

MAMRE ROAD/ ABBOTTS ROAD INTERSECTION ABBOTTS ROAD/ ALDINGTON ROAD Community Consultation and Complaints Handling Strategy

1. Introduction

1.1 Background

ESR is seeking to upgrade Mamre Road/ Abbots Road intersection under a joint delivery with Fife/Stockland and Frasers. Further, ESR is seeking to deliver Abbots Road from the intersection to ESR's estate Westlink Industry Park Aldington Road frontage, which will tie into the proposed road works to be undertaken by Fife/Stockland and Frasers for the remaining extent of Aldington Road.

A modification application has been prepared and is currently under assessment to pull the environmental impacts of the proposed road works into ESR's existing consent, SSD- 9138102. The determination of the modification will enable issue of relevant road approvals: Works Authorisation Deed (WAD) (TfNSW) or Section 138 (Penrith City Council), which will allow ESR and its proposed contractor to deliver the works on behalf of government to support the new warehouses in the Mamre Road Precinct.

As part of the modification's assessment, Department of Planning, Housing and Infrastructure (DPHI) requested ESR to undertake community consultation to advise immediate landowners of the environmental impact associated with the proposed road works. ESR with Fife/Stockland undertook door knocking to affected residents on 16 May 2024. Outcomes of this engagement is contained at Section 2.2 of the draft *Community Consultation and Complaints Handling Strategy*.

ESR recognises the engagement will be an ongoing process with residents as road works commence. Therefore, this draft *Community Consultation and Complaints Handling Strategy* has been prepared to support the project during its duration.

1.2 Purpose

This draft *Community Consultation and Complaints Handling Strategy* (Engagement Strategy) outlines the following:

- Identification of consultation triggers and methods with adjacent landowners and residents, key stakeholders, relevant agencies and the wider community
- The tools and actions to be undertaken throughout the construction program for the road works to disseminate information through notification of relevant stakeholders
- Enquiry and compliant management protocol; and
- Monitoring and feedback mechanism.

The Engagement Strategy is anticipated to be a dynamic document. To be updated for variations in the construction program, methodology and feedback from residents.

1.3 Community Communications and Complaints Handling Strategy Scope

The Engagement Strategy applies to Mamre Road/ Abbots Road intersection works and Abbots Road/Aldington Road works associated with the Proponent and their engagement contractors. This document outlines the method, triggers, and timing of consultation, notification and complaints and queries handling required in the course of construction of the road works.

1.4 Project Description

Proposed Mamre Road and Abbots Road Intersection works are described as follows:

- a. Installation of traffic signals (TCS5186) and associated road work construction to TfNSW requirements at the intersection of Mamre Rd and Abbots Rd, Kemps Creek:
 - i. Demolition;
 - ii. Earthworks;
 - iii. Drainage;
 - iv. Utilities;
 - v. Pavement;
 - vi. Signage and Line marking;
 - vii. Concrete works (kerb, medians, and footpaths);
 - viii. Landscaping;
 - ix. Traffic Control Signals.
- b. Installation of traffic signals and associated concrete works, signage and line marking as per the TfNSW requirements at the following intersections:
 - i. Interim Intersection 1 (TCS5180) Abbots Rd and Aldington Road, Kemps Creek:
 - Concrete works (kerb, medians, and footpaths);
 - Signage and Line marking;
 - Traffic Control Signals.

- ii. Intersection 2 (TCS5242) Aldington Road and DCP Road, Kemps Creek:
 - Concrete works (kerb, medians, and footpaths);
 - Signage and Line marking;
 - Traffic Control Signals.
- iii. Intersection 3 (TCS5181) Aldington Road and DCP Road Kemps Creek:
 - Concrete works (kerb, medians, and footpaths);
 - Signage and Line marking;
 - Traffic Control Signals.
- iv. Interim Intersection 4 (TCS5182) Aldington Road and DCP Road, Kemps Creek:
 - Concrete works (kerb, medians, and footpaths);
 - Signage and Line marking;
 - Traffic Control Signals.

The proposed Abbots and Aldington Roads seeks to construct new 4 lane distributor road:

- a. Demolition;
- b. Earthworks;
- c. Drainage;
- d. Utilities;
- e. Pavement;
- f. Signage and Line marking;
- g. Concrete works (kerb, medians, and footpaths); and
- h. Landscaping.



Figure 1 Scope of Project Works



 Aldington Road and Abbotts Road Upgrades  Mamre Road and Abbotts Road Upgrades  Westlink Stage 1



Source: Ethos Urban

2. Key Stakeholders and Potential Issues

2.1 Key Stakeholders

The key stakeholders likely to require consultation, notification and or likely to raise comment or complaint in the course of the road works include (but are not limited to):

- Adjacent property owners or occupiers
- Landowners in the Mamre Road Precinct, not directly adjacent to the proposed road works
- Landowners outside of the Mamre Road Precinct, such as Mount Vernon residents
- Local Council (Penrith City Council)
- Transport for NSW
- NSW Police
- Department of Planning, Housing and Infrastructure
- Utility and Services Providers, including:
 - TransGrid
 - Endeavour Energy
 - Sydney Water
- Other Interested Parties

2.2 Previous Consultation

The proposed road works have been documented in ESR’s development application since 2021. The proponent and their representatives have undertaken consultation as part of this DA, as well as developing the for-construction design under the WAD and Section 138 process.

In addition, ESR and Fife/Stockland recently door knocked residents as part of this modification to support the proposed road works modification on 16 May 2024. Outcomes of this consultation is outlined in **Table 1** below.

Table 1 16 May 2024 Consultation Outcomes

Address	Lot/DP	Road Works Impact	Consultation Outcome
54-72 Aldington Road Kemp's Creek	43/DP708347	<ul style="list-style-type: none"> • Directly adjacent to proposed Aldington Road works 	<ul style="list-style-type: none"> • Attended site at 9:12AM • Vacant residential property • Currently operating as a basil farm

			<ul style="list-style-type: none"> Discussed with worker the proposed road works and left contact information for further questions
53 Aldington Road Kemps Creek	38/DP708347	<ul style="list-style-type: none"> Directly adjacent to proposed Aldington Road works 	<ul style="list-style-type: none"> Attended site at 9:16AM No one at the property Identified to reattend site in the next two weeks
269 Aldington Road Kemps Creek	8/DP253503	<ul style="list-style-type: none"> Directly adjacent to proposed Aldington Road works In proximity to Mamre Road/ Abbots Road intersection works 	<ul style="list-style-type: none"> Attended site at 10:10AM No one at the property Understood land is currently under transaction to a developer ESR and FKC to contact developer to discuss proposed road works
284-288 Aldington Road Kemps Creek	141/DP1033686	<ul style="list-style-type: none"> Directly adjacent to proposed Aldington Road works In proximity to Mamre Road/ Abbots Road intersection works 	<ul style="list-style-type: none"> Attended site at 9:26AM – 9:37AM Met with the landowner Discussed the road upgrade including environmental impacts e.g. noise, dust, etc No major issues raised Further discussions on driveway tie-in under the proposed road works. Ongoing consultation identified
282 Aldington Road Kemps Creek	142/DP1033686	<ul style="list-style-type: none"> Directly adjacent to proposed Aldington Road works In proximity to Mamre Road/ Abbots Road intersection works 	<ul style="list-style-type: none"> Attended site at 9:21AM No one at the property Met with relative at Lot 141, refer to conversation Ongoing consultation identified

287 Aldington Road Kemps Creek	11/DP296455	<ul style="list-style-type: none"> • Directly adjacent to proposed Abbots and Aldington Road works • Directly adjacent to proposed Mamre Road/ Abbots Road intersection works 	<ul style="list-style-type: none"> • Attended site at 10:11AM – 10:30AM • Met with the landowner • No issues with noise • Concern regarding retain fence on property boundary • ESR advised proposed upgrade will not touch his fence • Ongoing consultation identified • ESR to organise meeting with road contractor closer to date of construction commencement to discuss protecting his fence
1016-1028 Mamre Road Kemps Creek	2/DP250002	<ul style="list-style-type: none"> • Directly adjacent to proposed Abbots and Aldington Road works • Directly adjacent to proposed Mamre Road/ Abbots Road intersection works 	<ul style="list-style-type: none"> • Attended site 10:34AM • No one at the property • Identified to reattend site in the next two weeks
272 Aldington Road Kemps Creek	15/DP253503	<ul style="list-style-type: none"> • Directly adjacent to proposed Aldington Road works 	<ul style="list-style-type: none"> • Attended site from 9:44AM- 10:09AM • Met with the landowner • Landowner requested to send plan for road upgrade • FKC to attend her site on Monday, 20 May 2024 to discuss proposed plans • Wanting to coordinate driveway access • Landowner concerned regarding traffic controllers and ongoing upgrades of traffic arrangements

			<p>entering and exiting Abbots Road</p> <ul style="list-style-type: none"> • Advised a website would be set up with a mailing list subscription • Landowner concerned regarding length of time to upgrade road • Requested ESR and FKC to shut down road to accelerate road upgrade. • ESR and FKC advise this was not possible due to prohibition of using Bakers Lane for construction and operational traffic.
1005-1023 Mamre Road Kemps Creek	40/DP258414	<ul style="list-style-type: none"> • Directly adjacent to proposed Mamre Road/ Abbots Road intersection works 	<ul style="list-style-type: none"> • Attended site from 10:56AM – 11:30AM • Met with the landowner • Concern regarding construction traffic management and stormwater • Discuss the need to reduce the speed limit, which ESR and FKC advised would occur under the WAD • Discussed the need to relocate the power poles • Discussed the compulsory acquisition of Sydney Water and the proposed regional stormwater scheme • ESR and FKC advised we could work with the landowner on impacts associated with the road works • Discuss road tie into the proposed road upgrade • ESR and FKC agreed to share IPART submission once

			<p>completed in relation to the regional stormwater matters</p> <ul style="list-style-type: none"> • ESR issued plan of road works on 17 May for information • Outcomes of discussion were to have a follow up meeting with all landowners on western half of Mamre Road. Tentatively scheduled for the 27 May 2024
20 Aldington Road Kemps Creek	44/DP708347	<ul style="list-style-type: none"> • Directly adjacent to proposed Aldington Road works 	<ul style="list-style-type: none"> • Attended site at 9:08AM • No one answered • Identified to reattend site in the next two weeks
983 Mamre Road Kemps Creek	39/DP258414	<ul style="list-style-type: none"> • Directly adjacent to proposed Mamre Road/ Abbots Road intersection works 	<ul style="list-style-type: none"> • Landowner attended meeting with ESR, FKC and landowner at Lot 40, DP 258414 • Refer to above consultation outcomes for further information
967-981 Mamre Road Kemps Creek	38/DP258414	<ul style="list-style-type: none"> • Directly adjacent to proposed Mamre Road/ Abbots Road intersection works 	<ul style="list-style-type: none"> • Unable to attend site • Landowner to join drop in with residents on 27 May 2024
1066-1078 Mamre Road Kemps Creek	5/DP250002	<ul style="list-style-type: none"> • Directly adjacent to proposed Mamre Road/ Abbots Road intersection works 	<ul style="list-style-type: none"> • Attended site at 10:45AM • ESR called resident and left message on 16 May 2024 • No one at property • ESR discussed proposed works on 17 May 2024 via phone • No major issues • Site is currently under due diligence by a developer
930-966 Mamre Road Kemps Creek	51/DP259135	<ul style="list-style-type: none"> • Directly adjacent to proposed Mamre Road/ Abbots Road 	<ul style="list-style-type: none"> • Attended site at 10:48AM • Talked to resident via intercom • Did not want to discuss the proposed road works

		intersection works	<ul style="list-style-type: none"> • Left contact card should they have any questions
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2.3 Potential Issues and Strategies

ESR is committed to ongoing, proactive consultation with the community and stakeholders while understanding the importance of addressing potential issues and minimising construction related impacts. **Table 2** outlines potential project issues that are likely or known to be of interest or concern to the community and stakeholders. The table also details the communications related measures and strategies that ESR and its delivery partners will undertake to manage and mitigate impacts.

Where an incident or non-compliance arises relating to environmental management and beyond the scope of matters relating to consultation, the management and mitigation measures will be handled as part of the approval under the WAD and Section 138. It is noted a Construction Environmental Management Plan is a required document to be approved by the relevant roads authority under the relevant road approval process.

Table 2 Issue Identification and Mitigation

Potential Issue	Potential Key Impact	Mitigation Strategy
Noise and Vibration	Truck, machinery and light vehicle movements to support the proposed road works have potential to create negative impacts associated with noise and vibration.	<ul style="list-style-type: none"> • ESR and FKC to consult with landowners directly adjacent to the road corridor and advise them on the potential impacts of noise and vibration associated with the road works. Note: This has been undertaken on 16 May 2024 • Bi-monthly direct engagement with landowners directly adjacent to the road corridor to commence following approval of the road works modification. • Monthly direct engagement to occur during the commencement and delivery of the road works. • Note: Direct engagement is offering an in person sit down to

		<p>discuss the road works. Indirect engagement is via other communication methods, e.g. emails, newsletters, website, etc.</p> <ul style="list-style-type: none"> • For landowners in the broader Precinct and surrounding areas, letter box drop advising of the commencement of road works to be circulated prior to commencement of road works. Letter box drop will point landowners/ residents to a dedicated website for the road works and ability to register for a mailing list. • Up to date information on current works will be accessible to all stakeholders via the project webpage. • Should any works be likely to generate impacts beyond those identified directly adjacent to the road works, notification via the project webpage, mailing list and letter box drop will be undertaken. • The CEMP, along with the supporting Construction Noise and Vibration Management Plan, will contain specific measure to manage impacts across stages of road works, e.g. earthworks, asphalt, landscaping. These management plans will be informed by commitments within the modification reports, EPA standards and guidelines.
Air Quality	Truck, machinery and light vehicle movements to support the proposed	<ul style="list-style-type: none"> • ESR and FKC to consult with landowners directly adjacent to

	<p>road works have potential to create negative impacts associated with air quality.</p>	<p>the road corridor and advise them on the potential impacts of air quality associated with the road works. Note: This has been undertaken on 16 May 2024</p> <ul style="list-style-type: none"> • Bi-monthly direct engagement with landowners directly adjacent to the road corridor to commence following approval of the road works modification. • Monthly direct engagement with landowner directly adjacent to the road corridor to commence at the start of the delivery of the road works. • Note: Direct engagement is offering an in person sit down to discuss the road works. Indirect engagement is via other communication methods, e.g. emails, newsletters, website, etc. • For landowners in the broader Precinct and surrounding areas, letter box drops advising of the commencement of road works to be circulated prior to commencement of road works. Letter box drop will point landowners/ residents to a dedicated website for the road works and ability to register for a mailing list. • Up to date information on current works will be accessible to all stakeholders via the project webpage. • Should any works be likely to generate impacts beyond those identified directly adjacent to the
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		<p>road works, notification via the project webpage, mailing list and letter box drop will be undertaken.</p> <ul style="list-style-type: none"> • The CEMP, along with the supporting Construction Air Quality Management Plan, will contain specific measure to manage impacts across stages of road works, e.g. earthworks, asphalt, landscaping. These management plans will be informed by commitments within the modification reports, EPA standards and guidelines.
<p>Construction Traffic</p>	<p>A temporary increase in traffic movements, the movement of construction machinery to and from site, the closure of parts of road to support delivery of road works, change of traffic through movement within the road corridor</p>	<ul style="list-style-type: none"> • Bi-monthly direct engagement with landowners directly adjacent to the road corridor to commence following approval of the road works modification. • Monthly direct engagement with landowner directly adjacent to the road corridor to commence at the start of the delivery of the road works. • Notification to be circulated 4 weeks prior to any traffic changes to registered parties via the mailing list and letter box drop. • VMS boards adjacent to the proposed road works to identify changes to road conditions prior to them occurring. • The CEMP and Construction Traffic Management Plan identify specific mechanisms to manage and mitigate these impacts including Driver Code of Conduct,

		intersection arrangements such as left in, left out only.
Stormwater, Sediment Control, Erosion, Water Quality	High rainfall events could result in localised flooding. Construction could result in impacts to local water quality, associated sediment runoff.	<ul style="list-style-type: none"> Surrounding sensitive receivers will be consulted with in relation to adjacent works regarding flooding and water quality issues. The CEMP, along with the supporting Erosion and Sediment Control Plan identify specific mechanisms to manage and mitigate these impacts in accordance with the relevant Penrith City Council standards and commitments within the SSDA.
Waste Management	Earthworks and construction waste present at the site during works.	<ul style="list-style-type: none"> The CEMP will identify specific mechanisms to manage and mitigate these impacts.
Removal of Flora and Fauna	The removal of native and exotic flora and fauna to facilitate road works, with associated potential for impacts on safety of immediately adjacent receivers, along with biodiversity and visual amenity	<ul style="list-style-type: none"> The CEMP will identify specific mechanisms to manage and mitigate these impacts.
Visual Amenity and Privacy	Visual impacts of earthworks and construction activities, along with potential impacts of privacy of adjacent sensitive receivers.	<ul style="list-style-type: none"> Bi-monthly direct engagement with landowners directly adjacent to the road corridor to commence following approval of the road works modification. Monthly direct engagement with landowner directly adjacent to the road corridor to commence at the start of the delivery of the road works. Should issues arise, ESR and FKC will work with the landowner to identify appropriate mitigation methods to assist with privacy during the road works.

<p>Out of Hours Works</p>	<p>The identified impacts could be magnified due to the works being carried out while surrounding receivers are more likely to be home in the early morning/ evening, or asleep, with corresponding lower background noise levels.</p>	<ul style="list-style-type: none"> • Direct engagement with landowners directly adjacent to the road corridor to occur 4 weeks prior to nighttime noise works. • Letter box drop to be undertaken for receivers within Mamre Road Precinct and the broader area. • Website and VMS boards to be updated advising of the night time works. • Concerns and appropriate mitigation to be adopted utilising the relevant management plan/ mitigation solution, such as acoustic. • ESR and FKC to prepare a report to DPHI advising of concern raised by landowner and mitigation adopted to minimise impact to receiver.
<p>Aboriginal Heritage</p>	<p>There is a potential for encountering items of Aboriginal Heritage during excavation.</p>	<ul style="list-style-type: none"> • Monitoring of works by appropriately qualified personnel, along with the implementation of an unexpected finds protocol in consultation with Aboriginal Stakeholders and Heritage Division of the Department of Planning, Industry and Environment • The CEMP identifies specific mechanisms to manage and mitigate these impacts
<p>Misinformation and Misunderstanding</p>	<p>Lack of project awareness within the wider community may result in complaints being raised by those unaware of the extent of the</p>	<ul style="list-style-type: none"> • The engagement strategy commits to provide regular updates in plain language, supported by imagery to stakeholders and the wider

	<p>approval, with these complaints not directed through the appropriate project hotline.</p> <p>Unauthorised release of project information by the project team to the media, stakeholders or the community has potential to impact on project perception in the community.</p>	<p>community through public and private media.</p> <ul style="list-style-type: none"> • Contact details will be provided on the webpage, on site and all information issued. Information on project works, reporting and compliance is to be maintained and updated on the project website.
Emergency Event	<p>Unforeseen emergency with the potential impact on the community either directly, or indirectly through out of hours activities that may generate additional traffic or noise.</p>	<ul style="list-style-type: none"> • Communication updates will be issued to all stakeholders during emergency events, with the CEMP identifying specific mechanisms to manage and mitigate these impacts from an environmental management perspective.

3. Communications and Community Liaison Representative

ESR will nominate a Communications and Community Liaison Representative (the representative) who will provide the community and stakeholders with a single point of contact for all aspects of the project, responsible for receiving and disseminating information requests and complaints, along with addressing any interface issues.

The representative will be available for contact by the local residents and the community at all reasonable times to answer any questions and address any concerns relating to the project. The representative will have up-to-date information on:

- Emerging stakeholders
- Planned construction activities
- Planned traffic arrangements
- Current landowner discussions with members of staff
- Planned community and stakeholder consultation
- Complaints and enquiries received
- Duties and accountabilities of staff; and
- Commitments to stakeholders made by ESR and the broader delivery group.

The engagement representative will be responsible for recording, actioning and providing response to comments, queries or complaints received with relation to the construction of the project and will maintain the Complaints Register.

Engagement Representative

Alasdair Cameron

Project Manager – Infrastructure

Alasdair.Cameron@esr.com

0402 458 226

The representative will be supported by AT&L, which are nominated as the project manager and superintendent. Additional contacts available to be reached at are as follows:

Project Manager

Alex Lohrisch

AT&L

Alex.L@atl.net.au

0415 398 014

au.esr.com

Superintendent
Gabriel Vermeesch
AT&L
Gabriel.V@atl.net.au
0447 285 607

Any queries and complaints directed to AT&L will be immediately passed to the Engagement Representative for ESR for action and response.

4. Community and Stakeholder Engagement

4.1 Objectives

The key objectives of the strategy are to:

- Keep the local community and key stakeholder informed of the progress of the road works
- Ensure that enquiries and complaints received from the community or key stakeholders are addressed and responded to in a timely and effective manner
- Inform relevant parties in advance of potential disturbances and events likely to cause impact
- Be good neighbours and members of the local community throughout the duration of the project
- Providing an open two communication channel to allow ongoing, iterative engagement; and
- Seek opportunities for improvement throughout the project.

4.2 Conduct

In their communications and consultation with the community and key stakeholders, ESR and their representatives will comply at all times with the requirements of the *Privacy and Personal Information Protection Act 1998 (NSW)* and the *Privacy Act 1988 (Cth)*.

4.3 Communication, Management and Mitigation Tools

A range of tools and techniques will be used to inform and engage with the community and stakeholders regarding the project. **Table 3** below provides an overview of the mechanisms to be utilised to notify and consult with local community and key stakeholders and measures to mitigate potential issues throughout the development.



Table 3 Communication Management and Mitigation Tools

Tool/ Technique	Description	Person Responsible	Audience	Frequency/timing	Specifications
Consultation Meetings	<p>Meetings held to notify, discuss or consult on matters arising of relevance of community and/or key stakeholders.</p> <p>Meetings to be held either face to face or on virtual platform(s).</p>	Engagement Representative with assistance from PM	The wider community and key stakeholders	<p>Quarterly Town Halls to be established to update the public on the progress of the road works. One to occur prior to commencement. Town Halls to exist during the construction</p> <p>Additional meetings to be held on an as needs basis dependent on matters to be discussed and appropriate timing of discussions.</p>	<p>Details and matters to be discussed to be tailored to the purpose and aims of the meeting.</p> <p>Record of conversation (informal) or minutes (formal) to be recorded, retained by ESR and provided to all attendees following the meetings. A record of the discussions shall be included in the Complaints Register and actioned as required.</p>
Complaints Register	Recording community and stakeholder interactions	Engagement Representative with assistance from PM	The wider community and key stakeholders	Project duration	The maintenance of the Complaints Register will be continually updated



	(including notifications, consultation, queries, comments and complaints), along with associated remedial actions as required				to record community engagement including information provided by ESR, feedback received and remedial action undertaken where required.
Agency Meetings	Meetings with agencies to discuss matters relevant to their agency	Engagement Representative	Relevant Agency	As required	Meetings will be held as required to address matters relevant to specific agencies. These shall be undertaken directly by ESR.
Notification Letterbox Drop	Letters would be provided to specific receivers identified as being potentially affected by construction. This may be undertaken in tandem with doorknocking.	Engagement Representative with assistance from the PM.	The wider community and key stakeholders	As required for the project duration	Letterbox drop details to be recorded in the Complaints Register. Letterbox drops to occur at big project milestones, such as completion of stages, prior to



					Town Hall events, or any changes to traffic management which would affect the broader community.
Email and phone	Where agreed to by the stakeholder and contact details provided, contact is made via email, phone and/or text message to notify or respond to query or complaint.	Engagement Representative with assistance from the PM.	The wider community and key stakeholders	As required for the project duration	<p>With the stakeholders consent, contact details shall be utilised to provide notification or further contact to respond to query or complaint.</p> <p>Recorded contact details are to be kept private and used exclusively for the purpose of consultation on the project.</p>
Email Mailing List	Where agreed to by the stakeholder, an email mailing list to be set up to notify interested parties in	Engagement Representative with assistance from the PM.	The wider community and key stakeholders	As required for the project duration	With the stakeholders consent, contact details shall be utilised to provide



	updates on the project.				notification or further contact to respond to query or complaint. Recorded contact details are to be kept private and used exclusively for the purpose of consultation on the project.
On Site Signage	Project information details	Engagement Representative with assistance from the PM.	Local traffic, construction and operational traffic and residents of the immediate area.	Project duration	Contain key project contact details including the hotline and webpage, along with relevant project and safety information.
VMS Boards	Project information details	Engagement Representative with assistance from the PM.	Local traffic, construction and operational traffic and residents of the immediate area.	Project duration	Inform updates on changes to traffic conditions during the road upgrade works.
Project Information and Complaints Number	Phone number to be contacted should information on the project be required	Engagement Representative with assistance from the PM	The wider community and key stakeholders	Project duration	Phone number to be included on site signage, the webpage and all



	or complaint lodged.				<p>project information material.</p> <p>Feedback provided to be incorporated into the Complaints Register and actioned as required.</p>
Staff and Visitor Induction and Training	Project information details	Superintendent and Management Staff	Staff and visitors to the site	Project duration	Key project safety information, contact details, emergency procedures and site information.
Toolbox and Prestart Meetings	Project information details	Superintendent and Management Staff	Staff and visitors to the site	Project duration	Task specific safety information, emergency procedures, and relevant project updates. All staff and subcontractors to be made aware of external and internal communication procedures.



Website	A webpage to be established for the road works	ESR and its delivery partners	The wider community and key stakeholders	Project duration	Website address and phone number located on site signage and all project information. Webpage to detail road works, updates on traffic conditions. To be utilised as a way to keep live updates available to interested parties.
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4.4 Notification Procedure

Where notification is required, notification shall be undertaken within the timeframes outlined in the engagement strategy associated with key milestone dates on road delivery or changes to traffic conditions. Where notification is required due to a potential impact or issue, notification shall be undertaken in accordance with **Table 4** below.

Table 4 Notification of Potential Impact or Issue

Potential Impact or Issue	Method of Contact/Consultation	Timeframe
High noise generating work	Email, Text Message, or Letterbox drop – notifying of expected commencement, duration, and affected hours	Notification of immediate landowners no less than 7 days prior to the activity Notification on webpage to be updated for broader consultation no less than 48 hours prior to the activity
Vibration intensive activity	Email, Text Message, or Letterbox drop – notifying of expected commencement, duration, and affected hours	Notification of immediate landowners no less than 7 days prior to the activity Notification on webpage to be updated for broader consultation no less than 48 hours prior to the activity
Traffic management disruption	Email, Text Message, or Letterbox drop – notifying of expected commencement, duration, and affected hours.	Notification of immediate landowners no less than 7 days prior to the activity



	VMS boards to be updated notifying changes to traffic patterns	Notification on webpage to be updated for broader consultation no less than 48 hours prior to the activity
Respite offerings	Email or phone calls will be undertaken to determine whether respite is required and appropriate for scheduling and duration for respite periods	Discussion with immediate landowners no less than 7 days prior to the activity
Night Works	Email, Text Message, or Letterbox drop – notifying of expected commencement, duration, and affected hours	Notification of immediate landowners no less than 7 days prior to the activity Notification on webpage to be updated for broader consultation no less than 48 hours prior to the activity
Emergency Event	Email, Text Message, or Letterbox drop – notifying of expected commencement, duration, and affected hours	As soon as possible

4.5 Complaints Procedure

ESR is committed to timely and effective management of enquiries and complaints relating to construction activities for the project. To this end, the following complaints procedure will be adhered to, enabling the receipt of recording the enquiries and complaints, along with the methods of response and resolution of issues raised.

4.5.1 Receiving and Recording Enquiries and Complaints

ESR will establish a project email address and nominate a phone number for the receipt of enquiries and complaints relating to the development. The email account will be regularly updated monitored to receive and respond to customer feedback and enquiries. The phone number will be available for contact from the commencement of works. The project manager will manage the phonenumber from the commencement of the project until the completion of works. Where call are received during hours of construction work (including out of hours works) all calls will be answered by the project manager. Where calls are received outside of hours of construction works the caller will be invited to leave a message. All approached from the community stakeholder will be registered in the project's Complaints Register.

ESR will establish a Complaints Register to record all complaints and enquiries received. The Complaints Register will be maintained on a regular basis. The Complaints Register shall include the following details for all complaints and enquiries received:

- Date and time of complaint or enquiry
- Method by which the complaint or enquiry was made
- Name, address, contact telephone number of complainant (if no such details were provided, a note to that effect)
- Nature of complaint or enquiry
- Action taken in response including follow up contact with the complainant
- Any monitoring to confirm that the complainant or enquiry has been satisfactorily resolved; and
- If no action is taken, the reasons why no action was taken by you.

4.5.2 Responding to and Resolving Enquiries and Complaints

Where a complaint or enquiry is received, the engagement representative or project manager will attempt to provide an immediate response if possible via phone or email. Where a complaint or enquiry cannot be responded immediately, an assessment and prioritisation of resolving the

enquiry will be undertaken with an aim to provide a response within two hours during construction works and 24 hours at other times. Where a complaint or enquiry cannot be resolved by the initial or follow-up response, a written response will be provided to the complainant within 10 days.

In the event of a complaint, the engagement representative will assess whether the complaint is founded or unfounded. If necessary, the engagement representative will delegate resolution of the issue to the project manager or superintendent for action with the contractor. The engagement representative will oversee the rectification of the issue and respond to the complainant once the issue has been resolved.

In the event of an enquiry, the engagement representative or project manager will endeavour to provide an immediate response where they are in possession of the relevant information. Where more specific or detailed information is required, the engagement representative will liaise with the project manager, superintendent and/or contractor to obtain the information required to respond to the enquiry and provide the information to the enquiring party once in hand.

Where the above protocol is unsuccessful in resolving complaints, mediation may be undertaken at the discretion of ESR to facilitate negotiations between affected parties. This shall be performed with the assistance of the project manager and potentially via an independent person (mediator) appointed by ESR as required.

4.5.3 Unreasonable Complainant Conduct

The NSW Ombudsman provides guidelines which define unreasonable complainant conduct as:

“...any behaviour by a current or former complainant which, because of its nature or frequency, raises substantial health, safety, resource or equity issues for the parties to a complaint.”

While it is not envisioned that the project will attract complainants that exhibit this behaviour, where a complainant is seen to potentially have a negative impact on the engagement representative or project team's health, safety, resourcing or equity of service, ESR shall adhere to the procedures and practices outlined within the NSW Ombudsman's *“Managing Unreasonable Complainant Conduct Practice Manual 2nd Edition”*.

5. Monitoring

Monitoring will be undertaken to measure the effectiveness of community consultation, stakeholder engagement and responses to complaints and enquiries. Opportunities for improvement will be sought on a continuous basis, with an annual review by the Engagement Representative undertaken to formalise these incremental improvements.

The performance of this strategy will be monitored monthly based upon an assessment of the following data:

- Total number of monthly complaints
- Review of number of monthly complaints relating to lack of consultation/ misinformation confusion
- Review of number of monthly enquiries relating to information previously disseminated to the community through other channels
- Monthly review of enquiries or complaints of a similar nature or theme indicative of underlying systematic issues with the project or engagement strategy; and
- Response timeframes, including initial acknowledgement and the response to enquiries or remediation of issue(s).

Should updates be identified, the engagement representative shall update the document and advise the DPHI of the proposed amendments.