

Appendix E

Community consultation framework



Transport for NSW

Western Harbour Tunnel and Warringah Freeway Upgrade

Community consultation framework

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Prepared for

Transport for NSW

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1. Introduction

This draft Community consultation framework provides a framework to engage and consult with the community about the Western Harbour Tunnel and Warringah Freeway Upgrade project (the project) and to receive and respond to feedback. The framework has been prepared in accordance with the requirements issued by the Secretary of the NSW Department of Planning, Industry and Environment (Planning and Assessment) (formerly the Department of Planning and Environment) – the Secretary’s environmental assessment requirements for the project.

The project would comprise two main components:

- A new crossing of Sydney Harbour involving twin tolled motorway tunnels connecting the M4-M5 Link at Rozelle and the existing Warringah Freeway at North Sydney (the Western Harbour Tunnel)
- Upgrade and integration works along the existing Warringah Freeway, including infrastructure required for connections to the Beaches Link and Gore Hill Freeway Connection project (the Warringah Freeway Upgrade).

The Secretary’s environmental assessment requirements state that a draft Community consultation framework must be prepared, identifying relevant stakeholders (refer to Section 6), procedures for distributing information and receiving/responding to feedback (refer to Section 5) and procedures for resolving stakeholder and community complaints during construction and operation (refer to Section 3). Key issues that must be addressed in the draft 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 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. This would ensure teams working on the project would:

- Actively involve stakeholders and the community in the project where opportunities arise
- Arrange engagement activities at times and places convenient for stakeholders
- Respond to reasonable requests from the community and stakeholders for information and/or additional engagement activities
- Acknowledge and understand diverse community and stakeholder views about the project
- Use feedback to positively influence the project design 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 communication in a variety of mediums
- Promote and raise awareness of the project and engagement activities being carried out
- Foster and develop relationships with stakeholders and the community
- Identify opportunities for community and stakeholder groups to be 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
- Meet the statutory requirements for consultation under the *Environment Planning and Assessment Act 1979*
- Meet the Secretary's environmental assessment requirements.

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 ensuring the following mechanisms are established and available for 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 operation and would be made available to the Secretary of the Department of Planning, Industry and Environment.

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.

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

- Ensure 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 ensure an impartial review of the project's communication and stakeholder engagement performance, the project would engage with community focus groups and/or community reference 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 monitoring process.

5. Mechanisms for distributing information and seeking feedback

A range of communication tools can 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 activities, including mitigation and management measures and conditions of project approval 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 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
- Social media
- Meetings with stakeholders

- Community information sessions and neighbourhood meetings
- Drop-in information centres
- 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 construction support sites and other project activities
- Translation and interpreting service.

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

6. Stakeholder identification

The key 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 employed flexibly, to suit the nature and scale of each stakeholder's interests and issues. 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	<ul style="list-style-type: none"> • NSW Premier and Member for Willoughby • Minister for Transport and Roads • Member for North Shore • Member for Balmain • Member for Sydney • Federal Member for Grayndler • Federal Member for North Sydney. 	<ul style="list-style-type: none"> • 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.
Federal and State Government agencies and local councils	<ul style="list-style-type: none"> • Other divisions of Transport for NSW • Sydney Trains • Sydney Metro • NSW Crown Lands • Metropolitan Local Aboriginal Land Council (LALC) • Federal Department of the Environment and Energy • Infrastructure Australia • Department of Planning, Industry and Environment • Greater Sydney Commission • Government Architect NSW • Port Authority of NSW • Infrastructure NSW • NSW Small Business Commissioner • Department of Premier and Cabinet • NSW Environment Protection Authority • NSW National Parks and Wildlife Services • NSW Treasury • Sydney Harbour Federation Trust • Ministry of Health • NSW Chief Scientist • Defence - HMAS Waterhen • WestConnex Stage 3B Project Team • Willoughby Council • Mosman Council • Lane Cove Council • North Sydney Council • City of Sydney Council • Inner West Council • NSW State Emergency Service. 	<ul style="list-style-type: none"> • 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
Local community groups and residents	<ul style="list-style-type: none"> • Artarmon Progress Association • Naremburn Progress Association • North Sydney Precinct Committees • Plateau Precinct (Camberay) • Waverton Precinct Committee • Waverton Progress Association • Willoughby Progress Association • Willoughby South Progress Association • Wollstonecraft Precinct Committee • Bays West Projects • Crows Nest Rotary Club • North Sydney Rotary Club • Mosman Rotary Club • Marist College North Shore • North Sydney Boys • 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 • Cammeray Golf Club • Balmain Leagues Club (Balmain Tigers) • MV Cape Don Society Inc. • Glebe Island & White Bay Community Liaison Group • Western Harbour Tunnel Action Group • WestProtects Rozelle • Aboriginal Focus Group • Bruce Mackenzie AM • The Greens North Sydney. • Bicycle NSW • Residents with marinas, swing moorings and private jetties • Baragoola Preservation Association Incorporated • Residents/sensitive receivers. 	<ul style="list-style-type: none"> • Project Team to provide information at key project milestones • Phone calls, emails, letters • Meetings and briefings as required • Work notification letters, phone calls, door knocking • Community update newsletters • Project updates via email, project website • Livetraffic.com updates • Variable message signs and other roadside signage • Print and radio advertising • Community information sessions • Community drop in sessions.
Community service providers	<ul style="list-style-type: none"> • Local schools • Childcare centres • Hospitals • Nursing homes and aged care facilities • Sporting clubs • Local religious organisations and places of worship. 	<ul style="list-style-type: none"> • Project Team to provide information at key project milestones • Phone calls, emails, letters • Meetings and briefings to Principal and P&C as required. •
Environment and heritage (Indigenous and non-Indigenous)	<ul style="list-style-type: none"> • Metropolitan Local Aboriginal Land Council • NSW Aboriginal Land Council 	<ul style="list-style-type: none"> • Project Team to provide information at key project milestones

Stakeholder group	Stakeholders	Method of engagement
	<ul style="list-style-type: none"> National Native Title Tribunal Aboriginal Heritage Office The Registrar appointed under the <i>Aboriginal Land Rights Act 1983</i> The Native Title Services Corporation Limited Sydney Coastal Councils Group North Sydney historical society. 	<ul style="list-style-type: none"> Phone calls, emails, letters Meetings and briefings as required.
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) Australian Institute of Architects (AIA) Planning Institute of Australia (PIA). 	<ul style="list-style-type: none"> 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.
Businesses	<ul style="list-style-type: none"> Business owners and tenants adjacent to construction support sites and other project facilities. 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Ausgrid Jemena NBN Optus UeComm Telstra TPG Sydney Water Verizon AARNet Vocus Vodafone. 	<ul style="list-style-type: none"> Engagement for investigations if required Letters, phone calls, emails.
Media	<ul style="list-style-type: none"> Local newspapers, community newspapers and other media 	<ul style="list-style-type: none"> Media releases Press conferences and

Stakeholder group	Stakeholders	Method of engagement
	<ul style="list-style-type: none"> • Metropolitan media • National media • Social media. 	<ul style="list-style-type: none"> • 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 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 and urban design
- 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, as well as motorist, cyclist and pedestrian stakeholders to discuss traffic 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 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 and Inner West Council, City of Sydney Council and North Sydney Council
 - Regular engagement with the Traffic and transport liaison group
- A 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 and urban design

Communication strategies regarding landscaping and urban design would include:

- Identified opportunities to seek and incorporate community and stakeholder feedback into landscaping and urban design plans
- Early engagement with appropriate councils and key 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 councils and key stakeholder groups
- Community engagement regarding the post construction use of active transport corridors, sports fields, playgrounds, and passive recreational spaces.

7.3 Construction activities and out of hours work

Meetings would be held with stakeholders near construction support sites and worksites, especially residents and businesses to understand and address their issues 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 project's Conditions of Approval.

7.4 Noise and vibration mitigation and management

Feasible and reasonable noise mitigation measures would be implemented to ensure that the potential for adverse impact on the local community is minimised. 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 Environmental 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 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 understands there will be noise during construction, and would look to progress the operational noise treatment program as early as possible, including treatments to eligible properties before construction starts in an area where practical. This would allow eligible residents along the alignment to have the benefits of at-property noise treatments and walls during construction as well as operation.

The project team would also work closely with sensitive receivers and vulnerable community members to ensure approaches are tailored to best suit individual needs and impacts are limited 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 information to seek further information where needed
- Information specifically on tunnelling would be available on the project website
- An 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 toll free 24 hour telephone service would be available in case of any queries or complaints.

