



Hume Highway Duplication Project Southern Alliance – Woomargama to Table Top

COMMUNITY COMMUNICATION STRATEGY

Personal and targeted liaison and consultation

- IN90304-000-PL-XM-0002
- REV 2
- 11 July 2008

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Replaces Community Involvement Plan

- IN90304-000-PL-XM-0002
- REV 2
- 11 July 2008

Abigroup Project Number: 221330
RTA Project Number: D/00310/T/SA
SKM Project Number: IN90304



A team consisting of RTA, Abigroup and SKM
to duplicate the Hume Highway from Woomargama to Table Top

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Document history and status

Distribution of copies

Rev Number	Issued To	Date	Name
	RTA		Hume Highway Office
	Department of Planning		Glenn Snow
	Southern Alliance – Environment and Sustainability Manager		Jo Moss
	Environmental Management Representative		Toby Hobbs
	UNCONTROLLED IF COPIED		

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Printed:	30 April 2007
Last saved:	1 August 2008 03:35 PM
File name:	Community Communication Strategy
Author:	Carol Bartley, Stakeholder and Community Manager
Alliance manager:	Cameron Silverthorne
Name of organisation:	Hume Highway Southern Alliance
Name of project:	Hume Highway Duplication Project Southern Alliance - Woomargama to Table Top
Name of document:	Community Communication Strategy (Replacing Community Involvement Plan)
Document version:	REV 2
Project number:	Abigroup Project Number: 221330; RTA Project Number: D/00310/T/SA; SKM Project Number: IN90304

1. Introduction

1.1 Background

The design and construction of the Hume Highway Duplication is an important issue for affected land owners, local communities living and working in the vicinity of the proposed works and road users affected by construction activity and road realignments. Accordingly, the Hume Highway Southern Alliance (HHSA) is committed to ensuring that all interested and affected parties have the opportunity to understand the nature of the proposed works, to express their comments and to have their concerns and issues understood and taken into consideration during the design and delivery of the Hume Highway Duplication.

The Hume Highway Southern Alliance, a team consisting of the RTA, Abigroup and SKM, will undertake the design and construction for the project including the management of stakeholder and community involvement. The RTA will provide input and approvals for community involvement procedures, systems and publications.

This Community Communication Strategy (CCS) has been drafted to meet both 1998 (Part 5) and 2007 (Part 3A) Conditions of Approval for the project. It amends, incorporates and replaces the Community Involvement Plan (CIP) for the Hume Highway Duplication Woomargama to Table Top.

The CCS has been developed to address issues of importance to the community and major stakeholders that need to be considered during design and construction process and ensure the HHSA establishes an environment of genuine commitment and cooperation between the project team and the stakeholders and wider community.

The CCS uses community updates, meetings with stakeholder and community groups and individuals, public displays, advertisements, traffic alerts and other methods to seek and provide information and identify issues of importance to stakeholders and the community.

This plan seeks to exceed industry best practice.

The HHSA will liaise, consult and communicate with the community, government agencies and other stakeholders during the work, and meet its obligations and responsibilities for the duplication of the Hume Highway between Woomargama and Table Top.

The HHSA acknowledges and will consider the reasonable needs and desires of the community and take responsibility for the overall management and coordination of the community involvement and consultation.

The HHSA Community Communication Strategy has been prepared in accordance with the AS ISO 10002: 2006 (Customer Satisfaction – Guidelines for complaints handling), requirements of Quality Assurance Standard ISO 9001-2000 and in conjunction with HHSA project management plans and other related plans.

2. Purpose and Approach

2.1 Purpose

This Community Communication Strategy (CCS) describes how the Hume Highway Southern Alliance proposes to manage community involvement throughout the design and construction of the duplication of the highway – Woomargama to Table Top (the project).

The CCS sets the objectives and describes the activities that will be undertaken as well as:

- Outlining strategies for liaison and consultation.
- Detailing communication tools and techniques to implement these strategies.
- Describing the controls to ensure specific community obligations are met and the processes by which activities will be evaluated.

The CCS addresses how community involvement requirements will be met to ensure there is a high level of participation, awareness, and resolution of issues. Proactive and ongoing community and stakeholder involvement is considered critical to the success of the project.

2.2 Approach

The Hume Highway Southern Alliance regards community involvement as an integral component of the success of a project. In broad terms, the CCS aims to:

- Provide accurate information to the community as the project proceeds.
- Consult stakeholders and the community at appropriate times to provide input to design and construction.
- Obtain feedback and complaints from the community on issues and specific components of the project as work proceeds.
- Work with the community and key stakeholders to ensure their complaints, issues and concerns are understood, considered and resolved.

This CCS has been developed to convey the clear message to stakeholders that their views are welcomed and also invited. The project will adopt a strategy for two-way communication that lays the foundation for this message and allows prompt handling and resolution where possible of issues affecting stakeholders, including their complaints. The fundamental approach to the strategy is to:

- Explain the key features of the project.
- Explain the key features of the design and construction activities.

- Facilitate community suggestions on the design, engage the community as an active partner, and consider community input to the project including ways to minimise impacts on the community.
- Communicate construction progress and address community concerns and complaints about construction issues efficiently and satisfactorily.
- Provide information on construction and traffic related activities so that community disruptions are managed effectively.

2.3 Fundamental principles

The Hume Highway Southern Alliance recognises and will endeavour to meet all reasonable needs and desires of the community.

The Hume Highway Southern Alliance acknowledges that the project team are 'guests' in the community for the duration of the Works. Personnel working on the project will be required and encouraged to respect the local residents and business community.

The Hume Highway Southern Alliance believes the community should be forewarned of activities and that a 'no surprises' approach will ensure progress of works minimises anxiety and disruption, and fosters confidence among community members.

Personal and targeted consultation with local residents, landowners, businesses and stakeholders will enable relationships to be built between all parties, thus providing the foundation for good working relationships and resolution of matters of concern.

Proactive management of design, construction, traffic management or other emerging issues will build on these foundations, maximising a reputation of reliability through prompt resolution of issues and minimising escalation of complaints.

Community obligations are included in Hume Highway Southern Alliance inductions for all staff, employees, subcontractors and suppliers working on with the project.

2.4 Scope

A range of consultation and communication tools will be used to inform stakeholders and receive feedback. These tools will allow the Hume Highway Southern Alliance to respond effectively to public concerns:

- Inquiries and complaints management system.
- Stakeholder and community information sessions.
- Community display centre.
- Information dissemination through letterbox notifications.
- Publications including newsletters and advertisements.
- Discussions with individuals and small groups.

- Traffic and transport and emergency management stakeholder groups and communication.
- Public events such as displays and media events.

2.5 Key opportunities

Key opportunities identified for the project include, but are not limited to:

- Promote community benefits, project milestones, works commencement and completion.
- Highlight improvements for motorists at the completion of the project.
- Highlight improvements for the local area and changes to problems on the existing road.
- Promote visual themes consistent with the built and natural environment.
- Promote vegetation management and proposed landscaping.
- Promote the project with clear information.
- Expand goodwill for the project with personalised and targeted consultation on issues.
- Proactively, responsively and promptly manage potential issues and complaints.
- Resolve outstanding design issues with key community members.
- Integrate communication throughout the project.

3. Requirements

3.1 Alliance agreement requirements

The Hume Highway Southern Alliance is committed to practices and procedures to address community and social issues which are recognised as world class

This CCS is based on the conditions specified in the following:

- Ministerial Conditions of Approval dated 23 January, 1998 relating to the Mullengandra to Table Top section of the project.
- Concept Approval under Section 750 of the Environmental Planning and Assessment Act 1979, dated 20 July 2007 relating to the duplication of the project between Sturt Highway and Mullengandra.
- Ministerial Conditions of Approval dated 29 August 2007, in relation to the Woomargama to Mullengandra section of the project.
- The provisions of the RTA Community Involvement Practice Notes and Resource Manual.
- Community relations and community involvement practices developed on other recent major infrastructure projects.

3.2 Conditions of Approval and Statement of Commitments: Community information, consultation and involvement

3.2.1 Provision of information

A website for the provision of electronic information associated with the project has been established. Subject to confidentiality, HHSA will publish and maintain up to date information on the website including, but not necessarily limited to:

- Copies of the documents referred to under condition 1.1 of the concept approval, specifically:
 - a) Concept Plan Application 06_0314.
 - b) *Sturt Highway to Mullengandra Hume Highway Duplication Concept Plan Environmental Assessment*, dated 9 March 2007 and prepared by Connell Wagner Pty Ltd and Parsons Brinkerhoff Pty Ltd.
 - c) *Hume Highway Duplication Concept Plan, Sturt Highway to Tarcutta, Kyeamba Hill and Little Billabong Environmental Assessments – Submissions Report and Revised Statement of Commitments*, dated 26 April 2007 and prepared by NSW Roads and Traffic Authority and as supplemented by correspondence from the NSW Roads and Traffic Authority dated 16 May 2007; and
 - d) the conditions of the concept approval.
- Any documentation supporting modifications to the concept approval or related project approvals that may be granted from time to time.

- A copy of the concept approval and all related project approvals.
- A copy of each relevant environmental approval, licence or permit required and obtained in relation to the development.
- A copy of each current strategy, plan and program required under the concept approval or any related project approval.
- The outcomes of compliance tracking in accordance with the requirements of any related project approval.
- All documents provided through the website will be available for public inspection at the community display centre on request.

3.2.2 Complaints and enquiries procedure

The following avenues are available for community complaints and enquiries:

- A freecall telephone number, specifically 1800 674 934, on which complaints and enquiries about construction and operational activities may be registered.
- A postal address, specifically PO Box 5126 MRMSC, Lavington NSW 2708, to which written complaints and enquiries may be sent.
- A dedicated email address, specifically community@southernalliance.com.au, to which electronic complaints and enquiries may be transmitted.
- A feedback facility available from the dedicated website, specifically www.southernalliance.com.au.
- Direct contact with the Environmental Management Representative (EMR), specifically Toby Hobbs, to whom environmental complaints and enquiries may be directed by phone on 02 6021 1245 (Monday to Wednesday between 10am to 12pm), by email to enquiries@vantageenv.com.au, or by mail to PO Box 378, Albury NSW 2640.

Contact details have been and will continue to be published in the newspaper circulating in the local area. The details are also provided on the website.

The telephone number, postal and email addresses were published in the local newspaper prior to the commencement of construction of Woomargama to Mullengandra.

A Complaints Management System consistent with AS ISO 10002: 2006 (Customer Satisfaction – Guidelines for complaints handling) has been established and will be maintained for the duration of the construction activities.

Information on all complaints received, including the means by which they were addressed and whether resolution was reached and whether mediation was required or used, is being maintained

and included in a complaints register. The information contained within the system will be made available to the Director General on request.

3.2.3 Community consultation

This CCS has been designed to provide mechanisms to facilitate communication between the RTA, the HHS, the EMR and the local community (particularly adjoining landowners) on the progress and the related management of the projects.

The CCS includes, but will not necessarily be limited to:

- Identification of community stakeholders to be consulted as part of the Strategy, including affected landowners. (refer to CCS Section 4.1)
- Procedures and mechanisms for the regular distribution of information to the community and adjoining land owners on the progress of each project and matters associated with environmental management of the project. (refer to CCS Section 6.5, 7 and 8)
- Procedures and mechanisms through which the community and/or adjoining landowners can discuss or provide feedback to the HHS and/or Environmental Management Representative in relation to the environmental management and delivery of the project. (refer to CCS Section 5.2.3 and 6.3, 7.5, Appendix A)
- Procedures and mechanisms through which the HHS can respond to any enquires, complaints or feedback from the community and/or adjoining landowners in relation to the environmental management and delivery of the project. (refer to CCS Section 3.2.2 and 6.3.2)
- Procedures and mechanisms that would be implemented to resolve any issues/disputes that may arise between parties on the matters relating to environmental management and the delivery of the project. (refer to CCS Section 6.3, 9.5, Appendix A)

Issues addressed through the CCS include but are not necessarily limited to: traffic management (including property access), property acquisition, landscaping/urban design matters, noise and vibration mitigation and management.

The CCS shall be approved by the Director-General prior to the commencement of any construction work associated with a project and implemented and maintained throughout construction.

3.2.4 Community liaison objectives and strategy

The objectives and general strategies for community involvement and participation during the project are shown in the following table.

Community liaison objectives and strategies

Objective	Strategy
To ensure the community is	Obtain agreement with the community on how they wish to be

Objective	Strategy
well informed during the design and construction of the Project.	<p>informed about the project and how they wish to be consulted on aspects of the design and construction program that have the potential to impact on their community and in particular their land holdings. Provide stakeholders with contact points for the various design and construction matters.</p> <p>Clarify and establish clear lines of responsibility within the project team for the various communication activities.</p> <p>Provide regular, accurate and timely information to the community and key stakeholders on a 'no surprises' basis using the range of communication tools described in this CCS.</p> <p>Provide transparent information regarding the Hume Highway Duplication.</p> <p>Keep abreast of the construction program and in direct liaison with all construction personnel.</p> <p>Keep abreast of the construction program/s of the Northern Hume Alliance and work in direct liaison with NHA communication personnel to assist with seamless communication to the community, particularly road users.</p> <p>Regularly review this approach based on RTA, ER, HHSA and community feedback.</p>
To build and sustain the community/stakeholder understanding of the design and construction process.	<p>Stakeholder/community team to be represented at project team meetings to establish close interface with the environment, construction and traffic management teams.</p> <p>Establish external communication processes to enable and encourage community participation with design update and construction process.</p> <p>Educate the community to better understand design and construction and to enable them to provide local, informed knowledge and input.</p> <p>Be proactive and well-informed leading to open, transparent and two-way communication with the community.</p> <p>Highlight we are 'always available'.</p> <p>Provide regular accurate and timely information using simple, non-technical language. Ensure 'no surprises'. Provide updated information and 'keep in touch' when an issue remains open.</p> <p>Use a 'single point of contact' approach to targeted and personal consultation.</p>
To minimise the potential for issues to escalate into areas such as the media or political areas.	<p>Identify localised communication action plans to ensure relevant stakeholders, adjoining or directly affected landholders/residents are informed in advance about the project phases, planned construction works and potential impacts.</p> <p>Establish a complaints management system to provide timely and</p>

Objective	Strategy
	<p>accurate responses to issues raised by the community.</p> <p>Highlight we are 'always available'.</p> <p>Deliver on promises/commitments or where new information generates a change to a promise/commitment, explain the reason for the change and invite comments from affected individuals or group.</p>
<p>To effectively manage any issues which emerge during the life of the project.</p>	<p>Work as a team to develop strategies to mitigate construction impacts as they arise.</p> <p>Provide accurate information to affected communities and stakeholders in a timely manner and provide ongoing support while managing an issue.</p> <p>Track history of issues ascertaining the best options required for actioning and resolving.</p>
<p>To establish and maintain an integrated communication link within the HHSA team.</p>	<p>Maintain an understanding of the current and planned timetable for design and construction activities so communication can be delivered in a timely and effective manner.</p> <p>Provide input into construction progress meetings to:</p> <ul style="list-style-type: none"> ▪ Advise on stakeholder/community issues. ▪ Assist in identifying potential impacts of construction activities. ▪ Ensure the team demonstrates the values and implements CCS commitments. <p>Staff induction to include training about community issues and responsibilities.</p> <p>The SCM to meet regularly with project team to: discuss upcoming construction work and related community liaison activities, review community complaints responses and Identify any outstanding community issues.</p>
<p>To provide a framework for achieving outstanding community outcomes for the project.</p>	<p>Provide a framework for achieving outstanding community outcomes for the project by successfully delivering on the above strategies for:</p> <ul style="list-style-type: none"> ▪ Informing the community. ▪ Managing project-related issues effectively and efficiently. ▪ Adopting the commitments in the CCS and communicating effectively within the project team.

3.3 Relationship to other project plans

Other project plans, to which this CCS relates and adheres, include:

- Quality Plan.
- Project Management Plan.

- Framework Construction Environmental Management Plan.
- Design Plan.
- Construction Plan.
- Maintenance Plan.
- Occupational Health, Safety and Rehabilitation Management Plan.
- Traffic Management and Safety Plan.
- Project Training Plan.

4. Target Community and Key Issues

4.1 Key stakeholders and community groups

The Hume Highway Southern Alliance will liaise, consult and communicate with the community, the RTA, other agencies and other stakeholders during the work, and meet its obligations and responsibilities for the management of the designated road network and traffic systems.

Stakeholders will vary at different stages of the project. Some of the stakeholders will maintain an interest throughout all stages of the delivery of the project while others will only have a strong interest at specific times.

The Hume Highway Southern Alliance conducted a mapping workshop to identify stakeholders and stakeholder specific issues and ensure these issues are managed appropriately throughout the project.

The key stakeholders and community groups who will be proactively targeted during the community involvement include, but are not limited to:

- Directly affected property owners.
 - Property already acquired.
 - Property yet to be acquired.
- Adjacent and nearby property owners.
- Indirectly affected businesses residents and local land owners
- Road users including:
 - Travelling public and local residents.
 - School and interstate bus and coach operators.
 - Peak freight and transport bodies.
 - Transport and heavy vehicle operators.
 - Cyclists.
 - Farmers.
- Business organisations including:
 - Local and regional business and industry groups.
 - Tourism bodies.
- Community organisations and interest groups
 - School and institutions.
 - Service clubs.
 - Local environmental groups.

- Local Elected Representatives
 - Local elected representatives from local, State and Federal Government
 - AlburyCity and Greater Hume Shire Councillors.
- Government agencies/entities
 - NSW: Department of Environment and Climate Change, Department of Water and Energy, Department of Planning, Department of Primary Industry, Department of Lands,
 - Australian Government: Department of Environment and Water Resources, Department of Transport and Regional Services, Department of Education and Training
 - Murray Catchment Management Authority, Murray Darling Basin Commission
 - Australian Rail Track Corporation
 - State Emergency Service, Fire, Police and Ambulance NSW, NSW Rural Fire Service, Volunteer Rescue Association
- Utilities/services
 - Telstra, Nextgen, Optus, Transgrid, Country Energy, Origin, Albury Water
- Media
 - Regional and local newspapers, radio and television.
 - Trade and motorist publications.

4.2 Key issues

The Hume Highway Southern Alliance anticipates the main issues that will need to be addressed during the design and construction phase will include, but are not limited to:

- Traffic management and local access (addressed in Traffic Management Plan).
- Construction impacts on the local community, businesses and travelling public.
- Environment, social and visual amenity.
- Urban design and landscaping.
- Noise mitigation.
- Adjustments to existing infrastructure.
- Issues identified through the community liaison process.

A more detailed list is included in Section 7.2.

5. Stakeholder and Community Management Team

5.1 The team

The Hume Highway Southern Alliance stakeholder and community management team will comprise two people - the Stakeholder and Community Manager, and Community and Stakeholder Assistant. The Environmental Management Representative also has a role to play.

5.2 Roles and responsibilities

5.2.1 Stakeholder and community manager

The Hume Highway Southern Alliance has appointed Carol Bartley as the Stakeholder and Community Manager (SCM) for the Project. The SCM will be available until two months after the Date of Construction Completion. The SCM's duties will be those associated with liaison and consultation for the project including:

- Availability for contact by stakeholders, property owners, local residents and community representatives at all reasonable times to answer any questions and to address any concerns in relation to the project, in particular:
 - Information on planned traffic arrangements, including any temporary traffic switches, being sought by users of the Hume Highway and adjacent road network.
 - Information on planned construction operations sought by affected and concerned landowners, residents and businesses.
- Other responsibilities will include:
 - Management of the community involvement responsibilities in accordance with the CCS and legislative requirements.
 - Liaison with the RTA on all community relations matters.
 - Establishment and management of project protocols and systems for stakeholder and community management.
 - Leadership and direction for other team members.
 - Building positive relationships through proactive liaison with landowners, residents, the community and stakeholders.
 - Availability to attend community meetings or other activities as arranged or requested by the RTA.
 - Establishment of an issues management system and management of the investigation and resolution of issues.
 - Responding to 24 hour freecall community information line (1800 674 934), and management of calls through the issues management system.

- Management of the permanent public display centre, including the content and its update, preparation of display materials, customer feedback facility, as well as temporary public displays where agreed with the RTA.
- Notification to relevant stakeholders and local community of works.
- Preparation and management of communication material such as leaflets and flyers to letterboxes, construction update advertisements, local operational information advertisements, community notice board information, project brochures, website information and display material.

5.2.2 Community and stakeholder assistant

The Hume Highway Southern Alliance has appointed Amy Jessup as the Community and Stakeholder Assistant (CSA) for the project. The CSA will be available until the Date of Construction Completion. The CSA role and responsibilities will be:

- Assisting the SCM with the tasks and activities required to implement the CCS and legislative requirements.
- Assisting with the establishment and maintenance of project protocols and systems for community relations.
- Building positive relationships by proactively liaising with residents, the community and stakeholders.
- Assisting SCM with the management and administration of community meetings, public displays and the preparation of community information.
- Assisting with the management, investigation and resolution of issues.
- Assisting with responses to the 1800 line and recording calls in the issues management system.
- Assisting with the preparation and distribution of communication material such as community information fact sheets, advertisements, website information, letterbox notifications, and display material.
- Assisting with the management of booking and coordination of site tours.
- Acting as a contact point for project information.

5.2.3 Environmental Management Representative

Toby Hobbs is the Environmental Management Representative (EMR) for the HHSA. The EMR's responsibilities relate to environmental management aspects of project construction. Specifically, environmental complaints and enquiries may be directed to the EMR; contact details are provided in Section 3.2.2.

6. Community Involvement Strategy

6.1 Aims

The broad aims of the community involvement strategy are to:

- Facilitate a two-way flow of information between the project team, stakeholders, landowners, residents, the broader community and road users.
- Provide effective communication of information about the project and its benefits.
- Disseminate information to stakeholders, residents and businesses.
- Identify and seek to address issues and concerns.
- Consult and involve all stakeholders and the community to properly address all issues and complaints.
- Provide timely advice to stakeholders and the community about how they will be affected.
- Facilitate communication with stakeholders and the local community.
- Promptly and accurately resolve all complaints, issues and concerns in a timely and effective manner.

Key stakeholders and community groups are listed in Section 4.1 of this CCS.

6.2 Community awareness training

As ambassadors for the project all Hume Highway Southern Alliance personnel and sub-contractors working on the project are required to undertake compulsory induction training, which includes community awareness. Key elements of the induction training include:

- Outline of community involvement obligations.
- Freecall community contact telephone line.
- Community inquiry and complaints handling procedures.
- Interface with the public and media.
- Issues management procedures.

6.3 Inquiries and complaints management

6.3.1 Complaints handling policy and principles

The Hume Highway Southern Alliance is committed to the provision of quality service to its stakeholders and the community and has adopted Standard AS ISO 10002:2006 (Customer Satisfaction – Guidelines for complaints handling) as a best practice policy.

The framework that underpins the policy and principles ensures all complaints are treated as legitimate and investigated without prejudice using a process that aims to be fair to all parties involved with the complaint.

A copy of the HHSa Complaints Policy and Principles document can be found at Appendix B.

6.3.2 Complaints handling tools

6.3.2.1 Telephone contact line and dedicated email address

The Hume Highway Southern Alliance has established a 24-hour freecall community information line (1800 674 934). The community information line will be operational until three months after the Date of Construction Completion.

A dedicated email address (community@southernalliance.com.au) has been established for the project. The address will be operational until three months after the Date of Construction Completion.

The freecall number and dedicated email address will be continuously and widely disseminated in the community and included on all public information such as the website, advertisements, letterbox notifications and fact sheets.

6.3.2.2 Community contact and complaints management system

The Hume Highway Southern Alliance has developed and implemented procedures for community contact and issues management including a system recording, investigation and handling of all community contacts and complaints. The receipt and response includes:

- Establishment and maintenance of the community contact and complaints management register from start of construction until three months after the Date of Construction Completion.
- Appropriate responses to each issue raised and complaint made.
- Reporting on the issues, complaints and responses in the monthly progress report.

The Hume Highway Southern Alliance stakeholder and community management system includes procedures for receipt, tracking progress and reporting on all forms of representations from the community.

Typically a record of the contact will be entered into the community contact database. A review of previous contacts from the stakeholder would be taken as a matter of course. The contact or complaint will then be investigated by the relevant community team members if necessary. The findings from the ensuing investigation will determine the appropriate mitigation measures and relevant follow up required to be implemented by the environment and community relations team member required to close the contact out. The relevant HHSa team member managing the contact will evaluate the mitigation measures, in conjunction with the SCM, to determine the level of success in dealing with the issue.

Consistent with AS ISO 10002:2006 (Customer Satisfaction – Guidelines for complaints handling), the HHSA will record and track the progress of community representations using Consultation Manager.

Consultation Manager is a web based data system designed to receive and track all individual representations, providing a unique issue identifier to each contact, call and action taken; ability to record time and date of contact and associated actions taken; name and contact details; location details; issue type; issue details and current status details. The system also identifies the personnel handling the representation and provides a free form section for notes to be appended.

The tracking system includes the ability to cross reference to all prior contacts from stakeholders, response times and actions, amend issues/add new notes; status of issues and changing status; last action time and date; record of transactions and viewing log; search options – by caller; keyword; issue type; date/time; location; and print issues, reports and plot statistics.

The system will be accessible by the RTA and the EMR. This will enable a consolidated approach and real time to management of representations and feedback received from various agencies. The HHSA SCM will have the administration rights to the database.

Community contact reports and summaries of contacts will be available to the RTA's Representative and EMR on a monthly basis.

6.3.2.3 Response to community representations

Initial response to all telephone and email complaints will be within two hours of the representation being received.

All complaints will be made known to the SCM and appropriate functional and construction managers on a daily basis.

Written responses will be provided to complainants, when required by the complainant and within five (5) working days of receipt of the representation. Email correspondence will be considered a written response.

HHSA will immediately advise the RTA and the EMR of any complaints that have the potential to be escalated to Government representatives.

6.3.2.4 Response to written representations

All written representations received by HHSA will be entered into the community contact database and addressed in accordance with the response procedures described in this section.

The Hume Highway Southern Alliance will respond to all written representations within five (5) business days of receipt.

The RTA should forward written representations to HHSA within one (1) business day of receipt. These written representations will be addressed by HHSA in accordance with the response procedures.

HHSA will refer all enquiries from elected representatives of the Federal Government to the RTA. The RTA will arrange any briefings for the above representatives, in cooperation with HHSA.

HHSA will not make any statements or provide any information to any political representative without prior agreement from the RTA.

A monthly report on the status of responses to all written representations will be prepared. The report will include the average and maximum times taken to respond to representations.

6.4 Community and stakeholders

A community survey was developed to gain an understanding of how stakeholders, landowners and residents would like to give and receive information about the project.

In March 2007, phone calls were made to each of sixty-one (61) stakeholders, landowners and residents determined to be directly affected by the Hume Highway Duplication between Woomargama and Table Top. There were forty (40) completed surveys and twenty-one (21) non-responses.

Results of the surveys indicate a clear preference for:

- Community updates and notifications delivered to letterboxes or via email.
- Access to a freecall line to seek information and raise issues.
- Regular information and advertisements in the local print and electronic media.
- Community information sessions (to be attended as and when topics of relevance and/or interest are presented).

Methods of ensuring these opportunities are available to stakeholders and the community are outlined in the following sections.

6.4.1 Community information sessions

Based on the results of the phone surveys undertaken with directly affected landowners, residents and businesses between Woomargama and Table Top, the Hume Highway Southern Alliance will prepare, present and facilitate a series of community information sessions throughout the life of the project.

A number of issues suitable for this type of community consultation were suggested during the phone surveys. These issues include but will not be limited to: general construction impacts, access arrangements during construction and post opening, sustainability and the environment. An issues management plan is discussed in Section 8 with a table provided in Appendix C.

A timetable, based on issue and areas of interest, will be developed and advertised to the community well in advance of each information session. In addition, the community members identified as directly affected by the Hume Highway duplication works will be contacted prior to each session by the method (e.g. email or direct mail) they nominated in the survey.

The information sessions will be open to stakeholders and local residents, businesses and community organisations, local government representatives and others with an interest in the project. Key Hume Highway Southern Alliance personnel, the project EMR and other relevant experts will be invited to attend. The Southern Alliance will provide information, plans and presentations to enable comprehensive discussion of the advertised topic.

The information sessions will be held at the community display centre on site or one of the local community halls making it as convenient as possible for all interested members of the community to attend.

The basic terms of reference for these sessions will be to:

- Ensure effective communication with interested residents and landowners, business, industry and special interest groups, Local Government and other relevant government agencies and statutory authorities.
- Ensure individuals and groups affected by the project have opportunities to participate in its implementation.
- Provide a focus for community input on aspects of design and construction, particularly in relation to landscaping, noise attenuation, traffic and access management during construction as well as minimising disruption and adverse impact on both the local community and natural environment.

Community information sessions will be open forums conducted similar to focus groups where information is presented for comment and feedback. The purpose of the sessions will be to present specific information about the project and seek participants' views based on their interests and knowledge. Participant numbers will be limited only by the size of the community hall in which they are held.

These will be facilitated sessions designed to engage participants and be meaningful and useful to the Southern Alliance and to the community. A degree of flexibility will be built into the sessions to allow discussion of issues of particular interest/relevance or to take on notice questions requiring more detailed answers or suggestions to be incorporated into future sessions.

It is expected participants will represent a diversity of viewpoints and community concerns. Where members hold a range of perspectives on a particular issue, the differing viewpoints will be noted and taken into consideration.

Feedback will be sought from participants following each session. Feedback will also be provided to the community following each session.

Feedback forms available at community events invite interested parties to nominate if they would like to receive information about the project and their preferred method for receiving that information.

6.4.2 Stakeholder information

The Hume Highway Southern Alliance has established relationships with traffic and transport and emergency services stakeholders throughout the region.

Traffic and transport and emergency services stakeholders include but are not limited to Representatives from inter and intrastate transport companies; local government areas, service and utility companies, NSW Police Force, State Emergency Service NSW, Ambulance Service NSW, Rural Fire Service and Fire Brigades NSW.

The Hume Highway Southern Alliance will provide information to and consult with these stakeholders throughout the project. Email is the preferred, tried and tested communication tool used with these road user groups.

An Environmental Review Group (ERG) will be convened and maintained by the EMR. The group will meet regularly and include representatives of the RTA, relevant agencies and Councils.

6.4.3 Other meetings

The Hume Highway Southern Alliance will attend any other meetings that the RTA may hold to provide information and to receive feedback and answer questions when requested. Other appropriate Hume Highway Southern Alliance personnel and sub-contractors may also attend to respond to questions. The Hume Highway Southern Alliance will provide a response to issues raised within seven (7) business days of the meeting.

6.5 Public displays

6.5.1 Permanent display centre

The Hume Highway Southern Alliance will establish a permanent public display centre at the project site from as soon as practical until four (4) weeks after the date of construction completion.

The permanent display centre will:

Be located to maximise usage by visitors and be easily accessible from the reception area in the Hume Highway Southern Alliance main site administration facilities.

Offer a facility for meetings with members of the community who wish to discuss issues and view documents.

Include disabled access and toilet facilities.

The display centre will be open to the public from 9am to 5pm Monday to Friday, excluding public holidays and construction industry rostered days off (RDO). The Hume Highway Southern Alliance SCM and CSA will be based at the display centre.

The Hume Highway Southern Alliance will arrange for the production of all display material based on RTA requirements. Text and graphics for displays and display materials will be submitted for approval to the RTA at least four weeks prior to being required for display.

The Hume Highway Southern Alliance will provide display material to a scale of 1:4,000 throughout the course of the work, unless otherwise directed by RTA. The display material will include up-to-date photographs, diagrams, samples and other suitable material. All material will be clearly explained and of suitable size and quality to enable the public to inform themselves about the project. The minimum material will include information about the project generally but not be limited to:

- Urban and landscape design details including concepts, cross section treatments, perspective views and details.
- Bridges and structures.
- Communication information and involvement opportunities and contacts.

The Hume Highway Southern Alliance will incorporate a customer complaints and feedback facility, which will be regularly monitored for comments and to identify issues.

6.5.2 Additional public displays

The Hume Highway Southern Alliance will provide additional public displays for limited durations at convenient locations throughout the affected communities to update and inform the local community of the status of the works and of significant events or changes in relation to the works. The displays are expected to be required when significant milestones are achieved and if significant changes occur in the design and construction of the works or temporary works. The Hume Highway Southern Alliance will provide the display material and the SCM and other relevant personnel will be available to staff the public displays.

The Hume Highway Southern Alliance will partner with the RTA regarding participation in promotional displays associated with key local events and activities, including shows and exhibitions.

6.5.3 Site inspections

The Hume Highway Southern Alliance SCM will organise all approved public site visits. These public site visits will be recorded and details provided in the monthly progress reports.

7. Community information

The Hume Highway Southern Alliance will keep relevant stakeholders and the local community informed about changes affecting individual properties, residences, and businesses prior to the works being undertaken. All publications will include contact names, phone numbers, email and postal return addresses, and website details. The Hume Highway Southern Alliance will comply with RTA logo requirements for all publications, as shown in Section 6.7.7 and with RTA written material publication lead times and requirements as shown in Appendix B.

7.1.1 Letterbox notifications

Letterbox notifications will be used to inform and advise the directly affected local community of the changes affecting individual properties, residents and businesses. The Hume Highway Southern Alliance will distribute all letterbox notifications.

7.1.2 Construction update advertisements

The Hume Highway Southern Alliance will produce, from the commencement of construction, then at quarterly intervals until the Date of Construction Completion, an advertisement to be published in local newspapers. It will include the nature of the Works proposed for the next month, the areas in which the works are proposed to occur, the hours of operation and the contact details to obtain information or raise an issue. Advertisements will be placed in local newspapers, as agreed by the RTA.

The RTA will be notified immediately if the advertisement is to be changed or varied so as to make it correct. The Hume Highway Southern Alliance will not place media advertisements without the prior approval of the RTA.

7.1.3 Community updates

Community updates will be prepared by the Hume Highway Southern Alliance as needed from the commencement of construction until the Date of Construction Completion.

The first two community updates featured urban design and landscape and community information.

The draft text and graphics for all community updates will be submitted to the RTA for approval at least six (6) weeks prior to the date of distribution. The Hume Highway Southern Alliance will produce the community updates for distribution to all areas of the local community affected by the works, and in sufficient quantities for general distribution.

All community updates will contain contact details for the Hume Highway Southern Alliance, including contact name, phone number, address and any other requirements of the RTA.

7.1.4 Local operational information

The Hume Highway Southern Alliance will keep the local community informed of the progress of the works and of any traffic disruptions or controls, construction of temporary detours and work required outside the normal working hours, by way of advertisements published in local

newspapers and on the radio (as appropriate), letterbox notifications and community notice board information.

The information will be provided to the local community at least seven (7) days prior to the detour, disruption or changes commencing. All advertisements will be submitted to the RTA for approval no less than fourteen (14) days prior to the proposed distribution.

If the Hume Highway Southern Alliance becomes aware that the subject of a notification or advertisement is to be changed or varied to make it correct, the RTA will immediately be advised. All activities will be coordinated with the requirements of the Traffic Management and Safety Plan.

7.1.5 Project website

The Hume Highway Southern Alliance will manage a dedicated project website. The following documents will be accessible from the website:

- e) a copy of the documents referred to under condition 1.1 and 4.1 of the concept approval, and any documentation supporting modifications to the concept approval or related project approvals that may be granted from time to time;
- f) a copy of the concept approval and all related project approvals;
- g) a copy of each relevant environmental approval, licence or permit required and obtained in relation to the development;
- h) a copy of each current strategy, plan and program required under this concept approval or any related project approval; and
- i) the outcomes of compliance tracking in accordance with the requirements of any related project approval.

The website will reflect RTA branding style and will also include but not be limited to:

- The Hume Highway Southern Alliance logo.
- A link to the RTA website, which will also be advertised at the entry point to the website.
- A feedback facility.
- A description of the various approval agencies and their areas of authority.
- Photographs and display information.
- Background information on the project and copies of community information, approved publications and advertisements relevant to the project.
- Details of the impacts of the works on the road network and traffic systems.
- Contact names and phone numbers of Hume Highway Southern Alliance community involvement personnel and the EMR.

Works progress and consultation activities will be updated on a monthly basis. The website will operate continuously until the date of construction completion.

7.1.6 Presentations

Hume Highway Southern Alliance presentations to local community groups and organisations will be presented to the RTA for approval.

7.1.7 Logos

The placement of logos will be in accordance with RTA advice and relevant guidelines.

7.1.8 Media events

The Hume Highway Southern Alliance will give the RTA at least eight (8) weeks written notice of the dates for commencement of construction activities and the opening of the project to enable the RTA to organise the associated official media events.

The Hume Highway Southern Alliance will advise the RTA of other opportunities for media events, including achievement of project milestones and the opening of local roads. These opportunities will be discussed at least three (3) months prior to the expected event at Alliance Management Team (AMT) and Alliance Leadership Team (ALT) meetings.

RTA will manage all official media events, and will coordinate the community, media and political participation in such events, in consultation with the Hume Highway Southern Alliance. The Hume Highway Southern Alliance will co-operate with RTA in running the events and will provide site logistics associated with the events.

The Hume Highway Southern Alliance will develop traffic management and safety strategies for opening the project to traffic, together with associated action plans, for approval by the RTA. The Hume Highway Southern Alliance will work co-operatively with RTA and key community representatives on matters relating to traffic management and pedestrian safety associated with the opening of the project to traffic.

7.1.9 Traffic and transport communication

The Hume Highway Southern Alliance Traffic Management and Safety Plan, and Traffic Control Plans, will address the movement of traffic through the project works and temporary works. Procedures will be established to provide details of proposed changes to traffic flow, vehicle movement and arrangements for traffic control, and will be submitted in writing to the RTA at least fourteen (14) days prior to the change. Advertising will also be undertaken. All communication will be co-ordinated with the requirements outlined in the Traffic Management and Safety Plan.

8. Issues management

During the design and construction phase of the Project, various stakeholder issues and concerns may arise that require immediate attention and action. The HHSA will be responsive and strive wherever possible to resolve issues to the satisfaction of stakeholders.

The HHSA will be proactive in planning for issues of public concern. Careful and considered planning with key staff, including the environmental, design and construction personnel, will assist the SCM to develop robust issues management strategies.

The following issues will be addressed. These issues could be discussed with individual, small groups or at community information sessions as relevant and dependent on community interest.

- Urban design and landscaping
 - Advice and feedback from residents on urban design and landscaping plans.
 - Landscaping, rehabilitation and planting for improved amenity.
 - Urban design, bridge and structure aesthetics, road furniture.
 - Incorporation of appropriate screening, buffers, landscaping and maintenance.
- Noise – construction and operation
 - Noise impacts on local landholders, residents and businesses.
 - Potential construction annoyance from noise.
 - Construction traffic noise mitigation measures.
- Vibration
 - Vibration impacts on properties within 50 metres and other sensitive areas.
 - Property damage (residential and business).
- Air quality - dust
 - Potential construction annoyance from dust.
- Traffic Management and Local Access
 - Traffic management including disruptions, delays, temporary detours, traffic switches, construction access including changes to traffic conditions, and vehicle access to and from the work site.
- Construction access locations.
 - Effects on local traffic, through traffic movement including heavy vehicles, transport operators, school buses, tourist bus and coach operators during construction.
 - Access and impacts on pedestrians, cyclists, motorists and emergency vehicles.
 - Maintaining access and minimising disruption to local residents, landholders and businesses, during construction and operation.
- Environment

- Environmental management.
- Hydrology, flooding, storm water and water quality management and impacts on rivers, creeks and waterways.
- Flora and fauna management.
- Water quality, soil erosion and sedimentation controls and detention basins.
- Acid sulphate soil management.
- Contaminated land.
- Topsoil management and spoil material stockpiling and disposal.
- Waste and resource minimisation and recycling.
- Social impacts
 - Maintenance of business trading patterns and visual access.
 - Pedestrian and cyclist safety and access.
 - Impacts on properties including access, construction noise, and landscaping.
 - Cultural heritage site management and protection.
 - Property damage (residential and business).
- Construction impacts
 - Impacts such as extended working hours, timing of works, site offices, site works.
 - Clearing and fencing including recycling of vegetation material.
 - Construction management including air quality and dust mitigation.
 - Signage to ensure access through the construction zones is clear.
 - Noise (construction and operational) and vibration management.
 - Adjustments to existing infrastructure.
- Other targeted issues will include:
 - Signposting strategy.
 - Adjustments to existing infrastructure.
 - Issues identified through the community liaison process.

Appendix C contains the project's Issues Management Plan.

9. Implementation

9.1 Other RTA requirements

The Hume Highway Southern Alliance will ensure:

- No information is released, in any form, regarding any of the project works to any organisation or person, including political representatives, without the prior approval of the RTA. The Hume Highway Southern Alliance will ensure all personnel engaged on the project abide by this requirement with evidence provided in the monthly progress report.
- All media inquiries are referred to the RTA.
- All enquiries from Federal, State and/or Local Government representatives are referred to the RTA.
- Community involvement obligations are included in the site induction for all personnel.
- The RTA is provided with a photographic record of the work progress of a suitable quality for use in publications, project communications and promotions and for enlargements.
- Photographic and video records are maintained and reported quarterly.
- The RTA role is identified in any promotional material or award submissions developed for the project.

9.2 Reporting

A monthly progress report will be prepared and will include:

- A summary of customer feedback from all sources.
- Details of all site inspections by visitors.
- Status of response to all representations including receipt and response to issues.
- Evidence that no Hume Highway Southern Alliance personnel has released or provided any information to any political representative, organisation or other person without the prior approval of the RTA.
- Any other information considered relevant.

9.3 Monitoring

Evaluation of the performance and effectiveness of the CCS will be undertaken on a quarterly basis throughout the period of implementation. The evaluation will be undertaken by the SCM and will include liaison with other relevant members of the project team, the EMR and the RTA.

Key elements of the evaluation will include the adequacy of the CCS in achieving the intent of the conditions of approval, community contact, issues and responses, dispute resolution processes

and procedures, approval processes and procedures, response to publications such as updates, public display information and attendance.

On completion of the early works earthworks stage from south of the Olympic Highway to Table Top, a review of the community consultation process will be conducted. The purpose of the review will be to ensure the process adopted is fulfilling the intent of the conditions of approval. The review will be undertaken in consultation with the EMR. The review will be submitted to the Department of Planning within one month of completion of the earthworks for the Early Works package.

Future review requirements will be dependent on the outcome of the Early Works review.

9.4 Environmental Management Representative involvement

It is recognised the HHSA SCM is the primary point of contact for community consultation but to meet the requirement of Concept Approval Section 4.5 c), the following procedure is proposed to enable the EMR to be involved in the community consultation process with respect to *'environmental management and delivery of the project'*:

- Direct access to the Consultation Manager database.
- A regular summary report on the nature of issues raised, feedback and associated follow-up and/or resolution.

In the initial stages of the project, nominally three (3) months, the EMR will receive notification as soon as environment related community feedback is received and logged on the Consultation Manager system. The EMR will be given the opportunity to determine if direct involvement is required or if advice in regard to how the issue is being managed is sufficient.

An assessment of the process to gauge the confidence of the EMR in HHSA complaints management system will be undertaken at the end of the initial three (3) month period. The EMR may then elect to continue the process of receiving notification of each issue or move to a process of reviewing the community consultation database on a periodic basis to see what issues and concerns have been logged and how they have been resolved.

9.5 Conflict resolution

Conflict resolution aims to achieve conciliation and the prompt resolution of issues with fairness, care and understanding. Confidentiality of all parties will be preserved, with only those people with a specific role in the procedure involved at each stage.

Conflict resolution has four basic stages (self-management of conflict, mediation, internal review and external review), which will be undertaken in progression unless the nature of the issue or the wishes of one or more parties involved determine otherwise. Each stage aims at resolution. Progress to a further stage only occurs if resolution is not achieved and one or more of the parties wishes to proceed.

Where an issue is not resolved and is related to an environmental matter (such as noise, dust or water) it will be referred to the EMR for consideration and advice.

Appendix A EMR Roles and Responsibilities

Introduction

This document presents a summary of the roles and responsibilities of the nominated Environmental Management Representative (EMR) for the Hume Highway Duplication, Southern Alliance (HHSA).

There are three Minister's Conditions of Approval (MCoA) that apply to the Hume Highway Duplication, Southern Alliance (HHSA) Project which extends from Woomargama to Table Top:

- **MCoA for the National Highway between Albury & Wodonga (1998)** - applicable to the portion of the project between Mullengandra and Table Top
 - Condition 8 provides for the appointment of the EMR to consider and advise on implementation of EMPs
- **Concept Approval under Section 75O of the EP&A Act 1979 between Sturt Highway and Mullengandra (2007)** – applicable to the portion of the project between Mullengandra and Woomargama;
 - Condition 4.5 provides for mechanisms for the EMR to facilitate communication and provide feedback between the project team and the community on matters that are related to the environmental management and delivery of the Project.
- **Project Approval under Section 75J of the EP&A Act 1979 between Woomargama and Mullengandra (2007)** – applicable to the portion of the project between Mullengandra and Woomargama.
 - Condition 4 provides for the appointment of the EMR to be approved by the Director General, to provide a range of services related to environmental management and facilitation of communication including being a point of reference for complaints concerning the environmental performance of the project.

Where applicable, specific Ministers Conditions of Approval for the Mullengandra to Table Top section are prefixed by M2TT (e.g. M2TT MCoA 8). The Conditions of Approval relating to the Project Approval for Woomargama to Mullengandra are pre-fixed W2M (e.g. W2M MCoA 4.1). Conditions relating to the Concept Plan that applies to Woomargama to Mullengandra are pre-fixed CP.

The required "*Environmental Management Representative*" services and "*Environmental Representative*" services in relation to this project are listed, respectively, under the Minister for Planning's conditions applicable to the construction of M2TT and W2M. These are summarised in the table that follows.

M2TT MCoA Environmental Management Representative	W2M MCoA Environmental Representative
Considering and advising on the implementation of EMPs and MCoA	Principal point of advice in relation to all questions and complaints concerning environmental performance of the project
Assessing compliance with MCoA	Monitor implementation of EMPs and monitoring programs
Facilitating induction & training program	Monitor outcomes of all EMPs and advise RTA and HHSA on the achievement of all project environmental outcomes
Authority to require reasonable steps to be taken to avoid or minimise environmental impacts	Have responsibility for considering and advising the RTA and HHSA on all matters specified in MCoA and other licences and approvals relating to environmental matters
Stopping work if unacceptable impact is likely to occur	Ensure environmental auditing is undertaken in accordance with the requirements of the CP and EMS.
	Given authority and independence to require reasonable steps to be taken to avoid or minimise environmental impacts and direct for work to be stopped should an adverse impact on the environment be likely to occur.
	Have in place procedures and mechanisms through which the community and/or adjoining landowners can discuss or provide feedback to the Proponent and/or EMR in relation to the environmental management of the project.

For consistency across the project the term EMR will be used for the Southern Alliance Project.

Mr Toby Hobbs of the Albury office of Vantage Environmental Pty Ltd (Vantage) has been appointed by HHSA as the project EMR, initially for the TT2M section and more recently his appointment for the W2M section has been approved by the Department of Planning. Mr Hobbs is an environmental scientist with over 12 years experience, and is qualified as an Environmental Auditor by QSA International.

In the following sections the role and responsibility of the EMR is described in relation to the various activities the EMR is expected to perform.

EMR Roles and Responsibilities - Design Phase

During the nominated design phase the EMR would have meetings (or discussions) with HHS environmental staff and the nominated NSW Department of Planning (DoP) representative if required. Initial meetings would formalise the expected role of the EMR and the EMR's anticipated relationship with the various parties. The initial contact would also determine the frequency of future group meetings, if required, to be on a regular basis, the handover of relevant documentation and construction plans and to establish appropriate lines of communication.

In addition the protocols for non-compliant activity and potential stop work scenarios would be discussed and the methods to be adopted in dealing with such circumstances. The EMR's expected reporting format and project deadlines would also be determined.

Review of Procedures

The EMR would provide appropriate consideration and advice regarding the development of the framework Construction Environmental Management Plan (CEMP) as well as sub-plans, any ancillary Environmental Construction Procedures and Construction Method Statements. Relevant documentation would be reviewed to assess consistency with the requirements of relevant legislation, the various regulatory permit/licence conditions, and as required by Condition 10 (TT2M) of the Planning Approval, before their submission to the Director General, DoP.

Development of Site Visit Report / Compliance Checklist

Prior to the construction phase the EMR would develop a suitable site visit report / compliance checklist for recording of field-based observations in consultation with the relevant members of the HHS team. This report would list the various construction activities and have a column to mark the exact location of any non-compliance or issue of concern. Non-compliance with relevant legislation, project approvals or project commitments would be noted in another column, with additional space for comments on environmental risk ranking, whether the EMR has issued any previous Site Communication Record (SCR) or Non Conformance Record (NCR) or any impending/actual stop work notification.

Audit of Alliance's Site Induction Program

The EMR would provide an audit role to assess the adequacy of the scope and content of the Site Induction information with respect to compliance with the project CEMP.

EMR Roles and Responsibilities - Construction Phase

On-Going Audit of Construction Activities

In general the EMR would complete site visits fortnightly, but this may be more frequent in the early phases of implementation of the environmental management requirements for the project. Site visits may also be more frequent at peak activity of construction or where work is being undertaken in sensitive environmental areas. The EMR would notify the relevant representative of HHS prior to entering the works site and it has been agreed that the EMR would be accompanied by a member of the HHS team at all times during site visits. HHS have confirmed that their representative will be the Environmental Construction Manager or his delegate.

The EMR will be present on site during critical construction activities, as identified in the monthly construction program provided by the Environmental Construction Manager, including:

- the commencement of clearing;
- disturbance of known contaminated soil;

- bridge construction and demolition;
- removal/disturbance of heritage sites;
- establishment of the batch plant;
- disturbance of river banks or waters during crossing of watercourse; and
- commencement of paving activities.

Review of Compliance

The EMR would review whether CEMP requirements and relevant Planning Approval conditions have been complied with in regard to the HHSa 6 monthly environmental performance and compliance reports, as required by M2TT MCoA11, before their submission to the Director General. As discussed in Section 3.1 of this SIP the EMR would also complete periodic assessment of other auditing requirements associated with the MCoA for W2M. In particular the project Compliance Tracking Program (CTP) register and associated documentation would be reviewed on a periodic basis (expected to be every 12 months) to assess that auditing has been completed in accordance with W2M MCoA 4.1(e).

Reporting

Requirement	Timing of Requirement
Provision of report on matters relevant to the completion of the EMR role.	Monthly from outset of substantial construction works. Reports would be issued in draft format to HHSa and final form to the proponent (RTA), HHSa and DoP
Certify Alliance's environmental performance and compliance report	Every 6 months as per MCoA for M2TT and every 12 months as per MCoA for W2M
Attend community information sessions	As specified by the HHSa
Attend and Chair Environmental Review Group meetings	At a frequency of at least once every 6 months from the outset of substantial construction works.
Provide advice to the HHSa of any major issues resulting from the Project Works	As required with a response time target of five (5) working days or less.

Participation in Consultation Activities

The EMR may attend nominated community information sessions.

The EMR is listed by HHSa in the Community Consultation Strategy as a direct contact to whom environmental complaints and enquiries may be directed. The avenues of contact are by phone on 02 6021 1245 (Monday to Wednesday between 10am to 12pm), by email to enquiries@vantageenv.com.au, or by mail to PO Box 378, Albury NSW 2640.

The HHSa Stakeholder and Community Manager (SCM) is the primary point of contact for community consultation associated with the project. To meet the requirement of CP MCoA 4.5 c, the following procedure is proposed to enable the EMR to be involved in the community consultation process with respect to '*environmental management and delivery of the project*':

- Direct access to the HHSa Consultation Manager database.
- A regular summary report on the nature of issues raised, feedback and associated follow-up and/or resolution.

In the initial stages of the project, nominally three (3) months, it is proposed that the EMR will receive notification as soon as environment-related community feedback is received and logged on the Consultation Manager system. The EMR will be given the opportunity to determine if direct involvement is required or if advice in regard to how the issue is being managed is sufficient.

An assessment of the process to gauge the confidence of the EMR in HHSAs complaints management system will be undertaken at the end of the initial three (3) month period. The EMR may then elect to continue the process of receiving notification of each issue or move to a process of reviewing the community consultation database on a periodic basis to see what issues and concerns have been logged and how they have been resolved.

Stop Work Notices and Non-Conformance Reporting

The EMR would have the authority and independence to require reasonable steps to be taken to avoid or minimise unintended or adverse environmental impacts associated with construction, including, in extreme circumstances, issuing a Stop Work notice.

Documentation and References

Project specific documentation would be required by the EMR to facilitate implementation of the role and, in particular, the review/audit of work procedures during the project design phase. The range of required documentation, some of which has been already provided by HHSAs, is noted below:

- Environmental policy;
- Construction environmental management plan; objectives for environmental performance;
- Environmental management performance standards;
- Appointment / job description / duty statement for environmental manager / co-ordinator;
- Environmental management / administration structure;
- Environmental budgets;
- Qualifications, licences, certifications for environmental staff and other employees;
- Agreements / contracts with waste disposal contractors, engineering, legal and environmental consultants;
- Copies of relevant environmental legislation, standards, texts, catalogues held onsite;
- Environmental induction and training notes, records, evaluations;
- Public relations documentation relating to environmental management / pollution control;
- Relevant sections of any Environmental impact assessments, statutory and internal; (e.g. what commitments given).
- JEA's (Environmental hazard analyses);
- Relevant Agreements;
- All project permits and any recent updates;
- Government environmental policies (statutory and administrative);
- Relevant Standards;
- Codes of practice / conduct;
- Plant shutdown procedures;
- Emergency response plans;
- Incident reports and close-out procedures;
- Rehabilitation programs / closure plans / long term environmental management / protection plans;
- Waste management plans;
- Waste disposal / shipping records;
- Waste handling manuals;
- Waste transportation / disposal permits;
- Water / stormwater management plans;
- Monitoring records, quantity and quality / air, water (surface / underground / intake / discharge), noise and soil;
- Complaints procedures / records;
- Other relevant reporting procedures – statutory, operational, or administrative;
- Periodic environmental program effectiveness evaluation reports;
- Consultants reports – environmental, relevant engineering, pollution control, rehabilitation & restoration, etc.;
- Previously completed environmental audit reports;
- Correspondence from local, regional, state and national regulatory authorities;
- Environmental reports, certificate of compliance, licenses and renewals;
- Environmental committee meeting minutes.

In addition to the relevant documents cited in the statutory approval for the project a range of other references would be used by the EMR on an on-going basis. In particular the documents noted below would be consulted:

- *Guidelines for the Preparation of Environmental Management Plans (2004)* NSW Department of Infrastructure, Planning and Natural Resources.
- *Soils and Construction – Volume 1: Managing Urban Stormwater, 4th Edition (2004)*. Landcom – NSW Government.
- *ISO 19011: 2002 Guidelines for Quality and/or Environmental Management Systems Auditing (2002)*; and
- *AS4360:1999 Risk Management*. Standards Association of Australia.

Appendix B Complaints Handling Policy and Principles

Hume Highway Southern Alliance Complaints Handling Policy and Principles

We are committed to excellence in complaints handling.

From time to time we may not meet your expectations and recognise your right to further review.

We will listen to, investigate and resolve your complaints in an objective and timely manner.

This is the way we would like our own complaints to be handled.

Introduction

The Hume Highway Southern Alliance (HHSA) is committed to the provision of quality service to its stakeholders and the community and has adopted Standard AS ISO 1002:2006 (Customer Satisfaction – Guidelines for complaints handling) as a best practice policy.

The HHSA welcomes feedback, including complaints, from our customers. They allow us to correct any problems with our service, give us a chance to reestablish our relationship with our customers, and enable us to learn how to improve our customer service quality.

The HHSA has developed a framework for handling complaints based on the Standard which includes procedures for making a complaint.

Complaints for the purpose of this policy are defined as:

Any expression of dissatisfaction made to the HHSA, related to its products or services, or the complaints handling process itself, where a response or resolution is explicitly or implicitly expected.

Purpose and aim

Consumers have the right to know what they can expect from HHSA services.

The purpose of this policy is to establish a general HHSA complaint handling process and provide general procedures for complainants and complaint recipients.

The aim of the policy is to:

- Support the provision of the highest possible quality service to our customers.
- Increase the level of customer satisfaction in the project delivery.
- Enhance our relationship with our customers.

Guidelines

The HHSA incorporates the criteria set out by Standards Australia AS ISO1002:2006 *Customer satisfaction – Guidelines for complaints handling in organisations* into its complaints handling procedures.

The HHSA complaints handling system demonstrates that:

- Management and staff are committed to its effectiveness.
- It is fair to both complainant and respondent.
- It has sufficient resources.
- Procedures for feedback, including the right to complain, are publicised.

- The complaints procedure is easily accessed.
- There are appropriate remedies.

Form of complaint

A complaint can be made by a customer (or an advocate representing the customer) orally (in person or by telephone) or lodged as a written complaint (letter, facsimile, email, or electronically) via the HHSA online comments/feedback/complaints system available on our website www.southernalliance.com.au.

Verbal complaints to field staff are documented immediately by the person receiving the complaint and reported to the stakeholder and community team to be recorded in the Complaints Register prior to processing.

Fairness

All complaints are treated as legitimate and investigated without prejudice. The complaints process aims to be fair to all parties involved with the complaint.

Recognising there may be barriers discouraging consumer feedback and complaints, the HHSA takes the customer perspective into account by:

- Enabling consumers to choose from several feedback procedures.
- Regularly reviewing our complaints and feedback procedures and revising as necessary.

Should the complainant be dissatisfied with the finalisation of their complaint, the HHSA has appropriate review processes in place.

Commitment

The HHSA is committed to:

- Recognising a customer's right to make complaints, comments or suggestions about the level and quality of services and products provided.
- Encouraging the submission of any complaints customers may have with any of the services and products provided.
- Providing an efficient, fair and accessible mechanism for resolving complaints.
- Ensuring all complaints are heard and equitably resolved as soon as possible.
- Monitoring complaints in an endeavour to improve the quality of services and products.
- Providing customers with information about the complaint handling process.
- Promoting a positive attitude toward customers and the commitment to resolving complaints.

Resources

The HHSA has appointed the stakeholder and community manager as the complaints coordinator. This person is empowered to deal with complaints at the first point of contact and possesses:

- A position in the HHSA that ensures decisions and recommendations are not distorted or delayed by passing through many levels.
- Unhindered access to all relevant information.
- Recognised competence within the agency to act with tact, discernment and resolve.
- A strong, continuous improvement focus.

- Broad knowledge of the organisation and its people.

Lodging complaints

Complaints may be lodged in person, by fax, freecall, letter, email or via the website through the following contacts:

Street Address	HHSA Site Office, 15335 Hume Highway (cnr Knox Road) Table Top NSW 2640
Post	HHSA, PO Box 5126 MRMSC, Lavington NSW 2708
Freecall	1800 674 934
Facsimile	02 6009 0603
Email	community@southernalliance.com.au
Website	www.southernalliance.com.au

Hume Highway Southern Alliance Complaints handling principles



Information about the right and how and where to complain is well publicised to customers, staff and other interested parties.

Accessibility

Information about the process, flexibility in the methods, freecall facility and special arrangements and/or support for complainants with specific needs is readily accessible.

Responsiveness

Each complaint is acknowledged to the complainant immediately; and dealt with promptly in accordance with its urgency. Complainants are treated courteously and kept informed of the progress of their complaint.

Objectivity

Each complaint is addressed in an equitable, objective and unbiased manner through the process.

Charges

Access to the complaints handling process is free of charge to the complainant.

Confidentiality

Personally identifiable information concerning the complainant is actively protected from disclosure without the customer's or complainant's consents except for the express purposes of addressing the complaint.

Customer focused approach

There is a customer focused approach which is open to feedback (including complaints) and our actions show our commitment to resolving complaints.

Accountability

There are clearly established accountabilities for and reporting on actions and decisions with respect to complaints handling.

Continual improvement

The continual improvement and quality of the complaints handling process is a permanent objective.

Commitment

There is an active commitment to effective and efficient complaints handling. This commitment is shown by and promoted from top management.

Policy

There is an explicit customer focused complaints handling policy made available to, and known by, all personnel, customers and other interested parties. The policy is supported by procedures and objectives for each function and personnel role included in the process.

Review

The complaint handling process is reviewed regularly to ensure it is efficiently delivering effective outcomes.

Appendix C Issues Management Plan

■ *Issues Management Plan (IMP)*

Issue description	Communication tools	Purpose	Responsibility	Stakeholder/Community Groups	Target date	Completed
Urban design and landscaping	Public displays Display centre Community update Website	Inform stakeholders and community of plans and seek feedback.	Hume Highway Southern Alliance	AlburyCity and Greater Hume Shire residents. AlburyCity and Greater Hume Shire Councils and officials. Government agencies.	April 2007 – South of Bells Road to Table Top July 2007 – Mullengandra to Bells Road	6 & 7 May 2007 (and ongoing from display centre) 21 July 2007 (and ongoing from display centre)
Increased noise impact (construction) on nearby residences	Meetings with affected landowners Notifications to affected landowners Freecall and email	Provide basic information about construction noise to affected landowners. Minimise the impact of construction noise.	Hume Highway Southern Alliance	Directly adjacent landowners, residents and businesses. AlburyCity and Greater Hume Shire Councils and officials. Relevant government agencies.	November 2007	10 Jan 2008: Consultation for 6am start (to 16 May 2008) 27 & 28 May 2008: Construction and operational noise community meetings
Vibration	Pre-construction building condition reports as necessary. Notifications to affected landowners prior to any potential vibration, rock breaking and blasting activities. Freecall and email	Establish pre-construction baseline on buildings and structures within 50 metres of the construction corridor and in identified sensitive areas. Minimise the impact of construction vibration	Hume Highway Southern Alliance SCM with information from consultant (noise and vibration)	Adjacent residents/businesses and buildings in sensitive areas.	November 2007	8 Nov 2007: Pre-construction building reports completed. 21 Feb 2008: Structural reports completed for identified sensitive receivers and communicated to owners.
Traffic management and local access	Letterbox/email notification Meetings with landowners Advertisements VMS and other signage Traffic alerts Display centre	Provide up-to-date traffic information for stakeholders and community.	Hume Highway Southern Alliance SCM Hume Highway Southern Alliance Construction Manager	Directly affected landowners, residents and businesses. Road users (including emergency services, truck and transport operators).	From April 2007 as required depending on construction activity, impact and location	Ongoing weekly contributions to RTA traffic report. 2 Jul 2008: Advertised temporary closure of Burma Road
Environment and sustainability	Information sessions Display centre Meetings with landowners Freecall and email Website	Provide information on project environmental management measures.	Hume Highway Southern Alliance	Interested stakeholders and community. Relevant government agencies.	2008 – Environmental management (Water, flora, fauna) 2008 Operational Noise 2008/9 – Other topics to be determined based on need/interest	27 & 28 May 2008: Initial information/discussions about operational noise included in community meetings.
Social	Regular public displays and community presentations Face to face meetings with directly affected landowners Community updates and feedback forms Website, freecall and email Issues management system	Ensure effective and receptive consultation with the community is undertaken. Address community concerns in a timely manner, provide information and receive feedback. Ensure effective management of issues.	Hume Highway Southern Alliance	Stakeholders, community and road users	Ongoing from April 2007	6 June 2007: Table Top Community Forum 15 August 2007: Greater Hume Shire Council 18, 19, 20 September 2007: Henty Field Days as part of RTA display 26 September 2007: Greater Hume Shire Council 26 November 2007: Albury Age Concern 5 Mar 2008: Table Top Community Forum 7 March 2008: Mullengandra Public School site visit 7 April 2008: GHSC site tour

Appendix D Written Material Approval Lead Times

Communication task /activity	Purpose of task/activity	Accountability for preparation and frequency of task/activity	RTA approval time from date activity or task is to be completed.	Accountability for production	Accountability and methodology for distribution
Letterbox notifications	Information about project activities / changes / after hours works	HHSA draft & submit to RTA Commencement of construction then as required – 10 days prior to change	21 days prior to distribution	SCM	By HHSA to directly affected local community Copy at display centre Post on website
Community update - 6-monthly	Provide information on progress of works	HHSA draft & submit to RTA Commencement of construction then 6-monthly intervals	21 days prior to distribution	SCM	By HHSA to directly affected stakeholders and general public Copy at display centre Post on website
Quarterly construction update advertisement	Provide information on the progress of the works for the next 3 months	HHSA draft & submit to RTA Commencement of construction then quarterly	28 days prior to advertisement date	SCM to draft and submit to local newspapers	By HHSA to newspapers Display Centre Website Community Noticeboards
Advertisement for traffic change (local operational information) - print and radio	Provide advice to road users	HHSA as required 7 days prior to any change	5 working days prior to publication or broadcast date	SCM to draft and submit to local newspapers & / or radio stations.	By HHSA to newspapers & radio stations Copy at display centre Post on website
Project website	Provide up-to-date project information	Commencement of construction HHSA to update weekly or as required	14 days	SCM	HHSA Link to RTA site
Presentations	Provide project information	HHSA to prepare as required	Dates agreed with RTA	SCM	Attendance determined by nature of presentation
Site inspections	Provide updated project information	HHSA as required	Dates agreed with RTA	SCM	Attendance determined by purpose for site inspection
Display material	Provide up-to-date project information	HHSA as soon as practical prior to construction	6 weeks prior	SCM	HHSA