Transport for NSW

Beaches Link and Gore Hill Freeway Connection

Appendix E

Community consultation framework

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Prepared by

Transport for NSW

Contents

1   Introduction

This Community consultation framework provides a framework to engage and consult with the community on the Beaches Link and Gore Hill Freeway Connection project (the project) and to receive and respond to feedback during project delivery. The framework has been prepared in accordance with the requirements issued by the Secretary of the NSW Department of Planning, Industry and Environment – the Secretary's environmental assessment requirements for the project.

The project would comprise two components:

- Twin tolled motorway tunnels connecting the Warringah Freeway at Cammeray and the Gore Hill Freeway at Artarmon to the Burnt Bridge Creek Deviation at Balgowlah and the Wakehurst Parkway at Killarney Heights, and an upgrade of Wakehurst Parkway (the Beaches Link)

- Connection and integration works along the existing Gore Hill Freeway and surrounding roads at Artarmon (the Gore Hill Freeway Connection).

The Secretary's environmental assessment requirements state that a draft Community consultation framework must be prepared. This framework would identify relevant stakeholders (refer to Section 6), procedures for distributing information and receiving/responding to feedback (refer to Section 5) and procedures for addressing stakeholder and community enquires and complaints during construction and operation (refer to Section 3).

Key issues that are addressed in this framework include, but are not limited to:

- Traffic management (including property access, pedestrian access) (refer to Section 7.1)
- Landscaping/urban design matters (refer to Section 7.2)
- Construction activities including out of hours work (refer to Section 7.3)
- Noise and vibration mitigation and management (refer to Section 7.4).

Should the project be approved, a Community communication strategy would be prepared that outlines the community consultation and engagement activities that would support the design and construction of the project. The Community communication strategy would be based on this framework.

The Community communication strategy would provide further details about community involvement during design, construction and the project opening phase. The Community communication strategy would guide the project team's interactions with the community and stakeholders and set standards for proactive engagement.

2   Consultation purpose and objectives

Transport for NSW aims to engage in an open, proactive and transparent community engagement and consultation process prior to and during construction of the project. Teams working on the project would:

- Actively involve stakeholders and the community in the project where opportunities arise
- Coordinate engagement activities at times and places convenient for stakeholders, and with social distancing and other safety measures implemented as required
- Manage and respond to requests from the community and stakeholders for information and/or additional engagement activities
- Acknowledge and understand diverse community and stakeholder views about the project and implement strategies that reflect this diversity
- Use feedback to achieve continuous improvement and to positively influence the project design, planning and delivery.

The community and stakeholder engagement objectives are to:

- Provide clear, consistent and timely information about the project to stakeholders and the community
- Provide communications in a variety of mediums
- Promote and raise awareness of the project and engagement activities being carried out
- Foster and develop positive and meaningful relationships with stakeholders and the community
- Identify opportunities for community and stakeholder groups to be proactively involved in the project
- Collaborate with the community and stakeholders to help shape the design of the project at each key development phase
- Address and respond to community and stakeholder issues raised in a timely and transparent manner
- Use lessons learnt from other major infrastructure projects to improve on community and stakeholder engagement
- Meet the statutory requirements for consultation under the *Environment Planning and Assessment Act 1979*
- Meet the Secretary's environmental assessment requirements.

Communication mediums would consider the diverse needs of stakeholders, reflect the changing phases of the project, and be respectful of any social distancing guidelines that may be in place at any time during the life of the project.

3 Enquiries and complaints handling procedures

A complaints management system would be developed and implemented before the start of construction activities for the project. This would include establishing and maintaining the following mediums to receive and address community enquiries and complaints for the duration of construction:

- A toll-free 24 hour telephone number(s) through which complaints and enquiries can be registered

- A postal address to which written complaints and enquires may be sent

- An email address to which electronic complaints and enquiries may be transmitted

- A mediation system for complaints unable to be resolved

- A mechanism for community members to make enquiries in common community languages of the area.

The complaints management system would be maintained during construction and for 12 months after the project is completed. The system would be made available to the Secretary of the Department of Planning, Industry and Environment, if requested.

Details of how to make a complaint would be included in all communications materials such as community updates, notifications, advertisements, and the project website. The toll free project hotline would operate 24/7 during construction and continue for 12 months after the project opens.

A complaints and enquiry register would be established to record the details, response and outcome of complaints and enquiries received. All complaints would be investigated and an appropriate response would be provided to the complainant.

Figure 3-1 demonstrates the typical enquiries and complaints handling process. A similar process would be adopted for the project.

Figure 3-1   Typical enquiries and complaints handling process

4   Monitoring, reporting and evaluation

The performance and effectiveness of the community consultation and engagement activities carried out during the construction of the project would be regularly monitored and reviewed.

Data would be collected during community consultation and engagement activities for monitoring, reporting and evaluation purposes to:

- Assess the adequacy of the Community communication strategy and its effectiveness in delivering the project's community engagement program
- Measure the performance, timeliness and effectiveness of communication activities and tools through the implementation of the Community communication strategy, including the complaints and enquiries handling process
- Demonstrate proactive communication
- Identify trends or hot-spots for complaints, including repeated complaints about preventable issues.

To assist in monitoring the project's communication and stakeholder engagement performance, the community relations team would engage with community interest groups to discuss project performance and benchmark the effectiveness of community engagement activities.

Community engagement activities and processes would be modified as required, based on feedback and/or issues that arise during the review process.

5 Mechanisms for distributing information and seeking feedback

A range of communication tools would be used to assist in community and stakeholder engagement activities, and encourage community feedback at all stages of the project. The application of these tools would be outlined in the Community communication strategy.

5.1 Community communication strategy

This framework document would be developed into a Community communication strategy. The Community communication strategy would describe in detail the Transport for NSW community liaison and engagement process and consultation activities for the project development, delivery, and operation. At a minimum the Community communication strategy would contain:

- A list of stakeholders

- Stakeholder level of involvement and means of engagement

- Map of impacted properties

- A register of potential impacts

- A risk assessment and proposed actions to mitigate or minimise the impact to stakeholders

- External and internal communications protocols as relevant to the implementation of the Community communication strategy

- Procedures for dealing with complaints and enquiries

- Procedures for early notification to the community

- Procedures for publicising the details of design and construction work

- Procedures for publicising information on key topics such as air quality, tunnelling and building condition surveys

- Procedures for training employees and subcontractors as relevant to the implementation of the Community communication strategy

- A Crisis communications plan.

5.2 Community information

Relevant authorities, communities and stakeholders would be kept informed about project activities throughout construction. The method of communication would be based on the level of information being provided and the timeframe for the delivery of information.

The following communication tools could be used to inform and consult with communities and stakeholders:

- Postal notifications about proposed work

- Email updates to registered stakeholders

- Email and SMS alerts

- Web-based information, including updates to the project website

- Interactive project website

- Social media

- Meetings with stakeholders

- Community information sessions and neighbourhood meetings

- Information sessions via a web/based platform

- Drop-in information centre(s)

- Community reference groups

- Updates to livetraffic.com

- Variable message signs

- A 24 hour toll free project hotline for enquiries and complaints handling

- Videos and animations to assist in communicating key project features and activities

- Digital tools, which could include augmented and virtual reality to display project information

- Print and radio advertising (ahead of community information sessions)

- Media announcements

- Door-knocking activities at properties near temporary construction support sites and other project activities

- Translation and interpreting service.

Communication tools would be provided in accessible formats to support people with disabilities.

To accommodate for engagement with Culturally and Linguistically Diverse (CALD) communities:

- Some collateral would be translated into the most common languages in the study area

- The interactive project portal would have a translation functionality for the most common languages in the study area

- Translators would be offered for stakeholder meetings where Transport for NSW identifies the stakeholder(s) have a low English proficiency level.

There may be some limitations for face to face engagement pending any social distancing requirements that may be in place during the life of the project.

6 Stakeholder identification

The stakeholders currently identified for the project are listed in Table 6-1, along with the planned method of engagement for each stakeholder group. The list of stakeholders would continue to evolve as the project progresses and further issues are identified.

Communication tools and activities for informing and consulting with stakeholders would be flexible, to suit the nature and scale of each stakeholder's interests and issues, and to reflect any restrictions on face to face engagement. Timing would be determined and included in the Community communication strategy.

Table 6-1 Key stakeholders and methods of engagement

Stakeholder group	Stakeholders	Method of engagement
Government Ministers and elected representatives	• NSW Premier and Member for Willoughby • Minister for Transport and Roads • Member for North Shore • Member for Manly • Member for Sydney • Federal Member for North Sydney • Federal Member for Warringah.	• Meetings and briefings • Phone calls, emails, letters • Community updates distributed by email or post and made available online • Project team to provide information at key project milestones.
Australian and State Government agencies and local councils	• Other divisions of Transport for NSW (eg Sydney Trains) • Sydney Metro • Department of Planning, Industry and Environment (Crown Lands) • Australian Government Department of Agriculture, Water and the Environment • Australian Government Department of Infrastructure, Transport, Regional Development and Communications • Infrastructure Australia • Department of Planning, Industry and Environment (Planning and Assessment) • Department of Planning, Industry and Environment (Crown Lands) • Department of Planning, Industry and Environment (Regions, Industry, Agriculture and Resources) • Department of Planning,	• Meetings and briefings • Phone calls, emails, letters • Community updates distributed by email or post and made available online • Project team to provide information at key project milestones.

Stakeholder group	Stakeholders	Method of engagement
	Industry and Environment (Environment, Energy and Science)	
	• Greater Sydney Commission	
	• Government Architect NSW	
	• Port Authority of NSW	
	• Infrastructure NSW	
	• NSW Small Business Commissioner	
	• Department of Premier and Cabinet (Heritage)	
	• NSW Environment Protection Authority	
	• NSW National Parks and Wildlife Services	
	• NSW Treasury	
	• Sydney Harbour Federation Trust	
	• Ministry of Health	
	• NSW Chief Scientist & Engineer	
	• Northern Beaches Council	
	• Willoughby Council	
	• Mosman Council	
	• Lane Cove Council	
	• North Sydney Council	
	• City of Sydney Council	
	• NSW State Emergency Service.	
Local community/interest groups and residents	• Artarmon Progress Association	• Project team to provide information at key project milestones
	• Naremburn Progress Association	• Phone calls, emails, letters
	• Northbridge Progress Association	• Meetings and briefings as required
	• Federation of Willoughby Progress Associations	• Work notification letters, phone calls, door knocking
	• North Sydney Precinct Committees	• Community update newsletters
	• Plateau Precinct (Cammeray)	• Project updates via email, project website
	• Waverton Precinct Committee	• Livetraffic.com updates
	• Waverton Progress Association	• Variable message signs and other roadside
	• Willoughby Progress Association	
	• Willoughby South Progress Association	
	• Wollstonecraft Precinct	

Stakeholder group	Stakeholders	Method of engagement
	Committee • Crows Nest Rotary Club • North Sydney Rotary Club • Mosman Rotary Club • Northbridge Rotary Club • The Greens North Sydney • Seaforth Residents Group • Serpentine Crescent Residents Group • Balgowlah Residents Group • Dudley Street residents • Residents with marinas, swing moorings and private jetties • Save Manly Dam Catchment Committee • Residents/sensitive receivers in close proximity to temporary construction support sites and works.	signage • Print and radio advertising • Community information sessions • Community drop in sessions.

Community service providers	• Local Primary and High schools including:
	  - Marist College North Shore
	  - North Sydney Boys High School
	  - Seaforth Primary School and P&C
	  - Northern Beaches Secondary College Balgowlah Boys Campus
	  - St Cecilia's Catholic Primary School
	  - St Mary's Primary School
	  - Anzac Park Public School
	  - Anzac Park Public School P&C Association
	  - Cammeray Public School
	  - Cammeray Public School P&C Association
	  - Monte Sant' Angelo Mercy College
	  - Wenona School
	• Childcare centres
	• Hospitals
	• Nursing homes and aged care
		• Project team to provide information at key project milestones
		• Phone calls, emails, letters
		• Meetings and briefings to Principal and P&C as required.

Stakeholder group	Stakeholders	Method of engagement
	facilities • Sporting clubs including: - Balgowlah Golf Club - Cammeray Golf Club - Wakehurst Golf Club - Seaforth Football Club - Northbridge Sailing Club - Bicycle NSW - Seaforth Cricket Club - Balgowlah Cricket Club - Birchgrove Oval Sports Clubs (cricket, soccer, rugby league, AFL) - Mosman Rowing Club - Seaforth Sailing Club - Middle Harbour Amateur Sailing Club • Local religious organisations and places of worship.	
Environment and heritage (Aboriginal and non-Aboriginal)	• Metropolitan Local Aboriginal Land Council • NSW Aboriginal Land Council • National Native Title Tribunal • Aboriginal Heritage Office • Registrar appointed under the *Aboriginal Land Rights Act 1983* • Native Title Services Corporation Limited • Aboriginal Focus Group • Sydney Coastal Councils Group • North Sydney historical society.	• Project team to provide information at key project milestones • Phone calls, emails, letters • Meetings and briefings as required.
Peak industry groups and business chambers	• Australian Industry Group • Business Council of Australia • NSW Business Chamber • Sydney Business Chamber • Warringah Chamber of Commerce • Infrastructure Partnerships Australia • Australasian College of Road Safety • NRMA • Action for Public Transport (NSW)	• Project team to provide information at key project milestones • Phone calls, emails, letters • Community updates distributed by email, post, made available online • Meetings and briefings as required.

Stakeholder group	Stakeholders	Method of engagement
	• Engineers Australia • Australian Institutes of Landscape Architects (AILA) • Australian Institute of Architects (AIA) • Planning Institute of Australia (PIA).	
Local Businesses	• Business owners and tenants adjacent to temporary construction support sites and other project facilities.	• Project team to provide information at key project milestones • Meetings and briefings as required • Work notification letters, phone calls, door knocking • Community update newsletters • Project updates via email, project website • Livetraffic.com updates • Print and radio advertising • Community information sessions.
Utilities providers	• Ausgrid • Jemena • Telstra • Sydney Water.	• Engagement for investigations if required • Letters, phone calls, emails.
Media	• Local newspapers, community newspapers and other media • Metropolitan media • National media.	• Media releases • Press conferences and briefings • Telephone and email contact.

7 Specific issues management

It is anticipated that some aspects of the project's construction would require specific communications and/or management strategies due to the nature or duration of the potential impact and/or stakeholder group. Any such strategies would be guided by this framework and managed through the Community communication strategy.

Indicative communications and management strategies are identified in Sections 7.1 to 7.4 for the following specific construction issues:

- Traffic management (including property access, pedestrian access)

- Landscaping/urban design matters

- Construction activities including out of hours work

- Noise and vibration mitigation and management.

These communication and management strategies would be further developed prior to construction as part of the Community communication strategy.

7.1 Traffic management (including property and pedestrian access)

Communication strategies regarding traffic management (including property access and pedestrian access) would include:

- A traffic and transport liaison group would be established, including representatives from appropriate councils and other transport stakeholder groups to discuss traffic management, pedestrian management and road safety during construction

- Regular engagement with stakeholders from adjacent projects

- Information relating to traffic management and changed traffic conditions would be shared with the community through:

    - Updates to livetraffic.com

    - Variable message signs on the Sydney road network

    - Signage in advance of changes to bus stops or pedestrian and cyclist facilities

    - Regular updates to the project website with details of current traffic arrangements

    - Major traffic detours would be advertised in advance through the Transport Management Centre and in local print media

    - Letterbox notifications

- Information relating to potential impacts to parking near temporary construction support sites during construction would be shared with the community through:

    - Regular updates to the project website on impact from construction activities

    - Direct engagement with sporting organisations, Northern Beaches Council, Willoughby City Council, Lane Cove Council, Mosman Council and North Sydney Council

- A project specific 1800 number and email address would be available for the community to find out about traffic related issues and/or report them.

7.2 Landscaping/urban design matters

Communication strategies regarding urban design and landscaping would include:

- An urban design and landscape plan would be prepared during further design development, and would be made available to the public for feedback

- Identified opportunities to seek and incorporate community and stakeholder feedback into landscaping and urban design matters

- Early engagement with relevant councils and stakeholder groups about planting, noise walls and other urban design elements

- Early engagement regarding active transport corridors, sports fields, playgrounds and passive recreational spaces with relevant councils and stakeholder groups

- Community engagement regarding the post construction use of active transport corridors, sports fields, playgrounds, and passive recreational spaces.

7.3   Construction activities including out of hours work

Communication strategies regarding construction activities, including out of hours work, would include:

- Meetings would be held with stakeholders located near temporary construction support sites and worksites, especially residents and businesses, to understand and address their issues, and identify opportunities to minimise impacts and improve outcomes, where reasonable and feasible

- Notifications would be issued to explain construction activities, work hours, and potential impacts from construction activities prior to work occurring

- Out of hours work would be in accordance with any requirements of the conditions of approval and the environment protection licence issued for the project

- Out of hours works notifications would be used to notify potentially impacted community and stakeholders of planned construction activities that would occur outside of standard construction hours. These notifications would be delivered to residents, and could also be emailed and made available on the project website. In some instances, and in accordance with any licence requirements, door knocks and respite would also be offered to identified sensitive receivers

- Regular consultation would occur with State and local government agencies to minimise impacts associated with other road work activities.

7.4   Noise and vibration mitigation and management

Feasible and reasonable noise mitigation measures would be implemented to minimise any adverse impacts on the local community. These mitigation measures would be further developed during detailed design by the contractor and provided in a construction noise and vibration management plan.

The construction noise and vibration management plan would be developed in accordance with requirements of the conditions of approval and the environment protection licence issued for the project. The construction noise and vibration management plan would outline communications and management strategies for construction noise and vibration such as:

- Construction timetabling to minimise noise and vibration impact including time and duration restrictions, respite periods and frequency

- Procedures for notifying residents of construction activities likely to cause noticeable noise and vibration

- Management plans for non-compliances and noise and vibration complaints.

Community consultation regarding construction noise and vibration would also be detailed in the Community communication strategy for the project. Where appropriate, this would include details on how community preferences would be identified and taken into account in the design of mitigation measures.

The project team would look to progress the operational noise treatment program as early as possible, including treatments to eligible properties.

The project team would also work closely with sensitive receivers and vulnerable community members to tailor the approach to best suit individual needs and minimise impacts wherever possible.

To assist in managing the impacts of tunnelling and vibration in particular:

- Information would be provided, including to the media, on the tunnelling works including construction staff numbers, equipment, expertise, experience, and safety precautions

- Property owners, businesses and residents along the tunnel alignment would be contacted to ensure they have the relevant project team contact (ie one point of contact) to seek further information where needed

- Information specifically on tunnelling would be available on the project website

- An interactive online map would be made available via the project website to assist people to quickly and clearly see the tunnel alignment

- The project website would be updated regularly to show the progress of tunnel construction

- A project toll free 24 hour telephone service would be available in case of any queries or complaints

- Pre-construction building structure condition surveys would be offered and prepared (where the offer is accepted by the owner) for properties within the zone of influence of tunnel settlement where the degree of severity has been assessed as 'slight' or above and within the minimum working distances for cosmetic and structural damage due to vibration prior to the commencement of tunnelling and vibration intensive activities in the vicinity with the potential to affect the building/structure

- Post-construction building condition surveys would be offered to property owners of buildings for which a pre-construction building condition survey was carried out. Where the project is deemed the cause of building and/or property damage, the damage would be repaired at no cost to the property owner

- An Independent Property Impact Assessment Panel would be established prior to the commencement of works to independently verify building condition survey reports, resolve any property damage disputes and establish ongoing settlement monitoring requirements.