COMMUNITY COMMUNICATION STRATEGY

Document and Revision History

Document Details	
Document number	BRD-JHG-CO-0000-STG-13000
Title	Community Communication Strategy
Client	ARTC – Botany Rail Duplication
JHG contract number	BRD-JHG-CO-0000-STG-13000

Revisions

Revision	Date	Description	Prepared by	Reviewed by
1	24/09/21	Post-award issue	Loretta Mihaljek	James Renwick
2	29/10/21	Client comments	Loretta Mihaljek	James Renwick
3	30/11/21	Additional client comments	Loretta Mihaljek	James Renwick
4	24/12/21	DPIE comments	Loretta Mihaljek	James Renwick
5	19/01/22	DPIE comments	Loretta Mihaljek	James Renwick
6	17/08/22	Six-month review	Loretta Mihaljek	James Renwick
7	08/06/23	Six-month review	Loretta Mihaljek	Paul Dalziel

Management reviews

Review date	Details	Reviewed by	Signature
08/06/2023	6 month Review	Paul Dalziel	

Table of contents

1. Context

This Community Communication Strategy (CCS or Strategy) describes how John Holland will manage communication and engagement with the community through the design and construction (D&C) of the Botany Rail Duplication (the Project). The CCS describes John Holland's approach to interaction with the community and all other relevant stakeholder groups with respect to the Project Works. This CCS has been developed to respond primarily to the Conditions of Approval (CoA) as set out in Appendix A.

The CCS will be implemented within the first 12 months of operation.

2. Purpose and Scope of the Community Communications Strategy

John Holland is committed to actively communicating and engaging with stakeholders throughout the design and construction of the Project. John Holland's approach to consultation on community issues on the Project will:

- Make the most of opportunities to involve stakeholders and the community in the Project
- Ensure engagement activities are appropriate and organised at times and places convenient for stakeholders
- Provide online options for engagement where possible
- Consider and respond to reasonable requests from the community and stakeholders for additional engagement activities and information
- Acknowledge and understand diverse views on the Project
- Use feedback to positively influence the Project's delivery.

This CCS will also consider key communication elements of the following:

- Community forums – protocols and procedures
- Community complaints – management and resolution
- Dispute resolution and facilitated meeting process
- Community Complaints Mediator protocols.

The overarching objectives of the CCS include:

- Providing a coordinated and consistent approach to stakeholder and community relations management for all Project activities
- Developing a credible, two-way conversation, using proven systems, with directly affected community and other stakeholders and build relationships based on trust
- Maximising stakeholder and community understanding of Project activities, the objectives and benefits and the timing, potential impacts and expected outcomes
- Identifying stakeholders, anticipating and addressing their specific issues
- Providing timely, accurate and relevant information to the community
- Ensuring complex detail is presented in plain English, and in other languages as required and in a transparent, jargon-free manner
- Communicating clearly how the Project's impacts on local residents, businesses and the broader community, including road users, have been managed, mitigated or avoided
- Aligning engagement and communication to the Design and Construct (D&C) program
- Enhancing and protecting the reputation of the Project and ARTC
- Complying with the community relations obligations and Project approval conditions (CoA).

This CCS aims to:

- Meet the reasonable expectations of the community for engagement, involvement, communication and information
- Detail communication and engagement activities to be undertaken to ensure stakeholders, local residents and the broader community are provided with the opportunity for involvement in decision making

- Ensure members of the community have access to appropriate Project information
- Identify processes and procedures required to fulfil the community involvement obligations of John Holland
- Ensure team members are aware of and follow procedures and processes.

2.1. Leadership and commitment

John Holland's Project management team acknowledges that the areas where the Contractor's Activities are being carried out are of great importance to many people, including local residents and businesses.

Our team will demonstrate leadership and commitment with respect to community and stakeholder engagement by:

- Working cooperatively with ARTC to provide a coordinated approach to community and stakeholder engagement management, consistent across all stakeholders and communities affected by the Project Works, the Temporary Works and our Activities
- Taking accountability for the effectiveness of engagement on the Project, including ensuring that the community and stakeholder engagement KPI is achieved
- Ensuring the integration of community and stakeholder engagement requirements into the Project's business processes
- Ensuring that the required community and stakeholder engagement resources are available
- Communicating the importance of effective engagement and of conforming to relevant project requirements
- Directing and supporting Project team members to contribute to the effectiveness of our community and stakeholder engagement efforts
- Promoting continual improvement
- Supporting other relevant management roles to demonstrate leadership as it applies to their areas of responsibility
- Engaging with the Sydney Gateway project and other major projects to ensure a coordinated approach
- Ensuring the Wider Project Team (WPT) and subcontractors are also responsible for representing the project to the community.

From a community perspective, all personnel are expected to understand the importance of being a" good neighbour" on site and respecting the community. This includes:

- Minimising disruption to adjacent residents, property owners and transport users
- Understanding the project's commitment to keeping the community informed in a timely, clear and concise manner
- Working to the approved project hours
- Watching our language in public spaces
- Site management – keeping areas clean and tidy – within and outside site
- Understanding the enquiries / complaints / media enquiries process.

2.2. Community and Stakeholder Engagement team

The Community and Stakeholder Engagement team is responsible for supporting project delivery through effective engagement. This includes ensuring that stakeholders and the community are considered during the planning and delivery of construction works, and properly informed of upcoming works and impacts. It also involves working with the broader project team to minimise disruption, ensure that all required approvals are obtained in line with project requirements, and that feedback and concerns are responded to promptly and with courtesy and respect.

The Community and Stakeholder Engagement team will be led by Loretta Mihaljek, who reports directly to Paul Dalziel, Project Director. The team works closely with a number of other project teams, including:

- Construction team, including traffic management
- Design team
- Environmental and Sustainability team
- Commercial team.

2.3. Project responsibilities

Various roles across the Project have responsibilities in relation to stakeholder and community engagement. Table 2 below provides an overview of the scope of responsibility for key roles.

Table 1: BRD Project team responsibilities

Position	Responsibility
Project Director	- Instil a positive engagement culture across the Project team - Approve and support implementation of this Plan and all Communication Action Plans - Support opportunities to improve methodology to improve delivery of project to minimise impact to community and stakeholders - Ensure all project approvals have been received and are current - Attend stakeholder meetings as required - Ensure that resources and budget are available planned community and stakeholder engagement activities are fully costed and budgets managed - Act as escalation point for resolution of existing and emerging issues - Ensure risks to reputation and project delivery are identified and mitigated
Community and Stakeholder Engagement Manager	- Lead and manage Community and Stakeholder Engagement team to achieve compliance with relevant Project requirements - Oversee the efficient and effective management of community and stakeholder engagement resourcing, budget and suppliers - Ensure all project design and methodologies are developed with community and stakeholder needs and expectations in mind - Develop and lead initiatives to develop positive engagement culture - Identify and implement opportunities to enhance project awareness and reputation - Attend stakeholder meetings as required - Implement best practice solutions and measures to identify and mitigate risk, issues and concerns - Track and manage progress towards KPIs and objectives - Capture and share lessons learnt
Construction Manager	- Identify methodologies that minimise impact on community and stakeholders - Work with community and stakeholder engagement team to resolve community issues relating to construction activities

Position	Responsibility
	▪ Ensure Construction team provides timely information about upcoming works to enable approvals ▪ Attend stakeholder meetings as required ▪ Encourage positive engagement culture across Construction team ▪ Ensure Community and Stakeholder team representatives are involved in early stages of methodology development.
Supervisors	Identify methodologies that minimise impact to community and stakeholders ▪ Alert community and stakeholder team to potential public-facing issues or concerns on site ▪ Encourage all subcontractors, traffic controllers and team members to be mindful of community and stakeholder needs and expectations ▪ Provide input into development of communication materials to ensure construction methodology is represented correctly.
Project and Site Engineers	▪ Identify methodologies that minimise impact to community and stakeholders ▪ Provide appropriate notice of upcoming activities to enable communications and engagement activities to be implemented within required timeframes ▪ Alert community and stakeholder team to potential public-facing issues or concerns on site ▪ Work with community and stakeholder engagement team to resolve community issues relating to construction activities ▪ Provide input in development of communication materials to ensure construction methodology is represented correctly
Environmental Manager and Sustainability Manager	▪ Collaborate with Community & Stakeholder Engagement team to identify methodologies that minimise impact ▪ Provide appropriate notice of upcoming activities to enable communications and engagement activities to be implemented within required timeframes ▪ Alert community and stakeholder team to potential public-facing issues or concerns on site ▪ Work with community and stakeholder engagement team to resolve community issues relating to construction activities ▪ Provide input in development of communication materials to ensure environment and sustainability issues and activities are represented correctly
Traffic Management team	▪ Identify traffic management approaches that minimise impact to community and stakeholders ▪ Provide appropriate notice of upcoming activities to enable communications and engagement activities to be implemented within required timeframes ▪ Alert community and stakeholder team to potential public-facing issues or concerns ▪ Work with community and stakeholder engagement team to resolve community issues relating to traffic and access changes and disruptions ▪ Provide input in development of communication materials to ensure traffic management is represented correctly
People and Culture / Human Resources Manager	▪ Collaborate with Community & Stakeholder Engagement team to instil a positive engagement culture across the Project team

Position	Responsibility
	▪ Support opportunities to coach and train team members to improve community and stakeholder engagement outcomes ▪ Ensure workplace-related risks to reputation and project delivery are identified and mitigated

2.4. Project alignment map

BOTANY RAIL DUPLICATION

KEY

RAIL CORRIDOR WORK ZONE
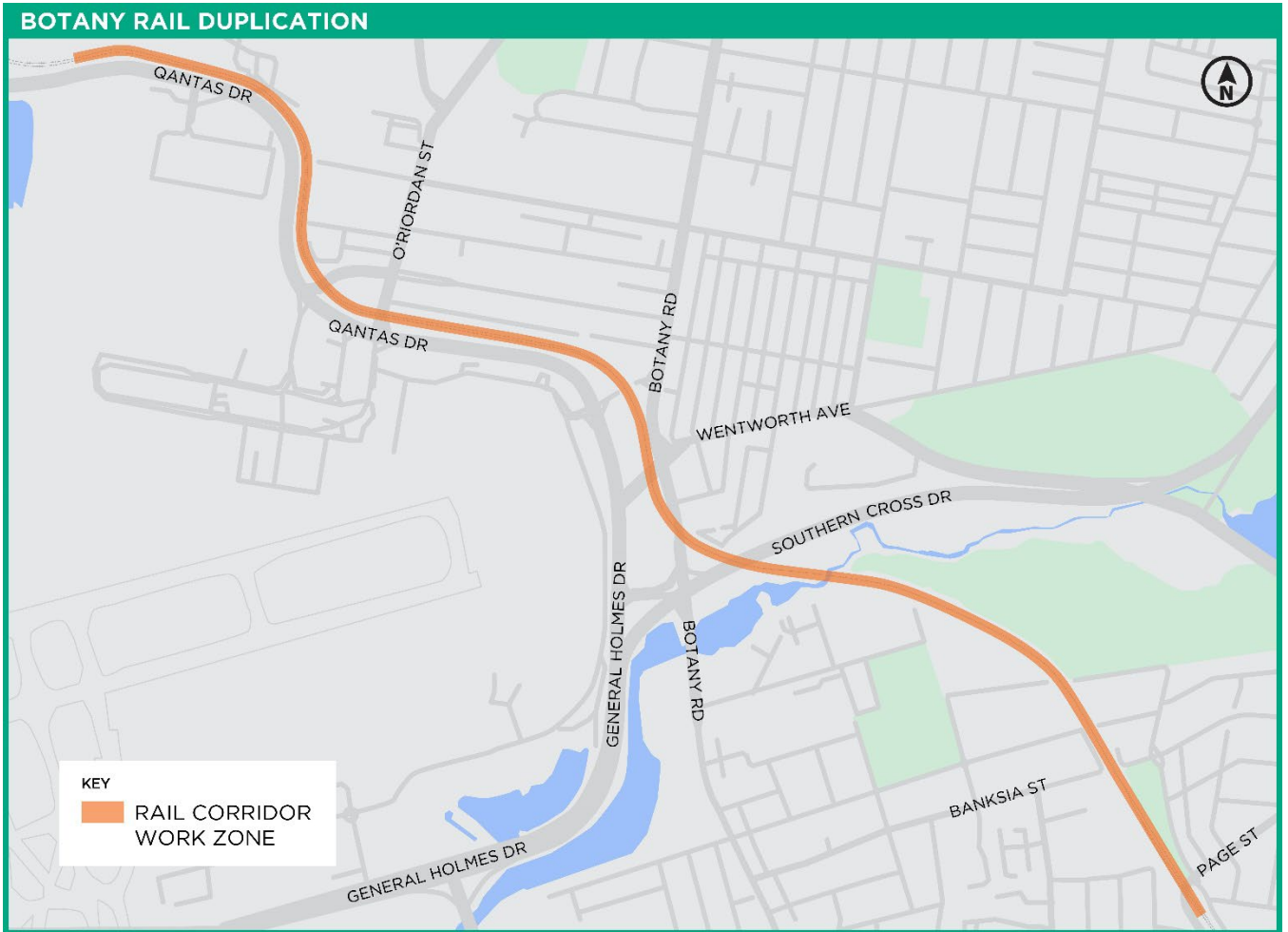
3.   Stakeholder relationships and identification

John Holland will engage with the following stakeholders to understand their values and priorities, with the aim of minimising the impact of works. John Holland will look to identify efficiencies across the project such as coordinating construction activities, possession and road closures, all of which will minimise impacts to the community. Our Communications and Stakeholder Manager will work closely with the community engagement representatives from adjoining projects, particularly around shared possessions, to plan a coordinated communications strategy that delivers best-for-community outcomes. This will include sharing outcomes engagement approaches and work schedules to streamline notifications and avoid mail fatigue.

John Holland recognises the vital importance of establishing clear accountabilities for managing stakeholder relationships. Accountability for engagement with some stakeholders will remain with ARTC. This includes engagement with the Ministers; Members of Parliament; local government councillors and the media. John Holland will continue to provide advice and support to ARTC to support the ongoing engagement of these individuals and groups.

Each stakeholder's level of involvement will be guided by the International Association for Public Participation (IAP2) Spectrum of Public Participation Framework. The table below provides an overview of stakeholders and responsibilities on this project.

Table 2: Overview of BRD Stakeholders and the responsibilities on the project

Stakeholder Groups	Stakeholders sub-groups	Organisations, groups, and / or individuals	Stakeholder lead		Attendance / Involvement required		Involvement on a need's basis	
			JH	ARTC	JH	ARTC	JH	ARTC
Stakeholder Group 1: Internal stakeholders	ARTC	ARTC - Asset Management - Asset Planning & Investment		Y			Y	
		ARTC - Asset Management - Corridor Manager		Y			Y	
		ARTC - Asset Management - Projects Delivery & Third-Party Projects		Y			Y	
		ARTC - Commercial & Customer Service		Y			Y	
		ARTC - EnviroLine		Y			Y	
		ARTC - Interstate Safety and Environment		Y			Y	
		ARTC - Network Control		Y			Y	
		ARTC - Operations		Y			Y	
		ARTC Asset Management		Y			Y	
Stakeholder Group 2:		Air Services Australia	Y			Y		
		Airport Building Controllers	Y					

Stakeholder Groups	Stakeholders sub-groups	Organisations, groups, and / or individuals	Stakeholder lead		Attendance / Involvement required		Involvement on a need's basis	
			JH	ARTC	JH	ARTC	JH	ARTC
State and Federal Government organisations, agencies and MPs	Federal Government organisations	Department of Agriculture, Water and the Environment		Y	Y			
		Civil Aviation and Safety Authority (CASA)	Y					Y
		Department of Infrastructure, Transport, Regional Development and Communications		Y				
		Infrastructure Australia		Y				
		Office of National Rail Safety Regulator (ONRSR)		Y			Y	
	State Government organisations / Associations	NSW Department of Planning, Industry and Environment (DPIE)		Y	Y			
		NSW Environment Protection Authority (EPA)	Y			Y		
		NSW Ports Executive Pty Ltd		Y				Y
		NSW Ports Environment Pty Ltd		Y				Y
		NSW Ports - Port Botany Community Consultative Committee	Y			Y		
		NSW Ports - Port Botany Rail Optimisation Group		Y				
		TfNSW - Freight & Regional Development		Y				
		TfNSW - Network Division (South East Precinct)	Y			Y		
		TfNSW - RailCorp / Sydney Trains - Property		Y				
		TfNSW - RailCorp Sydney Trains - Heritage and Environment		Y	Y	Y		
		TfNSW - Sydney Coordination Office	Y			Y		
		TfNSW - Sydney Gateway - Interface Working Group		Y			Y	

Stakeholder Groups	Stakeholders sub-groups	Organisations, groups, and / or individuals	Stakeholder lead		Attendance / Involvement required		Involvement on a need's basis	
			JH	ARTC	JH	ARTC	JH	ARTC
		TfNSW - Sydney Gateway - Road-Rail Working Group		Y	Y			
		TfNSW - Sydney Trains – Airport Line tunnel.	Y					Y
		TfNSW - TMC	Y					Y
		Broadspectrum (maintain Airport Line)	Y					Y
	Local Government Organisations / Associations	Bayside Council	Y			Y		
	Elected government representatives	Federal MP - Member for Kingsford Smith		Y				
		State MPs - Member for Maroubra; and Member for Heffron		Y				
		Local Councillors Port Botany Ward Botany Bay Ward Mascot Ward		Y				
	Emergency services	Aeromedical NSW Police Australian Federal Police NSW Ambulance Fire & Rescue NSW SES	Y			Y		
Stakeholder Group 3: Directly impacted landowners,	Directly impacted businesses - acquisition	Manboom Pty Ltd		Y			Y	
		McCormacks Strata Management - Strata Plan No. 89744 (Park n Fly)		Y			Y	
		oOh!media Fly Pty Limited / Eye Drive Sydney Pty Limited		Y			Y	

Stakeholder Groups	Stakeholders sub-groups	Organisations, groups, and / or individuals	Stakeholder lead		Attendance / Involvement required		Involvement on a need's basis	
			JH	ARTC	JH	ARTC	JH	ARTC
leaseholders and utilities		Ovenard Investments Pty Limited - Stamford		Y			Y	
		Perpetual Superannuation Limited, G.O. Carpark Nominees Pty Ltd (Directors same for Manboom).		Y			Y	
		Pty Ltd (Directors same for Manboom)						
		Sydney Airport Limited (SAL / SACL)		Y			Y	
		Sydney Water		Y			Y	
		The Trust Company (Australia) Limited (as Trustee for Fort Street Real Estate Capital Services) (Colliers contact)		Y			Y	
	Utilities Excluding Property Matters	APA Group (ethane pipeline)		Y			Y	
		Ausgrid (electrical)	Y					
		Bayside Council (utilities)	Y			Y		
		Jemena	Y			Y		
		Optus	Y			Y		
		Qenos (ethylene pipeline)	Y			Y		
		Sydney Water	Y			Y		
		Telstra	Y			Y		
		TfNSW - ITS	Y			Y		
		NBN Co.	Y			Y		
Stakeholder Group 4: Peak bodies, local businesses	Local business	Adina Apartments	Y					
		AEA Serviced Apartments	Y					
		AMG Sydney (Mercedes-Benz luxury vehicles) *		Y				
		Avis Car Rental	Y					

Stakeholder Groups	Stakeholders sub-groups	Organisations, groups, and / or individuals	Stakeholder lead		Attendance / Involvement required		Involvement on a need's basis	
			JH	ARTC	JH	ARTC	JH	ARTC
and interest groups		Baxter Road businesses	Y					
		Branksome Hotel	Y					
		Businesses in Mascot, Botany	Y					
		Carwash*		Y	Y			
		Central Foundry	Y					
		Citadines Connect Sydney Airport | Formerly Felix Hotel	Y					
		Enterprise Car Rental - Mascot	Y					
		Holiday Inn	Y					
		Ibis Budget Sydney Airport*		Y	Y			
		Ibis Sydney Airport	Y					
		Internal airport businesses. *		Y	Y			
		Internal airport car hire – e.g., Europcar. *		Y	Y			
		KFC*		Y	Y			
		Krispy Kreme*		Y	Y			
		Mantra Hotel Sydney Airport*		Y	Y			
		McDonalds*		Y	Y			
		Park & Fly	Y					
		Pullman Sydney Airport	Y					
		Qantas Airways Limited - Flight simulator development	Y					Y
		Quest Mascot	Y					
		Stamford Hotel	Y					Y
		Eastlake Golf Club	Y					
		Travelodge	Y					

Stakeholder Groups	Stakeholders sub-groups	Organisations, groups, and / or individuals	Stakeholder lead		Attendance / Involvement required		Involvement on a need's basis	
			JH	ARTC	JH	ARTC	JH	ARTC
	Interest groups - general	Bayside Business Enterprise Centre BEC - Marcus Dwyer	Y					
		Bayside Chamber of Commerce - Patrick Medway	Y					
		Bike Botany Bay	Y					Y
		Bike EAST	Y					Y
		Chamber of commerce	Y					
		ISCA	Y			Y		
		South Sydney Business Chamber	Y					
	Interest groups - Environment	Heritage Group - La Perouse Local Aboriginal Land Council (LALC)	Y			Y		
		Heritage Group - Metropolitan Local Aboriginal Land Council (LALC)	Y			Y		
		RAPs	Y			Y		
	Rail / Freight Industry Bodies and Interest Group	Shipping Australia Freight and Trade Alliance (FTA) Container Transport Alliance Australia (CTAA) Australian Logistics Council (ALC) – Richard Galbraith Sydney Intermodal Terminal Alliance (SIMTA) - Qube· Sydney Airport Community Forum - Sydney Rail Services Southern Shorthaul Railroad Australian Railway Association		Y				

Stakeholder Groups	Stakeholders sub-groups	Organisations, groups, and / or individuals	Stakeholder lead		Attendance / Involvement required		Involvement on a need's basis	
			JH	ARTC	JH	ARTC	JH	ARTC
Stakeholder Group 5: Local community members and the wider public	Wider community	Greater Sydney	Y					
		Residents in Botany, Mascot, Pagewood	Y					
	Education facilities	▪ St Bernards Primary School ▪ St Therese Primary School ▪ J.J Cahill Memorial High School ▪ Botany Public School ▪ Mascot Public High School ▪ Banksmeadow Public School ▪ Botany Pre School, Bay St ▪ John Brotchie Memorial Nursery School ▪ Pagewood Kindergarten ▪ Pagewood Public	Y					
	Community Action Group	Restore Inner West Line (Liverpool via Regents Park)	Y					Y
	Media	Australian New Express Daily		Y				
		Inner West		Y				
		SMH		Y				
		Southern Courier		Y				
		St George Leader		Y				
		Sydney radio stations		Y				
	Road users	Buses	Y					Y
		Residents and landowners in Botany, Mascot, Pagewood	Y					
	Transport and business	Airlines: ▪ Qantas ▪ Virgin Australia ▪ Singapore Airlines ▪ Air Canada		Y	Y			

Stakeholder Groups	Stakeholders sub-groups	Organisations, groups, and / or individuals	Stakeholder lead		Attendance / Involvement required		Involvement on a need's basis	
			JH	ARTC	JH	ARTC	JH	ARTC
		▪ Delta Air Lines ▪ Emirates Group and Emirates Leisure Centre: ▪ All Nippon Airways Co., Ltd. ▪ Etihad Airways						
		DHL / Delivery and logistic providers	Y					
		Taxi Council	Y					
		TOLL Group	Y					
		Uber / Ride Share	Y					
	Other	JC Decaux	Y					
	Customers	Aurizon	Y					
		Boral	Y					
		Cargill Australia	Y					
		Centennial Coal	Y					
		DP World	Y					
		Genesse & Wyoming Australia		Y				
		GrainCorp		Y				
		Hutchinson Ports		Y				
		Linx		Y				
		Maritime Container Services		Y				
		MCS		Y				
		Mediterranean Shipping		Y				
		Pacific National		Y				
		Patrick Terminals		Y				
		Qube		Y				
		Chullora intermodal terminal		Y				

Stakeholder Groups	Stakeholders sub-groups	Organisations, groups, and / or individuals	Stakeholder lead		Attendance / Involvement required		Involvement on a need's basis	
			JH	ARTC	JH	ARTC	JH	ARTC
		Enfield intermodal logistics centre		Y				
		Macarthur intermodal shipping terminal		Y				
		Moorebank intermodal terminal		Y				
		St Mary's intermodal terminal		Y				
		Villawood intermodal terminal		Y				
		Yennora intermodal terminal		Y				

3.1 Understanding key stakeholders

We acknowledge that ARTC will lead relationships with those stakeholders specified in Appendix 21 of TSWD including Sydney Airport, Sydney Gateway (including the Interface Working Group and Rail Working Group), and the rail and freight industry. John Holland will support ARTC in managing these relationships through the timely provision of information and attendance at meetings as requested. We are in a unique position as the joint venture partner delivering Sydney Gateway to assist ARTC in building relationships with the Project team. Prior to attendance at working groups, we will share insights and plans with ARTC to drive progress.

John Holland's technical leads will engage with the following key stakeholders to understand their values and priorities as we develop our program, with the aim of minimising the impact of our works including: Government organisations, NSW Environment Protection Authority, Transport for NSW's Sydney Coordination Office, Bayside Councils, and emergency services. Utilities service providers, including Ausgrid, Jemena, Optus, Qenos, Sydney Water, Telstra, and NBN Co.

- Local businesses and groups, including hotels (e.g.Adina Apartments, Holiday Inn) and interest groups (e.g. Bike Botany Bay, ISCA, Local Aboriginal Land Councils). Local community members, including schools (e.g. Mascot Public School), road users, and bus and taxi service providers.

- Local communities, in particular, any vulnerable groups such as families with children, need for assistance, elderly residents, residents with disability requirements or poor mobility requirements, and/ or medical conditions to any amenities or access changes as a result of construction.

As part of the Sydney Gateway Project, John Holland met with a large number of businesses along the track alignment on a one-on-one basis to provide information on the works. This included engaging with the Stamford Plaza Hotel and Gateway Building in relation to programming and traffic management planning to ensure works did not adversely impact their business. By incorporating lessons learned, we will be able to expeditiously develop and implement tailored strategies to manage known risks and drive strong engagement outcomes on the Botany Rail Duplication. Hotels within the Project area will require substantive engagement to manage ongoing impacts of noise and vibration, as well as property access and business disruption, consultation with hotels will be undertaken prior to any construction work. Understanding the key stakeholder needs is represented in Table 3.

Table 3: Understanding key stakeholder needs

Stakeholder	Context	Interest/impacts	Interest	Strategy
Business owners	▪ May face business disruption from construction activities/visual and amenity impacts	Project impacts, construction management, mitigation measures, business support	High	Anticipate and meet needs
Residents	▪ May face disruption from construction activities/visual and amenity impacts	Project impacts, construction management, mitigation measures	High	Anticipate and meet needs
Road users/ public transport commuters	▪ May face traffic disruption/detours and delays from	Project impacts, construction management, mitigation	High	Anticipate and meet needs

Stakeholder	Context	Interest/impacts	Interest	Strategy
	construction activities/changes to parking and access	measures, changes to transport		
Local council	▪ Construction in LGA, responsible for approvals and permits	Project impacts, construction management, mitigation measures, traffic management issues, changes to transport and pedestrian and cyclist access	High	Manage most thoroughly
Institutions, schools, churches	▪ Facilities located in close proximity and may be affected by construction activities	Project impacts, construction management, mitigation measures, changes to access	Mod	Manage most thoroughly
Peak bodies/Industry groups/Special interest groups	▪ May be affected by construction activities	Project impacts relating to group's specific interest	Mod	Manage most thoroughly
Hotel groups	▪ May be affected by construction activities	Project impacts, construction management, mitigation measures	High	Anticipate and meet needs
Utility service provider	▪ Utilities may be located in close proximity to construction activities, assets may need relocation or protection	Potential impacts on assets	Mod	Manage most thoroughly
Bus service provider	▪ Traffic routes may be affected by construction activities	Potential impacts, changes to transport	High	Anticipate and meet needs
Government organisations	▪ Responsible for planning approvals, managing interface	Project impacts, construction management, mitigation measures	High	Anticipate and meet needs
Emergency services	▪ Traffic routes may be affected by construction activities	Potential impacts, changes to transport	High	Anticipate and meet needs

All stakeholders will be placed on the Consultation Manager database, their issues identified, and consultation activities/mitigation measures recorded. Community sub-plans and strategies will be developed to mitigate potential stakeholder and community disruptions due to key construction activities.

4. Consultation Forums

As the Project moves into the construction phase, existing relationships held by ARTC are being handed over to the John Holland to manage. This includes responsibilities for engaging and consulting with local community, businesses, commuters/customers and various agencies.

Table 4 below lists the types of consultation forums that John Holland will implement as well as a proposed frequency. The below consultation forums will provide the community the opportunity to provide direct feedback for any concerns. The feedback will be addressed and recorded in Consultation Manager.

Table 4: Consultation forums

Event type	Details	Responsibility	Frequency
Agency consultation	Forums and briefings will be held with various agencies to present and consult on traffic impact, site establishment, and mitigation measures etc	ARTC Supported by John Holland	As required
Community Connect events	Events will be planned and coordinated by the John Holland to inform or engage with the local community re project progress, key issues such as noise, dust, vibration and general construction enquiries. Targeting residents within 250m radius of construction site. Format of events will be flexible to accommodate community feedback. Events will either be formal presentations or drop in coffee/bbq type sessions	John Holland	As required
Business Connect	Events will be planned and coordinated by the John Holland to inform or consult the local businesses regarding impact, mitigation and project progress. Format of events will be flexible to accommodate local businesses. Events will either be formal presentations or drop in coffee/bbq type sessions	John Holland	As required

Event type	Details	Responsibility	Frequency
Local community events and forums	John Holland will attend events planned in the local area (within 2km radius) by a community group, Bayside Council or other key stakeholders to discuss information about the project, upcoming construction or any environmental issues or concerns such as noise, vibration and dust management	John Holland	As required
Site visits	Site visit planned and coordinated by the Principal (ARTC) for key stakeholders	ARTC John Holland, support as required to provide access to site and safety equipment	As requested
Education / school program events and visits	School visit/ presentation or site activities aligned to the ARTC Program	ARTC John Holland, at request of ARTC	As requested
Principal arranged events	Event planned and coordinated by the Principal (ARTC)	ARTC John Holland, support as required	As requested
Media events	Media activity or event planned and coordinated by the Principal (ARTC)	ARTC John Holland, support as required to provide access to site and safety equipment	As required
VIP events	Key stakeholder event (not inclusive of media), planned and coordinated by the Principal (ARTC)	ARTC John Holland, support as required to provide access to site and safety equipment	As requested

5.   Communications and engagement by project phase

Communications and engagement activities will be tailored by project phase. This approach to communications and engagement will ensure that:

- Community and stakeholder needs, and expectations are managed well from the outset
- Communications and community relations activities are proactive, well planned and appropriate to the project stage
- Appropriate resources and budget are allocated to undertake the necessary activities.

A summary of the approach is provided in the diagram below.

Planning	Mobilisation	Construction	Completion & demobilisation
▪ Consultation on construction planning ▪ Communications and engagement about upcoming works ▪ Stakeholder engagement about reinstatement of public and open spaces	▪ Communications and engagement about site establishment ▪ Completion of property condition surveys and reports ▪ Communications about traffic and transport changes ▪ Business engagement and placemaking ▪ Detailed design consultation ▪ Identification of legacy initiatives	▪ Communications about construction activity and milestones ▪ Management of construction impacts ▪ Communications about traffic and transport changes ▪ Business engagement and placemaking ▪ Detailed design consultation ▪ Delivery of legacy initiatives	▪ Communications and engagement about commissioning and completion milestones ▪ Handover of stakeholder and community relationships to owner/operator ▪ Closing out of property condition surveys and reports ▪ Completion and work to embed legacy initiatives ▪ Support of Defects and Liability period

5.1   Planning phase

Stakeholder needs, expectations and feedback will help shape the project. Table 5 below details the communications and engagement activity that will be undertaken to support community and stakeholder input and understanding.

Table 5: Communications and engagement activities to support community and stakeholder at the planning phase

Element	Activity
Consultation on construction planning	▪ Stakeholders and sensitive receivers around sites will be identified and mapped ▪ Engagement will be undertaken individually (for the most significantly impacted residents and stakeholders) and through information sessions and pop-up displays ▪ Engagement approaches will be documented in Communications Action Plans (see Section 5.4) with outcomes documented through summaries and minutes of meetings with key stakeholders and groups
Communications and engagement about upcoming works	▪ Stakeholders and sensitive receivers around proposed works areas will be identified and mapped ▪ Communication and engagement approaches will be documented in Communications Action Plans (see Section 5.4)

Element	Activity
	▪ Stakeholders and community members will be notified about works, timing and impact, including doorknocks and letter drops and individual meetings with sensitive receptors ▪ Transparent, ongoing communication around works program and challenges, including regular email updates to stakeholders, as required
Stakeholder engagement about reinstatement of public and open spaces	▪ Engagement will be undertaken individually and through information sessions and pop-up displays ▪ Engagement approaches will be documented in Communications Action Plans (see Section 5.4) with outcomes documented through summaries and minutes of meetings with key stakeholders and groups

5.2   Mobilisation phase

The community and stakeholders may be impacted as works commence. Table 6 below details the communications and stakeholder activity to support stakeholder and community input into these elements.

Table 6: Communications and engagement activities to support community and stakeholder at the mobilisation phase

Element	Activity
Communications and engagement about site establishment	▪ Communication and engagement approaches will be documented in Communications Action Plans (see Section 5.4) ▪ Stakeholders and community members will be notified about works, timing and impact, including doorknocks and letter drops and individual meetings with sensitive receptors ▪ Opportunities will also be explored with key stakeholders to use hoardings and other temporary structures to mitigate impacts and support placemaking activity
Completion of property condition surveys and reports	▪ Properties to be offered condition surveys and reports will be mapped ▪ Communication and engagement approaches will be documented in Communications Action Plans (see Section 5.4) ▪ Records of all contact and completed surveys and reports will be documented securely
Communications about traffic and transport changes	▪ Communication and engagement approaches will be documented in Communications Action Plans (see Section 5.4) ▪ Stakeholders and community members will be notified about upcoming traffic and transport changes
Business engagement and placemaking	▪ Businesses and events around proposed works areas and sites will be identified and mapped ▪ Businesses and event managers will be closely supported from the mobilisation phase forward
Identification of legacy initiatives	▪ This phase includes the opportunity to engage the community to identify, prioritise and shape legacy initiatives.

5.3   Construction phase

Ongoing construction will create impact and disruption for community members, businesses and stakeholders, which will require a significant communications and engagement effort to manage.

Table 7: Communications and engagement activities to support community and stakeholder at the construction phase

Element	Activity
Communications about construction activity and milestones	▪ Activities and milestones will be regularly communicated through standard channels ▪ The communication of significant events will be documented in Communications Action Plans (Section 5.4)
Management of construction impacts	▪ Proactive consultation with sensitive receivers ▪ Identification of any utilities or services ie power outage which may be affected by construction works will require consultation with affected receivers prior to commencement of works ▪ Working around sensitive receivers such as churches and schools will require prior consulting and may result in nosier works being scheduled around certain times of days i.e., after sleep time and after church/funeral services ▪ Provide appropriate consultation around respite or relocation offers. ▪ Working in and around an operational rail corridor ▪ Construction activities, timing, expected impacts and mitigation measures will be communicated early, to enable the community and stakeholders to anticipate and plan around upcoming disruption ▪ Notification will be provided through a range of methods, including SMS, email, door knocks, and letter box drops ▪ Notification of out of hours and high impact noise ▪ Noise and vibration monitoring during standard construction hours and during any out of hours work ▪ The Community and Stakeholder Engagement team will work closely with the Construction team to develop work methods that minimise community impacts ▪ The Community and Stakeholder Engagement team will work closely with the Sydney Gateway project and other major projects to ensure a coordinated approach ▪ The Community and Stakeholder Engagement team will work closely with ARTC to inform and update key stakeholders
Communications about traffic and transport changes	▪ John Holland will engage with transport operators and authorities to agree and communicate changes to traffic and transport arrangements ▪ Information will be provided through a range of methods, including signage, advertising, media relations, digital channels and direct engagement ▪ The communication of significant changes or disruptions will be documented in Communications Action Plans (Section 5.4)
Business engagement and placemaking	▪ Businesses and events around proposed works areas and sites will be identified and mapped ▪ Businesses and event managers will be closely supported from the mobilisation phase forward
Delivery of legacy initiatives	▪ Legacy initiatives identified in the mobilisation phase will be developed and delivered during the construction phase

5.4   Communication Action Plans

Activities and milestones that are likely to create very high levels of impact or attract significant community or stakeholder attention will require the development of a Communication Action Plan (CAP).

All CAPs will be developed by John Holland, and submitted to ARTC for review and approval, allowing five business days for initial feedback, and a further two days for final review and approval. No communication or engagement activities will be undertaken prior to ARTC sign off unless discussed and approved in writing.

CAPs will reflect the project's community and stakeholder engagement requirements and will take into account any stakeholder consultation that has already been carried out by ARTC.

The plan will include actions to be implemented during site establishment, early works and investigations together with each phase of the activity, as well as specifying timeframes and the person or people responsible for each action.

5.5   Communications and engagement tools

A variety of communication tools will be used throughout the project, according to the purpose of the communications and the audience's needs. Our communication tools are aimed at:

- Building and maintaining positive relationships with the local community and stakeholders
- Ensuring communication provides sufficient notification of potentially disrupting works
- Provides clear pathways for stakeholders to engage with and to provide feedback on the project
- Mitigate risk of project delays caused by community complaints or negative stakeholder attention
- Proactively engaging in meetings with ARTC, TTLG, airport precinct, rail and freight industry, stakeholders and other relevant meetings
- As a joint venture partner for Sydney Gateway and lead contractor for the MTMS Mascot substation, John Holland is in a unique position to manage community risk and implement a simplified and coordinated stakeholder interface.

To achieve these aims, we will apply the principles below across the Project:

- Timeliness in identifying and managing community concerns
- Transparency by providing accurate and detailed information and responding to emergent issues and correcting erroneous information
- Inclusion through accessible and engaging information about upcoming or ongoing activities, including provision of communications in community languages
- Integrity through two-way communication and a willingness to listen to and consider community concerns
- Responsiveness to individual concerns, ensuring every reasonable effort is made to resolve issues to the satisfaction of all involved in the shortest time possible.

John Holland understands that ARTC approval is required for all materials distributed externally. All material developed by John Holland will be submitted to ARTC for review and approval, allowing five business days for initial feedback, and a further two days for final review and approval.

All materials produced will comply with ARTC guidelines. Required communications and engagement collateral will be provided to ARTC in .pdf format in compliance with Level AA accessibility requirements in the Web Content Accessibility Guidelines (WCAG 2.0).

Table 8: Communication and engagement tools responsibility matrix

Activity	Description	John Holland responsibility	ARTC responsibility
Community & Stakeholder Steering Group	Joint steering group with representatives of the ARTC, Gateway and More Trains More Services Community and Stakeholder Engagement teams to review complaints across all three projects to identify issues, share best practice and ensure consistency in communications and mitigation measures	Lead	Support (if required)
Community update emails	Bi-monthly updates and photos about progress, works, activities and milestones, distributed to registered community members and stakeholders WCAG compliant	Lead	Approve
Construction update newsletters	Quarterly updates on the works, activities and relevant interface projects to be distributed to the community and stakeholders by email and at information sessions and events, printed in full colour with relevant photos, maps and diagrams. Newsletter will be at least 2 pages in length and provide a 3 month look ahead schedule of out of hours works. WCAG compliant	Lead	Approve
Doorknocks	Face to face contact, generally for advising of upcoming impacts or consultation opportunities	Lead	Approve
Emails	Proactive or responsive individualised written communication	Lead	Approve (if required)
Fact sheets	Printed information of up to two pages about the overall project, or particular elements of the work, written in plain English and supported with photos and illustrations. Four fact sheets to be prepared every 12 months. WCAG compliant	Lead	Approve
Functional advertising (print, radio, television and digital channels, pedestrian and cycle way impacts)	Mass communication designed to advise of significant upcoming impacts, especially traffic or transport disruptions	Lead	Approve
Branded or creative hoarding	Treatment of site perimeter hoarding, designed to improve visual amenity or raise awareness of the project	Lead	Approve
Information sessions and pop-up displays	Face to face activities seeking input or providing information about upcoming major disruptions or consultation opportunities (e.g. about key design elements)	Lead	Approve
Interpreter and translation services	Verbal (interpreter) or written (translation) information or engagement for linguistically diverse audiences	Lead	N/A

Media events and liaison	Events or liaison with local, state or national media to communicate project milestones, or strengthen project awareness or reputation	Support	Lead
Meetings/briefings	Proactive or responsive face-to-face communication with key stakeholders, individuals or groups. Interpreter available, if required	Lead	Support
Phone calls	Proactive or responsive individualised verbal communication Interpreter available, if required	Lead	Support
Photography (including time lapse and videography)	Still or moving images of key project activities and milestones to support broader communication and engagement activities	Lead	Approve
Project phone number, postal address and email	ARTC have provided a Project 24-hour telephone contact line number and will forward any enquiries and complaints directly to John Holland. John Holland have established a postal and email address.	Manage	Lead
Site Hoarding	Where required, shade cloth will be utilised around the work site, however, as most activities will be within the existing rail corridor, shade cloth requirements are not anticipated. ARTC will provide shade cloth for the site compounds that display the ARTC logo. Contact details: Enviroline contact number, email and website address will be displayed on all site hoarding.	Manage	Lead
Project website	ARTC will establish and maintain a Project website or webpage that will display a copy of this strategy plan. John Holland will provide materials and information for uploading within one day of it becoming publicly available, and at other times as it becomes available. Community notification and newsletters will be WCAG accessible with email, website and 24-hour contact numbers for any enquiries or complaints. The community notification will also allow the community with an opportunity to provide feedback. The website will also display a copy of this strategy plan and the planning approval and associated documentation to ensure compliance with *Conditions of Approval - B10.*	Support	Lead
Renders and flythrough animations	Still or moving images of key project elements, activities and milestones to support broader communication and engagement activities	Lead	Approve
Signage (including VMS and other dynamic signage)	Designed to advise of significant upcoming impacts, especially traffic or transport disruptions, pedestrian detours and alternative arrangements	Lead	Approve

Site visits and tours	Events involving key stakeholders or community members to communicate project milestones or strengthen project awareness or reputation. NB: John Holland will obtain approval from the ARTC Project Manager 48 hours before any site visits for community members or other stakeholders.	Support	Lead
SMS reminders and urgent notifications	Text message project reminders or notifications of unscheduled urgent or emergency works or changes to the timing of activities	Lead	Approve
Social media	ARTC-managed accounts to which John Holland supplies two 180-character relating to activities and works each month, with accompanying images or video	Support	Lead
Stakeholder contact cards	Business cards printed with the project email and phone number and provided to project team members – including workforce – to support a single point of contact for community members and stakeholders	Lead	Approve
Surprise and delight activities	Pop-up events, usually involving small giveaways of food, drinks or vouchers to communicate key project information or mitigate significant disruption or other impacts	Lead	Approve

The frequency of some of the above-mentioned communication and engagement tools may be impacted by COVID-19 restrictions. Alternative methods will be put in place such as telephone conferences, Zoom and Microsoft Team meeting conferences.

5.6   Key messages

The following key messages will be used during the first stage of community engagement for this project. Key messages will be reviewed throughout the life of the project.

- A contract has been awarded to design and construct the Botany Rail Duplication, as part of an Australian Government commitment to provide faster and more efficient freight movements to and from the economic gateway of Port Botany
- John Holland has been confirmed as the successful contractor for the project, which will duplicate the remaining 2.9km section of single line track to Port Botany
- The Botany Rail Duplication will increase capacity on the Botany Line and wider Metropolitan Freight Network, as well as boosting flexibility and reliability for freight customers
- The project will encourage a shift in freight transport from road to rail, which will help reduce truck movements and associated traffic congestion.

6.   Working with LOTE and CALD communities

Bayside is a Culturally and Linguistically Diverse (CALD) community that is comprised of many cultures. Over half of the Bayside residents were born overseas (46% - 71,894) and 53% of residents speak a language other than English (LOTE) at home. Therefore, it is important for the Project to work closely with the community as effective communication provides a way of understanding and addressing community needs through listening, collaboration, understanding and building relationships.

The following processes and communication tools will be used to improve accessibility and outreach with people who come from (CALD) backgrounds:

- Translated community notifications as required that include contact details for feedback and enquiries/complaints

- Working with local councils and community groups to utilise existing CALD relationships
- Advising local communities and in particular, any vulnerable groups such as families with children, need for assistance, elderly residents, residents with disability requirements or poor mobility requirements, medical conditions and CALD communities, to any amenities or access changes as a result of construction
- Provide community forums to discuss key environmental issues or concerns to the community and an opportunity for the community to provide feedback
- Door knocks and face to face meetings for information updates and feedback opportunities
- Project information sheets for educational purposes
- Providing translators for meetings, engagements or dispute resolutions
- Translating emails, newsletters and project milestone factsheets as required.
- Translated community notifications as required that include contact details for feedback and enquiries/complaints.

Below are some simple strategies that the project representatives will undertake for effective cross-cultural communication:

- Speak slowly and clearly whilst using short simple sentences in plain English
- Maintain normal volume when speaking
- Consider choice of language, some idioms, irony or slang language may not be understood by people from another linguistic background, using different words may be more effective to express the same ideas
- Give adequate time in communication and when obtaining feedback to clarify understanding
- Avoid inappropriate or gratuitous references to a person's culture
- Respond to expressed emotion
- Ask open ended questions
- Be patient, receptive and listen carefully
- Identify the importance of understanding that there are cultural differences in non-verbal communication and of acknowledging cultural differences rather than minimising them in relation to cross-cultural communication
- Confirm that residents understand the outcome of the conversation.

If an understanding cannot be reached by the abovementioned methods, an independent interpreter will be consulted.

7.   Community notifications

John Holland will produce and issue notifications about its activities. These will be reviewed and approved by ARTC, as previously outlined. Notifications will be distributed to inform the community and stakeholders about:

- Construction commencement
- Low impact works
- Significant milestones
- Changes to the scope of work
- Night works
- Proposed changes to traffic flow and traffic conditions
- Arrangements for control of traffic on roads,
- Modifications to pedestrian routes, cycle ways and bus stops
- Out of hours work
- Hazmat or asbestos removal
- Disruption of residential or business access
- Changing or disrupting of Utility Services
- Allow community the opportunity to provide feedback
- Monthly works notification will also provide an opportunity for the community to provide further feedback.

For investigation activities the following will be undertaken:

- All notifications will comply with the ARTC Projects Style Guide and include the scope, location and hours of work the duration of the activity, equipment to be used and likely impacts, and any mitigation measures. ARTC's 24-hour project contact details will also be included.

For each notification, we will provide ARTC with the following:

- A map showing the proposed distribution area for the notification
- Distribution dates
- Background information on key risks and issues associated with the activity described in the notification.

Notification of impacts to utilities (water, electricity and gas) will be developed and issued by the asset owner. John Holland will provide these service providers with seven days' notice of all required relocations, and work with the service providers to meet required timeframes for notification.

The amount of notice to be provided to the community depends on the level of impact expected. Table 9 below outlines the minimum notification periods for a variety of impacts. Emergency works will be managed as required, in consultation with ARTC

In the event of emergency works, John Holland will provide written (including by SMS, if contact details are available) and verbal notification to occupiers of properties immediately adjacent to or impacted by any emergency works within 2 hours of starting the works.

Each quarter, John Holland will include an indicative schedule of likely out-of-hours work for the next three months in the Construction Update Newsletter. The newsletter will allow the community to provide feedback via various contact information.

The community notifications will be WCAG compliant and have a website, email address and 24-hour telephone number for members of the community to register enquiries or complaints. The community notifications will also contain a text information box with a 24-hour contact number for translating and interpreting services. The community notification will also allow the community with an opportunity to provide feedback.

The Project will provide the community and stakeholders with at least 7 days' notice before commencing any activity that has the potential to impact on them, except in the case of emergency works. Wherever possible, written or verbal notification will be made to properties immediately adjacent to or within 200 metres, from the work zone or impacted by any emergency works at least two hours prior to commencing any emergency works. In some instances, noise modelling may indicate the need for consultation beyond 200 metres.

Table 9: Common construction-based impacts and issues

Timing	Type of work	ARTC sign off period	Community notice period
Standard hours Monday to Friday 7am-6pm, Saturday 8am-1pm	- Activities causing high-impact noise, vibration, dust i.e. piling, jack- hammering	7 business days	5 business days
Extended weekend hours Saturday 1pm-6pm	- Regular work activities construction - Activities causing high-impact noise, vibration, dust i.e. piling, excavation, etc.		5 business days
Approved out of hours work All other times	- Regular work activities - construction, etc. - Activities causing high-impact noise, vibration, dust i.e. piling, excavation		10 business days

Timing	Type of work	ARTC sign off period	Community notice period
All hours	▪ Unforeseen events and emergency works	Immediately	Within two hours of works starting
	▪ Business parking or access impact of less than two weeks ▪ Changed or reduced private property access ▪ Road closure or diversion ▪ Traffic barrier placement, lane closures, minor detours ▪ Changed or reduced parking ▪ Relocation of bus or tram stop	7 business days	5 business days
	▪ Weekend rail occupation ▪ Partial station carpark closure ▪ Train station changes (e.g. access or platform changes)	7 business days	10 business days
	▪ Extended rail occupation	7 business days	20 business days

8. Issues management

The Community and Stakeholder Engagement team will work proactively to identify potential issues arising from community and stakeholder meetings and develop approaches to manage these issues. John Holland will be responsible for eliminating, mitigating, managing or resolving construction-based impacts and issues. Common issues are outlined in Table 9 below.

Table 10: Common construction-based impacts and issues

Issue	Primary management plan	Communications and Engagement support
Community complaints regarding lack of notification	Community and Stakeholder Engagement Management Plan	Refer to table 9 "Communication and engagement tools responsibility matrix"
Business access and visibility	Traffic Management Plan Construction Environmental Management Plan	Direct communication and engagement, access signage, and local promotion (as required)
Demolition	Construction Management Plan	Notification and enquiry and complaints management (as required)
Dust	Construction Environmental Management Plan	Enquiry and complaints management (as required)
Environmental protection	Construction Environmental Management Plan	Engagement, notification and enquiry and complaints management (as required)
Haulage	Traffic Management Plan	Notification and enquiry and complaints management (as required)
Temporary land occupation	Construction Management Plan	Direct communication and engagement with impacted landowners and users, enquiry and complaints management (as required)

Issue	Primary management plan	Communications and Engagement support
Night works	Construction Management Plan	Notification, respite or relocation offers, and enquiry and complaints management (as required)
Noise	Environmental Management Plan Construction Management Plan	Notification, respite or in-home mitigation, and enquiry and complaints management (as required)
Public transport changes	Construction Management Plan	Notification – including alternative arrangements – and enquiry and complaints management (as required)
Reinstatement	Construction Management Plan	Engagement, notification and enquiry and complaints management (as required)
Removal / transport of contaminated or hazardous materials	Environmental Management Plan Traffic Management Plan	Notification and enquiry and complaints management (as required)
Traffic and access changes (including footpaths, bicycle paths and shared user paths)	Traffic Management Plan	Engagement, notification and enquiry and complaints management (as required) Signage
Tree and vegetation removal	Environmental Management Plan	Engagement, notification and enquiry and complaints management (as required)
Vibration	Environmental Management Plan Construction Management Plan	Notification, respite, and enquiry and complaints management (as required)

Issues relating to ARTC's general business, or another agency's or organisation's activities will be referred to the responsible party. John Holland will clearly explain to the impacted party why the issue does not relate to our work, and wherever possible, provide a direct contact point within the responsible party.

John Holland will develop and maintain an issue register and update it within 48 hours of becoming aware of an issue as a result of a meeting or briefing. The register will include:

- The issue
- Subject
- Organisation
- Discipline
- Date raised
- Raised by
- Item description
- Reference document
- Responsible parties
- Priority (1 (highest) -5 (lowest))
- Response
- Status
- Date closed.

During development of each Communications Action Plan, John Holland will undertake and document a thorough assessment of likely stakeholder and community impacts and determine proposed

management measures.

8.1   Complaints Management System

ARTC have adopted a definition of enquiries, and unavoidable and avoidable complaints, as follows:

- Enquiries include when community members and stakeholders seek information, provide feedback or suggest solutions to issues
- Complaints include interactions with a community member or stakeholder who expresses dissatisfaction with the project, government policies, the contractor's activities, the contractor's personnel or the subcontractors' personnel, actions or proposed actions during the design and construction of the project
- Avoidable complaints are complaints about the contractor's non-compliance with the requirements of authorities and approvals
- Unavoidable complaints include a community member's or stakeholder's opposition to the project or government policy, or complaints about contractor's activities that are being performed in accordance with the requirements of authorities and approvals
- Proactively identify public affairs-related issues and provide advice to enable resolution of issues in a timely manner consistent with strategic objectives
- If the complaint in unable to be resolved, the complaint will be escalated to ARTC and will be managed in line with the ARTC's Project Manager
- A mediation system for complaints unable to be resolved
- A copy of the complaints register will be provided to the ARTC Environmental Representative on a weekly basis.

Any communication received from a stakeholder that expresses dissatisfaction will be classified as a complaint. This is a purposely broad definition to assist with a prompt resolution and prevention of the matter escalating unnecessarily.

A 24-hour community information and complaints line 1300 550 402, email address botanyduplication@jhg.com.au, website www.botanyduplication.com.au and postal address: John Holland, Level 3, 63-65 Pirrama Road, Pyrmont, NSW, 2009 has been established by John Holland. These provide direct access to ARTC and John Holland. All Botany Rail Duplication communication materials and signage will contain these contact details.

Complaints may also be received via other means including in writing, in person or through referral from third parties such as Bayside Council.

All complaints will be responded to 24 hours a day, seven days a week. Complaints received via the ARTC Enviroline 1300 550 402 will be answered by an ARTC call centre that will record contact details and basic information about the nature and location of the complaint. The complainant will be advised that an on-call officer will contact them shortly to address the issue which ensures the caller is not placed on hold or referred to a recorded message. The Community and Stakeholder team will manage the ongoing communication with the complainant until they are satisfied with the action taken.

If the complainant remains unsatisfied, the complaint may be escalated to the ARTC Project Manager (*refer to 8.2 – Unresolved Complaint Process*).

John Holland will make use of translator services if a stakeholder or community member is unable to communicate their concerns in English.

John Holland will make suitably qualified and experienced team members available to monitor enquiries and complaints received by phone, post or email on a 24 hour a day, seven day a week basis.

Enquiries and complaints will be managed in line with the Ombudsman NSW Effective Complaint Handling Guide to ensure the highest standards of practice. All enquiries and complaints will be responded to within the timeframes outlined in Table 10.

Table 11: Complaint response timeframes

Category	Acknowledge	Resolve and record	Escalate (if required)
From the media or an elected representative of local, State or Federal Parliament*	Refer to ARTC within two hours		
Urgent enquiries and complaints, involving: ▪ **serious property damage that represents an immediate risk to people in the vicinity** ▪ **injury that requires immediate medical attention, or hospitalisation** ▪ **individuals in acute distress, especially arising from impacts relating to construction or maintenance works.**	Within 10 minutes	Within two hours	▪ Senior Project Manager ▪ ARTC Project Manager
Non-urgent complaints (by phone)	Within two hours	Within 24 hours	
Non-urgent complaints (by email or social media)	Within two hours	Within 24 hours	
Non-urgent complaints (by letter)	N/A	Within 24 hours	
Non-urgent enquiries (by phone or email)	Within 2 hours by phone Within 24 hours by email	Within five business days	
Social media comments or enquiries	Within 4 hours or 2 hours if contact number is available	Within 24 hours (to ARTC)	
Complaints – written complaints (letters/faxes)	Within 24 hours	Within 24 hours	Respond in writing and mail to: **John Holland, Level 3, 63-65 Pirrama Road, Pyrmont, NSW, 2009** within 24 hours

*Note: John Holland will not provide any verbal or written statement or any photographs or illustrations, or permit site access, to media or elected representatives about the works without the prior written approval of the ARTC Project Manager.

John Holland will manage to resolve project related complaints. John Holland will also implement and maintain complaints register, which will be updated within 48 hours of receiving a new complaint or new information about an existing complaint with:

- Complaint number
- Status of complaint
- Date received
- Method received/registered
- Consultation manager database unique identifier
- Nature/description of complaint and whether it is a reoccurring complaint

- Avoidable or unavoidable complaint
- If an avoidable complaint, practicable measures the contractor will undertake to avoid reoccurrence of the complaint
- Location of cause of complaint
- Number of people affected in relation to complaint
- Details of complainant
- Response to complaint
- Date and time responded
- Interpreter for CALD community members
- Complaints register to record whether a complaint was resolved with or without mediation.

An updated complaints register must be provided to ARTC at 2pm on Mondays, Wednesdays and Fridays, or as requested by ARTC.

Ability to prevent avoidable complaints and resolve complaints in a timely and proactive manner will be evidenced through the information recorded in the complaints register and the stakeholder interaction database, Consultation Manager (see Section 8.4).

8.2   Unresolved Complaint Process

- If a complaint cannot be resolved by the John Holland Community Manager, the complaint is escalated to the ARTC Project Manager.
- If the complaint cannot be resolved, an assessment will be conducted in consultation with the ER on whether the complaint is reasonable or unreasonable and an escalated complaint maybe referred to the Planning Secretary, at the discretion of the ER.
- Complaints deemed unreasonable will be managed in line with the NSW Ombudsman's guidelines.
- If the complaint is deemed reasonable, it will be subject to mediation.
- Mediation is a formal process through which an independent adjudicator is engaged in order to reach a resolution to the satisfaction of the parties involved.
- The independent mediator is engaged at the discretion of ARTC.
- A report would be prepared to summarise the mediation process, should it be required
- Complaints that do not relate to John Holland's activities or the project will be referred to the ARTC Communications Manager. Significant activity – such as planned or unplanned community protests – will be immediately reported to the ARTC Project Manager.

8.3   Enquiries and complaints contact list

The Project Manager and Community and Stakeholder Manager are available 24/7 to respond to project complaints and enquiries, contact details are outline below in Table 11.

Table 12: Contact List

Contact	Position	Details
Project Infoline	The Project Infoline	1300 550 402
Complaints Infoline	24-hour Complaints Infoline	1300 550 402
Project Email	Project Email	botanyduplication@jhg.com.au
Project Website	Website	www.botanyduplication.com.au
Project Mailing Address	John Holland Head Office	Level 3, 63-65 Pirrama Road, Pyrmont, NSW, 2009

8.4   Recording stakeholder information

John Holland will use ARTC's stakeholder interaction database - Consultation Manager to record all community and stakeholder contact (within 48 hours) including, enquiries, complaints, notifications, door knocks, meetings etc.

The following information will be recorded in Consultation Manager with regards to stakeholder interactions, including complaints and enquiries:

- Unique identifying number
- Stakeholder name, contact details and address
- Nature of interaction
- If a complaint, whether avoidable or unavoidable
- Time and date of interaction and time and date response was provided
- Details of response provided, and action taken or committed to.

Information recorded in Consultation Manager will be used to generate content for monthly reports on community and stakeholder contact, complaints, enquiries and issues management.

9.   Appendix A Compliance Matrix

Table 13: Conditions of Approval

Requirement	Location in document
B1 Communication Strategy a. The community (including affected landowners and businesses, and others directly impacted by the CSSI), and b. The relevant councils and government agencies	▪ Section 3

B2 The Communication Strategy must:
a.   Identify people, organisations, councils and agencies to be consulted during the design and work phases
b   Identify community demographics and approaches to address the needs of LOTE and CALD and vulnerable communities;
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;
d   Identify opportunities for education within the community about construction sites;
e   Provide for the formation of issue or location-based community forums that focus on key environmental management issues of concern to the relevant communities;
f   Set out procedures and mechanisms:
   i.   through which the community can discuss or provide feedback to the Proponent
   ii.   through which the Proponent will respond to enquiries or feedback from the community
   iii. to resolve any issues and mediate any disputes that may arise in relation to Construction of the CSSI, including disputes regarding rectification or compensation
	▪ Section 6

B5 Complaints Management System A Complaints Management System must be prepared and implemented before the commencement of any works and maintained for the duration of construction and for a minimum for 12 months following completion of construction of the CSSI.	▪ Section 8
B6 Complaints Management System The following information must be available to facilitate community enquiries and manage complaints one (1) month before the commencement of works and 12 months following the completion of construction. a. a 24- hour telephone number for the registration of complaints and enquiries about the CSSI; b. a postal address to which written complaints and enquires may be sent; c. an email address to which electronic complaints and enquiries may be transmitted; d. a mechanism for CALD community members to make enquiries in LOTE commonly used in the community; and e. a mediation system for complaints unable to be resolved.	▪ Section 8

Requirement	Location in document
B7 Site Hoarding	▪ Section 5
B8 Complaints Register a. number of complaints received; b. number of people potentially affected by the activities or impacts referenced by a complainant; and **c.** nature, location and time of the complaint and means by which the complaint was addressed and whether resolution was reached, with or without mediation.	▪ Section 8
B10 Project Website	▪ Section 5