Council areas. Early work is planned to start in early 2021.

Early work will include service and utilities removal and relocations including power, water, sewer and communications and installation of temporary power for the construction sites at Cammeray, Waverton, Rozelle and Birchgrove.

Transport for NSW, is committed to implementing noise mitigation solutions as early as possible so residents benefit from reduced noise during construction. This includes fast tracking the construction of two noise walls to reduce noise for residents in Cammeray. We are also accelerating the delivery of at-property noise treatment to eligible properties within the project area for the Western Harbour Tunnel and Warringah Freeway Upgrade.

2.4 Main construction

2.4.1 Warringah Freeway Upgrade

Main construction of the Warringah Freeway Upgrade is planned to start in late 2021. The work will be located in and around the existing Warringah Freeway corridor and will include:

- Setting up temporary construction sites
- Building retaining walls and storm water drains
- Making bridge changes and carrying out earthworks
- Building dive structures for the Western Harbour Tunnel
- Upgrading surface roads, including widening and relocating some lanes, installing traffic and pedestrian barriers, road furniture, lighting, signage and noise barriers
- Landscaping and finishing work.

2.4.2 Western Harbour Tunnel

Construction of the Western Harbour Tunnel is planned to start in 2022. The work will be located in the Inner West and North Sydney local government areas and will include:

- Setting up temporary construction sites
- Excavating and building the tunnels under land
- Building on and off ramps
- Building two temporary cofferdams in Sydney Harbour

- Building the immersed tube tunnel units
- Preparing the seabed to lay the immersed tube tunnel
- Installing the immersed tube tunnel units
- Building the motorway facilities
- Fitting out the tunnel, including lighting, fans, safety system and signage
- Testing of the tunnels and systems to confirm they are ready for use
- Landscaping and finishing work.

3 Minister’s Conditions of Approval

The below table outlines the Conditions of Approval and where they have been addressed in this document.

Table 1. Ministers Conditions of Approval

MCoA reference	Community and stakeholder engagement obligations	CCS reference	How this has been addressed
B1	A CCS must be prepared to provide mechanisms to facilitate communication about construction and operation of the CSSI with:	This document	This document has been prepared in response to the conditions of approval and explains throughout the different ways in which communication between the community and key stakeholders will be carried out.
B1 (a)	the community (including adjoining affected landowners and businesses, and others directly impacted by the CSSI); and	Section 6	Section 6 outlines the wide range of community members and stakeholders which will be engaged throughout the project including but not limited to local residents, road users, educational facilities, places of worship, business and government agencies.
B1 (b)	the relevant councils, EPA, EESG, NSW Health, Heritage NSW, DPIE Water, and Sydney Water, as applicable. The CCS must address who (the Proponent, Independent Appointments and/or construction contractor) will engage with the community, relevant councils and agencies, how they will engage and the timing of engagements.	Section 5 Section 6.3 Section 9	The government agencies to be consulted as part of this process have been identified in Section 6.3 of this document. Transport for NSW will be predominantly responsible for engagement with these stakeholders as is outlined in Section 5. Further detail on the types of tools and activities used to engage is provided in Section 9.
B2 (a)	The CCS must: identify people, organisations, councils and agencies to be consulted during the design and work phases;	Section 6.3 Section 9	Stakeholders and community members to be engaged as part of the project are provided in Section 6.3. Further detail on the types of tools and activities which will be used to engage these stakeholders is provided in Section 9
B2 (b)	identify details of the community demographics	Sections 6.1 - Section 6.3	Community demographics have been identified using a range of methods including council websites and Helix Persona's. Further detail on these is outlined in Sections 6.1 – 6.3.

MCoA reference	Community and stakeholder engagement obligations	CCS reference	How this has been addressed
B2 (c)	set out procedures and mechanisms for the regular distribution of accessible information including to LOTE and CALD and vulnerable communities about or relevant to the CSSI;	Section 9	<p>As per Section 9 of this document, we will provide the LOTE, CALD and vulnerable communities in the project area with targeted engagement including:</p> <ul style="list-style-type: none"> • A TIS translating service for translating all printed and written materials • Advertising to be placed into community language newsletters as appropriate and • Using visual representations including graphics, animations and images wherever possible. <p>We will work closely with local Councils and community groups (like the Sydney Multicultural Centre, in North Sydney and Multicultural NSW (based in Harris Park) to use existing LOTE, CALD and vulnerable community relationships.</p>
B2 (d)	identify opportunities for education within the community about construction sites;	Section 9	<p>We will engage a number of tools and activities to further education about our work, specific construction activities and construction sites. These are outlined in Section 9 and include but are not limited to digital tools like animations, videos and interactive maps, fact sheets and other written collateral and engagement forums like community information sessions and webinars.</p>
B2 (e)	detail the measures for advising the community in advance of upcoming construction including upcoming out-of-hours work as required by Condition E83;	Section 9	<p>A high level summary of the engagement proposed to support out of hours work (OOHW) is included in Section 9.</p> <p>A detailed communication process will be provided as Appendix B.</p> <p>Consultation on out of hours work will also be included in the “Getting to know the community” survey, which will delivered in early 2021 and will seek community feedback on OOHW timings and durations.</p>

MCoA reference	Community and stakeholder engagement obligations	CCS reference	How this has been addressed
B2 (f)	provide for the formation of issue or location-based community forums that focus on key environmental management issues of concern to the relevant community(ies) for the CSSI;	Section 9	Community forums will take the form of either community information sessions, online webinars or working group. The format used will depend on the health advice at the time. Further detail on these is provided in Section 9.
B2 (g)	detail the roles and responsibilities of the Public Liaison Officer(s) engaged under Condition B6.	Section 5	Section 5 outlines how the project team as a whole will engage with the community and the proposed organisation structure. Detailed accountabilities and responsibilities are provided in Section 5.3.2.
B2 (h)	<p>set out procedures and mechanisms:</p> <ul style="list-style-type: none"> (i) through which the community can discuss or provide feedback to the Proponent 24 hours a day, seven days per week; (ii) through which the Proponent will respond to enquiries or feedback from the community; and (iii) to resolve any issues and mediate any disputes that may arise in relation to the environmental management and delivery of the CSSI, including disputes regarding rectification or compensation. 	Section 11 Section 11.9	<p>Section 11 outlines the project's approach to complaints and issues management. It also provides the tools and mechanisms through which complaints and enquiries can be made. This section also outlines the process for responding to complaints, the mechanisms through which they will be escalated and the roles of the independent representatives which will be engaged for the project.</p> <p>Details about the procedures and mechanisms in place to resolve disputes regarding rectification or compensation are outlined in section 11.9.</p>
B3	The Community Communication Strategy must be submitted to the Planning Secretary and approved prior to the commencement of construction, unless otherwise agreed by the Planning Secretary.	This document	The CCS was submitted to the Planning Secretary in March 2021.
B4	Construction for the purposes of the CSSI must not commence until the CCS has been approved by the Planning Secretary.	Note	Work will not commence until this CCS has been approved by the Planning Secretary.

MCoA reference	Community and stakeholder engagement obligations	CCS reference	How this has been addressed
B5	The CCS, as approved by the Planning Secretary, must be implemented for the duration of the works and for 12 months following the completion of construction.	This document	This document will be implemented throughout construction and for 12 months following the completion of construction.
B6	<p>Public Liaison Officer</p> <p>A Public Liaison Officer must be appointed for construction ancillary facilities and for utility works to assist the public with questions and complaints they may have at any time during construction. The Public Liaison Officer must be available at all times during the operation of ancillary facilities or when utility work is occurring.</p>	Section 5	<p>Full teams of communication and stakeholder engagement professionals will be engaged for the project construction.</p> <p>Contractors will be required to provide nominated resources to fulfil this requirement during construction.</p> <p>In addition to this, there is also an existing team of Transport communication and stakeholder engagement professionals which currently undertake this role.</p>
B7	<p>Complaints Management System</p> <p>A Complaints Management System must be prepared and implemented before the commencement of any work and maintained for the duration of construction and for a minimum for 12 months following completion of construction of the CSSI.</p>	Section 11	A comprehensive complaints management system has been provided in Section 11 of this document.
B8 (a)	<p>The following information must be available to facilitate community enquiries and manage complaints one month before the commencement of works and for 12 months following the completion of construction:</p> <p>a 24- hour telephone number for the registration of complaints and enquiries about the CSSI;</p>	Section 11.3	Tools for contacting the project team have already been established and are operational including a 1800 number, email and postal address. Detail of these is provided in Section 11.3.
B8 (b)	a postal address to which written complaints and enquires may be sent;	Section 11.3	Tools for contacting the project team have already been established and are operational including a 1800 number, email and postal address. Detail of these is provided in Section 11.3.

MCoA reference	Community and stakeholder engagement obligations	CCS reference	How this has been addressed
B8 (c)	an email address to which electronic complaints and enquiries may be transmitted; and	Section 11.3	Tools for contacting the project team have already been established and are operational including a 1800 number, email and postal address. Detail of these is provided in Section 11.3.
B8 (d)	a mediation system for complaints unable to be resolved. This information must be accessible to all in the community regardless of age, ethnicity, disability or literacy level.	Section 11.6– Section 11.10	Complaints and escalation processes are provided in Sections 11.6 and 11.7. Further detail on the Community Complaints Mediator and the independent Environmental Representative are provided in Section 11.8 and 11.10.
B9	A Complaints Register must be maintained recording information on all complaints received about the CSSI during the carrying out of any work and for a minimum of 12 months following the completion of construction. The Complaints Register must record the:	Section 12 Appendix D Appendix E	A complaints register and proposed mechanisms for reporting to agencies is provided in Section 12. A copy including examples of the level of detail required are provided in Appendix D and E.
B9 (a)	(number of complaints received;		
B9 (b)	the date and time of the complaint;		
B9 (c)	the method by which the complaint was made;		
B9 (d)	(any personal details of the complainant which were provided by the complainant or, if no such details were provided, a note to that effect;		
B9 (e)	(nature of the complaint;		
B9 (f)	means by which the complaint was addressed and whether resolution was reached, with or without mediation; and		

MCoA reference	Community and stakeholder engagement obligations	CCS reference	How this has been addressed
B9 (g)	<p>if no action was taken, the reason(s) why no action was taken.</p> <p>Complainants must be advised that the Complaints Register may be forwarded to Government agencies to allow them to undertake their regulatory duties.</p>		
B10	<p>The Complaints Register must be provided to the Planning Secretary upon request, within the timeframe stated in the request</p>	Section 11	<p>The Complaints Register will be provided to the Planning Secretary upon request, within the timeframe requested</p>
B11	<p>A Community Complaints Mediator that is independent of the design and construction personnel must be nominated by the Proponent, approved by the Planning Secretary and engaged during work associated with the CSSI. The nomination of the Community Complaints Mediator must be submitted to the Planning Secretary for approval within one (1) month before the commencement of work.</p>	Section 11.9 Section 11.10	<p>A single Community Complaints Mediator will be engaged for the duration of the Western Harbour Tunnel and Warringah Freeway Upgrade. This resource will be required to cover this role for both sections of the project to enable consistency for the shared community and stakeholders. This resource will be engaged directly by Transport.</p> <p>The Community Complaints Mediator's roles and responsibilities are outlined in Section 11.10.</p>
B12	<p>The role of the Community Complaints Mediator is to address any complaint where a member of the public is not satisfied by the Proponent's response. Any member of the public that has lodged a complaint which is registered in the Complaints Management System identified in Condition B7 may ask the Community Complaints Mediator to review the Proponent's response. The application must be submitted in writing and the Community Complaints Mediator must respond within 28 days of the request being made or other specified timeframe agreed between the Community Complaints Mediator and the member of the public.</p>		

MCoA reference	Community and stakeholder engagement obligations	CCS reference	How this has been addressed
B13 (a)	<p>The Community Complaints Mediator will:</p> <p>review any unresolved disputes if the procedures and mechanisms under Condition B2(h)(iii) do not satisfactorily address complaints; and</p>		
B13 (b)	<p>make recommendations to the Proponent to satisfactorily address complaints, resolve disputes or mitigate against the occurrence of future complaints or disputes.</p>		
B14	<p>The Community Complaints Mediator will not act before the Complaints Management System required by Condition B7 has been executed for a complaint and will not consider issues such as property acquisition, where other dispute processes are provided for in this approval or clear government policy and resolution processes are available, or matters which are not within the scope of this CSSI</p>		
B15 (a)	<p>Provision of Electronic Information</p> <p>A website providing information in relation to the CSSI must be established before commencement of works and be maintained for the duration of construction, and for a minimum of 24 months following the completion of construction. The following up-to-date information (excluding confidential, private, commercial information or any other information that the Planning Secretary has approved to be excluded) must be published before the relevant work commences and maintained on the website or dedicated pages including:</p> <p>(a) information on the current implementation status of the CSSI;</p>	Section 9	<p>A website has been established and will be maintained throughout construction.</p> <p>All documents required under these approvals will be uploaded to the project website as they are finalised and approved including this document.</p> <p>Further detail on the website is included in Section 9.</p>

MCoA reference	Community and stakeholder engagement obligations	CCS reference	How this has been addressed
B15 (b)	a copy of the documents listed in Condition A1 and Condition A2 of this approval, and any documentation relating to any modifications made to the CSSI or the terms of this approval;		
B15 (c)	a copy of this approval in its original form, a current consolidated copy of this approval (that is, including any approved modifications to its terms), and copies of any approval granted by the Minister to a modification of the terms of this approval (ordered in a logical sequence and easy to navigate);		
B15 (d)	a copy of each statutory approval, licence or permit required and obtained in relation to the CSSI;		
B15 (e)	a current copy of each document required under the terms of this approval; and		
B15 (f)	<p>a copy of the audit reports required under this approval.</p> <p>Where the information / document relates to a particular work or is required to be implemented, it must be published before the commencement of the relevant work to which it relates or before its implementation.</p> <p>All information required in this condition is to be provided on the Proponent's website, ordered in a logical sequence and easy to navigate.</p>		

A number of other conditions also include community and engagement requirements or components. A full list of these and where they are addressed is provided in Appendix A.

4 Objectives

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

- Meet the statutory requirements for consultation under the *Environment Planning and Assessment Act 1979*
- Meet the Secretary's Environmental Assessment Requirements
- Meet the Minister's Conditions of Approval (MCoA)
- Provide clear, consistent and timely information about the project, construction activities and impacts to stakeholders and the community
- Provide communications in a variety of mediums with an increased focus on digital and innovative technologies
- Provide communications that improve access to information about the project among Languages Other than English (LOTE), Culturally and Linguistically Diverse communities (CALD) and vulnerable communities
- Promote and raise awareness and understanding of the project and construction activities being carried out
- Foster and develop relationships with stakeholders and the community
- Anticipate and manage real and perceived stakeholder and community issues and risks
- Respond flexibly and swiftly in our approach to community and stakeholder engagement to meet any health directive that may limit traditional methods of engagement
- Identify opportunities for community and stakeholder groups to be involved in the project, consultation and potential for legacy items
- Address and respond to community and stakeholder issues and complaints raised in accordance with requirements and feedback into continuous improvement including assessing options to reduce the impact of our work
- Monitor and evaluate feedback to measure success of communication and engagement and make changes as required.

5 Communication and stakeholder engagement team

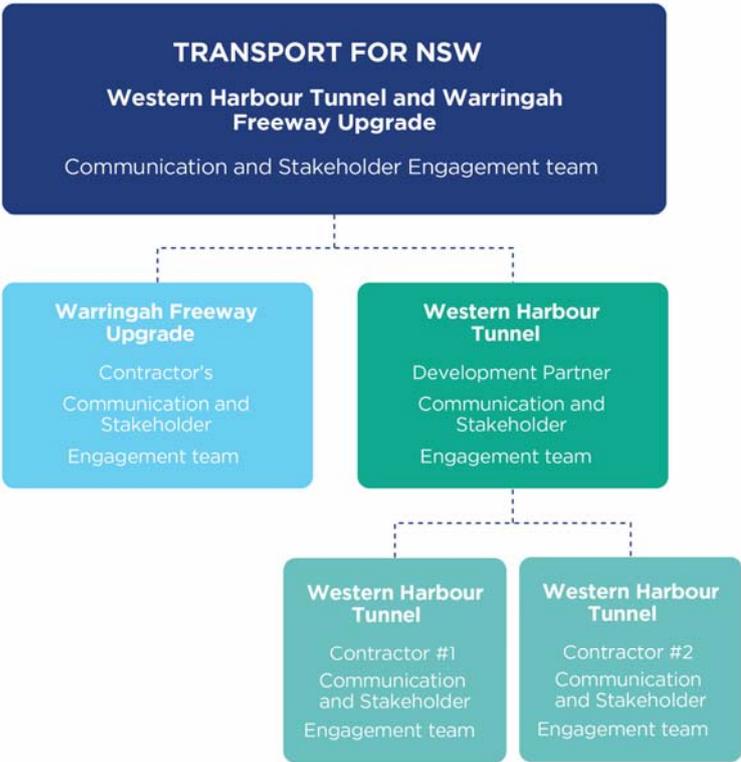
Building a project of this scale will mean the engagement of multiple construction contractors delivering different packages of work. We acknowledge this has the potential to lead to confusion or frustration for the community as they interact with the project over the course of construction. Transport are committed to making this as seamless and easy as possible and will work closely with our residents, key stakeholders, community and customers to maintain a ‘whole of project’ approach to stakeholder management.

The Community and Stakeholder Engagement Team will be comprised of three contractor communications teams and a Development Partner responsible for managing discrete geographical areas and/or work packages.

To ensure the project maintains a ‘whole of project’ approach to stakeholder management, Transport will oversee all communications and stakeholder engagement activities, retaining ultimate accountability for compliance with the Conditions of Approval relating to community and engagement activities.

An organisational chart illustrating the Communication and Stakeholder Engagement Team as a whole, including the interrelationship between the Western Harbour Tunnel and Warringah Freeway Upgrade teams, is shown below. Contractors will be required to develop detailed organisational structures to best meet the needs of their work program in consultation with Transport.

Figure 1. Project hierarchy and structure



5.1 Key accountabilities

This section provides a high level summary of how the key accountabilities for communications and stakeholder engagement will be shared by the project team during construction. These have been established to maintain consistency and continuity across the projects.

5.1.1 Transport for NSW

- Defining, developing and implementing the strategic direction of the Western Harbour Tunnel and Warringah Freeway Upgrade in respect of all communication and engagement activities
- Ensuring consistency in communication and engagement across the wider Western Harbour Tunnel and Beaches Link Program
- Overseeing all communication and engagement across the projects teams to coordinate quality, consistency and management of cumulative impacts wherever possible
- Proactively identifying potential issues and work cooperatively to develop agreed management strategies with Contractors
- Monitoring compliance with all relevant approval documents
- Managing the Warringah Freeway Upgrade contractor and Western Harbour Tunnel Development Partner
- Proactively managing interface with key stakeholders such as all levels of government, business, peak bodies, community and interest groups
- Providing media management and respond to all media enquiries
- Engaging with other parts of government
- Facilitating development and negotiation of agreements with agencies to achieve objectives.

5.1.2 Contractors

- Complying with all Transport procedures, processes, protocol and plans
- Developing construction-specific Community Action Plans
- Inducting all contractors and subcontractors in community relations issues and expectations
- Providing communication and engagement team members to engage the local community during the construction phase
- Managing day-to-day relationships with directly affected stakeholders and developing good relationships with neighbours
- Advocating community and stakeholder interests to Transport
- Responding to community enquiries and complaints
- Preparing public materials including but not limited to construction notifications, general notifications, site signage, traffic alerts as specified
- Recording all interactions with stakeholders and the community in the stakeholder management database (Consultation Manager)
- Proactively communicating with stakeholders and the community including doorknocks and targeted correspondence about construction work

- Documenting progress through photography and videography
- Providing content to Transport for public materials, media and government responses
- Working closely with other contractors to coordinate consistency in approach and minimise cumulative impacts to the community
- Appointing experienced and skilled community engagement Public Liaison Officers (PLOs) to assist the public with questions, enquiries or complaints 24 hours a day via a roster system, during construction in accordance with MCoA B6.

5.2 Key responsibilities

The below table provides a high level summary of how the key responsibilities will be shared and managed across the project team.

Table 2. Key responsibilities

Activity	Transport for NSW	Contractors
Communication strategies, processes, procedures and plans	<ul style="list-style-type: none"> • Develop and implement this CCS • Manage the development and implementation of communication campaigns that increase public awareness and understanding of the project benefits • Manage and provide input into the development of Contractor specific Community Action Plans and issues or task specific plans • Proactively identify relevant stakeholder issues and prepare strategies for management and engagement with relevant stakeholders and the community 	<ul style="list-style-type: none"> • Comply with all relevant contractual requirements as well as this CCS • Develop and implement project specific CAPs • Develop and implement issues and work specific strategies, process, procedures and protocols • Proactively identify relevant stakeholder issues and prepare strategies for management and engagement with relevant stakeholders and the community
Resourcing	<ul style="list-style-type: none"> • Provide communications and stakeholder engagement resources to engage with the community and key stakeholders, develop relationships and manage escalated issues 	<ul style="list-style-type: none"> • Each Contractor will be required to provide a Communications and Stakeholder Engagement Manager, Senior Officer and a supporting team of communication and stakeholder engagement professionals (Public Liaison Officers) deemed adequate by Transport to meet community and stakeholder needs during construction
Key stakeholder liaison	<ul style="list-style-type: none"> • Manage relationships with all government stakeholders including local state and federal members and agency staff • Manage relationships with key community stakeholders including educational, health and business stakeholders • Provide key stakeholders and interested parties with relationship managers to provide continuity and a single point of contact 	<ul style="list-style-type: none"> • Provide input and information to inform key government stakeholder management • Support and attend meetings with key community stakeholders as required by Transport • Develop relationships with key stakeholder groups

Activity	Transport for NSW	Contractors
Community engagement	<ul style="list-style-type: none"> • Review and approval of all materials for public facing events, sessions, briefings, meetings and forums • Attend all public facing events, sessions, briefings, meetings and forums 	<ul style="list-style-type: none"> • Develop all materials for public facing events, sessions, briefings, meetings and forums • Attend and staff all public facing events, sessions, briefings, meetings and forums
Complaints and enquiry management	<ul style="list-style-type: none"> • Manage and respond to complaints when escalated to Transport in accordance with the Complaints Management System provided in Section 11 of this CCS • Support contractor responses and management of complaints • Contribute to, review and approve the evaluation of the Complaints Management System every six months 	<p>In accordance with the Complaints Management System provided in Section 11 of this CCS:</p> <ul style="list-style-type: none"> • Manage and respond to all day to day complaints and enquiries • Escalate all complaints and enquiries • Record and document all complaint and enquiries • Evaluate the effectiveness of the Complaints Management System every six months
Communications and written collateral	<ul style="list-style-type: none"> • Review and approval of all written materials 	<ul style="list-style-type: none"> • Develop all written materials as required under the approvals, this CCS and relevant contracts
Media	<ul style="list-style-type: none"> • Respond to media issues and requests and provide high quality information and support material to the media 	<ul style="list-style-type: none"> • Provide input to Transport to facilitate timely response to media enquiries
Evaluation	<ul style="list-style-type: none"> • Evaluate the effectiveness of the CCS every six months 	<ul style="list-style-type: none"> • Evaluate the effectiveness of the Complaints Management System every six months • Evaluate the effectiveness of the individual CAPs every six months

5.3 Contractor communication and stakeholder engagement teams

Three communication and stakeholder engagement teams will be established by the contractors. Each team as a minimum will include:

- a full-time Stakeholder and Community Engagement Manager
- four full-time Public Liaison Officers with at least one Officer who has experience with Aboriginal consultation and/or working with Culturally Linguistically Diverse Communities
- other staff as required to assist with communication and engagement activities.

5.3.1 Communication and Stakeholder Engagement Manager

The Communication and Stakeholder Engagement Managers will be accountable for the Stakeholder and Community Engagement Team delivering the above communication, stakeholder and engagement activities for each individual contract. The Manager will act as the interface with the Community Complaints Mediator and Environmental Representative.

5.3.2 Public Liaison Officers

The communication and stakeholder engagement teams will be tailored to meet community and stakeholder needs as well as support the project's delivery. Collectively these teams will be responsible for defining, developing and implementing the strategic direction of the communication and engagement activities for the project.

In accordance with MCoA B6, all teams will include the appointment of experienced and skilled community engagement public liaison officers (PLO's). These officers will be location based and available to assist the public with questions, enquiries or complaints on a 24/7 basis via a roster system during construction. The PLO's will manage the delivery of the community action plans, proactively communicate construction impacts with the community, stakeholders and road users and engage with affected communities as required.

Public Liaison Officers are responsible for delivery of the project's requirements for engagement and communications for a set geographic area. This includes developing and implementing targeted community engagement and communication strategies and materials for upcoming work, responding to enquiries and complaints as well as building positive and productive working relationships with community members. At least one of the Public Liaison Officers will have previous experience with Aboriginal consultation and/or working with Culturally Linguistically Diverse Communities.

Key role and responsibilities include:

- Implementing the project's Community Communications Strategy and other involvement and communication strategies and plans
- Proactively facilitating liaison with key stakeholders and community groups about upcoming work and work progress
- Developing communication and engagement materials such as notifications, letters, newsletters, advertisements, social media and website content to provide timely and adequate notification of upcoming work and work progress
- Implementing the Project's complaints management system to effectively address complaints
- Being available (on a roster basis) to receive and respond to calls on a 24/7 basis from the Project's 1800 telephone number
- Respond to telephone calls and written complaints and enquiries including undertaking investigations of complaints/enquiries
- Manage community information sessions, public events, one on one meetings etc.
- Developing and maintaining productive and effective relationships with key stakeholders
- Facilitating effective communication about the Project's benefits
- Identifying and initiating opportunities for community participation in a range of areas that have the potential to strengthen relationships with key project stakeholders and enhance the project's reputation
- Encouraging community participation
- Providing advice to the wider project team on matters relating to timely provision of information, engagement requirements, proactively identifying issues and promptly responding to concerns raised
- Coordinating site tours and visits

- Maintaining accurate records on community relation issues
- Contributing to the government reporting and correspondence, including ministerial correspondence.

6 Stakeholders

We have carried out an initial mapping exercise to identify the community and stakeholders which may be interested in and or affected by the project. Our stakeholder lists are live documents and will evolve throughout design development, construction and operation.

In accordance with MCoA B2(b), the project team has utilised multiple tools including Consultation Manager, mapping and desktop research to identify community demographics within the project's footprint.

6.1 Community demographics

Desktop research for community demographics of councils in the project's footprint was completed using the Inner West Council and North Sydney Council websites.

6.1.1 North Sydney Council

The North Sydney Council area estimated resident population for 2019 was 75,021, with a population density of 71.53 persons per hectare. In this area, 89.2 per cent of the dwellings were medium or high density, compared to 44 per cent in Greater Sydney.

The North Sydney Council population forecast for 2020 is 77,148 and is forecast to grow to 84,422 by 2036. North Sydney is bounded by the Willoughby local government area in the north, the Mosman local government area in the east, Port Jackson in the south and the Lane Cove local government area in the west.

In 2016, 23 per cent of people in the North Sydney Council area came from countries where English was not their first language. North Sydney's newest and fastest growing non-English speaking background arrivals are from China, India and the Philippines which is consistent with Australia's general CALD immigration numbers.

6.1.2 Inner West Council

For the Inner West Council, in 2014 there were approximately 186,000 residents in an area of 36 square kilometres from Balmain in the North, Newtown in the east, Tempe in the south and Croydon in the west. The Inner West Council area estimated resident population for 2019 was 200,811 with a population density of 57.07 persons per hectare. In the Inner West Council area, 73.4 per cent of the dwellings were medium or high density, compared to 44 per cent in Greater Sydney.

The Inner West includes the following suburbs: Annandale, Ashfield, Balmain (including Balmain East), Birchgrove, Dobroyd Point, Dulwich Hill, Enmore, Haberfield, Leichhardt, Lewisham, Lilyfield, Marrickville, Petersham, Rozelle, Stanmore, St Peters, Summer Hill, Sydenham, Tempe and parts of: Ashbury, Camperdown, Croydon, Croydon Park, Hurlstone Park and Newtown.

Analysis of the language spoken at home by the population in 2016, demonstrated that overall 64.4 per cent of the population spoke English only, and 28.3 per cent spoke a non-English language, with the dominant language spoken at home being Mandarin.

6.2 Streamlining project communications in high density areas

Both North Sydney and Inner West council areas have a high percentage of high density living. This means the project team can take the opportunity to streamline communications to not only target individual "residents" but also owners' corporations who make decisions on behalf of tenant and owner residents. There are also opportunities for the project team to work with

residents groups formed in high density living so project communications can be delivered more effectively in a group setting rather than just individually.

In addition to community demographics, the CCS has also taken into consideration Roy Morgan Helix Personas, a classification tool that goes beyond community demographics, to provide data on communities that incorporates attitudes, values and behavioural aspects. Key communities within the project footprint had precinct persona reports completed; Artarmon, Birchgrove, Balmain, Cammeray, Neutral Bay and Cremorne (both suburbs were done in one report), North Sydney, Rozelle and Waverton. The data included in these reports has been considered during development of the proposed engagement activities and tools. Research from these areas indicates a preference and strong use of digital materials. As such the project will endeavour to increase usage of these formats to target these community members.

6.3 Stakeholders

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

During design and construction of the Project different levels of consultation will be required, depending on the stakeholder group and the activity. The levels of consultation are a guide, and the project team will facilitate an individual approach when engaging with each stakeholder and customise tools progressively to meet the needs and expectations of stakeholders. The levels of consultation include:

Inform: to provide stakeholders with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.

Consult: to obtain feedback on analysis, alternatives and/or decisions.

Involve: to work directly with the stakeholders throughout the process to enable stakeholder concerns and aspirations to be consistently understood and considered.

Collaborate: to partner with stakeholders in aspects of decision making where feasible and reasonable, including development of alternatives and the identification of a preferred solution.

The communication tools used to engage with stakeholders will be approved by Transport and be compliant with all relevant MCoAs. The communication tools selected are based on the varying nature of the design and construction activity as well as the needs of stakeholders.

The below provides a high level summary of stakeholders identified to date. The table will be updated as the project progresses and new stakeholders are identified and or express interest in the project. Specific details are not provided for privacy reasons. More detailed stakeholder mapping will be provided in the CAPs and is available in the project database Consultation Manager.

Table 3. Stakeholder analysis

Category	Stakeholders	Issues/Interest and interest level	Levels of engagement	Communications tools and activities	Timing of engagement
Directly impacted residents and businesses	<ul style="list-style-type: none"> Residents, business owners and tenants adjacent or within up to 500 metres of impacts from construction sites and other project facilities Residents impacted by traffic changes, surface work or spoil haulage Residents impacted by tunnel work 	<ul style="list-style-type: none"> High interest Property impacts Noise Dust Vibration Traffic impacts and disruption Access impacts Parking impacts Vegetation removal Rehabilitation of sites on completion Urban design and landscaping 	<ul style="list-style-type: none"> Inform Consult Involve Collaborate 	<ul style="list-style-type: none"> Property condition surveys Door knocks One-on-one meetings Notifications and community updates Emails and phone calls Advertisements in print media and radio Website and social media Digital tools such as webinars, videos and animations Presentations Community information hotline Community information sessions and forums Community information centre Live Traffic website 	During planning and construction – Early Works, Warringah Freeway Upgrade and Western Harbour Tunnel
Wider community	<ul style="list-style-type: none"> Community associations and special interest groups Chambers of Commerce Progress Associations Precinct Committees Community Forums Community Groups 	<ul style="list-style-type: none"> Medium to High interest Traffic impacts during construction and operation Parking 	<ul style="list-style-type: none"> Inform Consult Involve Collaborate 	<ul style="list-style-type: none"> Meetings Notifications and community updates Emails and phone calls Advertisements in print media and radio Website and social media 	During planning and construction – Early Works, Warringah Freeway Upgrade and Western Harbour Tunnel

	<ul style="list-style-type: none"> • Residents • CALD Communities: Mandarin-Chinese, Phillipino, Indian communities • Marinas, swing moorings and private jetties stakeholders and owners 	<ul style="list-style-type: none"> • Safety as a result of increased heavy vehicles • Flora and fauna both terrestrial and marine • Access to property • Changed traffic conditions • Impact to local business operations 		<ul style="list-style-type: none"> • Digital tools such as interactive map, videos and animations • Presentations • Community information hotline • Community information sessions and webinars 	
Road users and transport groups	<ul style="list-style-type: none"> • Commuters impacted by traffic changes, surface work or spoil haulage • Pedestrians and cyclists • General road users • Freight, transport and logistic companies • Taxis and rideshare companies • Emergency Service Providers • Bicycle NSW • Pedestrian Council of NSW • Transport groups and associations 	<ul style="list-style-type: none"> • Medium to High interest • Permanent and temporary changes to traffic conditions • Permanent and temporary changes to active transport networks, cycling and pedestrian facilities • Public transport service disruptions • Bus stop relocations • Impact to parking • Access in emergencies • Cumulative traffic impacts and congestion • Information and journey management 	<ul style="list-style-type: none"> • Inform • Consult 	<ul style="list-style-type: none"> • Signage • Notifications • Direct communication with the project team • Email updates • Advertisements in print media and radio • Live Traffic website • Website • Digital tools such as interactive map, videos and animations • Road user awareness campaigns • Signage • Meetings and briefings • Active transport network group • Traffic and Transport Liaison Group • Traffic and pedestrian communications such as 	<p>During planning, construction and prior to operation – Early Works, Warringah Freeway Upgrade and Western Harbour Tunnel</p>

				static signage, electronic message signs and maps	
Maritime	<ul style="list-style-type: none"> • Commercial vessel operators • Ferry operators • Recreational users • Maritime authorities and agencies 	<ul style="list-style-type: none"> • High interest • Permanent and temporary changes to maritime conditions • Impacts to maritime operations due to construction • Information and journey management 	<ul style="list-style-type: none"> • Inform • Consult 	<ul style="list-style-type: none"> • Signage • Notifications and email updates • Direct communication with the project team • Advertisements in print media and radio • Website and digital tools • Translation services • Maritime user awareness campaigns • Meetings and briefings 	During planning and construction – Western Harbour Tunnel
Community service providers	<ul style="list-style-type: none"> • Local schools • Childcare centres • Hospitals • Nursing homes and aged care facilities • Sporting clubs • Libraries • Local religious organisations and places of worship 	<ul style="list-style-type: none"> • Medium to high interest • General information and project updates • Construction activities and impacts (noise, dust, vibration) • Traffic and parking • Environmental impacts • Operational impacts • Wayfinding and access 	<ul style="list-style-type: none"> • Inform • Consult 	<ul style="list-style-type: none"> • Notifications and community updates • Emails and phone calls • Advertisements in print media and radio • Website and social media • Digital tools such as interactive map, videos and animations • Presentations • Community information hotline • Community information sessions and webinars • Community information centre • Signage 	During planning and construction – Early Works, Warringah Freeway Upgrade and Western Harbour Tunnel

Environment and heritage (Aboriginal and European)	<ul style="list-style-type: none"> • Metropolitan Local Aboriginal Land Council • Sydney Coastal Councils Group • Willoughby Environmental Protection Association (WEPA) • North Sydney historical society • MV Cape Don Society • Barragoola Preservation Association Incorporated 	<ul style="list-style-type: none"> • Medium to high interest • Impact to known heritage areas or items during construction • Management of unexpected heritage finds • Consultation on heritage management • Heritage considerations in urban design and landscaping 	<ul style="list-style-type: none"> • Consult • Involve • Collaborate 	<ul style="list-style-type: none"> • Meetings, briefings and presentations • Emails and phone calls • Notifications and community updates 	<p>During planning and construction – Western Harbour Tunnel</p>
Peak industry groups and business chambers	<ul style="list-style-type: none"> • Australian Industry Group • Business Council of Australia • NSW Business Chamber • Sydney Business Chamber • Infrastructure Partnerships Australia • Australasian College of Road Safety • NRMA • Action for Public Transport (NSW) • Engineers Australia • Australian Institutes of Landscape Architects (AILA) 	<ul style="list-style-type: none"> • Medium interest • Traffic, pedestrian and cyclist changes • Construction activities • Project benefits • Employment • Socio-economic benefits • Heritage 	<ul style="list-style-type: none"> • Inform • Consult 	<ul style="list-style-type: none"> • Briefings and meetings • Signage and VMS • Notifications and community updates • Advertisements in print media and radio • Email updates • Website • Digital tools such as interactive map, videos and animations • Translation services • Employment initiatives • Community information sessions and webinars 	<p>During planning and construction – Warringah Freeway Upgrade and Western Harbour Tunnel</p>

	<ul style="list-style-type: none"> • Australian Institute of Architects (AIA) • Planning Institute of Australia (PIA) 				
Local councils	<ul style="list-style-type: none"> • Willoughby Council • North Sydney Council • Lane Cove Council • Mosman Council • Northern Beaches Council • Inner West Council • City of Sydney Council 	<ul style="list-style-type: none"> • Medium to high interest • Impact on local roads (including parking and congestion), facilities (including active transport) and infrastructure • Impact on flora and fauna • Impact on open space • Impact on local residences and businesses • Managing interface between Council infrastructure and Project construction • Urban design and residual land opportunities • Impact on assets 	<ul style="list-style-type: none"> • Inform • Consult • Involve 	<ul style="list-style-type: none"> • Briefings and presentations • One-on-one meetings • Formal correspondence • Active transport network review group • Berrys Bay Working Group • Traffic and Transport Liaison Group • Attendance at relevant community forums and information sessions • Community updates • Community notifications • Regular email and phone correspondence with key office staff • 	During planning, construction and operation – Early Works, Warringah Freeway Upgrade and Western Harbour Tunnel
Government Ministers and elected representatives	<ul style="list-style-type: none"> • NSW Premier • Minister for Transport and Roads • Member for Willoughby • Member for North Shore • Member for Manly 	<ul style="list-style-type: none"> • High interest • Impact on constituents during construction and operation 	<ul style="list-style-type: none"> • Inform • Consult • Involve 	<ul style="list-style-type: none"> • Briefings at key project milestones and regarding key community issues or work • Regular email and phone correspondence with key office staff 	During planning, construction and operation – Early Works, Warringah Freeway Upgrade and Western Harbour Tunnel

	<ul style="list-style-type: none"> • Member for Wakehurst • Member for Balmain • Member for Sydney • Member for Lane Cove • Member for Pittwater • Member for Davidson • Federal Member for Grayndler • Federal Member for North Sydney • Federal Member for Warringah • Federal Member for Mackellar 	<ul style="list-style-type: none"> • Project updates and announcements • Media opportunities and events 		<ul style="list-style-type: none"> • Site tours and media events • Provision of community updates, and community notifications 	
Media	<ul style="list-style-type: none"> • Local and metropolitan news and television • Community language media • The Northern Daily Leader • Manly Daily • Inner West Courier • Mosman Daily and Lower North Short • North Shore Times • The Daily Telegraph • The Australian • The Australian Financial Review • Sunday Telegraph • Sydney Morning Herald • Television news including ABC, Channel 10, Seven 	<ul style="list-style-type: none"> • Medium to high interest • Project updates and announcements • Media events • Project benefits • Proactive opportunities • Photography, footage, visualisations and digital content • Information requests 	<ul style="list-style-type: none"> • Inform • Collaborate 	<ul style="list-style-type: none"> • Media releases • Events and site visits • Footage and photography • Responses to enquiries • Website 	<p>During planning, construction and prior to operation/opening – Early Works, Warringah Freeway Upgrade and Western Harbour Tunnel</p>

	Network, Nine Network, SBS				
Federal and State Government agencies	<ul style="list-style-type: none"> • Department of Premier and Cabinet • Department of Planning, Industry and Environment • Environment Protection Authority • Infrastructure NSW • Department of Primary Industries • National Parks and Wildlife Services • NSW Treasury • NSW Health • Heritage NSW • DPIE – Water • Sydney Water • Sydney Harbour Federation Trust • Port Authority of NSW • HMAS Waterhen • Greater Sydney Commission (GSC) • Transport Management Centre • NSW Environment, Energy and Science Group (EESG) 	<ul style="list-style-type: none"> • High interest • Approval authorities • Impact on assets • Regulatory role • Interfacing infrastructure projects nearby • Impact on land holdings/assets • Legislative requirements 	<ul style="list-style-type: none"> • Inform • Consult • Involve 	<ul style="list-style-type: none"> • Regular briefings and meetings on upcoming work, key milestones and community issues • Formal approvals • Site tours • Provision of community updates, and community notifications 	During planning, construction and operation – Early Works, Warringah Freeway Upgrade and Western Harbour Tunnel

6.4 COVID-19 measures

We have adapted our community engagement measures in line with current health advice regarding COVID-19. We want to give stakeholders safe and convenient options to engage with us and will continue to adapt our engagement approach in line with the health advice.

This CCS must be read in conjunction with any applicable Ministerial Orders that are in force, including the Environmental Planning and Assessment (COVID-19 Development—Infrastructure Construction Work Days No. 2) Order 2020.

We require all construction sites to have a COVID-19 Safety Plan in place to help protect staff and customers. For the latest updates and resources on COVID-19 in NSW, please visit **nsw.gov.au/covid-19**

A COVID-19 Safety Plan will be developed for both projects and updated as required.

7 Community feedback

7.1 Engagement to inform the project’s approval

Since the release of the concept design in 2017, the proposed reference design in 2018 and the Environment Impact Statement (EIS) in 2020, we have engaged with thousands of people who live and work, in and around the project area. We have listened to better understand concerns and have incorporated feedback and suggestions into the design where possible.

We are committed to continuing to listen and actively engage with the community and key stakeholders to hear feedback on this city shaping project.

The following provides a summary of the engagement to inform the Project’s approval.

Figure 2. Community engagement 2017 and 2018

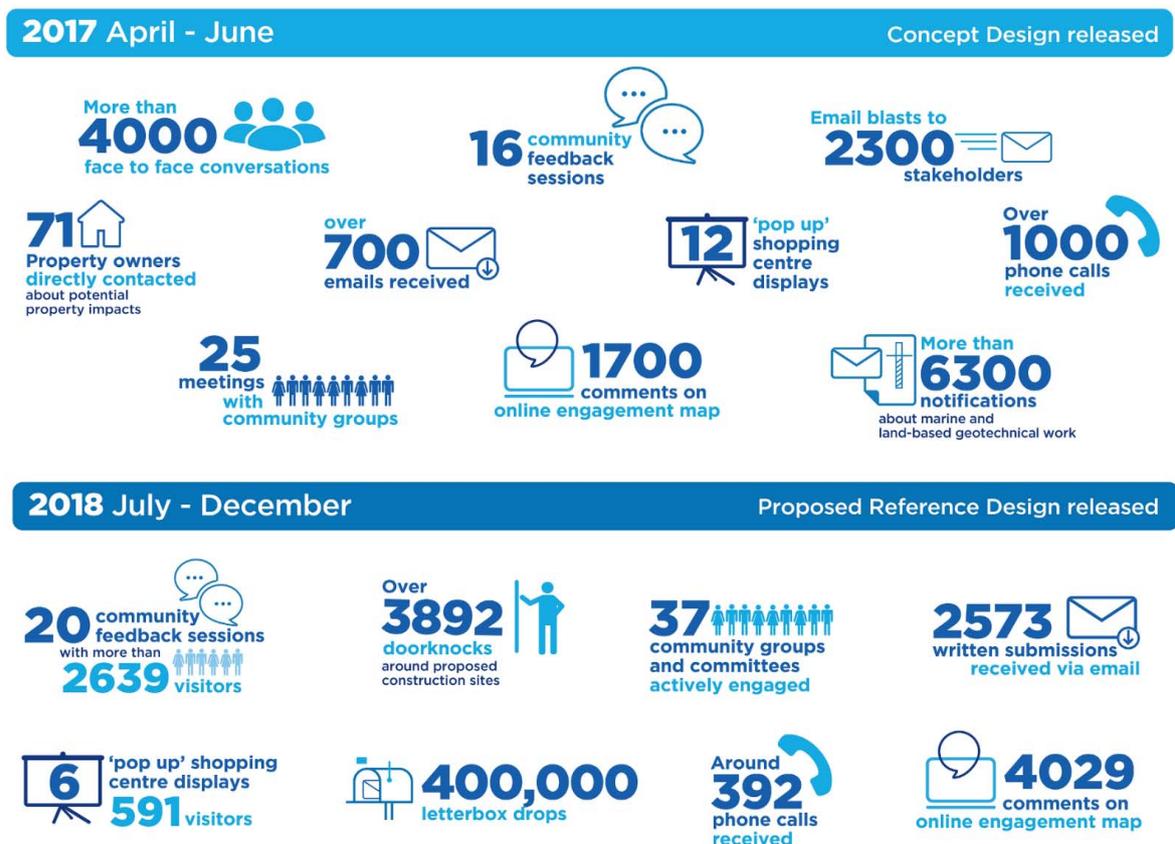
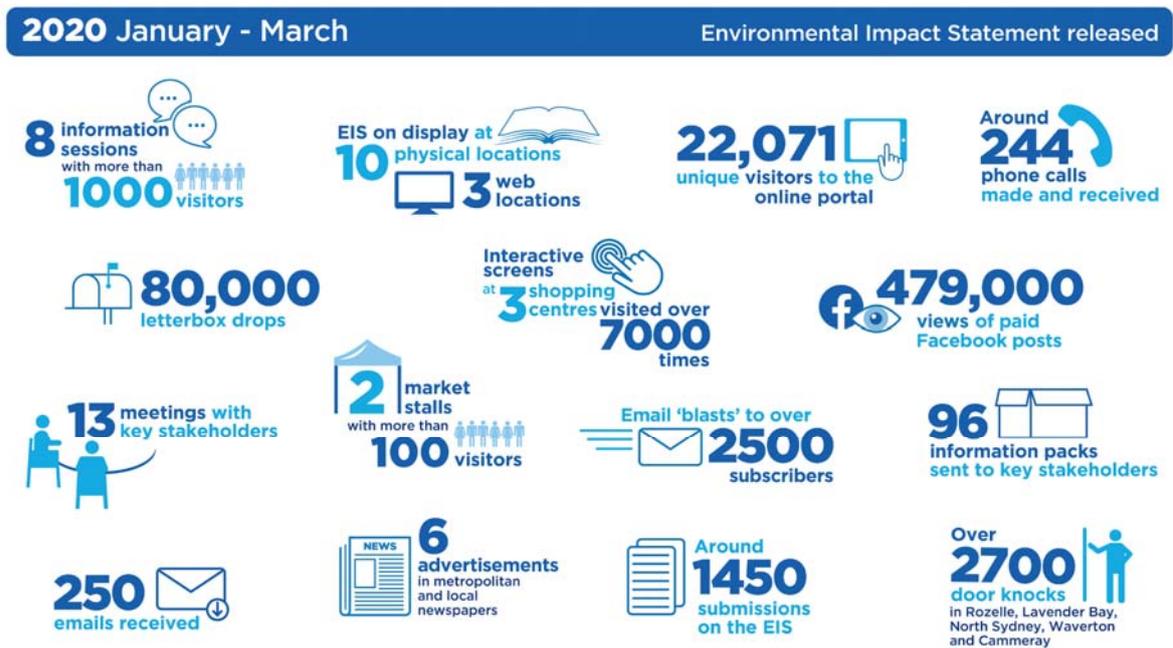


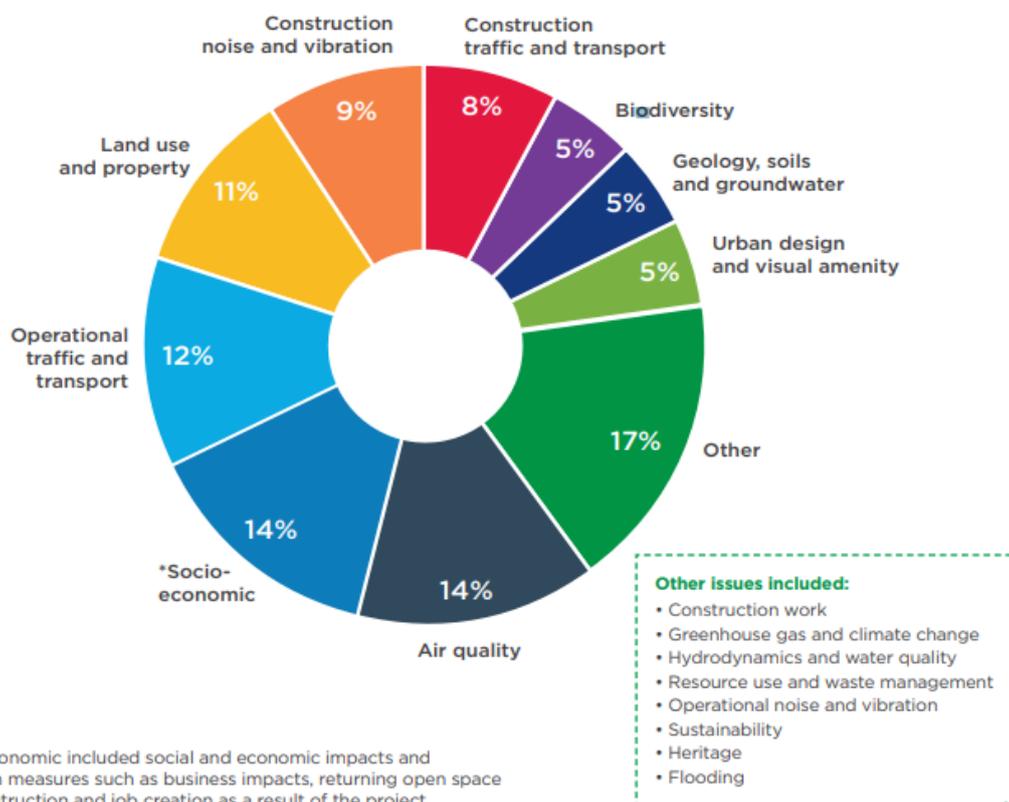
Figure 3. Community engagement – EIS (2020)



7.2 What the community told us

A summary of the key issues raised during the Environmental Impact Statement public exhibition are provided below.

Figure 4. Key environmental issues raised



8 Addressing community concerns

The Project has gained interest and feedback from a diverse range of stakeholders including but not limited to residents, road users, businesses, organisations and community groups. Key messages will be updated as the project develops to maintain consistency in approach and enable all members of the community to receive the most up to date and accurate information.

Based on the feedback received to date, we have extracted some of the key issues and topics which are of interest to the community and provided the key messages in response to these below. We have also extracted some of the key concerns raised about potential impacts during construction and outlined how we propose to mitigate and manage these.

The below list is not exhaustive and we encourage members of the community with key issues or concerns to review the project team's detailed responses provided in the Submissions Report or alternatively to contact the project team.

Table 4. Overarching key messages

Issue/community concerns	Key message
Project need	
Justification for the project	<p>The NSW Government's vision for Sydney is one of an integrated road and public transport network that has higher capacity and gives everyone the freedom to choose how and when they get around, no matter where they live and work.</p> <p>The project will improve journey times for freight, public transport and motorists, and alleviate pressure on some of our city's most critical transport corridors.</p> <p>By creating a western bypass of the Sydney CBD, the Western Harbour Tunnel will provide a safer, more reliable trip as you bypass the Sydney CBD to get to your destination faster.</p>
Why public transport solutions were not considered	<p>The project is part of the NSW Government's vision for Sydney as an integrated road and public transport network, including a strong focus on enabling and supporting public transport. The project will deliver significant public transport benefits. It will:</p> <ul style="list-style-type: none"> • improve public transport on the Sydney Harbour Bridge and Warringah Freeway • improve bus journeys on the ANZAC Bridge • provide opportunities for a new direct connection to North Sydney for an efficient interchange with Sydney Metro • provide a continuous free-flowing southbound bus lane on the Warringah Freeway from Miller Street to the Sydney Harbour Bridge so buses are separated from other traffic. • deliver significant walking and cycling infrastructure upgrades.
Community consultation	
Lack of consultation	<p>Since the release of the concept design in 2017, the proposed reference design in 2018 and the Environment Impact Statement (EIS) in 2020, we have engaged with thousands of people who live and work, in and around the project area. We have listened to better understand concerns and have incorporated feedback and suggestions into the design wherever possible.</p>

Feedback has not been considered	Feedback has helped to refine the project design and make a number of positive changes to the project. During the public exhibition period for the EIS, we received 1459 submissions. Each submission received has been examined individually to understand the concerns raised and responses have been provided in the Submissions Report. A copy of this report can be found at nswroads.work/whtportal . Because of early consultation and previous feedback, no major changes to the project's design were proposed as a result of the submissions received. However, community and stakeholder feedback was used to further refine the project, key activities and mitigation measures.
Construction	
Hours of work	Our construction hours are 7am to 6pm, Monday to Friday, and 8am to 6pm, Saturday. Highly noise intensive work will be limited on Saturdays to between 8am and 1pm. Some specific work will be required outside of these hours at night. Generally no work will take place on Sundays or public holidays.
Night work (out of hours work)	<p>During work to upgrade the Warringah Freeway, the current lane capacity will generally be maintained at peak times to minimise impacts on all road users. To keep the Warringah Freeway moving during the day, and for the safety of workers and the public, there will need to be night work along the Warringah Freeway.</p> <p>An out-of-hours work protocol will be developed in consultation with the DPIE and the NSW Environment Protection Authority, which will be strictly adhered to throughout construction. This protocol will outline appropriate noise management and mitigation measures and include measures such as providing respite, installing temporary noise barriers and staging the work so it is not occurring near the same residents for large amounts of time. We will keep the community and road users up to date on all road closures via notifications, traffic alerts, advertising, electronic message signs, website update and live traffic feeds at www.livetraffic.com.</p>
Treatment and safe disposal of materials	<p>There is a significant body of knowledge and experience available domestically and internationally on successfully excavating in contaminated or sensitive marine environments – including remediation projects. Marine excavation happens regularly in Botany Bay, Sydney Harbour, Newcastle and Port Kembla as part of maintenance and capital works programs. We have engaged suitably qualified experts to identify and where possible implement the best practice methodologies and equipment.</p> <p>To date a significant program of site and service investigations has been completed to inform our designers and environmental scientists developing the design. Our marine ecologists and environmental specialists have worked closely with the constructability team and believe the risk to the marine environment can be managed with the use of current best practice excavation management controls.</p>
Impact of dredging on water quality, recreational activities and marine life	<p>We are committed to protecting the environment and minimising the impacts to water quality, recreation and marine life during construction. We will work closely with recreational users, community groups, cruise traffic, commercial enterprises, water taxis, ferry services, Royal Australian Navy, and other government agencies while we build on the water. Our seabed profiling methodology has been designed to minimise impact on the marine environment and includes the use of a closed environmental bucket to avoid the spread of potentially contaminated material, and the use of silt curtains.</p> <p>Before we start a detailed Construction Environment Management Plan (CEMP) will be developed, this will outline how the project will preserve,</p>

	<p>protect and manage any potential impact to the local environment. The CEMP must be approved by DPIE before we start any major construction work.</p>
Cumulative impacts	<p>The project's Communication and Stakeholder Engagement team will work closely with its counterparts in different divisions and adjacent projects. This is to facilitate the various State Government projects release of information and/or consultation on projects is in collaboration with each other and to reduce consultation and construction fatigue among local communities. At present there are two formal groups consisting of members from other projects. These groups meet regularly to manage potential cumulative impacts. Additional coordination groups would be developed as required and we will continue to work closely with its internal departments.</p>
Air quality	
Air filtration	<p>NSW has some of the most stringent protection standards in the world. The ventilation systems included will continuously, reliably and efficiently meet air quality requirements for tunnel users and communities surrounding the infrastructure. Ventilation outlets are designed and operated to have a very small impact to the existing local air quality.</p> <p>The independent NSW Chief Scientist and Engineer has released a report in relation to road tunnel air quality. The report found emissions from well-designed road tunnels cause a negligible change to surrounding air quality, and as such, there is little to no health benefit for surrounding communities in installing filtration and air treatment systems in such tunnels.</p>
Proximity of ventilation outlets to sensitive receivers	<p>We have carried out a detailed assessment of air quality in consultation with independent specialist agencies including the NSW Environment Protection Authority, Office of the independent NSW Chief Scientist and Engineer, Ministry of Health and the Advisory Committee on Tunnel Air Quality (ACTAQ) to confirm our project will meet regulatory requirements and manage any potential impacts on air quality. Our studies, which are outlined within the EIS, have also shown emissions from the project's ventilation outlets will only have a minimal impact on the surrounding air quality. This impact is negligible and will be generally undetectable.</p> <p>We will continually monitor air quality within the ventilation outlets and tunnel 24 hours a day during operation and use real-time data to confirm we are meeting strict air quality criteria.</p>
Potential for dust, emissions and odours during construction	<p>We know how important it is to protect air quality during construction for your health, and the health of everyone working on site. Construction activities will be carried out under the relevant approval documents, which will include limits relating to air quality, dust and odours. When we are building, we will be monitoring dust around our sites to confirm our methods are allowing us to meet the terms of our environmental approvals and inform us if we need to make changes.</p>
Social amenity	
Impacts to social amenity during construction	<p>We know building a road of this scale and significance does not go without some impacts. Reducing the impacts on the community and our stakeholders is our priority during all phases of the project from planning, development, delivery and operations. We will implement a range of mitigation measures to limit and manage the temporary impacts on businesses and the local community while we work.</p> <p>We will have a community contact system in place during construction, there will be a number of different ways you can contact us and raise</p>

	<p>concerns or make enquiries at any time. This will include a toll free community information line, email and postal address. We will also be working closely with teams from surrounding construction projects and developments to assist in minimising the construction and consultation fatigue and cumulative impacts in your local area. We encourage you to register for email updates, so we can keep you up to date with the latest information and progress.</p>
<p>Managing impacts during construction</p>	<p>We know building a road of this scale and significance does not go without impact. The projects will be constructed and operated in accordance with all relevant approvals and the project team will implement a number of mitigation measures to manage potential impacts.</p> <p>We will have a community contact system in place during construction, so there are a number of different ways you can contact us and raise concerns or enquiries at any time. We will also be working closely with teams from nearby construction projects to help minimise the construction fatigue in your local area.</p>
<p>Traffic and transport</p>	
<p>Projects ability to fix existing congestion</p>	<p>It is important for the Government to invest in State Significant Infrastructure to prepare for future growth. That includes investing in an integrated transport network, which includes public transport and motorways. The increase in harbour crossing capacity and efficiency generated by the project would remove a major bottleneck which currently constrains the road transport capacity between areas north and south of the harbour. The project is forecast to substantially reduce traffic demands and improve travel times on the Sydney Harbour Bridge, Sydney Harbour Tunnel, ANZAC Bridge, and connecting road corridors.</p> <p>Due to a general reduction in traffic and congestion, the project would provide the opportunity for Transport and other stakeholders, such as local councils, to investigate alternative uses for road space or carry out additional surface road improvements.</p>
<p>Rat running</p>	<p>While drivers may choose to avoid tolls, the model we used considered a range of driver behaviours and was adjusted to match the observed patronage on existing toll facilities. Our studies found that as tolling would be equalised across the Western Harbour Tunnel, Sydney Harbour Bridge, and Sydney Harbour Tunnel, there was no real potential for “rat running” toll avoidance in the areas.</p>
<p>Impacts to Rozelle and surrounding areas</p>	<p>When operational, the project would substantially improve vehicle travel times along key traffic routes through Rozelle, resulting from a reduction in traffic demands and patterns with trips using the Western Harbour Tunnel in preference to existing surface routes including City West Link, ANZAC Bridge, and Western Distributor. Average travel speeds through the Rozelle and surrounds area were found to overall improve by up to 60 per cent as a result of the project, despite the increase in demand.</p>
<p>Impacts to areas surrounding the Warringah Freeway</p>	<p>Changed access arrangements, including some restrictions, are proposed to support project design features and network performance. The access restrictions would improve the efficiency and flow of traffic on the Warringah Freeway. This would in turn improve the operation of the connecting road network given that existing queuing and congestion on the freeway frequently flows back and impacts on the surrounding road network. The strategic and operational traffic modelling indicate that the project design including proposed access restrictions would improve traffic conditions for the majority of road transport customers.</p>

<p>Impacts during construction including increased heavy vehicles and changed conditions</p>	<p>Shaping the future of our city is no small task and you may notice some changes to traffic and transport while we are working. We know our work can be disruptive and delays can be frustrating for you and we are committed to reducing our impact wherever we can. We will continue working closely with the Transport for NSW Sydney Coordination Office, Port Authority of NSW, local councils, emergency services and bus operators to work together to minimise traffic and transport impact. We will implement a range of mitigation measures to mitigate and manage our impacts during construction.</p>
<p>Parking during operation</p>	<p>We understand the loss of residential parking is of concern to the community. A lot of the parking impacted during construction of the project would be reinstated or reconfigured when the project is finished. Opportunities to reduce or offset the permanent loss of long stay parking spaces along Alfred Street North will be investigated during further design development.</p>
<p>Noise and vibration</p>	
<p>Noise generated during construction</p>	<p>The project is being built in a densely populated area with a high volume of residential and commercial properties near work sites. Residents who live near work sites are likely to hear construction activities during different phases of the work. The potential noise impact varies depending on the location, type of work being carried out, methodologies implemented and equipment being used. We know our work can be noisy, which is why we will implement a range of mitigation measures to reduce impacts when close to communities.</p>
<p>Noise during operation</p>	<p>Once open to traffic some areas will benefit from less noise due to reduced traffic on the surface and the new noise walls and noise property treatments we will install. We have started delivering operational noise treatment to eligible properties before the project is approved so properties benefit from reduced noise during construction. We are also proactively investigating noise treatment to help reduce the impact of temporary construction noise for residents near our work sites. More information is available in our Noise Insulation Program at nswroads.work/whportal-noise</p>
<p>Vibration</p>	<p>We are sensitive to vibration and can feel vibration at very low levels. This is why the vibration criteria we need to meet during our work to avoid annoyance to you is more stringent than the criteria to prevent damage to your property. We understand there has been a lot of concern about the potential for vibration and settlement when we are tunnelling to cause damage to homes. Our objective is to manage our work so there are no buildings at risk of damage from vibration while we are building our tunnels.</p>
<p>Land use and property</p>	
<p>Loss of open space</p>	<p>The majority of open space used for construction of the project would not be required to operate the project and would be rehabilitated and returned. We will work with councils, communities and stakeholders to deliver high quality open spaces once work is finished. We will continue to look for opportunities to further reduce the impact of our work and return areas to the community as soon as we can during construction.</p>
<p>COVID-19</p>	
<p>COVID-19</p>	<p>With more than 12 million people expected to live in NSW by 2056, we are continuing to invest in and build transport infrastructure to support current and future generations.</p>

	<p>Improvements to road, rail and public transport will ensure our transport network enables easier, faster and safer journeys. That’s why the NSW Government is investing \$107.1 billion in infrastructure over the next four years, including \$72.2 billion for roads and public transport, helping to grow the NSW economy and create tens of thousands of jobs in the process.</p> <p>We always need to strike the right balance between future forecasting and where projects are needed most, but the people of NSW should be assured we are committed to keeping major projects going, even during uncertain times like these.</p> <p>While the pandemic (along with other unprecedented events such as bushfires) presents short to medium-term challenges for Sydney (and NSW more broadly), Beaches Link has been developed with a long-term view to address the challenges Greater Sydney will face over the next 40 years, and to deliver long-lasting benefits for road users, commuters, communities and businesses.</p> <p>As such, the need for this project, and other strategic transport projects, to meet the demands of a growing population and economy remains critical to ensuring the future success of Sydney.</p>
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Table 5. Key mitigation measures to manage impacts during construction

Issue	Mitigation measures proposed
Traffic	
Heavy vehicle movements on local roads Congestion	<ul style="list-style-type: none"> • Working with other transport projects to coordinate work • Minimising construction vehicle movements during peak traffic times • Minimising heavy vehicle movements on local roads • Managing vehicle access to construction sites to maintain pedestrian, cyclist and motorist safety • Using clear signage and line markings to make it easier for customers to navigate around construction sites • Carrying out partial or full road closures outside peak times or during the night where possible • Keeping the community and road users up to date on all road closures via notifications, traffic alerts, advertising, electronic message signs, website update and live traffic feeds at www.livetraffic.com.
Parking	<ul style="list-style-type: none"> • Continuing to investigate opportunities to reduce or offset the permanent loss of parking, particularly the long-stay parking on Alfred Street North • Investigating worker management options and will work towards providing parking solutions for staff during construction. This may include encouraging use of public transport and shuttle buses from offsite parking locations to minimise parking impacts on local streets
Land use and property	
Loss of open space Removal of vegetation	<ul style="list-style-type: none"> • Working with the Department of Planning, Industry and Environment (DPIE) to establish a Berrys Bay consultative group. This group will include representation from key stakeholders, the community and independent experts to support the development of the final layout. Transport will be seeking expressions of interest from community members to participate in the group. This process will be happening in the coming weeks, but the community is encouraged to register for

	<p>updates with the project team if they are interested in being a part of this work with Mr Bruce Mackenzie AM, the original landscape architect of Yurulbin Park, to bring his original vision to life</p> <ul style="list-style-type: none"> • Work with North Sydney Council on the future layout of the Ridge Street North construction site after work is finished • Continue to work closely with Cammeray Golf Club on ways to minimise impact to users of the golf course and to maintain the viability of the golf course during construction and operation. • As part of the M4-M5 Link, the former Rozelle Rail Yards will be developed into a new open green space for the benefit of the community. Part of the Rozelle Rail Yards is proposed to be used as a temporary construction support site for the Western Harbour Tunnel. To provide this new open green space to the community as soon as possible and reduce the potential construction impacts of the project, we are investigating alternative layouts and potential alternative locations for the temporary construction site. This will be finalised during further design development and detailed construction planning. We are also committed to offsetting vegetation removed as part of the project, resulting in no net loss of vegetation.
Air quality	
<p>Dust Emissions from construction vehicles and equipment Odour</p>	<ul style="list-style-type: none"> • Reasonable and feasible dust suppression and/or management measures, including the use of water carts, dust sweepers, sprinklers, dust screens, site exit controls (eg wheel washing systems and rumble grids), stabilisation of exposed areas or stockpiles, and surface treatments • Selection of construction equipment and/or materials handling techniques that minimise the potential for dust generation • Management measures to minimise dust generation during the transfer, handling and on site storage of spoil and construction materials (such as sand, aggregates or fine materials) (eg the covering of vehicle loads) • Adjustment or management of dust generating activities during unfavourable weather conditions, where possible • Minimisation of exposed areas during construction • Management measures for managing unexpected odour generation likely to result in odour impacts at sensitive receivers in the vicinity during the disturbance, handling and storage of potentially odorous materials, including any contingency measures • Internal project communication protocols so that dust-generating activities in the same area are coordinated and mitigated to manage cumulative dust impacts of the project
Noise	
<p>Noise from construction activities Noise from construction vehicles Night work</p>	<ul style="list-style-type: none"> • Identify relevant criteria and management levels in relation to noise and vibration • Identify noise and vibration sensitive receivers and features in the vicinity of the project • Include standard and additional mitigation from the Construction Noise and Vibration Guideline (Roads and Maritime, 2016a) and detail how and when these will be applied in the project • Describe the approach that will be adopted for carrying out location and activity specific construction noise and vibration impact assessments to assist with designing and selecting of the appropriate mitigation and management measures

	<ul style="list-style-type: none"> • Include protocols that will be adopted to manage works required outside standard construction hours • Detail the methodology and approach for managing residual construction noise impacts • Detail the process for managing construction vibration, including heritage structures considering all types of vibration generating works, including blasting • Outline the procedures and approach for noise and vibration monitoring to be carried out to confirm construction noise and vibration levels in relation to noise and vibration management levels • Where feasible and reasonable, detail how construction noise impacts from concurrent or consecutive nearby construction works associated with the project will be managed. The Construction Noise and Vibration Management Plan will be implemented for the duration of construction of the project. • Detailed Construction Noise and Vibration Impact Statements will be carried out for all construction support sites and major construction works required for the project prior to the start of construction. • The Statements will consider the proposed site layouts and noise and vibration generating activities that will take place during all major stages of the construction support site, assess predicted noise and vibration levels against the relevant management levels, and incorporate feasible and reasonable mitigation and management measures in accordance with the requirements of the Interim Construction Noise Guideline (DECC, 2009) and the Construction Noise and Vibration Guideline (Roads and Maritime, 2016a).
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Vibration

<p>Vibration from construction activities</p> <p>Vibration from construction vehicles</p> <p>Night work</p>	<ul style="list-style-type: none"> • Identify relevant criteria and management levels in relation to noise and vibration • Identify noise and vibration sensitive receivers and features in the vicinity of the project • Include standard and additional mitigation from the Construction Noise and Vibration Guideline (Roads and Maritime, 2016a) and detail how and when these will be applied in the project • Describe the approach that will be adopted for carrying out location and activity specific construction noise and vibration impact assessments to assist with designing and selecting of the appropriate mitigation and management measures • Include protocols that will be adopted to manage works required outside standard construction hours • Detail the methodology and approach for managing residual construction noise impacts • Detail the process for managing construction vibration, including heritage structures considering all types of vibration generating works, including blasting • Outline the procedures and approach for noise and vibration monitoring to be carried out to confirm construction noise and vibration levels in relation to noise and vibration management levels • Where feasible and reasonable, detail how construction noise impacts from concurrent or consecutive nearby construction works associated with the project will be managed. The Construction Noise and Vibration Management Plan will be implemented for the duration of construction of the project.
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| | <ul style="list-style-type: none">• Detailed Construction Noise and Vibration Impact Statements (CNVIS) will be carried out for all construction support sites and major construction works required for the project prior to the start of construction.• The Statements will consider the proposed site layouts and noise and vibration generating activities that will take place during all major stages of the construction support site, assess predicted noise and vibration levels against the relevant management levels, and incorporate feasible and reasonable mitigation and management measures in accordance with the requirements of the Interim Construction Noise Guideline (DECC, 2009) and the Construction Noise and Vibration Guideline (Roads and Maritime, 2016a). |
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9 Our approach

Effective, timely and relevant consultation is the key to managing community expectations and perceptions, and minimising the risk for issues to be escalated. We will use a variety of consultation tools and activities to inform and engage the community, stakeholders and our customers about our work as it progresses.

Table 6. Communication tools and activities

Tool/activity	Description	Audience	Frequency/timing	Detail
Planning our engagement				
Community Action Plans	Communication and stakeholder engagement plans will be developed for specific packages of work, activities and issues management.	Internal	Developed and endorsed for use prior to the start of contractor main work	Detailed community action plans will be developed to guide the communications and stakeholder engagement programs for each contractor. These plans will be developed consistent with this CCS and will include but not be limited to stakeholder mapping, process, procedures and protocols for engagement, tools and activities which will be used, roles and responsibilities and a detailed three month look ahead of all upcoming engagement to support construction activities.
Traffic education campaigns	Specific traffic education campaigns will be developed to increase driver awareness of changes and promote safe travel through the worksite.	Internal	Developed and endorsed for use prior to any major traffic changes	Traffic education campaigns will be developed for the Warringah Freeway Upgrade. These campaigns will include a variety of mediums to reach the travelling public including digital tools and site signage. These will be further developed once contract is awarded. These may include detailed engagement plan including digital and print materials proposed, stakeholders to be engaged and methods for measuring success of campaign.
Crisis management plans	Crisis management plans will be developed to clearly outline the process and procedures which	Internal	Developed and endorsed for use prior to	Detailed crisis management plans will be developed by individual contractors in accordance with contractual requirements and as

Tool/activity	Description	Audience	Frequency/timing	Detail
	will be followed in the event of an emergency or crisis.		the start of contractor main work	applicable to the individual scopes of work. The intent of these plans is to ensure the processes and procedures for management of crisis or emergency events are clearly understood and agreed by the project team.
Keeping the community up to date – notifications and communication				
Community updates	Community updates will be distributed to the community and stakeholders to provide a general overview and update of upcoming work and activities.	All	These will be distributed at key project milestones and/or every six months	<p>Content to include information on construction progress, graphics, illustrations, maps and photos. Every update will include project contact details including the project's 24 hour 7 days per week 1800 number, email address, postal address and website address. All Community Updates will be WCAG compliant and include translation services.</p> <p>Distributed via hard copy letterbox drop to notification areas provided in Appendix C. Emailed to the community contacts database at the time of distribution. Available on the website and static locations as required.</p>
Community notifications	Community notifications will be used regularly to distribute information to the community and stakeholders providing for a no surprises approach about upcoming work near them.	<p>All affected residences within a 500 metre radius of work, or as negotiated with Transport.</p> <p>Community members and stakeholder groups assessed as being potentially affected or interested in the</p>	At least five business days before the work, activity or change comes into effect	<p>Content to include or notify about:</p> <ul style="list-style-type: none"> • start of work • start of a new activity which has the potential to impact on the community and stakeholders • out of hours work • changes to access • changes or disruptions to services and utilities • changes to local traffic conditions • changes to pedestrian and cycle ways. <p>Every Community Notification will include project contact details including the project's 24 hour 7 days per week 1800 number, email address, postal address and website address.</p>

Tool/activity	Description	Audience	Frequency/timing	Detail
		activities included in the notification.		All Community Notifications will be WCAG compliant and include translation services. Emailed to localised distribution lists and available on the website and static locations as required.
Work notices	Work notice slips will be prepared and dropped to affected residents prior to work starting near the. These notices are intended as a top up to wider distribution Community Notifications.	Directly affected residents and businesses.	Between five days and 48 hours before the work, activity or change comes into effect.	Work notices are to be DL sized and printed in hard copy. Work notices to be distributed via letter box to directly affected residents and businesses and include notification for upcoming work near them. For example, where site investigations have been notified to the whole distribution area to cover a three month period, work notices are provided to local residents before prior to work starting near them.
Out-of-Hours Works (OOHW) notifications	Community notifications will adhere to the requirements of the project specific CNVMP and implement the OOHW protocol. These protocols have been developed in compliance with CoA E69 and appropriate levels of consultation will be carried out for all OOHW activities.	Local community Directly affected residents and businesses All road users including trucking, freight industry, public transport operators, emergency services	Throughout the Project works, as required	<ul style="list-style-type: none"> • Details of works required outside standard construction hours, including justification of why the activities are required outside standard construction hours • Measures that will be implemented to manage potential impacts associated with works outside standard construction hours • Location and activity specific noise and vibration impact assessment process(es) that will be followed to identify potentially affected receivers, • Clarify potential impacts and select appropriate management measures • Details of the approval process (internal and external) for works proposed outside standard construction hours. • Three-month schedule of the proposed OOHW. The schedule will also be developed with consideration of utilities

Tool/activity	Description	Audience	Frequency/timing	Detail
				<p>relocation/adjustment works to provide appropriate respite in consultation with the community (E83)</p> <ul style="list-style-type: none"> • Consultation with the community at the affected location(s)
Tunnelling/Blasting notification	Tunnelling/blasting notifications will be used to notify affected residents of upcoming tunnelling works near their property.	Residents and businesses along the alignment located within 50 metres of tunnelling/blasting activities	At least five business days before tunnelling/blasting is to occur near that property	<p>Tunnelling/Blasting notifications will include:</p> <ul style="list-style-type: none"> • Nature of work • Location • Hours, dates and duration of tunnelling/blasting activity near the property • Equipment used • Likely and possible impacts • Maps / diagrams <p>Every notification will include project contact details including the project's 24 hour 7 days per week 1800 number, email address, postal address and website address.</p>
Letters	Letters provide an ongoing form of communication with stakeholders and community members. Letters will be used to reply to correspondence, when this is the preferred method of contact or no email address has been provided, and to provide information in smaller targeted consultation activities.	All	As required	Every letter will include project contact details including the project's 24 hour 7 days per week 1800 number, email address, postal address and website address.
Advertising	Print and radio advertisements will be used to notify the wider community about upcoming changes to traffic conditions and	All	Between five and 10 business days before the work, activity or change comes into	<p>Written advertisements to be placed in the following publications:</p> <ul style="list-style-type: none"> • Inner West Courier • North Shore Times

Tool/activity	Description	Audience	Frequency/timing	Detail
	as required under the environmental approvals.		effect, depending on activity	<ul style="list-style-type: none"> • Mosman Daily Radio advertising to be agreed based on impacts and specific activities.
Traffic alerts	Traffic alerts will be used to notify of major traffic changes or disruptions.	Media outlets General public	Released about 48 hours prior to change coming into effect.	Traffic alerts will be issued by the Transport for NSW Media Unit to key media outlets within the project area. Traffic alerts will also be provided to the project team to issue via email or SMS to advise stakeholders of traffic conditions as required.
Media releases	Media releases will be used as a proactive tool to factually address identified issues and generate strategic support for the Project.	All	Prior to major project milestones, public events or consultation and good news stories.	Media releases will be issued by the Transport for NSW Media Unit to key media outlets within the project area. The Media Officer will produce and distribute and project team members are to assist as required.
Door knocking	Doorknocks will be used to facilitate face-to-face interactions with directly impacted resident and businesses, where no phone or email contacts are available or the community members has nominated this as their preferred method of contact.	Directly impacted residents and businesses	Doorknocks to discuss and notify for general work will be carried in the week prior to the activity starting. Doorknocks to notify of emergency work or in an emergency situation are to be carried out as soon as practical.	Targeted doorknocks will be carried out as required and will focus on directly impacted residents and businesses. All doorknocks are to be carried out by at least two project personnel at all times.
Email blasts	Email blasts will be distributed to the project distribution list as required and include project information and copies of collateral distributed.	All registered stakeholders Specific work/activity/area distribution lists	As required, between 5 business days and 48 hours before work starts in an area.	Email blasts including copies of collateral will be sent at all project milestones. Localised email blasts will be sent to pre-determined distribution lists for specific activities. For example all traffic changes will be sent to the traffic and transport distribution list. All out of hours work notifications will be sent to the relevant area distribution list, e.g. Cammeray.

Tool/activity	Description	Audience	Frequency/timing	Detail
Fact sheets	Fact sheets will be developed as needed to explain key parts of the project or specific issues or concerns raised.	All	As required	<p>Examples of the types of topics fact sheets will be developed on include:</p> <ul style="list-style-type: none"> • Managing dust during construction • Managing noise during construction • Managing parking during construction • Managing traffic during construction • Tunnelling • Working on the water. <p>All fact sheets will include translation services and further information about how to get in touch with the team. All fact sheets will be WCAG compliant and include translation services.</p> <p>All fact sheets will include project contact details including the project's 24 hour 7 days per week 1800 number, email address, postal address and website address.</p>
Text messages / SMS	SMS alerts may be used to inform stakeholders about important events or situations. These SMS alerts can be automated or triggered by specific events. SMS alerts may be used to send construction notifications and other time-critical information to all stakeholders in the database who provided mobile numbers.	Registered stakeholders for SMS alerts Specific work/activity/area SMS lists	48 hours before work or activity start. In the event of an emergency or emergency work, as soon as practical.	<p>SMS alerts will be used to provide registered stakeholders with more detailed information about work/activities or when this has been nominated as the preferred method of contact.</p> <p>SMS alerts will be generally used as a top up consultation method to support wider notifications, however, may also be used in the event of an emergency, for emergency work or where this has been nominated by the stakeholder as the preferred method of contact.</p> <p>For instance they will provide specific dates of work when close to individual stakeholder properties</p>
Phone calls	Phone calls will be used to inform stakeholders and community members about upcoming work,	Register stakeholders and	As required, requested or 48 hours before work or activity starts.	Phone calls may be used to inform stakeholders about important events or situations or where stakeholders and or community members have

Tool/activity	Description	Audience	Frequency/timing	Detail
	discuss issues and concerns and provide further information about the project.	community members	May also be used in to notify of emergency work or in emergency situations and would be carried out as soon as practical.	nominated this as their preferred method of contact.
Electronic message signs (VMS)	Permanent and temporary electronic message signs will be used to inform road users and or pedestrians and cyclists of changed traffic conditions.	Road users	As required under the environmental approvals and or contractual requirements.	Electronic message signs (also known as Variable Message Signs) are to be installed and used as required under the relevant environmental approvals or contractual requirements.
Sign posting	Sign posting around affected areas will be used to inform stakeholders of changed traffic, parking, pedestrian and cyclist conditions.	Road users Pedestrians and cyclists Public transport users Community and or residents who use affected parking spaces	As required at least five business days before change coming into effect or as required under the environmental approvals and/or contractual requirements.	Sign posts notifying of changed conditions will be installed before changes are implemented. Wayfinding and directional signage will also be installed to support any temporary detours or temporary changes to public transport.
Boundary screens	Boundary screens will be established around all ancillary facilities which are next to receivers for the duration of construction.	Council Directly adjacent residents Business operators	Installed during ancillary facility establishment and in place for the duration of construction unless otherwise agreed with relevant Council, and affected residents, business operators or landowners.	Boundary screening will be provided in accordance with the requirements of the individual sites and may include hoarding or shade cloth. Branding of the screening will be developed in accordance with Transport's guidelines and include at a minimum, project contact details including phone, email and website address.
Website	The project team will maintain a project website to enable the	All	Website and portal is already and established and live.	All website material must comply with requirements of Web Content Accessibility Guidelines (WCAG) 2.0 Level AA.

Tool/activity	Description	Audience	Frequency/timing	Detail
	wide dissemination of information.		Both will be updated during construction ahead of major milestones, to include notifications of upcoming work and or as required under the environmental approvals.	<p>Website content includes but is not limited to:</p> <ul style="list-style-type: none"> • key project information such as predicted milestones and detailed information about upcoming activities • information for motorists and public transport users, including predicted periods of delay and alternative routes • telephone, email and address details where complaints and inquiries can be registered • background information on the project • relevant reports and documents including environmental investigations and those as required by conditions of approval.
Opportunities for the community to get involved – engagement				
Community forums	Issue or location-based forums will be established to enable discussion with interested community members about key environmental management issues of concern. The purpose of the forums is to provide a mechanism to seek community feedback, input into developing additional mitigation measures, community engagement programs or gauging community sentiment or input into place making.	Community and residents Interest groups Sensitive locations or areas, or where matters need local community input	<p>Forums will be established throughout construction as required.</p> <p>It is anticipated these forums will be reserved for specific topics/issues which require or would benefit from community input, including but not limited to, parking, out of hours work and tunnelling</p> <p>Timing and frequency will be dependent on the matter being addressed and the deliverables of the forum. They will be held at an easy to access location (if</p>	<p>Forums will be established on an as-needed basis and be guided by the level of impact or community and stakeholder interest in a particular topic. Forums will take the form of either community information sessions, online webinars or working groups.</p> <p>Forums focussed on specific environmental issues in development include the Alfred Street North Precinct Working Group and Berrys Bay Community Working Group. Further detail on these working groups is provided below.</p> <p>Terms of engagement for the forums will be established and discussed with participants in order to agree:</p> <ul style="list-style-type: none"> • a clear purpose • duration the forum will be active for • engagement objectives

Tool/activity	Description	Audience	Frequency/timing	Detail
			<p>applicable) and at a time the interested groups and individuals are likely to be available.</p> <p>Regular working groups with representatives of community groups and individuals will also be used to engage on issues on a regular basis. They will be held at an easy to access location, at a time the interested groups and individuals are likely to be available.</p>	<ul style="list-style-type: none"> • anticipated outcomes and forum deliverables and • scope and depth of the engagement. <p>Whether forums are carried out in person or online will depend on health guidelines at the time.</p>
<p>Community information sessions</p>	<p>Community information sessions provide an opportunity to meet with members of the project team, find out more about the project and discuss any issues, concerns or questions.</p>	<p>All</p>	<p>Information sessions will be held quarterly.</p> <p>Additional information sessions will be held ahead of implementation of specific activities including but not limited to tunnelling.</p> <p>In person sessions will run for up to three hours and will be an informal drop-in format. These will be held outside of business hours, to provide community members flexibility to attend at a time which suits them. One session</p>	<p>In addition to scheduled quarterly sessions, information sessions will be held during the public display of the Place, Design and Landscape Plan, the Active Transport Network Review and should a modification to the project approval be required.</p> <p>Whether these are carried out in person or online will depend on health guidelines at the time. Until such time as these are permitted in person, all community information sessions will be run as webinars, please see below for further detail.</p> <p>Online events will be tailored according to the consultation requirements.</p> <p>Attendees will be registered and enabled to provide digital or postage paid feedback. A description of the issues raised will be disseminated via internal project reports.</p>

Tool/activity	Description	Audience	Frequency/timing	Detail
			<p>will be held in each key project location.</p> <p>The sessions will be hosted by project team personnel.</p>	
<p>Staffed pop up displays</p>	<p>Staffed pop up displays provide an opportunity to meet with members of the project team, find out more about the project and discuss any issues, concerns or questions.</p>	<p>Local community and businesses</p>	<p>As required and depending on health guidelines at the time</p>	<p>Staffed pop up displays will be carried out as required and be located according to the purpose of the consultation and the audience of the engagement. For example staffed pop up displays may be carried out in community parks and green spaces ahead of key construction activities such as start of out of hours work.</p> <p>Staffed pop up displays will generally include display materials, collateral for discussion and be staffed by at least three project team members, including at least one technical specialist.</p> <p>The specifics of these will vary depending on health guidelines at the time.</p>
<p>Attendance at markets and events</p>	<p>An ongoing presence at established community markets is proposed, assuming all health guidelines and regulations can be met. These provide a casual atmosphere to engage with members of the community who may not necessarily wish to or be able to attend the formal information sessions.</p>	<p>Local community</p>	<p>Market attendance is proposed around key project milestones, during the display of the Place, Design and Landscape Plan, the Active Transport Network Review, should a modification to the project approval be required and also as deemed required by the project team.</p>	<p>Markets proposed to be attended include but not limited to:</p> <ul style="list-style-type: none"> • Kirribilli Markets • Rozelle Collectors Markets • Balmain Market • Crows Nest markets • Northside Produce Market • Mosman Market • Chatswood Mall Market. <p>This list will be updated and amended accordingly as the project progresses.</p> <p>Markets will generally include display materials, collateral for discussion and distribution and be</p>

Tool/activity	Description	Audience	Frequency/timing	Detail
				<p>staffed by at least three project team members, including at least one technical specialist.</p> <p>The specifics of these will vary depending on health guidelines at the time.</p>
<p>Face-to-face meetings</p>	<p>Face-to-face meetings assist to develop relationships of trust and confidence by listening and responding to people's issues and concerns. They enable focussed, detailed discussion and negotiation and facilitate discussions about private information.</p>	<p>Affected residents and businesses Community members and groups Stakeholders and groups</p>	<p>Face-to-face meetings will be arranged with affected residents and business, stakeholder groups and community members as requested or required.</p>	<p>All face-to-face meetings with external stakeholders and members of the community will be attended by at least two members of the project team.</p> <p>The format of face-to-face meetings will vary depending on the health guidelines at the time.</p>
<p>Berrys Bay Community Working Group</p>	<p>In consultation with DPIE we will establish a Berrys Bay Working Group to engage with the local community on the final rehabilitation of the Berrys Bay site.</p>	<p>Representatives from key agencies Elected local representatives</p>	<p>Group to be established from end 2020. Meetings will be at least 12 times per year.</p>	<p>The Working Group will be governed by a Terms of Reference and Code of Conduct which will be discussed and agreed at the first meeting, which is expected to occur in late April 2021.</p>
<p>Active transport network review group</p>	<p>We will establish an active transport network review group to engage with relevant councils and cycling groups to carry out a review of all transport infrastructure within 500m of the CSSI.</p>	<p>Representative from relevant councils Representatives Bicycle NSW and Bike North</p>	<p>Review group will be established during early work activities. Outcomes of the review will be placed on public display for two weeks within six months of the commencement of main construction activities.</p>	<p>Terms of Reference to be established and review group to be formed. Public display of review to include communications collateral, information sessions and opportunity for feedback. Project team to consider feedback provided by the community during the period and provide a response back to the community outlining how feedback has been addressed. Final outcomes of the review to be made publically available once completed.</p>

Tool/activity	Description	Audience	Frequency/timing	Detail
Traffic and transport liaison group	A traffic and transport liaison group would be established to facilitate the ongoing management of key traffic issues and enable a co-ordinated and consolidated approach.	Representatives from key agencies and stakeholder groups	Group to be established prior to the start of main work Group to meet ahead of key changes proposed and at least four times a year	Terms of Reference to be established and group to be formed prior to major work starting.
Maritime Working Group	A maritime working group would be established to facilitate the ongoing management of maritime traffic and environmental issues during construction.	Representatives from key maritime and environmental stakeholder groups	Group to be established prior to the start of main work on the Western Harbour Tunnel.	Terms of Reference to be established and group to be formed prior to major work starting.
School engagement program	A schools engagement program will be developed by the project team and will be used to engage with primary and or secondary school students.	Primary and or secondary aged school children. Schools engaged would be near to the project alignment.	Program to be established and operational within the first year of the Western Harbour Tunnels construction.	The program will look to engage students either in the construction or engineering disciplines and or provide education about the projects. The program is proposed to be a collaborative effort by all the contractors engaged for the project and would be developed further in consultation with them once engaged.
Community days and events	Community days and events provide an opportunity for the community to be involved in the project.	General community	Timing to be confirmed pending health guidelines.	Events may include family fun days, celebrations of significant project milestones and community walks prior to opening new infrastructure to traffic. Further detail on these events would be developed during construction and in keeping with health guidelines at the time.
Briefings and presentations	Briefings and presentations provide an opportunity for dissemination of information to smaller groups and allow engagement and discussions with smaller groups on key	Key stakeholders Community groups Environmental groups	Ahead of key project milestones and as required.	Briefings and presentations to be developed including detailed information pertinent to the stakeholder or group. The format of these sessions will vary depending on the health guidelines at the time.

Tool/activity	Description	Audience	Frequency/timing	Detail
	topics or at key project milestones.			
Air Quality Community Consultative Committee (AQCCC)	AQCCC will be established for the Project in accordance with MCoA E2.	AQCCC members outlined in the MCoAs	At least four times a year	Detailed information to be confirmed following formation of AQCCC and a Terms of Reference will be developed. The availability of monitoring data will be conveyed to the local community by way of a Community Notification and newspaper advertisement at least one month prior to the commencement of operation.
Community information centre	A community information centre is a display centre which provides an opportunity for the community to drop in and speak with members of the project team and obtain further information on the project.	All	Inclusion of an information centre will be assessed prior to the start of work in keeping with appropriate health guidelines. If established opening times would include: <ul style="list-style-type: none"> • 9am – 5pm Monday to Friday • Not open weekends or public holidays. 	If established, the community information centre will include but not be limited to: <ul style="list-style-type: none"> • Up to date maps of the alignment • Access to relevant latest construction information • Printed collateral • Access to digital tools including TVs for videos and animations and ipads
Site tours	Site tours will be provided for key stakeholders to show construction progress, provide further detail on activities and work and for compliance with relevant approvals.	Government and key stakeholders	As required	Site tours will be facilitated as required to provide access to the site for key stakeholders and regulatory bodies. Tours will be tailored to stakeholder requirements and will be facilitated by the project team and include all relevant safety protocols and procedures.

Tool/activity	Description	Audience	Frequency/timing	Detail
Getting in touch with the team – communication tools				
Community Information Line (24 hour 7 days per week 1800 number)	The 1800 number is an opportunity for members of the community who do not have access to a computer to obtain information about the project and to ask questions.	All	The 1800 number has been established and will be maintained as required by MCoAs or Environment Protection Licence.	The phone number for the project will continue to be 1800 931 189
Email address	A project specific email address has and will continue to be maintained to provide a means for the community to contact the project team and ask questions or make complaints about the project.	All	Transport has established a project specific email address which will be maintained as required by conditions of approval or environmental protection licence.	The email for the project is: whtbl@transport.nsw.gov.au
Customer feedback post box	The postal address will allow stakeholders and the community without the internet to access the team, to maximise reach and inclusivity.	All	Address for the project has been established and will be maintained as required by conditions of approval or environmental protection licence.	The address for the project is: Customer feedback Att: Western Harbour Tunnel and Warringah Freeway Upgrade team Transport for NSW Locked Bag 928 North Sydney NSW 2059
Program website	The website and portal will provide access to digital materials and provide a reference point to obtain further information.	All	Ongoing	Information about the project will be uploaded to the existing project website. The website will be referenced in all communication materials as a source of information and will be updated during the construction phase of the project. All documentation required under MCoA B16 and the approvals will be uploaded to the site. Stakeholders are able to submit enquiries, feedback and comments via contact us feature on the website: nswroads.work/whtbl

Tool/activity	Description	Audience	Frequency/timing	Detail
How the community can learn more – digital tools				
Interactive portal	An online portal has been developed to increase community interaction with and understanding of the project.	All	Ongoing	<p>The interactive portal contains:</p> <p>An interactive map outlining key project features, construction sites, impacts, landmarks and a brief summary of the key outcomes of the EIS for each location along project alignment. The map also includes links to videos, animations and slider images to help community members visualise the project. Users can tailor the information they see by searching for their address or key landmarks to understand the information relevant to that location.</p> <p>The interactive portal will be updated as required as the project moves into construction.</p>
Animations and videos	Educational videos and animated content will be developed to proactively respond to key project issues and help the community understand the construction process, key design elements and key potential issues and impacts.	All	Ahead of key project milestones. Including but not limited around key project milestones, during the display of the Place, Design and Landscape Plan, the Active Transport Network Review, should a modification to the project approval be required and also as deemed required by the project team.	Animations will use simplified visual imagery paired with narrative and graphics to show the step-by-step processes in construction, for instance, turning the complex process of a cut and cover into a piece of communication easily digested by the general public. Videos will also be used to tell the story of the project, helping the public understand its challenges and its benefits. They will utilise expert commentary, photography and artist impressions to contextualise the project. Videos and animations will be kept short in duration, running for approximately one to two minutes. This will engage customers' interest and enable them to be repurposed for use in other engagement tools.
Fly throughs	We have already developed a number of fly throughs (orbitals). These 3D representations again help build context around the project, educating the public	All	Updated during detailed design.	Fly throughs are to be used to draw attention to the new routes that drivers will have available to them and how this may change their current patterns of movement. Fly through will be used to

Tool/activity	Description	Audience	Frequency/timing	Detail
	<p>about how the existing roadways will be modified. These visualisations give the public an up-close virtual experience of the project.</p>			<p>help educate the community and facilitate drivers' early adjustment to the future roadways.</p>
<p>Online community interactive sessions (webinars)</p>	<p>Webinars are a powerful tool for sharing information with the public and engaging directly with them. There are many advantages to webinars. They are highly customisable, allowing us to engage directly with specific community groups and focus in on defined issues.</p>	<p>All</p>	<p>Webinars will be held during key consultation periods including public displays. Additional webinars will be held ahead of implementation of specific activities including but not limited to tunnelling.</p>	<p>Webinars will be used either in lieu of or in addition to community information sessions, in line with the health guidelines at the time. If required they will be held at a minimum during the public display of the Place, Design and Landscape Plan, the Active Transport Network Review and should a modification to the project approval be required. Webinars will also be held on specific environmental issues or topics of interest to the community. Issues based sessions will include but not be limited to sessions on: tunnelling, parking, out of hours work and operational noise treatments.</p>
<p>Social media platforms</p>	<p>Social media platforms are an essential tool of community engagement. We are using platforms such as Facebook, LinkedIn and Instagram enable us to reach a wide array of stakeholders in a timely, cost-effective manner. excitement and buy-in.</p>	<p>All</p>	<p>Use of social media is ongoing and will be used during project milestones and key consultation periods including public displays.</p>	<p>Content can be delivered in a highly targeted way and designed to engage with our customers according to current trends of information consumption. As we progress through construction, social media tool will be essential in providing targeted community groups with relevant information, such as roadwork notifications, as well as in continuing to build the story of the project, illustrate its importance, link viewers to in-depth information or points of contact, and build.</p>

Tool/activity	Description	Audience	Frequency/timing	Detail
Engaging with culturally and linguistically diverse and vulnerable communities				
LOTE, CALD and vulnerable communities engagement	We will facilitate access to information and engagement for all members of the community, including those in LOTE, CALD and vulnerable communities engagement	LOTE, CALD and vulnerable communities engagement	Ongoing	<p>Providing the LOTE, CALD and vulnerable communities in the project area with targeted engagement including:</p> <ul style="list-style-type: none"> • A Translating and Interpreting Service (TIS) for translating all printed and written materials • Advertising to be placed into community language newsletters as appropriate and • Using visual representations including graphics, animations and images wherever possible. <p>We will work closely with local Councils and community groups (like the Sydney Multicultural Centre, in North Sydney and Multicultural NSW (based in Harris Park) to use existing LOTE, CALD and vulnerable community relationships.</p>

10 Overarching communications strategy

The following provides an outline of the key communication milestones proposed and the activities proposed to support. This provides a high level summary only and will be refined, updated and supplemented as the project progresses by the project team and further detail will be provided in the work/project specific CAPs.

Table 7. Overarching communications strategy

Activity	Rationale	Task/details	Responsibility	Timeframe
Getting to know our community survey	Gain detailed information and insight on residents and businesses directly adjacent to the project footprints to assist in proactively mitigating impacts (wherever possible) and inform communications and engagement activities.	Directly adjacent business survey Directly adjacent resident survey Postcard Outcomes report	Project team	Prior to work commencing in the area
Ongoing site investigations including survey, geotechnical and contamination investigations	Notify the community of ongoing site investigations to inform the projects development.	Notification Door knock and/or phone calls Digital tools	Project team	At least business five days before work starts in area
Early work including service and utility relocation	Announce start of services and utilities relocation work as first phase of work, short in duration and low impact	Media release Notification Community Update Door knock and/or phone calls Digital tools	Media team Project team	No less than five business days prior to start of work

Activity	Rationale	Task/details	Responsibility	Timeframe
Out of hours work (OOHW)	Notify residents of upcoming out of hours work including how this may impact them and proposed mitigation measures	Level of consultation will depend on impact and be in accordance with the Out of Hours Work Protocol. Consultation may include: Three monthly notification Fortnightly notification Email/SMS Door knock/phone calls Digital tools Highly noise affected letter and offer of alternative accommodation One-on-one resident meeting Negotiated agreement Email notification to Council, EPA and emergency service providers	Project team	Ongoing No less than five business days before work starts in the area
Start of construction of the Warringah Freeway Upgrade component	Announce commencement of Warringah Freeway Upgrade main work	Media opportunity Notification Community Update Social media platforms Digital tools	Media team Project team	No less than five business days prior to start of work
Traffic changes	Driver education and awareness of changed traffic conditions and delays to journey times	Media release Notification Advertising Signage Social media platforms	Project team Media team	No less than five business days prior to the commencement of the traffic change

Activity	Rationale	Task/details	Responsibility	Timeframe
Active and public transport changes	Education and awareness of changes conditions, new temporary stops and alternative routes	Notification Advertising Signage Social media platforms Digital tools	Project team	No less than five business days prior to the commencement of the change
Place, Design and Landscape Plan	Consult with the community on the proposed Place, Design and Landscape Plan	Media release Notification Information sessions Two week feedback period Advertising Social media platforms Digital tools	Project team Media team	Prior to construction of permanent built work or landscaping that are the subject to the Place, Design and Landscape Plan.
Start of construction of tunnels (tunnels under land)	Announce commencement of land tunnelling for Western Harbour Tunnel	Media opportunity Notification Social media platforms Digital tools	Project team Media team	No less than 14 business days prior to start of construction
Blasting	Notify residents of upcoming blasting	Notification Email/SMS Door knock/phone calls Digital tools One-on-one resident meeting Email notification to Council, EPA and emergency service providers	Project team	No less than five business days prior to the blast will be provided to all residences located within 500 metres of any blast, including an indication of blasting times and a contact name and telephone number.

Activity	Rationale	Task/details	Responsibility	Timeframe
Immersed tube tunnel preparatory work, construction installation, fitout and reinstatement work	Announce commencement of immersed tube tunnel for Western Harbour Tunnel	Media opportunity Notification Social media platforms Digital tools	Project team Media team	No less than 14 business days prior to start of predatory work for immersed tube tunnel
Tunnel fitout and finishing	Announce tunnel fitout and finishing phase	Media release Social media platforms Digital tools	Project team Media team	No less than five business days prior to commencing construction of operational facilities
Construction of operational facilities	Announce commencing construction of operational facilities for the Western Harbour Tunnel tunnelling work	Media opportunity Notification	Project team Media team	No less than five business days prior to commencing construction of operational facilities
Testing and commissioning	Announce construction progress to testing and commissioning for the Western Harbour Tunnel	Media opportunity Social media platforms Digital tools	Project team Media team	No less than five business days prior to testing and commissioning phase
Completion of Warringah Freeway Upgrade	Celebrate completion of Warringah Freeway Upgrade main work	Media opportunity Notification Advertising Project Update Social media platforms Digital tools	Project team Media team Social media team	No less than 14 business days prior to completion of work

Activity	Rationale	Task/details	Responsibility	Timeframe
Completion of the Western Harbour Tunnel	Celebrate the opening of the Western Harbour Tunnel	Media opportunity Notification Advertising Project Update Social media platforms Digital tools	Project team Media team Social media team	No less than 14 business days prior to opening of the tunnel

11 Complaints and issue management

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

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

11.1 Definitions

Complaints can be considered an incident or occurrence identified by a stakeholder as unsatisfactory, incorrect or inappropriate. To maintain equity in complaint handling:

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

Table 8. Enquiries and complaints management overview

Type	Definition	How we will deal with this / what you can expect from us
Complaint	An expression of dissatisfaction made to the project team related to the project works and activities, policies, services, staff members, actions, complaints handling process itself where a response or resolution is explicitly or implicitly expected. As such, complaint handling involves dealing with people who are dissatisfied with: a service they have received, a failure to follow a process or procedure or an improper/ incorrect decision. Note that although complaints may be managed appropriately and resolved, the complainant may not agree with the outcome.	All complaints will be investigated in accordance with the process provided in Figure 5.
Enquiries	Requests for information.	All enquiries will be investigated and responded to, to the best of the ability of the project team.
Feedback during consultation periods	Opinions, comments, expressions of interest or concern about the project received from the public during a period of formal consultation.	Feedback received during a consultation period will be considered as part of the formal process

Type	Definition	How we will deal with this / what you can expect from us
Feedback outside of consultation periods	Opinions, comments, expressions of interest or concern about the project works and activities.	All feedback will be considered, noted and filed.

11.2 Managing expectations when resolving complaints

The below outlines what the community can expect from the project team during complaints management.

Figure 5. Managing expectations when resolving complaints



11.3 Tools for enquiries and complaints

In accordance with MCoA B8 and B15 we will maintain and operate the following tools for receiving complaints from the community and stakeholders.

Table 9. Tools for receiving complaints

Tools	Purpose	Detail
Community Information Line (24 hour 7 days a week)	The 1800 telephone number will enable stakeholders and the community to have a means to access the project team 24 hours and day, 7 days a week. The 1800 number will be monitored at all times when work is being carried out. When work is not being carried out, facilities are provided for a message to be left and the project team will respond once work recommences onsite. All communication materials will include the community information line number	1800 931 189
Email address	The email address will allow stakeholders and the community to have access to project team. All communication materials will include the email address	whtbl@transport.nsw.gov.au
Customer feedback post box	The postal address will allow stakeholders and the community without the internet to access the team, to maximise reach and inclusivity. All communication material will include the customer feedback postal address	Customer feedback Transport for NSW Locked Bag 928 North Sydney NSW 2059
Website	In addition to being a tool for the dissemination of information, the portal will also have a feedback mechanism, which will allow interested stakeholder to write to the team, as questions and sign up for future correspondence.	nswroads.work/whtbl

11.4 Complaints and enquiries database

In accordance with MCoA B9, the database Consultation Manager will be used to track the recording, investigation and handling of all community and stakeholder enquiries and matters raised, from the time of contract award. This database will be operational prior to construction commencing and the data available for a period of at least 12 months after the date of construction completion.

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

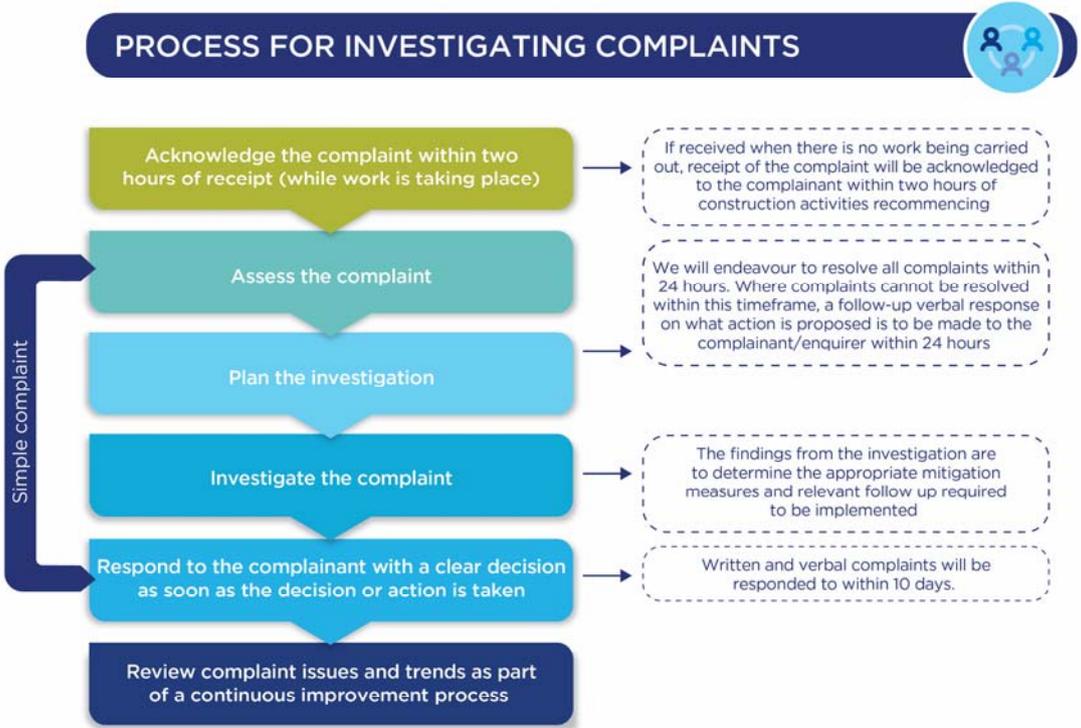
- Date and time of complaint/enquiry
- The method by which the complaint was made (telephone, letter, email, meeting, etc.)
- Name, address, contact telephone number of complainant/enquirer (if no such details were provided, a note to that effect) and the complainants permission to provide their personal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

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

11.5 Responding to complaints

We will investigate each complaint received by the project team. We will use the following process to investigate complaints.

Figure 6. Complaint process



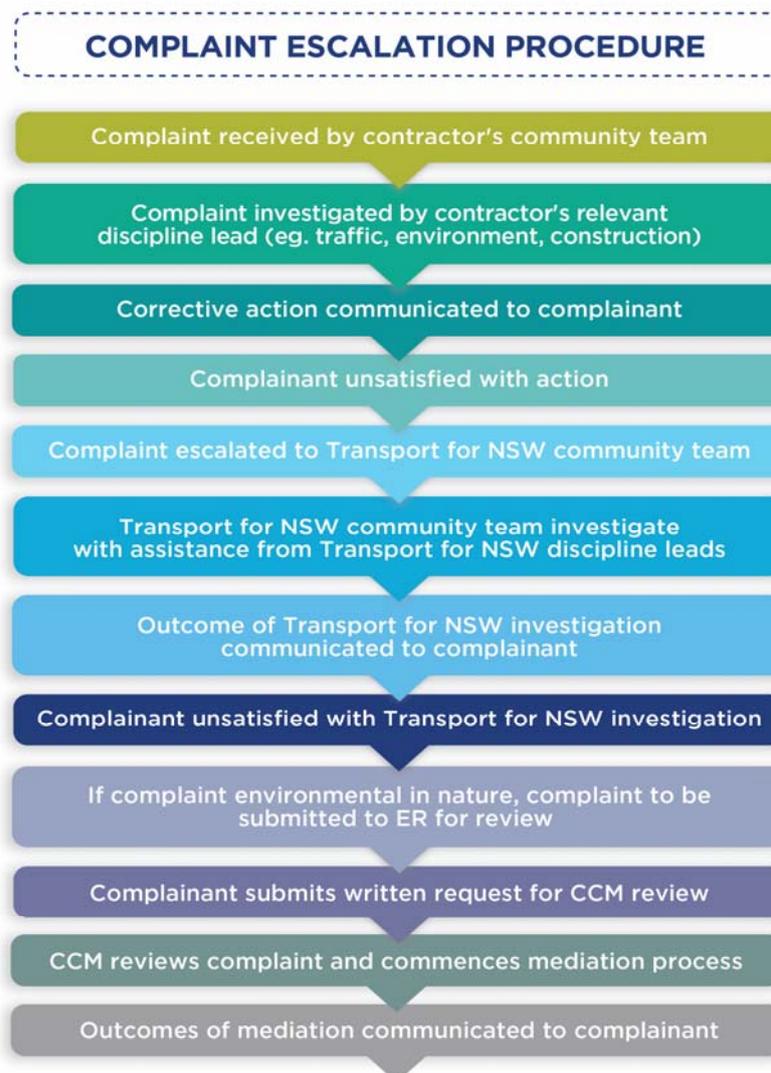
11.6 Complaint escalation procedure

Every effort will be made to promptly resolve complaints with fairness and respect. Complaints will initially be managed by the relevant Contractor communication and stakeholder engagement team, however there may be instances where a complaint cannot be resolved to the satisfaction of the stakeholder.

In these cases, the complaint will be escalated in accordance with the procedure detailed in Figure 7 which involves internal reviews of evidence, processes and outcomes. In the event a complaint remains unsatisfied following the internal review, the complainant would be advised of alternative forms of recourse available to them including referral to the Community Complaints Mediator (CCM). A matter can also be referred to the CCM by Transport or the relevant Contractor team. Further detail on the roles of the Environmental Representative and the Community Complaints Mediator are provided below.

Complaints or unresolved disputes arising from potential and / or actual property impacts are not subject to this escalation procedure and instead will be managed according to the process outlined in Section 13.1.

Figure 7. Complaint escalation procedure



11.7 Escalation process tools

A number of tasks and activities will be completed by the Transport team during the complaint escalation process.

11.7.1 Internal review of complaint

A member of the Transport communications and engagement team will contact the stakeholder via a phone call or email to clarify the issues relating to the original complaint and why the complainant has expressed dissatisfaction with the response to the complaint, the way the complaint was managed or the corrective action proposed by the project team.

11.7.2 Internal review of evidence

Transport will review evidence from the initial investigation e.g. heavy vehicle GPS records, monitoring results, design drawings, shift diary entries.

11.7.3 Confirmation of scope

Transport will confirm the complaint relates to work undertaken to deliver the project or is within the project's scope and Minister's Conditions of Approval.

Where the stakeholder has requested additional action be taken or a change be made and this was previously refused, Transport will reconfirm that the additional action / change cannot occur, e.g. change to design or construction methodology.

11.7.4 Review of internal processes

Transport will confirm that the complaint management procedure in this CCS has been implemented during the initial investigation of the complaint.

11.7.5 Response to stakeholder or community member

The findings of the internal review will be communicated to the complainant within five (5) business days, or a timeframe agreed by the stakeholder and Transport. The response will include details of the facts gathered and any action(s) taken (e.g. changes to work methods, equipment, onsite controls or work times).

11.8 Environmental Representative

Where a complainant expresses dissatisfaction with the management or outcome of a Transport for NSW internal review of an environmental complaint, the complaint will be referred to the ER for review.

The ER will carry out an assessment in consultation with the project team to determine whether the original complaint and subsequent dissatisfaction is reasonable. Complaints confirmed by the ER as being reasonable will be referred to the CCM for possible mediation.

Complaints determined by the ER to be unreasonable would also be subject to review by the CCM. Should both representatives consider the complaint unreasonable, the complaint would be managed in accordance with the guidelines stipulated in the NSW Ombudsman, 2012, Managing Unreasonable Complainant Conduct Practice Manual.

In addition to the above, the Environmental Representative may also be requested by the Department of Planning, Industry and Environment to assist the Department in the resolution of community complaints in accordance with Condition of Approval A24 (g).

11.9 Unresolvable complaints

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

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

At this point the complainant would be advised of alternative forms of recourse available to them including the Community Complaints Mediator (CCM). Complaints or unresolved disputes arising from potential and / or actual property impacts would be managed according to the process outlined in Section 13.1.

Requests for review by the CCM can be made by any stakeholder and must be submitted in writing. Referral to the CCM can also be made by Transport.

11.10 Community Complaints Mediator

The project team will appoint a Community Complaints Mediator (CCM) in accordance with MCoA B11-B14. The CCM is independent of the design and construction personnel and approved by the Planning Secretary and engaged during all works associated with the Western Harbour Tunnel and Warringah Freeway Upgrade projects. Given the shared stakeholders, a single CCM will be engaged.

Any member of the public who has lodged a complaint which is registered in the Complaints Management System identified in MCoA B7 may ask the CCM to review the project team's response. The application must be submitted in writing and the CCM must respond within 28 days of the request being made or a specified timeframe agreed between the CCM and the complainant. The CCM may only address the complaint on completion of the internal review by Transport for NSW and ER (where applicable).

In addition to the above, the CCM may be requested by the Environment Protection Authority or Department of Planning, Industry and Environment to assist in the resolution of community complaints. A complaint can also be referred to the CCM by Transport or a relevant Contractor team.

Referral to the CCM may result in a mediation process led by the CCM. Mediation is a formal process through which a mediator facilitates a negotiation and equitable solution agreeable to all parties.

The decision to mediate would be made in accordance with the MCoAs and the CCS complaints escalation process and be at the discretion of the complainant. The mediation would:

- Be undertaken at a location agreed by all parties
- Review the escalation procedure to refine and set the objectives for mediation meeting(s)
- Have a set number of meetings determined by Transport for NSW in consultation with the stakeholder
- Involve the Environmental Representative (where applicable), project team Managers / Directors, as relevant to the issues being considered
- Be appropriately documented
- Have the aim of reaching an agreed outcome.

The CCM will not be available for consideration of issues such as property acquisition, where clear government policy and or other dispute or resolution processes are available.

11.11 Managing unreasonable complainant conduct

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

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

12 Reporting

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

- Meet legislative requirements
- Track trending issues
- Look for opportunities to further reduce the impact on the community and key stakeholders, and
- Improve the quality of communications and engagement.

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

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

Copies of the Complaints Register will be provided to DPIE and the EPA upon request. The Complaints Register will be compliant with MCoA B9 and include a summary of total number of complaints received in the period and overarching statistics including:

- The date and time of the complaint
- The method by which the complaint was made
- Nature of the complaint
- The name, address and contact details of the complainant, if provided
- Means by which the complaint was addressed and whether resolution was reached, with or without mediation, and
- If no action was taken, the reason(s) why no action was taken.

The following Privacy Statement will be uploaded to the Project website to address the requirement in MCoA B9 that complainants be advised that the Complaints Register may be forwarded to Government agencies, including the Department of Planning, Industry and Environment and Environment Protection Authority, to allow them to undertake their regulatory duties. The complainant will be made aware of the Privacy Statement for any complaints made in person.

PRIVACY STATEMENT: Transport for NSW (“we”) are collecting your personal information in connection with public consultation on the Western Harbour Tunnel, Warringah Freeway Upgrade and Beaches Link projects (“the Program”). We will retain and use this information for consultation purposes, including communications and analysis in connection with the Program.

We may share your submission or complaint with another NSW government agency where relevant having regard to the nature of the submission or complaint. Otherwise, except for anonymous information which does not identify you, we will not publish or disclose your personal information to any third parties without your consent unless authorised by law.

Providing your personal information is voluntary but if you do not provide it we may not include you on our stakeholder database and you might miss further consultation opportunities.

Your personal information will be held and managed by Transport for NSW in accordance with the Privacy and Personal Information Protection Act 1998 and you can contact us to access or correct it. Please email us at whtbl@transport.nsw.gov.au, write to us at Transport for NSW, Locked Bag 928, North Sydney NSW 2059, or call us on 1800 931 189.

The below table outlines the frequency and detail of complaints reporting proposed to these agencies.

Table 10. Proposed reporting to agencies

Agency	Frequency	Detail included
DPIE	Monthly	Register to include full list of all complaints received during the period.
EPA	Monthly	Register to include environmental complaints only received during the period.
EPA	Daily	Details of all complaints received in relation to construction activities regulated by the Environmental Protection Licence authorising the early works stages of the Project.

13 Other Requirements

13.1 Property Surveys and Issues Rectification

The Contractor will offer and undertake pre- and post-construction property condition surveys on the current condition of surface and sub-surface structures identified as at risk from settlement or vibration by the geotechnical model described in CoA E102 and the CNVIS required by Condition E75.

Transport will establish an Independent Property Impact Assessment Panel (IPIAP), comprising of geotechnical and engineering experts independent of Transport and its design and construct delivery teams. The panel will be responsible for independently reviewing Condition Survey Reports undertaken under CoA E107 and E108, the resolution of property damage disputes and the establishment of ongoing settlement and vibration monitoring requirements. Either the property owner or the Project may refer unresolved disputes arising from potential and / or actual property impacts to the Panel for resolution.

13.2 Installation of Acoustic Treatments

Transport has implemented a Noise Insulation Program (E84) which outlines the criteria and process for delivering noise treatment to affected properties as part of the project. It includes a list of buildings which have been identified for consideration of noise treatment to reduce the impact of construction or operational noise. The list is subject to change as part of our ongoing design and environmental assessment process.

14 Evaluation

14.1 Community Action Plans

Contractors will carry out surveys/audits, as appropriate, every six months to evaluate the effectiveness of the stakeholder and community engagement activities over time, level of understanding of the material, awareness of the Project and other key indicators described in the Community Action Plans.

The completed surveys and an analysis of the results will be provided to Transport for consideration as part of the overall effectiveness of both the CAPs and CCS. The results of these evaluations, along with other performance indicators, such as complaints, quality, customer satisfaction and responsiveness to issues and complaints will be assessed by the project team and Transport at this time or as required. The Contractor will update and revise the Community Action Plan to reflect any outcomes or learnings from these surveys/audits.

14.2 Community Communication Strategy

The success of this CCS will be continually evaluated during construction and into operation. The project team will modify processes and communication channels to accommodate any feedback received or issues identified in the monitoring process and during the evaluation of the CAPs.

Evaluation of the performance and effectiveness of the CCS will be carried out every six months concurrently with the CAPs. The evaluation will be carried out by Transport and include liaison with other relevant members of the project team.

Should the CCS need to be modified as the result of the outcomes of these reviews it will be submitted to the Planning Secretary for review by Transport.

Appendix A Other CoA and Revised Environmental Management Measures

Other Conditions of Approval and Revised Environmental Management Measures relevant to this Strategy are summarised in the table below. For full conditions please see MCoAs.

Table 11. Ministers Conditions of Approval – additional items including stakeholder and community obligations

MCoA reference	Community and stakeholder engagement obligations	CCS reference
A20	Boundary screening must be erected between ancillary facilities and are adjacent to sensitive land uses for the duration of the ancillary facility is in use unless otherwise agreed with relevant affected residents, business operators or landowners. All Boundary screening must minimise visual impacts on adjacent sensitive land uses	Section 9
A28	The Proponent must provide the ER with all documentation requested by the ER in order for the ER to perform their functions specified in Condition A27 (including preparation of the ER monthly report), as well as: the complaints register (to be provided on a weekly basis or as requested)	Section 11
E2	Air Quality Community Consultative Committee Prior to finalising the detailed design of the CSSI and establishing the ambient air quality monitoring stations required under Condition E26 the Proponent must establish an Air Quality Community Consultative Committee (AQCCC) to provide advice prior to and during operation.	Section 9
E65	A detailed land use survey must be undertaken to confirm sensitive land use(s) (including critical working areas such as operating theatres and precision laboratories) potentially exposed to construction noise and vibration, construction ground-borne noise and operational noise. The survey may be undertaken on a progressive basis but must be undertaken in any one area before the commencement of work which generate construction or operational noise, vibration or ground-borne noise in that area. The results of the survey must be included in the Noise and Vibration CEMP Sub-plan required by Condition C4.	Section 10 Information regarding sensitive receiver requirements will be identified during the “Getting to know the community” survey.
E69	Out-Of-Hours Work Protocol – Works Not Subject to an EPL An Out-of-Hours Work Protocol must be prepared to identify a process for the consideration, management and approval of work which are outside the hours defined in Condition E66, and that are not subject to an EPL. The Protocol must be approved by the Planning Secretary before commencement of the Out-of-Hours Work. The Protocol must be prepared in consultation with the ER, AA and EPA.	Section 9
E76	Owners and occupiers of properties at risk of exceeding the screening criteria for cosmetic damage must be notified before work that generate vibration commences in the vicinity of those properties. If the potential exceedance is to occur more than once or extend over a period of 24 hours, owners and occupiers	Section 9

MCoA reference	Community and stakeholder engagement obligations	CCS reference
	are to be provided a schedule of potential exceedances on a monthly basis for the duration of the potential exceedances, unless otherwise agreed by the owner and occupier. These properties must be identified and considered in the Noise and Vibration CEMP Sub-plan required by Condition C4 and the Community Communication Strategy required by Condition B1.	
E83	<p>Out-of-Hours Works – Community Consultation on Respite</p> <p>In order to undertake out-of-hours work under Condition E66, the Proponent must identify appropriate respite periods for the out-of-hours work in consultation with the community at each affected location on a regular basis. This consultation must include (but not be limited to) providing the community with:</p> <ol style="list-style-type: none"> a progressive schedule for periods no less than three months, of likely out-of-hours work; a description of the potential work, location and duration of the out-of-hours work; the noise characteristics and likely noise levels of the work; and likely mitigation and management measures which aim to achieve the relevant noise management level (including the circumstances of when respite or relocation offers will be available and details about how the affected community can access these offers). <p>The outcomes of the community consultation, the identified respite periods and the scheduling of the likely Out-of-Hours work must be provided to the AA, ER, EPA and the Planning Secretary.</p> <p><i>Note: Respite periods can be any combination of days or hours where out-of-hours work would not be more than 5 dB(A) above the rating background noise level at any residence.</i></p>	<p>Consultation on out of hours work will be included in the “Getting to know the community” survey. Section 10.</p> <p>Appendix B – OOHW Communication Framework</p>
E84	<p>Warringah Freeway Upgrade – Noise Mitigation Measures</p> <p>The Proponent must implement the Noise Insulation Program (NIP) developed for the Warringah Freeway Upgrade works. Should the NIP be progressively updated, the updated version must be provided to the Planning Secretary for information.</p>	Section 13
E85	Landowners whose residential properties are eligible to receive at-property treatment must be advised of the range of options that can be installed at or in their property and given a choice as to which of these they agree to have installed.	Section 13
E86	The offer for at-property treatment or the application of other noise and vibration mitigation measures does not expire until the out-of-hours work affecting that property are completed, even if the landowner initially refuses the offer.	Section 13
E87	The implementation of at-property treatment does not preclude the application of other noise and vibration mitigation and management measures including temporary and long term accommodation.	Section 13
E107	The Proponent must offer pre-construction surveys and must undertake and prepare Pre-construction Condition Survey	Section 13 and Appendix F

MCoA reference	Community and stakeholder engagement obligations	CCS reference
	<p>Reports where the offer is accepted, on the current condition of surface and sub-surface structures identified as at risk from settlement or vibration by the geotechnical model described in Condition 102 or and the CNVIS required by Condition E75 or as directed by the IPIAP established under Condition E111. The Pre-construction Condition Survey Reports must be prepared by a suitably qualified and experienced person(s) and must be provided to the owners of the surface and sub-surface structures for review prior to the commencement of potentially impacting works.</p>	
E108	<p>Where pre-construction surveys have been undertaken in accordance with Condition 107, subsequent post-construction surveys must be undertaken to assess damage to the surface and sub-surface structures that may have resulted from construction within three (3) months of the landowner(s) request.</p>	Section 13
E109	<p>The results of the post-construction surveys undertaken under Condition 108 must be documented in Post-construction Condition Survey Reports for each surface and sub-surface structure surveyed. The Post-construction Condition Survey Reports must be prepared by a suitably qualified and experienced person(s). Copies of the Post-construction Condition Survey Reports must be provided to the owner(s) of the structures surveyed no later than four months following the completion of construction activities that have the potential to impact on the subject surface / subsurface structure.</p>	Section 13
E110	<p>Where damage has been determined to occur as a result of the project, the Proponent must carry out rectification at its expense and to the reasonable requirements of the surface and sub-surface structure owner(s) within 12 months of completion of construction unless another timeframe is agreed with the owner of the affected surface or sub-surface structure.</p>	Section 13
E111	<p>The Proponent must establish an IPIAP before works that have the potential to result in property impacts commence. The IPIAP must comprise geotechnical and engineering experts independent of the design and construction team. The IPIAP will be responsible for independently reviewing Pre- and Post-construction Condition Survey Report templates prepared under Conditions E107 and E109, any Pre- and Post-construction Condition Survey Reports where there is a dispute, and the resolution of property damage disputes, and the establishment of ongoing settlement and vibration monitoring requirements. The Planning Secretary must be notified of the members of the IPIAP prior to the commencement of any works which may potentially result in property impacts.</p> <p>Either the affected owner or the Proponent may refer unresolved disputes arising from potential and/or actual property impacts to the IPIAP for resolution. All costs incurred in establishing and implementing the IPIAP must be borne by the Proponent regardless of which party makes a referral to the IPIAP. The findings and recommendations of the IPIAP are final and binding on the Proponent.</p>	Section 13

MCoA reference	Community and stakeholder engagement obligations	CCS reference
E138	Safe pedestrian and cyclist access must be maintained around work sites during construction. In circumstances where pedestrian and cyclist access is restricted or removed due to construction activities, a proximate alternative route which complies with relevant standards, unless otherwise endorsed by an independent, appropriately qualified and experienced person, must be provided (including signposting) prior to the restriction or removal of the impacted access.	Section 10
E140	A Construction Parking and Access Strategy must be prepared to identify and mitigate impacts resulting from on- and off-street parking changes during construction of the CSSI.	Document to be prepared by technical team. Communications and stakeholder engagement to provide input and feedback from the community.
E141	During construction, all reasonably practicable measures must be implemented to maintain pedestrian and vehicular access to, and parking in the vicinity of, businesses and affected properties. Disruptions are to be avoided, and where avoidance is not possible, minimised. Where disruption cannot be minimised, alternative pedestrian and vehicular access, and parking arrangements must be developed in consultation with affected businesses and implemented prior to the disruption. Adequate signage and directions to businesses must be provided prior to, and for the duration of, any disruption.	Any changes to access would be carried out in consultation with the affected residents. Information regarding business requirements will be identified during the business "Getting to know the community" survey.
E149	Where bus stops are required to be temporarily closed or relocated, such closure must not occur until relocated bus stops are functioning, have similar capacity and amenity and are relocated within a 400 metre walking distance of the existing bus stop. Closures and relocation of bus stops during construction must be undertaken in consultation with relevant council(s). Wayfinding signage must be provided directing commuters to adjacent or relocated bus stops. Footpaths and (where required) road crossing facilities must be provided to any relocated bus stops such that accessibility and safety standards are met.	Section 10
E178	The Place, Design and Landscape Plan must be prepared by a suitably qualified and experienced person in consultation with relevant councils, the community and affected landowners and businesses.	Section 10
E195	<p>Active Transport Network</p> <p>An Active Transport Network Review must be prepared in consultation with relevant Councils, Bicycle NSW and Bike North. The Active Transport Network Review must review active transport infrastructure within at least 500m of the Warringah Freeway corridor component of the CSSI and include:</p> <p>(a) an analysis of the existing cycling network within and in the vicinity of the project corridor, including the identification of routes between existing and potential trip generators;</p>	Section 9

MCoA reference	Community and stakeholder engagement obligations	CCS reference
	<ul style="list-style-type: none"> (b) an analysis of existing and expected patronage levels of current and proposed routes; (c) identification of capacity constraints or missing links in the existing and proposed networks, including consideration of both State and Council cycling strategies and maps (including draft strategies) and expected demand; (d) a calculation of pedestrian crowding and the suitability of shared facilities; and (e) a list of recommendations and the timeframes for implementation to address the findings of (a), (b), (c) and (d) above. <p>The Review must be provided to the Planning Secretary and made publicly available for approval within 12 months of commencement of construction.</p>	

Appendix B Out of Hours Work (OOHW) Communication Framework

1 Purpose and objectives

This OOHW framework outlines community consultation and communication activities that are needed to facilitate out of hours work (OOHW). This protocol is intended to provide relevant, timely and effective communication practices across the Project, minimise the potential for consultation fatigue and provide consistency in approaches across multiple contractors.

A suite of communication tools and activities will be implemented to provide clear, effective and timely information about OOHW to noise affected receivers and key stakeholders, depending on the nature of work proposed, likely impacts and mitigation measures.

This framework is a resource for the project team, designed for regular updates by the Communications and Stakeholder Engagement Team and is an appendix to the Community Communications Strategy (CCS) for the Project.

The framework constitutes part of the Scope of Works and Technical Criteria and outlines the minimum requirements the Contractor must consider in fulfilling its obligations when conducting OOHW. It is expected that Contractors will develop their own out of hours work strategy, policy or procedure in accordance with this framework.

The framework should be read in conjunction with the:

- Minister's Conditions of Approval (MCoA)
- WHT & WFU Community Consultation Strategy (CCS)
- (Contractor Specific) Construction Noise & Vibration Management Plan (CNVMP)
- WHT & WFU Noise Insulation Program (NIP)

All OOHW requirements in the above documents must be satisfied. If there are requirements which are mutually exclusive, then the requirement which delivers the greatest level of service, or is of the highest standard, will apply.

2 Community engagement

2.1 Notification requirements and objectives

There will be times throughout the Project when activities will take place outside the approved construction hours of 7am to 6pm Mondays to Fridays and 8am to 6pm Saturdays. This work is defined as out of hours work (OOHW) and it is generally divided into two periods of sensitivity – evenings (6pm to 10pm) and night-time (10pm to 7am).

OOHW may be undertaken for several reasons, including but not limited to, safety or emergency reasons, access reasons, including restrictions on a road occupancy licence (ROL), in accordance with an agreement negotiated with directly affected residents, or as a prescribed activity defined in the MCoA.

The Environment Protection Licence (EPL) and MCoA detail the minimum requirements for community consultation and notification for OOHW. Those engagement activities should be delivered as part of a coordinated communication package which is planned and tailored according to the predicted impacts of the proposed OOHW and resident communication preferences. This approach will continue to keep the community and potentially impacted residents appropriately informed regarding OOHW activities but not fatigued by project information and requests. Further guidance on developing an OOHW communication package is outlined below.

2.2 Communication tools and activities

The following table outlines the timing, tools and activities that should be considered when communicating about OOHW. The table specifies minimum requirements only and can be supplemented by innovative solutions developed by the Contractor in consultation with stakeholders and Transport for NSW. Proposals will need to meet the communication objectives of this framework and aim to optimise stakeholders' experience regarding OOHW consultation. All activities should be consistent with the measures and approach outlined in the CCS.

OOHW communication tools and activities will be reviewed regularly as part of the Project's commitment to continuous improvement. Refer to Section 5 framework review for more information.

Updates and notifications referenced in the table are to be made available on the Project website and delivered to residents per their nominated communication preference (e.g., email, SMS, letterbox drop). The below notification timeframes will apply unless otherwise agreed with Transport.

Table 1. OOHW Communication tools, activities and timelines

Activity	Purpose	Timing	Audience
OOHW notification (hardcopy letterbox drop / emailed to the community contacts database) refer to Appendix B1 for example	Provide overarching community notification about upcoming OOHW to rationalise more frequent notifications and minimise risk of consultation fatigue.	Every 3 months	OOHW Category A – D Key stakeholders including local councils and emergency services*
OOHW notice (email/SMS/phone call or DL flyer if no contact details available) refer to Appendix B2 for example	Reminder to potentially noise affected residents of the start of OOHW. The notice operates as a 'top up' to the previously distributed OOHW notification.	Minimum 5 business days before OOHW	OOHW Category B – D Key stakeholders including local councils and emergency services*
Negotiated Agreement	Obtain agreement to carry out OOHW.	As required	OOHW Category B - D
Alternative accommodation (AA) letter of offer	Offer alternative accommodation (AA) to highly noise affected residents.	Minimum 5 business days before OOHW	OOHW Category D
SMS/email/call	Reminder to potentially noise affected residents of planned OOHW.	No less than 48 hours before OOHW	OOHW Category C - D
Website update	List active OOHW.	As required	OOHW Category A - D
Phone calls	Provide personalised contact and tailored advice about OOHW to potentially noise affected residents and opportunity	As required	OOHW Category D

Activity	Purpose	Timing	Audience
	to comment on specific needs.		
One-on-one meetings	Provide personalised contact and tailored advice about OOHW to potentially noise affected residents and opportunity to comment on specific needs.	As required	OOHW Category C - D

Notes

1. * Subject to consultation with key stakeholders

2. Category	Noise level	Receiver perception
A	< 5dBA above NML	Noticeable
B	5-15 dBA above NML	Clearly audible
C	15-25 dBA above NML	Moderately intrusive
D	> 25 dBA above NML	Highly intrusive

The above tools and activities should be supplemented by traffic alerts, advertising, electronic variable message signs and live traffic feeds at www.livetraffic.com as appropriate.

Guidance about the content of OOHW notifications, work notices and Negotiated Agreements are included below.

2.2.1 OOHW notification

An OOHW notification will be developed on a regular schedule to inform the community of upcoming OOHW, including associated traffic changes and respite periods (refer to section 2.4 for more information). This 'look ahead' will be used in conjunction with OOHW notices to ensure information is subsequently targeted to potentially noise affected residents.

The notification is to include the following details, as well as being compliant with Web Content Accessibility Guidelines (WCAG) and include translation services:

- A progressive schedule, for periods no less than three months, of likely OOHW
- A plain English description of the potential work, location and duration of the OOHW including equipment used, traffic and pedestrian changes
- The expected noise impact of the works on noise sensitive receivers, including noise characteristics and likely noise levels
- The reason that the work is required to be undertaken outside standard construction hours
- A diagram that clearly identifies the location of the proposed works in relation to nearby cross streets and local landmarks
- Relevant time restrictions that apply to the proposed works
- Mitigation and management measures that will be implemented to manage potential impacts associated with work outside standard construction hours (including the circumstances of when respite or relocation offers will be available and details about how the affected community can access these offers)
- How complaints may be made and additional information obtained

- Project phone number for complaints and enquiries.

The notification is to be distributed via hard copy letterbox drop, emailed to the community contacts database at the time of distribution and made available on the website and static locations as required. The notification will be distributed to residents no less than 5 business days and not more than 14 calendar days before the first activity on the notification is planned to start.

The stakeholder notification area is variable from activity to activity and will be determined by several factors including:

- The results of noise modelling that identify the level of impact predicted for a specific activity
- Location of the activity in relation to residences, sensitive receivers and businesses
- The potential impact work may have such as noise, dust, access, traffic changes and other work activity
- The type and frequency of the activity being carried out
- The duration of the activity
- The type of equipment that is being used and
- The direct or indirect impact that is predicted or level of interest in an activity, such as utility works on local streets or traffic delays to the wider network.

2.2.2 OOHW notice

The Contractor must provide additional notification to potentially noise affected residents (Categories B-D) of OOHW not less than 5 business days and not more than 14 calendar days before those works are to be undertaken. The notice may be provided by email/SMS/phone call or DL flyer if no contact details are available.

2.2.3 Negotiated Agreement

The Contractor may engage with and seek agreement from directly affected residents and sensitive land users to conduct the work outside standard construction hours. All Negotiated Agreements should be developed in accordance with relevant environmental approvals.

A Negotiated Agreement requires substantial majority agreement from directly affected residents and sensitive land users. Prior to engaging relevant stakeholders, the Contractor must propose and agree in consultation with Transport for NSW what will constitute substantial majority agreement and an acceptable response rate. The justification for these decisions must be documented.

The Negotiated Agreement must detail:

- The work proposed including expected impacts and duration
- Any concurrent OOHW or OOHW that will precede or follow the proposed work or, if the proposed work precedes or follows a weekend period, any other OOHW that will be occurring on the weekend and
- Demonstrate that the residents and sensitive land users party to the agreement understand the nature of the works and any predicted impacts.

The following table outlines some activities which should be considered when negotiating an agreement. It specifies minimum requirements only and can be supplemented by innovative solutions developed by the Contractor in consultation with stakeholders and Transport for NSW. All activities should be consistent with the measures and approach outlined in the CCS.

Table 2. Communication tools, activities and timelines

Tool/activity	Purpose	Notes
Written letter accompanying Negotiated Agreement	Introduce and explain the purpose of proposed agreement and relevant details.	Letters and negotiated agreements must be recorded in the stakeholder management database (Consultation Manager).
Phone call	To follow up written agreement or obtain phone agreement.	Records must be kept of the phone script describing the Negotiated Agreement including the question requesting agreement to the proposal.
Doorknock or meeting	To facilitate contact.	Three attempts must be made to contact a sensitive receiver. This may include a doorknock with a 'Sorry I missed you' card which explains the reason for visiting and requesting a return phone call. Where the Contractor is not able to contact a sensitive receiver, the receiver will not be considered to have either agreed or disagreed with the proposal.
Approach to Body Corporate	To facilitate communication with residents of multi-dwelling buildings.	The Contractor must keep records of all attempts made to contact sensitive receivers and requests made to the body corporate to facilitate communication. Where the Contractor is not able to contact a sensitive receiver, the receiver will not be considered to have either agreed or disagreed with the proposal.

2.3 Alternative accommodation

Residents who are likely to experience highly intrusive noise and vibration levels during OOHW may be eligible for short or long-term alternative accommodation. Refer to the Alternative Accommodation Guideline for further detail (refer to Appendix B3 of this document).

2.4 Respite consultation

To undertake OOHW the Contractor must identify a range of reasonable and feasible mitigation measures and respite options in consultation with the community at each affected location on a regular basis. Consultation must be consistent with the Minister's Conditions of Approval, particularly condition E83 Out of Hours Works – Community Consultation on Respite.

3 Key stakeholder engagement

Key stakeholders including, but not limited to, councils and emergency services, will be consulted early to inform the way the project team engages them regarding OOHW. These discussions will inform the type of information provided and how and when it is received. This framework will be revised accordingly.

The Contractor will take the lead in engaging with the NSW Environment Protection Authority (EPA), with support from the Communications and Stakeholder Engagement Team in meeting reporting requirements.

4 Complaints Management

The OOHW complaints management process will be developed in accordance with Section 9 of the CCS and carried out in accordance with the MCoAs and relevant Environmental Protection Licences.

5 Framework review

This framework will be monitored for effectiveness and reviewed on a regular basis. Regular reflection and review is intended to ensure this framework continues to reflect community and regulator expectations, incorporates ad hoc learnings and improves the experience of stakeholders with OOHW engagement measures.

The framework review will at times also involve consultation and feedback from Contractors to assess, refine and update the document where required. Any material changes to this process would be submitted in writing to the Planning Secretary for re-approval by Transport for NSW.

Appendix B1 OOHW Notification Example



Transport for NSW

Warringah Freeway Upgrade

Upcoming investigation work | March 2021

About the Warringah Freeway Upgrade

The NSW Government's vision for Sydney is one of an integrated road and public transport network that gives you the freedom to choose how and when you get around, no matter where you live and work.

The Western Harbour Tunnel and Warringah Freeway Upgrade is a major transport infrastructure project that will make it easier, faster and safer to get around Sydney. By creating a western bypass of the Sydney CBD, the Western Harbour Tunnel will take pressure off the Sydney Harbour Bridge, Sydney Harbour Tunnel, ANZAC Bridge and Western Distributor corridors to improve transport capacity in and around Sydney Harbour.

The Western Harbour Tunnel and Warringah Freeway Upgrade project along with Beaches Link, is expected to support around 15,000 full-time equivalent jobs during construction.

Investigation work starting soon

As part of building the Warringah Freeway Upgrade we will be working outside approved construction hours. This work is planned at various times between September and December 2021, weather permitting.

Work hours

Our approved construction hours are 7:00am to 6:00pm Monday to Friday and 8:00am to 6:00pm on Saturdays.

Work outside approved hours

There are several reasons why this work is required outside approved construction hours including:

- **Safety** – making it safer for motorists and workers when we are building over and next to roads by reducing interaction between these groups.
- **Weather** – concrete cannot be poured, or asphalt laid during rain, high temperatures or wind and better environmental outcomes are achieved doing this work as early as possible in the day.
- **Quality** – when pouring concrete for culverts, it must be done in a single pour to ensure quality and integrity of the concrete as it cures. To manage the curing process, saw cutters are used to cut the pavement for no more than 30 minutes at a time. The final surface of asphalt also has to be laid in one run. Pre-heating material early in the morning allows for laying a continuous run.
- **Traffic** – building next to, over and on existing roads means traffic may be stopped or reduced to one lane while work is carried out. By working at night, delays are minimised and journey times for motorists are less affected.
- **Environment** - when rainfall has occurred, sediment basins (temporary ponds to catch water from the construction site) require maintenance and draining to ensure they meet the relevant environmental approvals. When rainfall has not occurred for extended periods of time, work may be carried out to suppress dust.

How we manage our work

- The project will use machinery that generates noise, light and vibration. To manage this work we will:
- turn off machinery when not in use
- direct temporary lighting down and away from houses
- plan activities close to residents to coincide with approved construction hours, where possible
- fit equipment with devices to minimise noise, particularly reversing squawkers
- monitor noise so we can manage any potential impacts and adjust our work as required.
- All work will be carried out in line with the project's Conditions of Approval and Construction Environmental Management Plan.

Traffic changes

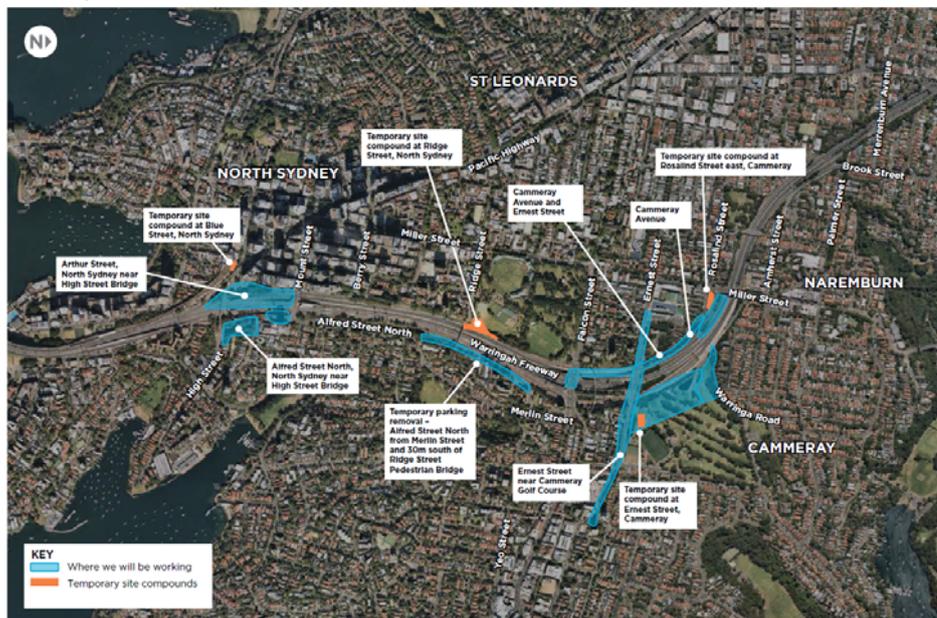
To manage queuing and safety, there will be some temporary traffic changes and lane closures that may affect travel times. Please keep to speed limits and follow the direction of traffic controllers and signs. For the latest traffic updates, you can call 132 701, visit livetraffic.com or download the Live Traffic NSW app.

Keeping you informed

Work outside of approved construction hours will be carried out as outlined in the table provided. If you would like to be notified before work starts near you, please contact the project team and register for email or SMS notifications.

We apologise for any inconvenience and thank you for your patience during this important work.

Service and utility work areas



Stay in touch with us

1800 931 189
whtbl@transport.nsw.gov.au
nswroads.work/whtbl



If you need help understanding this information, please contact the Translating and Interpreting Service on 131 450 and ask them to call us on 1800 931 189.

Work we will complete out of hours

Location	Activity	Occurrence	Outside of approved construction hours	Potential impact	Proposed mitigation and management measures
Street, Suburb	Maintaining environmental controls and landscaping	As required	Monday to Friday 6pm to 7am Saturday 5am to 8am	<ul style="list-style-type: none"> • Light spill • Noise (low) 	
Street, Suburb	Road maintenance and preparing for traffic changes like line marking, moving/installing barriers, asphaltting and placing foam bitumen	Up to 60 occurrences, three to five nights at a time	Monday to Friday 6pm to 7am	<ul style="list-style-type: none"> • Light spill • Traffic and access • Noise (low/medium) 	
Street, Suburb	Concrete and paving activities like preparation work including asphaltting, formwork, pouring, deliveries, crane lifts and moving and cleaning paving equipment	Daily as required	Monday to Friday 6pm to 7am	<ul style="list-style-type: none"> • Light spill • Traffic and access • Noise (low/medium) 	
Street, Suburb	Saw cutting and curing concrete paving, culverts and bridges	Daily as required	Monday to Friday 6pm to 7am	<ul style="list-style-type: none"> • Light spill • Traffic • Noise (medium) 	
Street, Suburb	Refuelling plant and equipment	Daily as required	Monday to Friday 6pm to 7am	<ul style="list-style-type: none"> • Light spill • Traffic • Noise (low/medium) 	

Appendix B2 OOHW Notice Example



Month Year

Upcoming work near you

Warringah Freeway Upgrade Inspections of existing infrastructure

Ongoing investigation work is being carried out to help inform the continued planning for the Warringah Freeway Upgrade. We wanted to let you know work will be starting in your street this week.

This work will be completed over one to two nights, weather permitting. It involves a visual inspection of bridges, topside and underside using cameras and torches and an elevated work platform. Traffic control will be in place.

Work will take place on XX at night from 9:30pm to 5:00am.

If you would like to know more, please contact us on 1800 931 189 or at whtbl@transport.nsw.gov.au and we can discuss the work with you over the phone or arrange a time to meet with you virtually.

Weekly updates will also be provided on our website nswroads.work/whtbl.



If you need help understanding this information, please contact the Translating and Interpreting Service on 131 450 and ask them to call us on 1800 931 189.

Appendix B3 Alternative Accommodation Guideline

1 Who is this document for?

This Guideline applies to Transport for NSW and its Contractors working on the Western Harbour Tunnel, Warringah Freeway Upgrade (WHT & WFU) and Early Work projects (the Projects). This guideline is intended to provide clear guidance on the eligibility criteria for alternative accommodation (AA) and consistency in approaches across multiple contractors. It is expected that Contractors will develop their own alternative accommodation strategy, policy or procedure in accordance with this guideline.

2 Background

Some construction noise and vibration associated with delivery of major projects is inevitable and can cause disturbance to nearby residents. Out of hours work (OOHW) is often required to safely progress construction activities while minimising or avoiding impacts to the road network or services such as water, power or gas. OOHW is defined as work outside approved construction hours and is generally divided into two periods of sensitivity – evenings (6pm to 10pm) and night-time (10pm to 7am).

The principals of noise mitigation are outlined below:

- Good engagement with the community will be maintained to facilitate effective project delivery with balanced community impacts.
- Construction noise and vibration levels at sensitive receivers will be minimised where feasible and reasonable.
- Feasible and reasonable mitigation will reflect the time of day, and the degree and duration of the impact.
- The community will be informed of the dates for the intended works, sequencing and timing of noisy events. Where possible this will include an indicative schedule over a 24 hour period.
- Minimising construction noise and vibration will be viewed as a continuous improvement exercise that is inclusive of stakeholders where no idea is too small to be considered.
- Staff and community will be informed of the effort and methods undertaken to reduce noise and vibration for the works.

Transport for NSW is also accelerating the operational noise insulation program as early as possible, including treatments to eligible properties before construction starts. This will allow eligible residents to have the benefits of at-property noise treatment during construction.

Notwithstanding, the potential for some receivers to still experience high levels of night-time construction noise after all feasible and reasonable mitigation measures have been implemented, remains. In these instances, additional management measures may be needed, such as providing respite to minimise the frequency a resident might be subjected to noise impacts or providing alternative accommodation.

This document should be used to support the Project (where applicable) and should be read in conjunction with:

- (Contractor Specific) Out of Hours Work Protocol (OOHW Protocol)
- NSW Environment Protection Authority (EPA) Environment Protection Licence (EPL)
- WHT & WFU Community Consultation Strategy (CCS)
- (Contractor Specific) Construction Noise & Vibration Management Plan (CNVMP)
- WHT & WFU Noise Insulation Program (NIP)

3 Purpose and Scope

The intent of the Alternative Accommodation (AA) process is to provide easily organised alternative sleep arrangements for residents who are likely to experience sleep disturbance as a result of highly intrusive noise and vibration levels during night-time work. The purpose of this Alternative Accommodation Guideline is to provide clear guidance on the eligibility criteria for short and long-term AA due to OOHW and how to establish a streamlined approach to managing AA.

Residents may be eligible for alternative accommodation where predicted noise and vibration impacts at their property during OOHW exceed the parameters outlined in this guideline (refer to sections 4.1 to 4.3), or their personal circumstances, such as a medical condition that may be aggravated by construction noise, require assessment on a case-by-case basis (refer to section 4.4 and 5). Duration and time criteria also apply.

4 Eligibility criteria for short-term alternative accommodation

The below eligibility criteria are based on the Roads and Maritime Services Construction Noise and Vibration Guidelines (CNVG) (RMS 2016) and also take into account individual circumstances (refer to section 4.4).

4.1 Airborne noise

Residents may be eligible for an offer of short-term alternative accommodation where predicted airborne noise created due to work at night is:

- greater than 25dB(A) above the noise management level (NML) (refer Category D Table 1), and
- is experienced between 10pm and 7am Monday to Friday, or
- between 10 pm and 8am on Saturday, or
- between 6pm and 7am Sunday or public holidays, and
- is planned to occur on two or more consecutive nights.

Additionally, if residents who have experienced noise 15-25dB(A) above the NML (refer Category C Table 1) make a complaint after a night where OOHW has occurred and there is at least one more consecutive night of similar work planned, the project team will consider AA, on a case-by-case basis.

4.2 Ground-borne noise

Residents may be eligible for an offer of short-term alternative accommodation where predicted ground-borne noise created due to work at night is:

- greater than 10dB(A) above the ground-borne noise management level (GB NML), and
- is experienced between 10pm and 7am Monday to Friday, or
- between 10 pm and 8am on Saturday, or
- between 6pm and 7am Sunday or public holidays, and
- is planned to occur on two or more consecutive nights.

4.3 Vibration

Residents may be eligible for an offer of short-term alternative accommodation where predicted vibration levels created due to work at night:

- exceed maximum levels for human comfort, and
- is experienced between 10pm and 7am Monday to Friday, or
- is experienced between 10 pm and 8am on Saturday, or
- between 6pm and 7am Sunday or public holidays, and
- is planned to occur on two or more consecutive nights.

4.4 Personal circumstances

Where a resident has personal circumstances which require a quiet home environment, such as a medical condition or disability which may be aggravated by construction noise, the project team may offer short-term alternative accommodation on a case-by-case basis.

Decision making will be guided by principles of compassion, fairness and public accountability. Residents may be required to provide a medical report to assist in the assessment of their eligibility.

5 Eligibility criteria for long term alternative accommodation

Where a resident is expected to experience sustained or cumulative noise and vibration impacts throughout the construction period and has personal circumstances which require a quiet home environment, such as a medical condition or disability which may be aggravated by construction noise, the project team may negotiate long-term alternative accommodation on a case-by-case basis.

Decision making will be guided by principles of compassion, fairness and public accountability. Residents may be required to provide a medical report to assist in the assessment of their eligibility.

6 Administration and appeals process

The Contractor will have responsibility for implementing and administering the alternative accommodation process including identifying eligible residents, communicating offers of accommodation and administering all expense and reimbursement arrangements.

The Contractor will be required to submit to Transport for NSW a list of the proposed accommodation providers for approval prior to engagement.

Transport for NSW will monitor the effectiveness and customer satisfaction of the AA process, this will include a review and feedback of the internal process and supply chain. Any appeals should be notified to Transport for NSW and managed according to the complaint escalation procedure (refer to Section 11 Complaints and Issue Management within the CCS).

7 Communication

7.1 OOHW notification and eligibility

For each shift where OOHW works are planned, the Contractor will develop and produce a map which identifies predicted noise impacts. This map will categorise residences as outlined in Table 1, with Category A being a slight audible change and Category D being noise greater than 25 dBA above the noise management level (NML). A similar assessment will be carried out for vibration impacts.

The Contractor will notify residents of their potential eligibility for AA via a written offer (refer to the appendix to this Guideline). These will be delivered to residents per their nominated communication preference and followed up by telephone calls.

Table 1. OOHW noise impact categories

OOHW Category	Receiver perception	Noise level
A	Noticeable	< 5dB(A) above NML
B	Clearly audible	5-15dBA above NML
C	Moderately intrusive	15-25dBA above NML
D	Highly intrusive	Greater than 25 dBA above NML

8 Booking alternative accommodation

Where a resident is eligible for AA, a streamlined approach to booking accommodation should be established to generate better outcomes for eligible residents and reduce the administrative burden on the project team, which may have to account for the ongoing varying needs of multiple residences, such as a family needing a joint room, or an extra room needed for a guest staying with a resident.

8.1 Scope of the AA package

Residents eligible for AA can stay at one of the preferred accommodation providers or choose their own accommodation. Costs borne by Contractors for AA will only include accommodation. Additional items, including but not limited to, parking, transport to the alternative accommodation, meals, mini bar or paid movies will not be paid for or reimbursed. An upper limit of \$300 per occupied room will apply.

An offer is made to households based on the number of adult occupied rooms or bedrooms. For example, a couple will be offered one room, two adults in a share house sleeping in separate rooms will be offered two rooms. Children are generally accommodated in one room (depending on the number and age of the children). Guests that have no alternate options or are staying on a long-term basis with an eligible residence will also be eligible for AA.

8.2 Registration

Residences will be required to contact the project team on the Community Information Line (1800 number) to register their intention to accept alternative accommodation and the number of occupants requiring accommodation. Registration with the project will generally be a one-off requirement unless the number of occupants requiring accommodation changes significantly. The registration process will be managed by the Contractor and further details around how to register would be provided to eligible residents prior to work starting.

8.3 Accommodation with preferred provider

The Contractor may secure preferred accommodation providers before the start of work with the intent of providing a like-for-like alternative to residents within the following guidelines:

- the list of providers should include options for interconnecting rooms and pet-friendly rooms
- a \$300 per occupied room limit applies
- providers will be rated as 3 stars and above.

Residents who elect to stay at one of the preferred accommodation providers will receive a reference number from the Contractor for each stay (consecutive nights will be treated as one stay). The resident will be required to quote the reference number to the accommodation provider, provide identification and be aged over 18 years, to enable the provider to directly invoice the Contractor for payment.

8.4 Accommodation of own choosing

Residents eligible for AA may request to stay at accommodation of their choice, assuming they have registered with the project team as per Section 8.2 of this document. In this case the resident pays the accommodation cost directly to the accommodation provider, lodging their receipts on the Contractor provided claim form within 28 days of their stay. An upper limit of \$300 per occupied room applies. Approval of requests to stay at accommodation that is not with a preferred provider is at the discretion of the Contractor.

The Contractor may develop a Deed of Release (in the form of a receipt form) for residents to sign prior to the Contractor making payment to the resident. Costs will be reimbursed up to 28 days from lodgement.

9 Where offers of alternative accommodation are declined

Accepting an offer of alternative accommodation is discretionary and residents are under no obligation to relocate. If residents decline an offer of AA, other noise mitigation items such as noise-cancelling headphones, custom fitted sleep ear buds, white noise machines or noise mats may be offered.

Residents who decline to accept the alternative accommodation offer should be advised that they can take up an offer of AA for subsequent nights of OOHW but there will be no opportunity to stop night works or relocate them during the night they elect to remain in their property.

10 Where offers of noise treatment are declined

A resident will retain eligibility for alternative accommodation if they have declined at-home noise treatment as part of the Project's Noise Insulation Program.

11 Where a residence is part of a Negotiated Agreement

A resident may retain eligibility for alternative accommodation even if the OOHW is being completed as part of a Negotiated Agreement (NA) to which the resident has agreed.

12 Proposed timeline

Table 2 – Proposed timeline for OOHW

Timeline	Activity	Responsible
Prior to commencement of OOHW (unless otherwise agreed with Transport)	Preferred accommodation providers secured in consultation with Transport	Contractor
On a schedule (e.g., monthly)	Program of works to be reviewed to identify potential OOHW, anticipated impacts and AA eligibility zones	Contractor
Every 3 months	Overarching OOHW notification about upcoming work distributed (hardcopy letterbox drop and emailed to the community contacts database) (refer to Appendix B1 of CCS for example)	Contractor

Timeline	Activity	Responsible
Two weeks before OOHW	Regular liaison to be held to confirm OOHW dates and location of planned work including work to be conducted and machinery to be used	Contractor and Transport
Between one to two weeks before OOHW	Map identifying predicted noise and vibration impacts of the OOHW to be developed	Contractor and Transport
Minimum 5 business days before OOHW	Out of Hours Work notice distributed to potentially noise affected residents (refer to Appendix B2 of CCS for example)	Contractor
Minimum 5 business days before and during OOHW	Residents identified as eligible for alternative accommodation are contacted with an offer of AA	Contractor
During OOHW period (weekly)	Weekly schedule of residents who are eligible to receive AA to be maintained	Contractor
On a schedule (e.g. monthly)	The Contractor will reconcile and pay for accommodation booked by residents. The Contractor is also responsible for reimbursing residents for hotels they have booked and paid for directly, up to the occupied room limit.	Contractor
On a schedule (e.g. monthly)	The Contractor will provide a monthly report of residents who have received AA. This will include a running budget detailing amounts used for AA for the Projects.	Contractor

Document control

Superseded documents

There are no documents superseded as a result of this document.

Appendix Alternative accommodation offer example

You will have recently received an Out of Hours work notice informing you about out of hours construction activities scheduled near your property in the week commencing (DD MM 2021) as part of the Warringah Freeway Upgrade.

The project team will be completing work that generates noise including (*insert noise activities from the work update*) with high noise activities planned for (insert dates).

As part of our commitment to minimising the impact of construction, permanent occupants of your property and/or current guests are eligible for alternative accommodation in one of our preferred hotels on the below nights:

- DD MM 2021
- DD MM 2021
- DD MM 2021

You can request to book a hotel of your own choosing and be reimbursed up to a maximum of \$300 per night per occupied room. Approval is at the discretion of (*insert Contractor name*). More detail about the booking procedure is outlined below.

Alternatively, you can opt to discuss other noise reducing solutions with us like a white noise machine or in-ear sleeping ear buds, for example, as we appreciate you and the members of your household may prefer to stay in the familiar surrounds of your own home.

Accommodation with our preferred suppliers

Please contact the project team to notify us of your intention to accept alternative accommodation and register the number of occupants requiring accommodation. You will be issued with a reference number.

Contact one of the below hotels directly and provide your reference number, along with your property address, name and contact details. The hotel will arrange for payment directly from (*insert Contractor name*). Items such as meals, parking, mini-bar and paid movies are not included with this offer.

- (Insert hotel name address and phone number) – no interconnecting rooms available
- (Insert hotel name address and phone number) – interconnecting rooms available
- (Insert hotel name address and phone number) – pet friendly rooms available

Accommodation with a hotel of your own choice

Please contact the project team to notify us of your intention to accept alternative accommodation and register the number of occupants requiring accommodation. You will be issued with a reference number.

You will be reimbursed up to a maximum of \$300 per night per occupied room. Items such as meals, parking, travel to and from the hotel, mini-bar and paid movies are not included with this offer. Please make sure you retain your receipts and sign and send back the receipt form for reimbursement within 28 days of your stay. Please quote your reference number. Costs will be reimbursed up to XX days from lodgement.

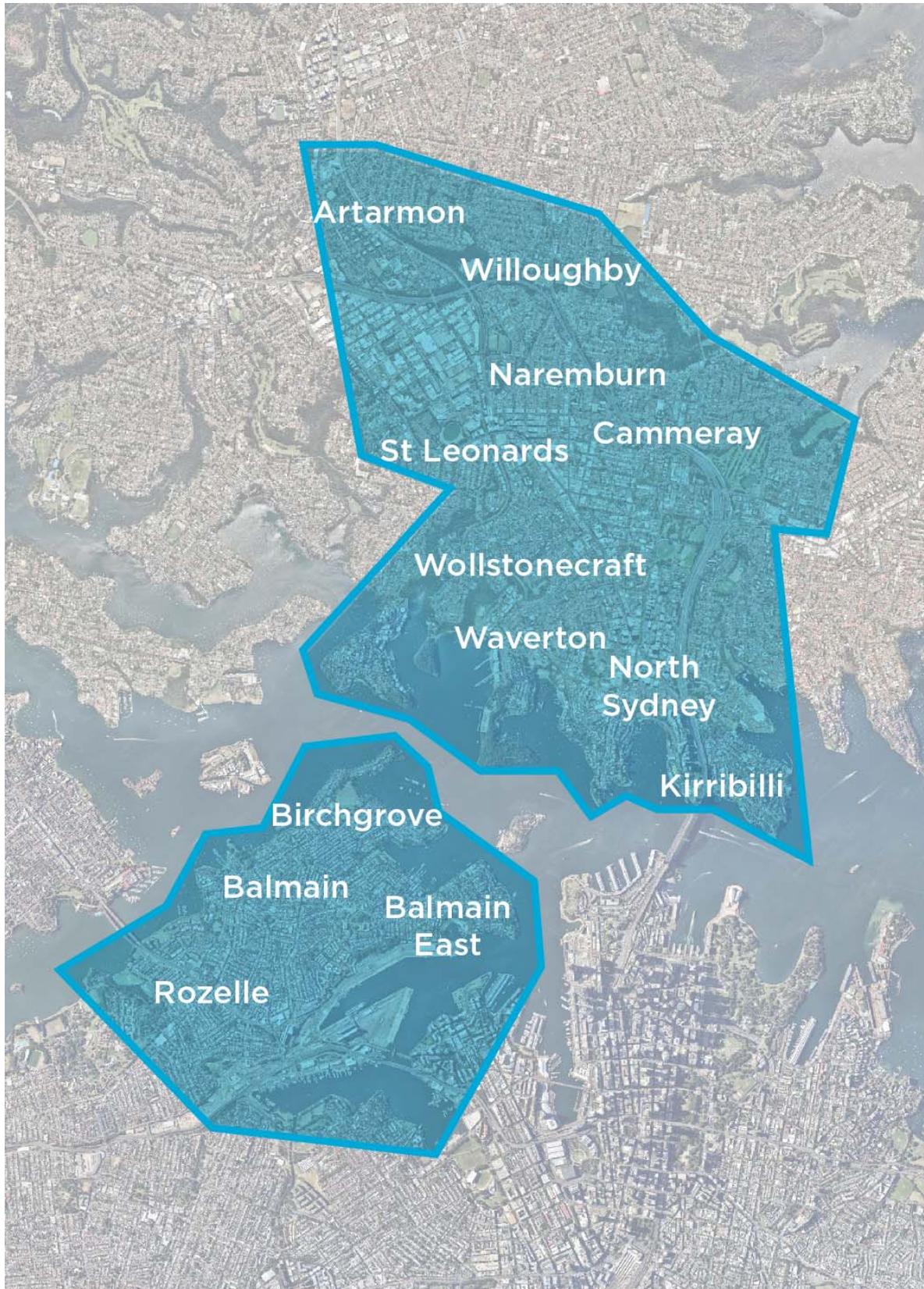
If you have any questions about this process, please contact us on (insert contractor email and phone line). Thank you for your patience during this work.

Kind regards,

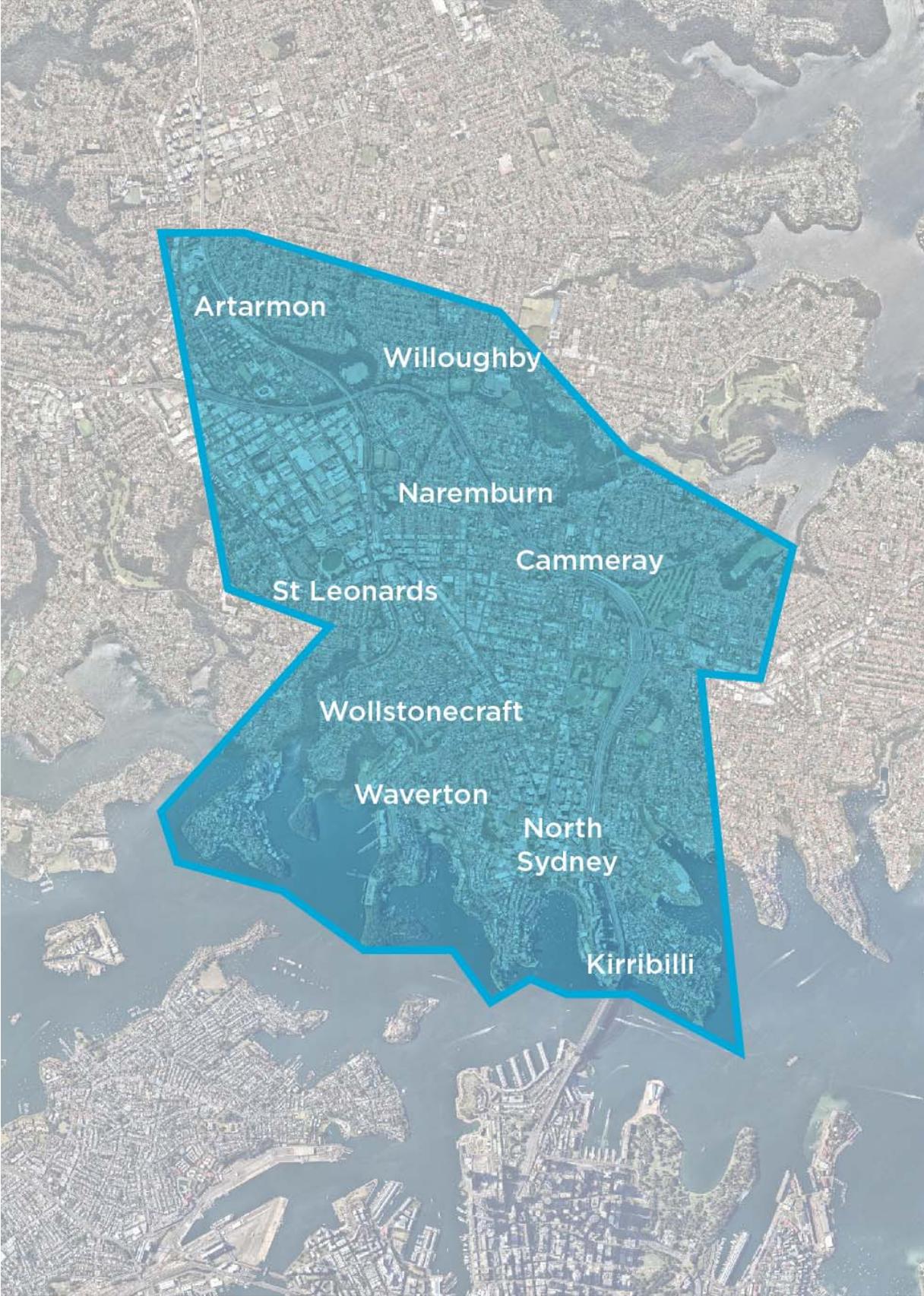
[insert Contractor name]

Appendix C Community update notification areas

Western Harbour Tunnel and Warringah Freeway Upgrade



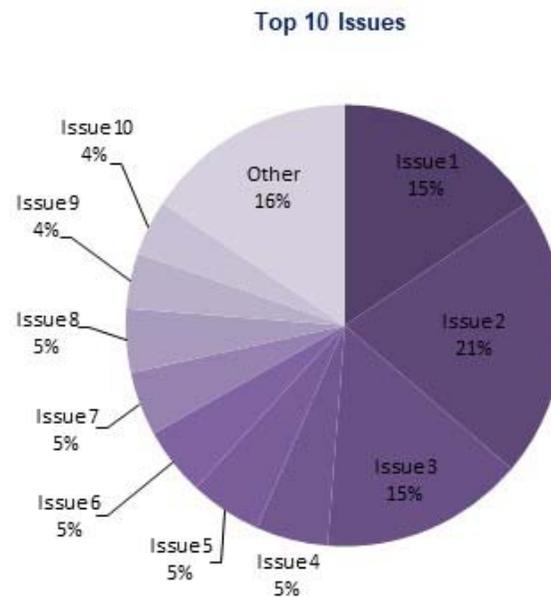
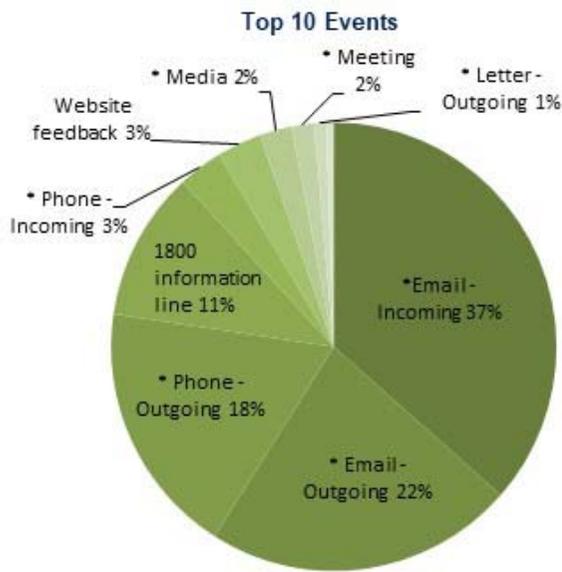
Warringah Freeway Upgrade



Appendix D Monthly Dashboard Report (example and template)



Western Harbour Tunnel, Warringah Freeway Upgrade and Beaches Link 1-30 November 2020



Events & stakeholders per issue

Issue	Events	Stakeholders	
		Distinct	Total
Issue	68	44	72
Issue	66	38	76
Issue	48	42	63
Issue	17	18	19
Issue	17	16	18
Issue	16	15	16
Issue	15	14	16
Issue	15	13	18
Issue	13	8	13
Issue	13	11	14
Other	224	212	232
[No Issues]	245	3187	5963

Location/project specific statistics

Location	Events	Top 3 issues	Events per issue	Stakeholders	
				Distinct	Total
Beaches Link	221	Issue	67	43	71
		Issue	20	18	31
		Issue	11	11	11
Warringah Freeway Upgrade	304	Issue	65	37	75
		Issue	27	24	31
		Issue	13	8	13
Western Harbour Tunnel	256	Issue	59	33	69
		Issue	12	10	11
		Issue	12	13	14

Sentiment trend



Appendix E Complaints Register (example and template)

Table 1. Summary statistics

Project	Number of complaints received in the period	Number of complaints received to date

Figure 1. Complaints and stakeholder statistics

Issue	Events	Stakeholders	
		Distinct	Total
Issue	79	Issue	79
Issue	47	Issue	47
Issue	18	Issue	18
Issue	16	Issue	16
Issue	14	Issue	14
Issue	13	Issue	13
Issue	12	Issue	12
Issue	10	Issue	10
Issue	8	Issue	8
Issue	7	Issue	7
Other	137	Issue	137
[No Issues]	72	[No issues]	72

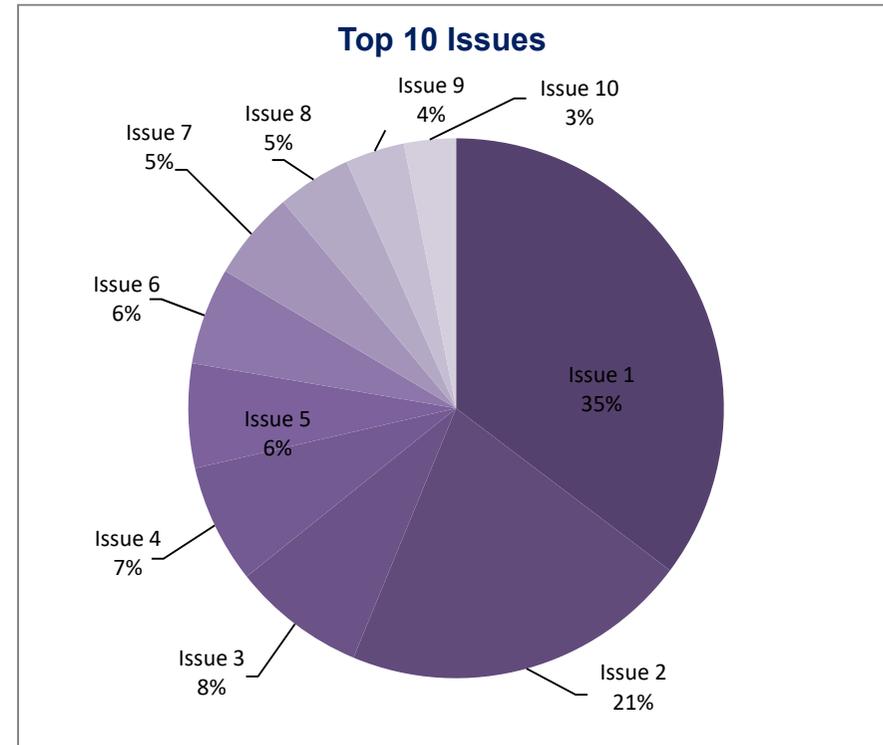


Table 2. Complaints Register (example)

Project	Location	Event type (how complaint was received)	Date complaint received	Time complaint received	Stakeholder name	Stakeholder address	Stakeholder email/phone contact (if provided)	Issues raised	Summary	Actions	Response to stakeholder	Mediation required	Status
WHT	Berrys Bay, Waverton	1800 information line	20/01/2020	13:24	John Example Smith	1 North Sydney Street, North Sydney	0423 456 789	Air quality: dust	Complainant reported dust leaving site	Dust cart allocated. Review of management measures carried out. Additional stabilisation of temporary access roads implemented.	Complainant advised of actions taken. Complainant satisfied with resolution	NO	CLOSED
WFU	Cammeray	1800 information line	21/02/2020	02:00	Jane Example Smith	2 North Sydney Street, North Sydney	0423 456 789	Noise: construction noise Construction: night work/out of hours	Complainant reported noise impacts during OOHW.	Review of management measures carried out. All reasonable and feasible mitigation measures confirmed implemented. Offer of alternative accommodation provided on three occasions and declined.	Complainant unsatisfied with solutions implemented and proposed. Offer for mediation.	YES	OPEN
WHT	North Sydney	Email in	22/02/2020	16:55	Charlie Example Smith	3 North Sydney Street, North Sydney	Charlieexamplesmith@gmail.com	Construction: Employee behaviour	Complainant reported project vehicle blocking business driveway	Addressed with employee directly. All staff toolbox on driver behaviour. Review of site access staging for haulage vehicles carried out and new holding areas implemented offsite.	Complainant advised of actions taken. Complainant satisfied with resolution	NO	CLOSED

Appendix E Property Condition Surveys Frequently Asked Questions

<https://ca-v2.s3-ap-southeast-2.amazonaws.com/rms/whtbl/wht/western-harbour-tunnel-warringah-freeway-upgrade-property-condition-surv....pdf>