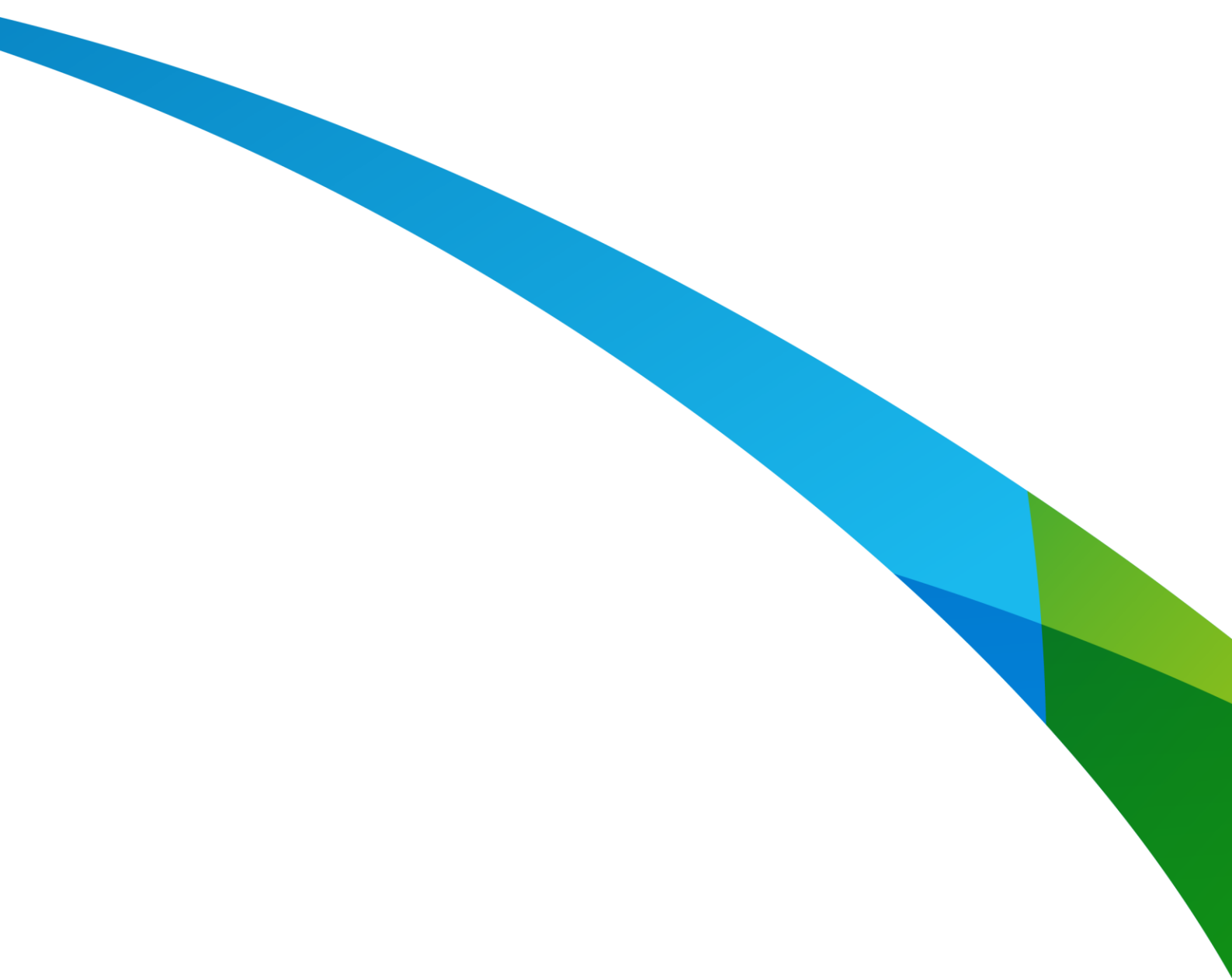




Additional crossing of the Clarence River at Grafton

Community communication strategy

July 2016



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1 Introduction and context

1.1 Purpose

This Community Communication Strategy (CCS) has been developed for detailed design, construction and opening of the additional crossing of the Clarence River at Grafton (Grafton Bridge).

This strategy has been named in accordance with the Minister's Conditions of Approval (CoA) C1 and addresses the Roads and Maritime Services (Roads and Maritime) requirement for a Community Involvement Plan.

The CCS describes:

- The stakeholders to be consulted as part of the strategy, including key stakeholder and agencies, adjoining landowners, local residents and the broader community
- The communications tools and activities that will be used to provide regular distribution of information to stakeholders about the project and provide opportunities for community feedback
- Potential construction impacts and methods to proactively manage these impacts
- The enquiry and complaints management system.

In consultation with Roads and Maritime, community engagement action plans will be developed for project milestones. Flexibility will be necessary to identify and be responsive to emerging interests and issues at each phase of the project.

It is also important to note that the project will be delivered within a dynamic environment as the Pacific Highway upgrades take place, which will have implications for the South Grafton area. Therefore, the plan is also designed to provide the project and Roads and Maritime with an agreed approach to community and stakeholder involvement, open communication channels and clear protocols.

1.2 Project background

Currently, the Grafton Bridge is the only crossing of the Clarence River in the Grafton area. The bridge forms part of the Summerland Way, a classified road that provides an inland link between southern Queensland to the north, and the Richmond River and Clarence River Valleys in northern NSW.

The Grafton Bridge was open to traffic in 1932 and currently carries about 23,000 vehicles over the river each day.

The current bridge is already operating at capacity during peak periods and forecast traffic growth will worsen congestion problems. Traffic queues during am peak periods flow from the bridge onto the Gwydir Highway and often backs onto the existing Pacific Highway.

Planning for an additional crossing of the Clarence River at Grafton was initially funded by the NSW Government, starting from 2002. Investigations were deferred in September 2005 and restarted in 2009.

In December 2010 Roads and Maritime announced a revised approach to engage more effectively with the community and stakeholders in identifying a preferred route for an additional crossing. Between December 2010 and April 2013 a thorough route options selection process

was carried out including detailed investigations, traffic and flood modelling and extensive community consultation.

An Environmental Impact Statement (EIS) was publically displayed from 20 August until 19 September 2014. Following the display, 22 submissions were received about the project. In December 2014, the project received planning approval.

As part of planning approvals, Roads and Maritime carried out a number of early work activities during 2015, including geotechnical field investigations, flood studies and mitigation work and the Charles Street (Gwydir Highway) upgrade.

In June 2016, Roads and Maritime announced Fulton Hogan was the preferred tenderer to design and build Grafton Bridge.

It is expected that early work including flood levee mitigation will start in October 2016, detailed design will be complete by January 2016 and major construction will start in February 2017.

1.3 Project description

Key features of the project include:

- Building a new road bridge over the Clarence River about 70 metres downstream of the existing road and rail bridge (which is to be retained)
- Upgrading parts of the road network in Grafton and South Grafton to connect the new bridge to the existing road network, including:
 - Widening Iolanthe Street to four lanes
 - Widening the Gwydir Highway to four lanes between Bent Street and the Pacific Highway (completed in October 2015)
 - Realigning the existing Pacific Highway to join Iolanthe Street near Through Street
 - Providing a new roundabouts at the intersections of the Pacific Highway and Gwydir Highway and Through Street and Iolanthe Street
 - Limiting Spring Street and the existing Pacific Highway to left in and left out only where they meet Iolanthe Street
 - Realigning Butters Lane
 - Widening Pound Street to four lanes between Villiers Street and the approach to the new bridge
 - Providing traffic signals at the intersection at Pound Street and Clarence Street
 - Closing Kent Street where it is crossed by the bridge approach road
 - Realigning and lowering Greaves Street beneath the new bridge
 - Realigning Bridge Street to join directly to the southern part of Pound Street (east of the new bridge approach). There would be no direct connection between Pound Street south and the new bridge approach
 - Widening Clarence Street to provide formal car park spaces
 - Minor modifications to the existing Dobie Street and Villiers Street roundabout.
- Replacing part of the existing rail viaduct that crosses Pound Street with a new bridge structure to provide sufficient vertical clearance for the upgrade of Pound Street

- Providing a pedestrian and cycle path and signalised pedestrian crossings for access to and across the new bridge and throughout Grafton and South Grafton
- Flood mitigation works, which includes raising the height of sections of the existing levee upstream of the existing bridge in Grafton and South Grafton
- Ancillary works such as public utility adjustments, construction compounds and stockpile areas and water management measures.

Refer to **Appendix A** for a map of the project area.

1.4 Project benefits

The key benefits of the project are:

- Increasing traffic capacity across the Clarence River, which would relieve congestion during peak periods and meet future traffic demands
- Enhancing road safety for road users, including pedestrians and cyclists
- Improving traffic efficiency between and within Grafton and South Grafton and the predicted growth area of Clarenza
- Providing a bridge over the Clarence River that meets contemporary design standards, and meets the needs of current vehicles, including heavy vehicles
- Improving the level of flood immunity of the surrounding approach roads
- Supporting regional and local economic development, and provide growth and employment opportunities in the Grafton CBD and the Iolanthe Street precinct.

2 Requirements

2.1 Minister's Conditions of Approval

The CoA relevant to this CCS are listed in **Table 1**. A cross reference is included to indicate where the condition is addressed in this CCS or other project / environmental management documents.

Table 1 Conditions of Approval relevant to this CCS

ID	Condition requirement	Document reference
ENVIRONMENTAL PERFORMANCE - SOIL, WATER QUALITY AND HYDROLOGY		
CoA B7	<p>Water Quality Management The Proponent shall consult with and provide feasible and reasonable assistance to NSW State Emergency Service and Council, prior to operation of the SSI, to:</p> <p>(a) prepare any new or necessary update(s) to the relevant evacuation, traffic management and flood plans and documents in relation to flooding events in Grafton and South Grafton, to reflect changes to flooding levels, flows and characteristics; and</p> <p>(b) prepare or update community evacuation information, to improve the community's awareness of the risk of flooding and the need to evacuate Grafton and South Grafton prior to the levees overtopping.</p>	3.5 Potential issues and strategies
CoA B8	<p>Drainage Any drainage works that are intended to be operated by Council shall be designed in consultation with Council. Facilities such as back-up generators shall be provided to ensure continued operation of the Pound Street pumping station during electrical power outages.</p>	6 Communication approach
ENVIRONMENTAL PERFORMANCE - TRANSPORT AND ACCESS		
CoA B24	<p>In relation to new or modified local road, parking, pedestrian and cycle infrastructure, the SSI shall, where feasible and reasonable, be designed:</p> <p>(a) in consultation with the Council;</p> <p>(b) to take into consideration existing and future demand, road safety and traffic network impacts;</p> <p>(c) to meet relevant design, engineering and safety guidelines, including Austroads Guide to Traffic Engineering Practice; and</p> <p>(d) be certified by an appropriately qualified person that has considered the above matters.</p>	3.5 Potential issues and strategies
ENVIRONMENTAL PERFORMANCE – PROPERTY AND LANDUSE		
CoA B25	The Proponent shall ensure that the SSI is designed to minimise land take impacts to surrounding properties as far as feasible and reasonable, in consultation with the affected landowners.	3.5 Potential issues and strategies
CoA B26	The Proponent shall, in consultation with relevant landowners, construct the SSI in a manner that minimises intrusion and disruption to surrounding properties, unless otherwise agreed by the landowner.	3.5 Potential issues and strategies
CoA B27	Any damage caused to property as a result of the SSI shall be rectified or the landowner compensated, within a reasonable timeframe, with the costs borne by the Proponent. This condition is not intended to limit any claims that the landowner may have against the Proponent.	3.5 Potential issues and strategies
ENVIRONMENTAL PERFORMANCE – UTILITIES AND SERVICES		
CoA B28	Utilities, services and other infrastructure potentially affected by construction and operation shall be identified prior to construction to determine requirements for access to, diversion, protection, and/or support. Consultation with the relevant owner and/or provider of services that are likely to be affected by the SSI shall be undertaken to make suitable arrangements for access to, diversion, protection,	3.5 Potential issues and strategies

ID	Condition requirement	Document reference
	and/or support of the affected infrastructure as required. The cost of any such arrangements shall be borne by the Proponent.	
COMMUNITY INFORMATION AND REPORTING - COMMUNITY INFORMATION, CONSULTATION AND INVOLVEMENT		
CoA C1	<p>Prior to the commencement of construction or as otherwise agreed by the Secretary, the Proponent shall prepare and implement a Community Communication Strategy to the satisfaction of the Secretary. The Strategy shall provide mechanisms to facilitate communication between the Proponent (and its contractors(s)), the Environmental Representative (see condition D43), the Council and community stakeholders (particularly adjoining landowners) on the construction environmental management of the SSI. The Strategy shall include, but not be limited to:</p> <ul style="list-style-type: none"> (a) identification of stakeholders to be consulted as part of the Strategy, including affected and adjoining landowners; (b) procedures and mechanisms for the regular distribution of information to community stakeholders on construction progress and matters associated with environmental management; (c) the formation of community-based focus groups for key environmental management issues for the SSI. The Strategy shall provide detail on the structure, scope, objectives and frequency of the community-based focus groups; (d) procedures and mechanisms through which the community stakeholders can discuss or provide feedback to the Proponent and/or Environmental Representative in relation to the environmental management and delivery of the SSI; (e) procedures and mechanisms through which the Proponent can respond to enquiries or feedback from the community stakeholders in relation to the environmental management and delivery of the SSI; and (f) procedures and mechanisms that would be implemented to resolve issues/disputes that may arise between parties on the matters relating to environmental management and the delivery of the SSI. This may include the use of an appropriately qualified and experience independent mediator. 	<p>7 Community engagement activities and tools</p> <p>3.3 Special interest groups</p> <p>9 Enquiries and complaints management</p>
CoA C1	<p>Issues that shall be addressed through the Community Communication Strategy include (but are not necessarily limited to):</p> <ul style="list-style-type: none"> (i) flooding and hydrology matters, including levee works; (ii) traffic management (including parking, property access, pedestrian access); (iii) noise and vibration mitigation and management; (iv) heritage matters; (v) landscaping and urban design matters; (vi) construction staging, hours and activities; (vii) the relocation of moorings including a strategy for consulting with affected mooring owners; (viii) biodiversity matters; and (ix) socio-economic, property and land use impacts, including impacts to recreational and commercial river users. <p>The Proponent shall maintain and implement the Strategy throughout construction of the SSI.</p>	<p>3.5 Potential issues and strategies</p>
CoA C2	<p>Complaints and Enquiries Procedure</p> <p>Prior to the commencement of pre-construction and construction, or as otherwise agreed by the Secretary, the Proponent shall ensure that the following are available for community enquiries and complaints for the duration of construction:</p> <ul style="list-style-type: none"> (a) a 24 hour telephone number(s) on which complaints and enquiries about the SSI may be registered; 	<p>7 Community engagement activities and tools</p> <p>9 Enquiries and complaints management</p>

ID	Condition requirement	Document reference
	<p>(b) a postal address to which written complaints and enquires may be sent;</p> <p>(c) an email address to which electronic complaints and enquiries may be transmitted; and</p> <p>(d) a mediation system for complaints unable to be resolved.</p> <p>The telephone number, the postal address and the email address shall be published in newspaper(s) circulating in the local area prior to the commencement of construction and prior to the commencement of operation. This information shall also be provided on the website (or dedicated pages) required by this approval.</p>	
CoA C3	<p>Complaints and Enquiries Procedure</p> <p>Prior to the commencement of pre-construction and construction, or as otherwise agreed by the Secretary, the Proponent shall prepare and implement a Construction Complaints Management System consistent with AS 4269: Complaints Handling and maintain the System for the duration of construction and up to 12 months following completion of the SSI.</p> <p>Information on all complaints received, including the means by which they were addressed and whether resolution was reached, with or without mediation, shall be maintained in a complaints register and included in the construction compliance reports required by condition A12 of this approval. The information contained within the System shall be made available to the Secretary and relevant agencies on request.</p>	<p>9 Enquiries and complaints management</p>
CoA C4	<p>Provision of Electronic Information</p> <p>Prior to the commencement of pre-construction and construction, or as otherwise agreed by the Secretary, the Proponent shall establish and maintain a new website, or dedicated pages within an existing website, for the provision of electronic information associated with the SSI, for the duration of construction and for 12 months following completion of the SSI. The Proponent shall, subject to confidentiality, publish and maintain up-to-date information on the website or dedicated pages including, but not necessarily limited to:</p> <p>(a) information on the current implementation status of the SSI;</p> <p>(b) a copy of the documents listed in the condition A2, and any documentation supporting modifications to this approval that may be granted from time to time;</p> <p>(c) a copy of this approval and any future modification to this approval;</p> <p>(d) a copy of each relevant environmental approval, licence or permit required and obtained in relation to the SSI;</p> <p>(e) a copy of each current strategy, plan, program or other document required under this approval;</p> <p>(f) the outcomes of compliance tracking in accordance with condition A12 of this approval; and</p> <p>(g) details of contact point(s) to which community complaints and enquiries may be directed, including a telephone number, a postal address and an email address.</p>	<p>7 Community engagement activities and tools</p>
CONSTRUCTION ENVIRONMENTAL MANAGEMENT, REPORTING AND AUDITING - BIODIVERSITY		
CoA D1	<p>Prior to the commencement of operation of the SSI, the Proponent shall prepare a Biodiveristy Offset Statement in consultation with the EPA. The Statement shall:</p> <p>(a) confirm the threatened species, communities and their habitat (in hectares) cleared and their condition; and</p> <p>(b) provide details of measures to offset impacts of the SSI on native vegetation, including threatened species, communities and their habitats, including the timing, responsibility, management and</p>	<p>3.5 Potential issues and strategies</p>

ID	Condition requirement	Document reference
	<p>monitoring, and implementation of the offset measures.</p> <p>Biodiversity inputs shall be offset in accordance with the document Principles for the Use of Biodiversity Offsets in NSW (DECCW, 2008). A copy of the statement shall be submitted to the Secretary and EPA.</p>	
CONSTRUCTION ENVIRONMENTAL MANAGEMENT, REPORTING AND AUDITING - NOISE AND VIBRATION		
CoA D4	<p>Construction Hours Construction activities which cannot be undertaken during the standard construction hours for technical or other justifiable reasons (Out of Hours work) may be permitted with the approval of the Environmental Representative. Out of Hours work shall be undertaken in accordance with an approved Construction Environment Management Plan or Construction Noise and Vibration Management Plan for the SSI, where that plan provides a process for the consideration of Out of Hours work. This consideration includes: (a) process for obtaining the Environmental Representative's approval for Out of Hours work; (b) details of the nature and need for activities to be conducted during the varied construction hours; (c) justifies the varied construction hours in accordance with the Interim Construction Noise Guideline (DECC, 2009); (d) provides evidence that consultation with potentially affected receivers, that the issues raised have been addressed and all feasible and reasonable mitigation measures have been put in place; and (e) provides evidence of consultation with the EPA and Council on the proposed work outside the standard construction hours.</p>	<p>3.5 Potential issues and strategies</p>
CoA D10	<p>Construction Noise and Vibration During construction, affected educational institutions shall be consulted and reasonable steps taken to ensure that noise generating construction works in the vicinity of affected buildings are not timetabled during examination periods where practicable, unless other reasonable arrangements to the affected institutions are made at no cost to the affected institution.</p>	<p>3.5 Potential issues and strategies</p>
CoA D11	<p>Review of Noise Mitigation Measures The Proponent shall undertake a review of the operational noise mitigation measures proposed to be implemented for the SSI, within six months of commencing construction, unless otherwise agreed by the Secretary. The review shall be submitted for the approval of the Secretary, and be prepared in consultation with the EPA, and shall: (a) confirm the operational noise predictions of the SSI based on detailed design. This operational noise assessment shall be based on an appropriately calibrated noise model (which has incorporated additional noise monitoring, where necessary for calibration purposes); (b) review the suitability of the operational noise mitigation measures identified in the documents listed in condition A2. The review shall take into account the detailed design of the SSI and, where feasible and reasonable, and where necessary, refine the proposed measures with the objective of meeting the criteria outlined in the NSW Road Noise Policy (Department of Environment, Climate Change and Water, 2011), based on the operational noise performance of the SSI predicted under (a) above; and (c) where necessary, investigate additional feasible and reasonable</p>	<p>6 Communication approach</p>

ID	Condition requirement	Document reference
	noise mitigation measures to achieve the criteria outlined in the NSW Road Noise Policy (DECCW, 2011).	
CONSTRUCTION ENVIRONMENTAL MANAGEMENT, REPORTING AND AUDITING - TRANSPORT AND ACCESS		
CoA D16	<p>Parking</p> <p>Where feasible and reasonable, the Proponent shall provide alternative temporary parking spaces for formal on-street parking spaces removed and/or impacted by the construction of the SSI. The location and number of temporary or relocated parking spaces shall be determined in consultation with Council and affected businesses. The alternative parking spaces shall be provided prior to commencement of construction activities that impact on parking spaces within the SSI footprint.</p>	3.5 Potential issues and strategies
CONSTRUCTION ENVIRONMENTAL MANAGEMENT, REPORTING AND AUDITING - SOIL, WATER AND HYDROLOGY		
CoA D21	<p>Flood Management</p> <p>The Proponent shall consult with the NSW State Emergency Service during detailed design on feasible and reasonable measures to maximise the evacuation capability of Grafton and South Grafton during a major flood emergency.</p>	3.5 Potential issues and strategies
CoA D23	<p>Hydrological Mitigation Report</p> <p>The Proponent shall prepare a Hydrological Mitigation Report that details all feasible and reasonable flood mitigation measures for properties where flood impacts are predicted to increase as a result of the SSI. The Report shall be prepared by a suitably qualified and experienced expert, whose appointment has been approved by the Secretary. The Report shall:</p> <ul style="list-style-type: none"> (a) be informed by the detailed surveys (e.g. floor levels) of potentially affected properties and the results of the flood modelling of the detailed design carried out under condition D22 of this approval and in consultation with EPA and Council; (b) include mitigation measures based on documented flood management objectives for affected properties. The flood management objectives shall cover flood level (height), duration, velocity and direction, and flood evacuation and be developed in consultation with Council and the SES; (c) ensure mitigation measures that include changes to the height of the levees have no detrimental impact on residences and urban land uses protected by the levees and properties downstream of the SSI (d) identify properties in those areas likely to have an increased/exacerbated flooding impact and detail the predicted impact. The types of impacts to be considered include all those examined in the EIS including but not limited to changes in flood levels and velocities, alteration to drainage, reduction in flood evacuation access or capability and impacts on infrastructure,; (e) identify mitigation measures to be implemented to address these impacts: (f) identify measures to be implemented to minimise scour and dissipate energy at locations where flood velocities are predicted to increase as a result of the SSI; (g) demonstrate consistency with the flood management objectives in subsection (b); (h) be developed in consultation with directly-affected landowners, and Council and in relation to public assets and community flood evacuation issues; and (i) where house raising is proposed, ensure habitable floor levels 	3.5 Potential issues and strategies

ID	Condition requirement	Document reference
	<p>are raised to a a minimum height of the 100 year ARI flood plus 0.5m freeboard, unless justified by site-specific assessment.</p> <p>Where the flood management objectives in subsection (b) cannot be compiled with, the Proponent shall achieve compliance through modified design of the SSI; or achieve an acceptable level of mitigation of impacts through at property design measures (e.g. raised access tracks, flood refuge, house raising) in consultation with affected landowners.</p>	
CoA D24	<p>Hydrological Mitigation Report Based on the mitigation measures identified in the Hydrological Mitigation Report, the Proponent shall prepare and implement a final schedule of feasible and reasonable flood mitigation measures proposed at each directly-affected property in consultation with the landowner, and consistent with the flood management objectives described in condition D23(b). The schedule shall be provided to the relevant landowner(s) prior to the implementation/construction of the mitigation works, unless otherwise agreed by the Secretary. A copy of each schedule of flood mitigation measures shall be provided to the Department and Council prior to the implementation/construction of the mitigation measures on the property.</p>	<p>3.5 Potential issues and strategies</p>
CoA D25	<p>Hydrological Mitigation Report The Proponent shall undertake engineering and property investigations of the Grafton and South levees prior to detailed design to inform the structural capability of changes to the levees. Any work to augment the structure of the levees shall be carried out in consultation with Council and affected landowners.</p> <p>Note:</p> <ul style="list-style-type: none"> • Should additional assessment of work arising from the engineering and property investigations of the levees be required, the proponent shall undertake a review of the consistency of those works with the SSI approval. Work that is inconsistent with the SSI may require a modification of the approval. 	<p>3.5 Potential issues and strategies</p>
CoA D28	<p>Drainage During detailed design, the Proponent shall undertake a detailed drainage study of the SSI adjacent to the northern and southern approach roads within the levees to ensure there are no adverse impacts to property or existing infrastructure. The study shall be carried out in consultation with Council and include the design of the Pound Street drainage basin and pumping station, and Council's existing drainage and flood relief systems.</p>	<p>6 Communication approach</p>
CONSTRUCTION ENVIRONMENTAL MANAGEMENT, REPORTING AND AUDITING - ANCILLARY FACILITIES		
CoA D36	<p>The sites for ancillary facilities that are associated with the construction of the SSI and that have not been identified and assessed in the documents listed in condition A2 shall:</p> <ol style="list-style-type: none"> be located more than 50 metres from a waterway, including the Clarence River; be located within or adjacent to the SSI boundary; have ready access to the road network or direct access to the construction corridor; be located to minimise the need for heavy vehicles to travel through residential areas; be located in areas of low ecological significance and require no clearing of native vegetation; be located on relatively level land; 	<p>3.5 Potential issues and strategies</p>

ID	Condition requirement	Document reference
	<p>(g) be separated from the nearest residences by at least 200 metres (or at least 300 metres for a temporary batching plant);</p> <p>(h) be above the 20 year ARI flood level unless a contingency plan to manage flooding is prepared and implemented;</p> <p>(i) not unreasonably affect the land use of adjacent properties;</p> <p>(j) provide sufficient area for the storage of material to minimise, to the greatest extent practical, the number of deliveries required outside standard construction hours; and</p> <p>(k) be located in areas of low heritage conservation significance (including areas identified as being of Aboriginal cultural value) and not impact on heritage sites beyond those already impacted by the SSI.</p> <p>The Proponent shall undertake an assessment of the facility against the above criteria in consultation with the relevant public authority(s) and the Council. The site and relevant environmental management measures shall be included in the Construction Environmental Management Plan required under condition D45.</p>	
CoA D37	<p>Ancillary facilities that have not been previously identified and assessed in the documents listed in condition A2, and do not meet the criteria set out under condition D36, shall be approved by the Environmental Representative prior to its establishment. In obtaining this approval, the Proponent shall consult with the relevant public authority(s) and the Council, and demonstrate to the satisfaction of the Environmental Representative, how the potential environmental impacts can be mitigated and managed to acceptable standards. The outcomes of the assessment shall be documented in a report and include, but not necessarily be limited to:</p> <p>(a) details on the site location and access arrangements;</p> <p>(b) a description of the activities to be undertaken including the hours of use and storage of dangerous goods;</p> <p>(c) outcomes of the assessment of the site against the locational criteria set out in condition D36;</p> <p>(d) an assessment of the environmental impacts on the site and the surrounding environment, including, but not limited to noise, vibration, air quality, traffic and access during site establishment and operation, flora and fauna, heritage, erosion and sedimentation, water quality and light spill;</p> <p>(e) details of the mitigation, monitoring and management procedures specific to the ancillary facility that would be implemented to minimise environmental impacts; and</p> <p>(f) demonstrated overall consistency with the approved SSI (including impacts identified in the documents listed in condition A2).</p> <p>A copy of the report shall be included in the Construction Environmental Management Plan required under condition D45.</p>	<p>3.5 Potential issues and strategies</p>
CoA D41	<p>The Proponent may undertake archaeological investigations at ancillary sites that do not meet the criterion set out in condition D36, where this is required to assess the potential Aboriginal and non-Aboriginal archaeological impacts of the ancillary facility provided they are undertaken under a methodology prepared to the satisfaction of the Secretary in consultation with EPA.</p>	<p>3.5 Potential issues and strategies</p>
CONSTRUCTION ENVIRONMENTAL MANAGEMENT, REPORTING AND AUDITING - URBAN DESIGN AND LANDSCAPE		
CoA D42	<p>The Proponent shall prepare and implement an Urban Design and Landscape Management Plan prior to the commencement of permanent built works and/or landscaping, unless otherwise agreed by the Secretary, to present an integrated landscape and design for</p>	<p>3.5 Potential issues and strategies</p> <p>6 Communication</p>

ID	Condition requirement	Document reference
	<p>the SSI. The Plan shall be prepared in accordance with the Roads and Maritime Services urban design and visual guidelines, and the design principles and revegetation guidelines outlined in the EIS. The Plan shall be prepared by an appropriately qualified expert in consultation with EPA, including the Heritage Division, Council and community, and submitted to the Secretary for approval. The Plan shall include, but not necessarily be limited to:</p> <ul style="list-style-type: none"> (a) identification of design principles and standards based on - <ul style="list-style-type: none"> (i) local environmental values, (ii) heritage values, (iii) urban design context, (iv) sustainable design and maintenance, (v) community amenity and privacy, (vi) relevant design standards and guidelines including "Crime Prevention Through Environmental Design Principles", and (vii) the urban design objectives outlined in the EIS Technical Paper Urban Design and Landscape Concept Report; (b) details on the location of existing vegetation and proposed landscaping (including use of indigenous and endemic species where possible). Details of species to be replanted/revegetated shall be provided in a Revegetation Strategy, including their appropriateness to the area and habitat for threatened species; (c) a description of locations along the corridor directly or indirectly impacted by the construction of the SSI (e.g. temporary ancillary facilities, access tracks, etc.) and details of the strategies to progressively rehabilitate regenerate and/or revegetate the locations with the objective of promoting biodiversity outcomes and visual integration; (d) appropriate roadside plantings and landscaping in the vicinity of heritage items and ensure no additional heritage impacts; (e) appropriate landscape treatments on flood levees to ensure the structural integrity of the levees is not compromised; (f) strategies for progressive landscaping of environmental controls (such as erosion and sedimentation controls, drainage controls); (g) responsibilities for maintaining landscaping treatments and areas of regeneration and revegetation; (h) location and design treatments for any associated footpaths and cyclist elements, and other features such as seating, fencing, materials and signs; (i) a lighting plan lighting (with lighting in accordance with AS/NZS 1158 Lighting for Roads and Public Spaces series as relevant and AS 4282-1997 Control of the Obtrusive Effect of Outdoor Lighting) including lighting designs; (j) an assessment of the visual screening effects of existing vegetation and the proposed landscaping and built elements. Where properties have been identified as likely to experience high visual impact as a result of the SSI and high residual impacts are likely to remain, the Proponent shall, in consultation with affected landowners, identify opportunities for providing at-property landscaping to further screen views of the SSI. Where agreed with the landowner, these measures shall be implemented during construction of the SSI; (k) graphics such as sections, perspective views and sketches for key elements of the SSI, including, but not limited to built elements of the SSI; (l) final design details of the proposed external materials and finishes for the bridge and noise barriers, including schedules and a sample board of materials and colours; 	<p>approach</p> <p>8.4 Design development</p>

ID	Condition requirement	Document reference
	<p>(m) monitoring and maintenance procedures for the built elements, including performance indicators, responsibilities, timing and duration; and</p> <p>(n) evidence of consultation with EPA, Council and community on the proposed urban design and landscape measures prior to finalisation of the Plan.</p> <p>Note:</p> <ul style="list-style-type: none"> • The Urban Design and Landscape Plan shall be consistent with any revegetation and biodiversity offsets established for the SSI under the conditions of this approval. 	
CONSTRUCTION ENVIRONMENTAL MANAGEMENT, REPORTING AND AUDITING - ENVIRONMENTAL REPRESENTATIVE		
CoA D43	<p>Prior to the commencement of construction of the SSI, or as otherwise agreed by the Secretary, the Proponent shall nominate for the approval of the Secretary a suitably qualified and experienced Environmental Representative(s) that is independent of the design and construction personnel. The Proponent shall employ the Environmental Representative(s) for the duration of construction, or as otherwise agreed by the Secretary. The Environment Representative(s) shall:</p> <p>(a) be the principal point of advice in relation to the environmental performance of the SSI;</p> <p>(b) monitor the implementation of environmental management plans and monitoring programs required under this approval and advise the Proponent upon the achievement of these plans/programs;</p> <p>(c) have responsibility for considering and advising the Proponent on matters specified in the conditions of this approval, and other licences and approvals related to the environmental performance and impacts of the SSI;</p> <p>(d) ensure that environmental auditing is undertaken in accordance with the Proponent's Environmental Management System(s);</p> <p>(e) be given the authority to approve/reject minor amendments to the Construction Environment Management Plan. What constitutes a "minor" amendment shall be clearly explained in the Construction Environment Management Plan;</p> <p>(f) be given the authority to approve/reject Out of Hours Works in accordance with condition D4. These works shall be conducted in accordance with the Out of Hours Works Protocol (OOHW Protocol) required in accordance with condition D46(a)(vi);</p> <p>(g) be given the authority to approve/reject ancillary facilities in accordance with conditions D36 and D37;</p> <p>(h) be given the authority and independence to require reasonable steps be taken to avoid or minimise unintended or adverse environmental impacts, and failing the effectiveness of such steps, to direct that relevant actions be ceased immediately should an adverse impact on the environment be likely to occur; and</p> <p>(i) be consulted in responding to the community concerning the environmental performance of the SSI where the resolution of points of conflict between the Proponent and the community is required.</p>	<p>7 Community engagement activities and tools</p> <p>9 Enquiries and complaints management</p>
CONSTRUCTION ENVIRONMENTAL MANAGEMENT, REPORTING AND AUDITING - CONSTRUCTION ENVIRONMENTAL MANAGEMENT PLAN		
CoA D45	<p>The Proponent shall prepare and implement a Construction Environmental Management Plan for the SSI, prior to the commencement of construction, or as otherwise agreed by the Secretary. The Plan shall be prepared in consultation with relevant agencies and Council and outline the environmental management</p>	<p>3.5 Potential issues and strategies</p>

ID	Condition requirement	Document reference
	<p>practices and procedures that are to be followed during construction. The Plan shall be prepared in accordance with the Guideline for the Preparation of Environmental Management Plans (Department of Infrastructure, Planning and Natural Resources, 2004) and is to include, but not necessarily be limited to, the following:</p> <ul style="list-style-type: none"> (a) a description of activities to be undertaken during construction of the SSI (including staging and scheduling); (b) statutory and other obligations that the Proponent is required to fulfil during construction, including approvals, consultations and agreements required from authorities and other stakeholders under key legislation and policies; (c) a description of the roles and responsibilities for relevant employees involved in the construction of the SSI, including relevant training and induction provisions for ensuring that employees, including contractors and sub-contractors, are aware of their environmental and compliance obligations under these conditions of approval; (d) an environmental risk analysis to identify the key environmental performance issues associated with the construction phase and details of how environmental performance would be managed and monitored to meet acceptable outcomes, including what actions will be taken to address identified potential adverse environmental impacts (including any impacts arising from the staging of the construction of the SSI). In particular, the following environmental performance issues shall be addressed in the Plan: <ul style="list-style-type: none"> (i) measures to minimise hydrology impacts, including measures to stabilise bank structures as required; (ii) measures to monitor and manage dust emissions including dust from stockpiles, traffic on unsealed roads and from materials tracking; (iii) measures to minimise emissions from construction vehicles, plant and equipment; (iv) measures to monitor and manage spoil, fill and materials stockpile sites including details of how spoil, fill or material would be handled, stockpiled, reused and disposed in a Stockpile Management Protocol. The Protocol shall include details of the locational criteria that would guide the placement of temporary stockpiles, and management measures that would be implemented to avoid/minimise amenity impacts to surrounding residents and environmental risks (including surrounding water courses); (v) measures to monitor and manage waste generated during construction including but not necessarily limited to: general procedures for waste classification, handling, reuse, and disposal; use of secondary waste material in construction wherever feasible and reasonable; procedures or dealing with green waste including timber and mulch from clearing activities; (vi) measures for managing asbestos waste including its removal, handling, storage, transport and disposal; (vii) measures for reducing demand on water resources (including potential for reuse of treated water from sediment control basins); (viii) measures to monitor and manage hazard and risks including emergency management; (ix) details of compliance and incident management consistent with the requirements of condition A12; and (x) procedures for the periodic review and update of the Construction Environmental Management Plan and Plans required under condition D46, as necessary (including where minor changes can be approved by the Environmental Representative). 	

ID	Condition requirement	Document reference
CoA D46	<p>As part of the Construction Environmental Management Plan for the SSI, the Proponent shall prepare and implement:</p> <p>(a) a Construction Noise and Vibration Management Plan to detail how construction noise and vibration impacts will be minimised and managed. The Plan shall be developed in consultation with the EPA and shall be consistent with the guidelines contained in the Interim Construction Noise Guidelines (DECC, 2009) and shall include, but not necessarily be limited to:</p> <p>(i) identification of sensitive receivers and relevant construction noise and vibration goals applicable to the SSI stipulated in this approval;</p> <p>(ii) details of construction activities and an indicative schedule for construction works; including the identification of key noise and/or vibration generating construction activities (based on representative construction scenarios, including at ancillary facilities) that have the potential to generate noise and/or vibration impacts on surrounding sensitive receivers, particularly residential areas;</p> <p>(iii) identification of feasible and reasonable measures proposed to be implemented to minimise and manage construction noise and vibration impacts (including construction traffic noise impacts);</p> <p>(iv) procedures and mitigation measures to ensure relevant vibration criteria are achieved, including buffer distances for vibration intensive works, use of low-vibration generating equipment/vibration dampeners or alternative construction methodology, and pre- and post-construction dilapidation surveys of sensitive structures where vibration is likely to result in damage to buildings and structures (including surveys being undertaken immediately following a monitored exceedance of the criteria); and</p> <p>(v) a description of how the effectiveness of these actions and measures would be monitored during the proposed works, clearly indicating how often this monitoring would be conducted, the locations where monitoring would take place, how the results of this monitoring would be recorded and reported, and, if any exceedance is detected, how any non-compliance would be rectified;</p> <p>(vi) an out-of-hours work (OOHW) protocol for the assessment, management and approval of works outside of standard construction hours as defined in condition D4 by the Environmental Representative;</p> <p>(i) procedures for notifying sensitive receivers of construction activities that are likely to affect their noise and vibration amenity, as well as procedures for dealing with and responding to noise complaints;</p> <p>(vii) a program for construction noise and vibration monitoring clearly indicating monitoring frequency, location, how the results of this monitoring would be recorded and, procedures to be followed where exceedances of relevant noise and vibration goals are detected; and</p> <p>(viii) mechanisms for the monitoring, review and amendment of this plan.</p>	<p>3.5 Potential issues and strategies</p>
CoA D46	<p>(b) a Construction Traffic and Access Management Plan to manage construction traffic and access impacts of the SSI. The Plan shall be developed in consultation with Council and shall include, but not necessarily be limited to:</p> <p>(i) identification of construction traffic routes and construction traffic volumes (including heavy vehicle/spoil haulage) on these routes;</p> <p>(ii) details of vehicle movements for construction sites, levee stockpile sites and site compounds, including parking, dedicated vehicle turning areas, and ingress and egress points;</p> <p>(iii) identification of construction impacts that could result in</p>	<p>3.5 Potential issues and strategies</p>

ID	Condition requirement	Document reference
	<p>disruption of traffic, public transport, pedestrian and cycle access, property access, and parking including details of oversize load movements;</p> <p>(iv) details of management measures to minimise traffic impacts, including temporary road work traffic control measures, onsite vehicle queuing and parking areas, and management measures to minimise peak time congestion and measures to ensure safe pedestrian and cycle access;</p> <p>(v) details of measures to manage traffic movements, parking, loading and unloading at ancillary facilities during out-of-hours work;</p> <p>(vi) a response plan which sets out a proposed response to any traffic, construction or other incident;</p> <p>(vii) details on any access and speed restrictions to be imposed along the Clarence River, including timing and duration;</p> <p>(viii) information on the number of moorings to be relocated, their current location, proposed location, whether the relocation would be permanent and if not, the duration of relocation; and</p> <p>(ix) mechanisms for the monitoring, review and amendment of this plan.</p>	
CoA D46	<p>(c) a Construction Soil and Water Quality Management Plan to manage surface water impacts during construction of the SSI. The Plan shall be developed in consultation with the EPA, DPI (Fisheries), NOW and the Council and include, but not necessarily be limited to:</p> <p>(i) details of construction activities and their locations, which have the potential to impact on waterways and stormwater drainage;</p> <p>(ii) surface water impact assessment criteria consistent with Australian and New Zealand Environment Conservation Council (ANZECC) guidelines;</p> <p>(iii) risk assessment of the potential surface and groundwater quality impacts posed by bridge construction;</p> <p>(iv) management measures to be implemented to minimise surface water and groundwater impacts including details on waste water treatment devices, sediment basins, measures for managing pollutants at the source, spill management, and water quality monitoring;</p> <p>(v) details of the management measures to be implemented during piling, construction of bridge pylons and the use and decommissioning of temporary work platforms on the Clarence River to minimise water quality impacts;</p> <p>(vi) details of how spoil and fill material required by the SSI will be sourced, handled, stockpiled, reused and managed, including locational criteria for guiding the placement of temporary stockpiles and measures to minimise potential impacts associated with stockpiling on waterways (such as erosion and sedimentation);</p> <p>(vii) a description of the erosion and sediment control measures to be implemented;</p> <p>(viii) details on the outcomes of the detailed site contamination investigations and proposed remediation measures, if remediation is required;</p> <p>(ix) a procedure detailing the contingency measures to be implemented in the event of the discovery of previously unidentified contaminated soils, including the process for updating or preparing a remediation action plan;</p> <p>(x) an Acid Sulfate Soils contingency plan, consistent with the Acid Sulfate Soils Manual (Acid Sulfate Soils Management Advisory Committee, 1998) and Acid Sulfate Soils Assessment Guidelines (Ahern et al., 1998) to deal with the unexpected discovery of acid</p>	<p>3.5 Potential issues and strategies</p>

ID	Condition requirement	Document reference
	<p>sulfate soils, including procedures for the investigation, handling, treatment and management of such soils and water seepage;</p> <p>(xi) a tannin leachate management protocol to manage the stockpiling of mulch and use of cleared vegetation and mulch filters for erosion and sediment control;</p> <p>(xii) a description of how the effectiveness of these actions and measures would be monitored during the proposed works, clearly indicating how often this monitoring would be undertaken, the locations where monitoring would take place, how the results of the monitoring would be recorded and reported, and, if any exceedance of the criteria is detected how any non-compliance can be rectified; and</p> <p>(xiii) mechanisms for the monitoring, review and amendment of this plan.</p>	
CoA D46	<p>(d) a Construction Heritage Management Plan to detail how construction impacts on Aboriginal and non-Aboriginal heritage will be minimised and managed. The Plan shall be developed in consultation with the OEH, the NSW Heritage Council (for non Aboriginal heritage) and Registered Aboriginal Parties (for Aboriginal heritage), and include, but not necessarily be limited to:</p> <p>(i) in relation to Aboriginal Heritage:</p> <p>(a). details of management measures to be carried out in relation to Aboriginal heritage;</p> <p>(b). procedures for dealing with previously unidentified Aboriginal objects (excluding human remains) including cessation of works in the vicinity, assessment of the significance of the item(s) and determination of appropriate mitigation measures including when works can re-commence by a suitably qualified archaeologist in consultation with the Department, OEH and Registered Aboriginal Parties and assessment of the consistency of any new Aboriginal heritage impacts against the approved impacts of the SSI, and registering of the new site in the OEH's Aboriginal Heritage Information Management System (AHIMS) register;</p> <p>(c). procedures for dealing with human remains, including cessation of works in the vicinity and notification of the Department, NSW Police Force, OEH and Registered Aboriginal Parties and not recommencing any works in the area unless authorised by the OEH and/or the NSW Police Force;</p> <p>(d). heritage training and induction processes for construction personnel (including procedures for keeping records of inductions) and obligations under the conditions of this approval including site identification, protection and conservation of Aboriginal cultural heritage; and</p> <p>(e). procedures for ongoing Aboriginal consultation and involvement for the duration of the SSI; and</p> <p>(ii) in relation to non-Aboriginal Heritage:</p> <p>(a). identification of heritage items directly and indirectly affected by the SSI;</p> <p>(b). details of management measures to be implemented to prevent and minimise impacts on heritage items (including further heritage investigations, archival recordings and/or measures to protect unaffected sites during construction works in the vicinity);</p> <p>(c). details of monitoring and reporting requirements for impacts on heritage items;</p> <p>(d). procedures for dealing with previously unidentified heritage objects, (including cessation of works in the vicinity, assessment of the significance of the item(s) and determination of appropriate mitigation measures including when works can re-commence by a</p>	<p>3.5 Potential issues and strategies</p>

ID	Condition requirement	Document reference
	<p>suitably qualified and experienced archaeologist in consultation with the Department, OEH and NSW Heritage Council, and assessment of the consistency of any new heritage impacts against the approved impacts of the SSI; and</p> <p>(e). heritage training and induction processes for construction personnel (including procedures for keeping records of inductions and obligations under this approval including site identification, protection and conservation of non-Aboriginal cultural heritage; and</p> <p>(iii) mechanisms for the monitoring, review and amendment of this plan.</p>	
CoA D46	<p>(e) a Construction Flora and Fauna Management Plan to detail how construction impacts on ecology will be minimised and managed. The Plan shall be prepared by a suitably qualified and experienced ecologist and developed in consultation with the EPA and DPI (Fisheries), and shall include, but not necessarily be limited to:</p> <p>(i) plans for impacted and adjoining areas showing vegetation communities, important flora and fauna habitat areas, locations where threatened species, populations or endangered ecological communities have been recorded; including pre-clearing surveys to confirm the location of any threatened flora and fauna species and associated habitat features;</p> <p>(ii) a protocol for the removal and relocation of fauna during clearing, including provision for engagement of a suitably qualified and experienced ecologist to identify locations where they would be present; to oversee clearing activities and facilitate fauna rescue and re-location; and consideration of timing of vegetation clearing with consideration to the avoidance of clearing native vegetation during the breeding/nesting periods of threatened species, where feasible and reasonable;</p> <p>(iii) details of general work practices and mitigation measures to be implemented during construction and operation to minimise impacts on native terrestrial and aquatic fauna and flora (particularly threatened species and their habitats and endangered ecological communities) not proposed to be cleared as part of the SSI, including, but not necessarily limited to: fencing of sensitive areas; measures for maintaining existing habitat features (such as bush rock and tree branches etc.); seed harvesting and appropriate topsoil management; construction worker education; weed management, erosion and sediment control, including measures to at least maintain habitat values downstream; and progressive re-vegetation;</p> <p>(iv) rehabilitation and revegetation details, including objectives, identification of flora species and sources, measures for the management and maintenance of rehabilitated areas, and timeframes and responsibilities for revegetation and rehabilitation;</p> <p>(v) procedures for monitoring success of regeneration and revegetation, and corrective actions should regeneration or revegetation not conform to the objectives adopted;</p> <p>(vi) weed management measures focusing on early identification, suppression and control of invasive weeds and effective management controls;</p> <p>(vii) a protocol for managing aquatic and terrestrial pest animal/invasive species and plant species, and pathogens;</p> <p>(viii) a procedure for dealing with unexpected endangered ecological communities and threatened species identified during construction, including cessation of work and notification of the EPA and DPI (Fisheries), determination of appropriate mitigation measures in consultation with these agencies (including relevant re-location</p>	<p>3.5 Potential issues and strategies</p>

ID	Condition requirement	Document reference
	measures) and updating of ecological monitoring and/or biodiversity offset requirements; and (ix) mechanisms for the monitoring, review and amendment of this plan.	
CoA D46	<p>(f) a Construction Flood Management Plan to detail how construction impacts on hydrology and flooding from works on the flood levee and within the Clarence River and its floodplain will be minimised and managed and that any significant adverse impacts to people and property are avoided. The Plan shall be prepared in consultation with a suitably qualified and experienced hydrologist, EPA, SES and Council, and shall include, but not necessarily be limited to:</p> <p>(i) an assessment of the probabilities and consequences of flood damages and personnel safety over the likely construction period including for possible extensions to this period;</p> <p>(ii) details of works and activities, including structures within the Clarence River, which may be impacted by a flood during construction and associated risks;</p> <p>(iii) details of measures to ensure work sites and plant and equipment are secure during flooding events and do not become flood debris or impact on property and the environment;</p> <p>(iv) management measures and procedures that would be implemented prior to a flooding event, including timeframes for securing work sites and moving plant and equipment,</p> <p>(v) consideration of the flood management objectives described in condition D23(b);</p> <p>(vi) monitoring of the work sites during flood events; and</p> <p>(vii) mechanisms for the monitoring, review and amendment of this plan.</p>	<p>3.5 Potential issues and strategies</p>

2.2 Environmental management measures

Relevant revised environmental management measures (EMM) from the Submissions Report are listed in **Table 2**, these being relevant to communication and consultation. This includes the timing of when the EMM applies, and a cross reference as to where the measure is addressed in this CCS or other project / environmental management documents.

Table 2 Environmental management measures relevant to this CCS

ID	Environmental management measure	Timing	Document reference
Consultation			
C01	<p>Roads and Maritime will consult with:</p> <ul style="list-style-type: none"> Clarence Valley Council on the potential staging of the local road network upgrades in Grafton and South Grafton; the design and potential staffing of flood mitigation works; and project's asset ownership and maintenance NSW EPA regarding water, noise and air quality impacts as relevant and require ARTC on the design, construction and ownership transfer of the railway bridge on Pound Street 	Detailed design	<p>3.5 Potential issues and strategies</p> <p>6 Communication approach</p>
Traffic and transport			
TT4	Access to bus stops will be maintained during construction or suitable alternatives will be identified in consultation with the bus operators where feasible and reasonable.	Pre-construction	6 Communication approach
TT5	<p>Construction traffic management measures will be developed and identified as part of the construction environmental management plan. The plan will:</p> <ul style="list-style-type: none"> Detail how the traffic associated with construction activities will be managed in accordance with the relevant standards, including Traffic Control at Work Sites (Roads and Maritime, 2010), AS1742 and Roads and Maritime Specification G10 Confirm haulage routes between material source sites and ancillary site / flood levee stockpile access locations Quantify the impacts on level of service during critical construction periods and demonstrate how the mitigation measures proposed will enable acceptable traffic operations and level of service on the road network during construction Identify how the continuous, safe and efficient movement of traffic for both the public and construction workers will be maintained Identify site-specific traffic control measures (including signage) to be provided to manage and regulate traffic movements at relevant locations during construction Identify access arrangements at both construction sites and quarry sites, detailing vehicle ingress / egress movements Include requirements and methods to consult and inform the local community of impacts on the local road network and traffic Describe impacts on all transport modes, identifying appropriate mitigation measures in 	<p>Pre-construction</p> <p>Construction</p>	3.5 Potential issues and strategies

ID	Environmental management measure	Timing	Document reference
	<p>accordance with the relevant guidelines and in consultation with relevant parties (ie bus and rail operators).</p> <ul style="list-style-type: none"> • Consider other developments and projects that may also be under construction to minimise traffic conflict and congestion that may occur due to the cumulative increase in construction vehicle traffic. 		
TT6	<p>Construction deliveries will be timed to occur outside peak traffic periods when feasible and reasonable, to minimise impacts on road network.</p> <p>Where feasible and reasonable, machinery and materials to be delivered over long distances will be transported to Grafton by rail and hauled to site by road transport. Consultation will be initiated with the appropriate rail operators / owners to explore this opportunity at the appropriate design stage.</p> <p>Emergency services will be notified in advance of changes to traffic conditions (eg partial or total road closures).</p>	Construction	<p>3.5 Potential issues and strategies</p> <p>6 Communication approach</p>
TT9	<p>Exclusion zones around critical areas of construction activities and floating construction plant will be clearly marked in accordance with Roads and Maritime advice and requirements.</p>	Construction	<p>3.5 Potential issues and strategies</p>
TT10	<p>Commercial fishing licence holders on the Clarence River at Grafton will be consulted during construction to minimise impacts and address any access issues in and around the construction site.</p>	Construction	<p>3.5 Potential issues and strategies</p>
TT11	<p>A proclaimed Marine Notice will be issued through Roads and Maritime alerting river users of ongoing construction activities.</p>	Construction	<p>7 Community engagement activities and tools</p>
TT12	<p>Temporary aids to navigation will be provided where feasible and reasonable and in accordance with Roads and Maritime advice and requirements (such as lighted buoys to mark exclusion zones).</p>	Construction	<p>3.5 Potential issues and strategies</p>
TT13	<p>Early and ongoing liaison with local marine events organisers (including Grafton Rowing Club, Grafton River Sailing Club and the Grafton Bridge to Bridge Waterski Race organiser) will be carried out to ensure the viability of these annual events and general activities organised by the clubs.</p>	Construction	<p>3.5 Potential issues and strategies</p>
TT15	<p>Roads and Maritime will investigate opportunities to provide a comparable level of parking on Clarence Street between Pound Street and the railway viaduct in consultation with local business owners.</p>	Detailed design	<p>3.5 Potential issues and strategies</p>
Flooding and hydrology			
FH1	<p>Flood monitoring and response measures will be included as part of the construction environmental management plan.</p> <p>These measures will include protocols to monitor the forecast of large rainfall and flood events in the project area and protocols to minimise the risk of damage to infrastructure and equipment during a large flood or rainfall event and will include but not limited to:</p> <ul style="list-style-type: none"> • Methods of monitoring rising water and where possible notification from upstream • A register of all materials stored in work areas within the banks of the Clarence River and within the levee system 	Pre-construction	<p>3.5 Potential issues and strategies</p>

ID	Environmental management measure	Timing	Document reference
	<ul style="list-style-type: none"> • Methods and responsibilities for removal of all materials safely from work areas during a flood event • Notification and consultation with relevant stakeholders. 		
FH2	NSW State Emergency Services will be notified of any partial or total road closures during construction	Pre-construction	3.5 Potential issues and strategies
FH3	Roads and Maritime will consult with affected landowners during detailed design and construction regarding flooding impacts on properties, residences and other structures.	Pre-construction	3.5 Potential issues and strategies
FH5	Property-specific flood risk will be assessed for each property identified as being affected by residual impact from the project, based on the results of the floor level survey. Flood mitigation options will be developed and implemented in consultation with property owners and Clarence Valley Council.	Pre-construction of bridge	3.5 Potential issues and strategies
Noise and vibration			
NV15	The Draft Community Consultation Strategy prepared for the project outlines methods for consultation with the community during construction which are to be followed, including, but not limited to: <ul style="list-style-type: none"> • Advance notification of planned activities and expected disruption/effects • Construction noise complaints handling procedure • Effective monitoring of noise levels in and around potentially affected dwellings. 	Construction	7 Community engagement activities and tools 9 Enquiries and complaints management
NV19	Noise architectural treatments at affected properties will be developed and implemented in consultation with property owners.	Operation	3.4 Properties receiving architectural treatments
Non-Aboriginal heritage			
NH1	A heritage interpretation plan will be prepared to provide opportunities to enhance understanding and appreciation of the heritage items, values and themes associated with Grafton. In particular, the interpretation plan will identify heritage items that are to be removed and provide opportunities for compensating for these losses. This may include incorporating formalised heritage walks and tree planting programs into the landscaping and planning of the project. The heritage interpretation plan will be developed in consultation with Clarence Valley Council and relevant stakeholders.	Detailed design	3.5 Potential issues and strategies
NH4	A construction heritage management plan (CHMP) will be prepared as part of the construction environmental management plan for the project. The CHMP will detail how construction impacts on Aboriginal and non-Aboriginal heritage will be minimised and managed. The CHMP will include: <ul style="list-style-type: none"> • Details of Aboriginal and non-Aboriginal cultural heritage sites within and adjacent to the Project • Details of management measures for the project • Procedures for dealing with previously unidentified finds • Heritage training and induction processes for construction personnel 	Pre-construction	3.2 Key stakeholders 3.5 Potential issues and strategies 7 Community engagement activities and tools 8.1 Community relations awareness and training

ID	Environmental management measure	Timing	Document reference
	<ul style="list-style-type: none"> Procedures for ongoing Aboriginal consultation and involvement for the duration of the project. The CHMP will be provided to the Heritage Council of NSW for comment prior to finalisation. 		
Aboriginal heritage			
AH2	The Aboriginal community will continue to be consulted as an identified group within the overall community consultation strategy for the project.	Detailed design Construction	3.5 Potential issues and strategies 7 Community engagement activities and tools
AH4	<p>A construction heritage management plan (CHMP) will be prepared as part of the construction environmental management plan for the project. The CHMP will detail how construction impacts on Aboriginal and non-Aboriginal heritage will be minimised and managed. The CHMP will include:</p> <ul style="list-style-type: none"> Details of Aboriginal and non-Aboriginal cultural heritage sites within and adjacent to the project Details of management measures for the project Procedures for dealing with previously unidentified finds Heritage training and induction processes for construction personnel Procedures for ongoing Aboriginal consultation and involvement for the duration of the project. 	Pre-construction	3.5 Potential issues and strategies 7 Community engagement activities and tools
AH5	The project site induction will incorporate Aboriginal culture awareness training for all relevant staff and contractors. This induction will include information about the Aboriginal culture and history of the locality, the location of sites and items that require protection, heritage management measures and protocols, and legal obligations. This training will be developed in consultation with the Grafton Ngerrie LALC and provided to relevant staff before commencing work on-site.	Construction	3.5 Potential issues and strategies 8.1 Community relations awareness and training
Socio-economic, property and land use			
SE2	Roads and Maritime will communicate in a timely way with the tenants of the Basmer Hall regarding its closure, to maximise the opportunity for tenants to find alternative space.	Detailed design Pre-construction	3.5 Potential issues and strategies
SE3	Roads and Maritime will consult with the owners of the mooring during the detailed design stage and before construction.	Detailed design Pre-construction	3.5 Potential issues and strategies
SE6	<p>Roads and Maritime will prepare and implement a community consultation strategy to fully inform the community of works during the construction process. The Strategy will be implemented by the construction contractor.</p> <p>A draft of this strategy is presented in Appendix C of the EIS. The mitigation measures below will be incorporated into the strategy.</p>	Pre-construction Construction	Appendix B – Project milestones
SE7	Roads and Maritime and the construction contractor will continue to liaise with Grafton TAFE Campus and the Gummaney Aboriginal pre-school to	Pre-construction	3.5 Potential issues and strategies

ID	Environmental management measure	Timing	Document reference
	minimise impacts on access and operations.	Construction	
SE8	Roads and Maritime will consult with Clarence River Sailing Club and other Clarence River event organisers regarding the need to make alternative access arrangements during construction.	Pre-construction Construction	3.5 Potential issues and strategies
SE9	Roads and Maritime and the construction contractor will maintain ongoing and timely communication with nearby residents regarding construction work. This will include notice on timing and duration of activities and potential localised impacts. The community and business will be notified of any construction activities outside standard construction working hours. Management measures to reduce construction noise impacts would be required and would be implemented as identified in Section 8.4 of the EIS.	Pre-construction Construction	3.5 Potential issues and strategies
SE10	Roads and Maritime and the construction contractor will maintain ongoing timely communication with affected businesses on project timing, changes to traffic conditions and access arrangements.	Pre-construction Construction	3.5 Potential issues and strategies
SE11	The construction contractor will: <ul style="list-style-type: none"> • Maintain access to existing bridge pedestrian links • Maintain access for river users, including the Clarence River Sailing Club, and provide appropriate safety and maritime directional and safety signage on structures in the river • Maintain communications with police and emergency services in relation to changed access arrangements and traffic management plans. 	Construction	3.5 Potential issues and strategies
SE12	The construction contractor will maintain access to affected businesses at South Grafton and Grafton and provide directional signage.	Construction	3.5 Potential issues and strategies
SE13	Roads and Maritime will develop construction traffic management measures as part of the construction environmental management plan. The measures will detail access arrangements for residents close to the ancillary sites and construction work zones including residents along Greaves Street and Bridge Street. Mitigation measures are outlined in Section 8.1 of the EIS to enable acceptable traffic operations and level of service on the road network during construction.	Construction	3.5 Potential issues and strategies
SE14	Roads and Maritime will maintain access to the Clarence River Visitor Information Centre and other businesses along Spring and Charles streets in South Grafton by providing directional signage in accordance with relevant Roads and Maritime and Government guidelines.	Construction Operation	3.5 Potential issues and strategies
Visual amenity, built form and urban design			
V4	Consideration should be given to undertaking an arborist assessment to inform the design development and optimum levee alignment. Where the levee has existing structures (eg a building) a specific levee raising design will be required. Where feasible and reasonable, the design will: <ul style="list-style-type: none"> • Investigate opportunities to avoid changes to the existing structure (eg minor realignment of the levee 	Detailed design	6 Communication approach

ID	Environmental management measure	Timing	Document reference
	crest) <ul style="list-style-type: none"> • Keep changes to the existing structure to a minimum • Identify a construction method that will keep the structure operational while construction work is being carried out (subject to safety considerations). Roads and Maritime will consult with the infrastructure owners during detailed design. For heritage listed items, the design will seek to avoid or minimise the need to modify the structure and investigate non-intrusive options to achieve the required levee level. Levee raising materials and finishes will be sympathetic to minimise impact on the significance of the heritage item. 		
Biodiversity			
B2	As part of the flora and fauna management plan, a revegetation management sub-plan will be developed to provide specific details for the re-establishment of native vegetation on areas disturbed by the project construction. This plan will be developed in accordance with Roads and Maritime Biodiversity Guidelines (RTA, 2011) and the design principles identified in Appendix L, Technical Paper: Flora and Fauna Assessment of the EIS. It will also include details for the regeneration and rehabilitation of areas with a focus on riparian areas within the project area with reference to Guide 3, Guide 6 and Guide 10 of the Roads and Maritime Biodiversity Guidelines. The plan will include objectives to incorporate local native species across all revegetation and landscaping efforts along the Clarence River and in the adjoining project area. This will include species consistent with freshwater wetlands on coastal floodplain and sub-tropical coastal floodplain forest threatened ecological communities species composition, which could potentially provide foraging resources and roosting to threatened fauna species, and increase corridors and connectivity throughout the landscape. This plan will be developed in consultation with OEH EPA.	Detailed design	3.5 Potential issues and strategies
Soils, sediment, water and contaminated land			
SW2	Operational water quality management and protection measures, such as swales, to protect nearby waterways from pollutants from the bridge and approaches will be further refined and investigated in consultation with Clarence Valley Council.	Detailed design	3.5 Potential issues and strategies
Disturbance of contaminated soils			
CS2	If the results of the detailed site investigation indicate a remedial action plan needs to be prepared and implemented, this plan will be prepared in consultation with Department of Planning and Environment and Office of Environment and Heritage. The plan will be prepared in accordance with Guidelines for Consultants Reporting on Contaminated Sites (OEH, 2011).	Pre-construction	6 Communication approach

ID	Environmental management measure	Timing	Document reference
Utilities and service infrastructure			
UI1	The National Broadband Network Co will be consulted during detailed design about the location, timing and cost of a potential conduit attached to the new Grafton Bridge.	Detailed design	3.5 Potential issues and strategies
UI2	Essential Energy will be consulted during detailed design about the location and timing of a potential easement across the Clarence River.	Detailed design	3.5 Potential issues and strategies
UI3	Relevant service utility providers or owners will be consulted to verify locations, impacts and any protection, relocation or decommissioning work required.	Detailed design	3.5 Potential issues and strategies
UI7	Relevant service utility providers or owners will be consulted before the removal of any decommissioned utility services beneath acquired properties.	Pre-construction	3.5 Potential issues and strategies

2.3 NSW Government and Roads and Maritime guidelines

This strategy is based on the Draft Community Consultation Strategy August 2014, Initial Community Involvement Plan and addressed the requirements under the Scope of Works and Technical Criteria (SWTC).

The project will also comply with the RMS project communications templates and the requirements of NSW Government and Roads and Maritime guidelines and policies in relation to its community involvement obligations for:

- Privacy and Personal Information Protection Act 1998 (NSW)
- NSW (Government) Advertising Guidelines
- RMS Community Engagement and Communications – A resource manual for staff, October 2012
- RMS Communications and Stakeholder Engagement Toolkit which contains communications templates that are kept up to date with the latest RMS branding and style guides
- Roads and Maritime Services brand guidelines. March 2014 (or subsequent edition)
- Roads and Maritime Services Editorial Style Guide March 2014 (or subsequent edition)
- Roads and Maritime Splice Brand Style Guide April 2015
- Transport for NSW Use of Social Media Policy 18 November 2013
- NSW Government Social Media Policy and Guidelines.

3 Identification of stakeholder and key issues

3.1 Community overview

Grafton is located in the Clarence Valley Local Government Area (LGA), around 630km north of Sydney and 340km south of Brisbane. Located on the banks of the Clarence River, Grafton is around 36.5km inland from the coast.

One of four major regional centres within the North Coast Region, Grafton City is a focal point for regional road, river and other transport networks and focus of higher order services including retail and administrative services, a base hospital, Grafton TAFE Campus, community health centre and high schools. A large number of Grafton’s community and recreation facilities are location near and along the length of the Clarence River or the Summerland Way.

The project area is generally characterised by residential uses and some commercial / light industrial and educational uses on the Grafton side. The South Grafton side including big box style retail, some light industrial, independent merchants and farmland.

3.2 Key stakeholders

Roads and Maritime carried out extensive consultation with key stakeholders during the environmental assessment. A comprehensive stakeholder lists and general mailing database has been established based on information gather during this consultation.

During detailed design and construction the database will be periodically updated to ensure all stakeholder details are correct and interested parties are added or removed when requested.

We recognise a stakeholder as anyone who has a current or future interest in the project and consider them as being generally in three categories:

- Those directly impacted – residents and businesses adjacent to the construction areas, motorists and cyclists using roads which are affected, properties (residential and business) adjacent to or impacted by the project
- Those with an interest in the project due to the nature of their work, travel and interests and special interest groups – local councils, organised groups, environmental and heritage groups
- Stakeholders who have a direct or indirect interest in the project – elected representatives, government agencies, utility providers etc.

Table 3 Key stakeholders

Key stakeholders	
Government agencies, representatives and organisations	<ul style="list-style-type: none"> • State and local Government elected representatives • Department of Planning and Environment (the Secretary) • Transport for New South Wales • Roads and Maritime Services • Environmental Representative (ER) • Office of Environment and Heritage (OEH) • Environmental Protection Agency (EPA) • Heritage Council • Department of Primary Industries (Fisheries, Office of Water and Agriculture)

Key stakeholders	
	<ul style="list-style-type: none"> • New South Wales Office of Water (NOW) • Clarence Valley Council (Mayor, Councillors and Engineering department) • Australian Rail Track Corporation (ARTC)
Emergency services	<ul style="list-style-type: none"> • NSW State Emergency Services (SES) • Police • Ambulance • NSW Rural Fire service
Utility and service providers	<ul style="list-style-type: none"> • Clarence Valley Council (water, sewerage, stormwater) • Essential Energy • Telstra, Nextgen, Optus and National Broadband Network
Directly affected stakeholders	<ul style="list-style-type: none"> • Directly affected and neighbouring properties including Basmer Hall tenants • Properties along Grafton / South Grafton levee and impacted moorings • Businesses including Pound, Spring, Iolanthe and Charles streets • River users
Interest groups and businesses	<ul style="list-style-type: none"> • Grafton Ngerrie Local Aboriginal Land Council (LALC) and other local Aboriginal Representatives • Grafton Chamber of Commerce and Industry • South Grafton Progress Association • Clarence River Historical Society • Local taxi operators • Local environmental groups • Clarence River Sailing Club • Recreational river user groups • Clarence Valley Information Centre • Tourism operators • Grafton TAFE • Gummyaney Aboriginal pre-school
Media	<ul style="list-style-type: none"> • Daily Examiner • Clarence Valley Review • Coastal View • Koori Mail • ABC • Prime 7
Motorist, bridge users and wider community	<ul style="list-style-type: none"> • Grafton and South Grafton residents • Greater Clarence Valley Council area • Motorists using the new bridge • Motorists using the Gwydir Highway / Pacific Highway • Pedestrians and cyclists using the new bridge • Public transport, including Busways and other school and general bus / coach operators • Freight, transport and heavy vehicle operators

3.3 Special interest groups

During the environmental assessment meetings were held with particular groups along the project alignment to ensure specific concerns were heard, and solutions identified to mitigate impacts where possible.

Groups included:

- Business owners along Pound Street, impacted by upgrades to Pound Street and the Clarence Street intersection, and consolidation of on-street parking
- Greaves Street residents who will have impacts from the bridge, both in construction and once operational due to land acquisitions in the vicinity, changes to the surrounding local street network, and the location of the new bridge which will cross Greaves Street
- Grafton TAFE impacted by changed access arrangements, as a result of proposed intersection treatments and proposed changes to on-street parking.

Consultation with these groups will continue during detailed design and construction to ensure information is provided to assist understanding of the project, seek views on aspects of the construction where appropriate, and ensure there are 'no surprises' for residents and business owners adjacent to the project.

During detailed design and construction additional groups may be established to effectively inform and consult with the community. These groups may be established for a short or longer term and address:

- Construction areas and activities
- Operational noise and vibration mitigation and management
- Detailed design elements including urban design, landscaping and signage
- User impacts for pedestrians, cyclists or motorists
- Environmental management
- Flood mitigation work.

Engagement with these groups may use a variety of tools, including, but not limited to, group briefings, feedback discussions with group representatives, or phone surveys.

Requirements for potential community groups, group structure, scope, objectives and meeting arrangements will be explored during construction based on need and risk management drivers.

3.4 Properties receiving architectural treatments

Roads and Maritime will liaise with property owners whose properties were identified during the environmental assessment as being eligible for acoustic assessment to reduce the impact of operational noise associated with the project.

Correspondence has been sent to property owners identified in the environmental assessment to notify them they are eligible for an architectural assessment to be carried out at their property. If found eligible for architectural treatment, owners will be provided with an offer of appropriate architectural acoustic treatment for their residence, with an expectation some aspects of treatment may be negotiated.

3.5 Potential issues and strategies

The potential issues associated with the project likely, or known, to be of interest or concern to community and stakeholders are presented below. These issues will be more precisely defined and further issues identified throughout the project. Emerging issues will continue to be tracked in Consultation Manager and proactively managed through the regular communications meetings.

Details of the consultation carried out during the environmental assessment have been reviewed to inform a list of potential issues expected during construction and strategies to proactively manage these issues. A map of sensitive receivers that have the potential to be impacted by these issues has been included at Appendix C. The timing of the works and associated impacts has been included at Appendix B with further detail regarding the stages of work and activities undertaken included on the Construction Programme.

Table 4 Potential issues and strategies

Potential issue	Potential key impacts	Communication strategy
Construction impacts including noise, vibration and dust	Potentially cause by: <ul style="list-style-type: none"> • Trucks, light vehicles, reversing beepers. • Earthworks and construction activities including piling. • Out of hours work. • Site compounds and casting yard. 	<ul style="list-style-type: none"> • Carry out work in accordance with the projects CoA other requirements. • Any work planned outside of the standard working hours (except in emergencies) must be in accordance with the project CoA and Roads and Maritime requirements. • Follow procedures included as part of the projects Construction Environmental Management Plan (CEMP) which outlines the environmental management practices and procedures that are to be followed during construction. The CEMP was developed in consultation with relevant agencies (regulatory and non regulatory) and Clarence Valley Council, uses the Pacific Highway template approach and is consistent with the Guideline for the Preparation of Environmental Management Plans (Department of Infrastructure, Planning and Natural Resources, 2004). • The Construction Noise and Vibration Management Plan (CNVMP) details how construction noise and vibration impacts will be minimised and managed. The plan was developed in consultation with the EPA and is consistent with the guidelines contained in the Interim Construction Noise Guidelines (DECC, 2009). • Inform and/or consult with nearby residents about construction activities that may generate excessive noise, vibration and/or dust by: <ul style="list-style-type: none"> • Letterbox/email notification and meetings with nearby residents, as required.

Potential issue	Potential key impacts	Communication strategy
		<ul style="list-style-type: none"> • Uploading the information onto the project website. • Respond quickly to enquiries and complaints in accordance with the Enquiries and Complaints Management System. • All project personnel and subcontractors will be educated in minimising noise, vibration and dust by the project induction and worksite toolboxes.
Drainage, stormwater management, erosion, sediment control and water quality	Design temporary and permanent work in accordance with the allowed impacts under the CoA and Road and Maritime requirements.	<ul style="list-style-type: none"> • Adhere to CoA and Roads and Maritime requirements. • The Construction Soil and Water Quality Management Plan details the management of surface water impacts during construction. The plan was developed in consultation with the EPA, DPI (Fisheries), NOW and Clarence Valley Council. • Consultation with Clarence Valley Council about the design of any drainage works that are intended to be operated by council. • Operational water quality management and protection measures, such as swales, to protect nearby waterways from pollutants from the bridge and approaches will be further refined and investigated in consultation with Clarence Valley Council.
Flooding and evacuation routes	<ul style="list-style-type: none"> • Partial or temporary road closures during construction. • Flooding impact on properties, residences and other structures. 	<ul style="list-style-type: none"> • Refer to the Construction Flood Management Plan (CFMP). The CFMP will be prepared in consultation with a suitably qualified and experienced hydrologist, EPA, SES and Clarence Valley Council. • The Hydrological Mitigation Report details all feasible and reasonable flood mitigation measures for properties where flood impacts are predicted to increase as a result of the project. The report was prepared by a suitably qualified and experienced expert, whose appointment was approved by the Secretary. • Property-specific flood risk will be assessed for each property identified as being affected by residual impact from the project, based on the results of the floor level survey. • Flood mitigation options will be developed and implemented in consultation with property owners and Clarence Valley Council.

Potential issue	Potential key impacts	Communication strategy
		<ul style="list-style-type: none"> • Consultation with SES about any partial or temporary road closures that may impact flood evacuation routes. • Consult with and assistance to SES and Clarence Valley Council to prepare new or update the relevant evacuation, traffic management and flood plans, community evacuation information and documents in relation to flooding events in Grafton and South Grafton before the project is opened. These are to reflect changes to flooding levels, flows and characteristics. • Consult with and assistance to SES and Clarence Valley Council to prepare or update community evacuation information, to improve the community's awareness of the risk of flooding and the need to evacuate Grafton and South Grafton before the levees overtop.
<p>Indigenous and non-Indigenous heritage management</p>	<ul style="list-style-type: none"> • Disturbance and damage to Indigenous and non-Indigenous heritage items. • Lack of consultation with the local Aboriginal community and key stakeholders. 	<ul style="list-style-type: none"> • Follow procedures included as part of the projects CEMP including, where appropriate, stop works and contact key stakeholders and organisations. • Consultation in accordance with the Roads and Maritimes' procedure for Aboriginal Cultural Heritage Consultation and Investigation (November 2011). • The Construction Heritage Management Plan details how construction impacts on Aboriginal and non-Aboriginal heritage will be minimised and managed. The plan was developed in consultation with the OEH, the NSW Heritage Council (for non Aboriginal heritage) and Aboriginal Representatives. • Consult with Grafton Ngerrie Local Aboriginal Land Council and other local Aboriginal Representatives about items of local heritage significance. • Consult with the NSW Heritage Council about items of state heritage significance or relics under the Heritage Conservation Act. • Consult with Clarence Valley Council and relevant stakeholders for the development of the heritage interpretation plan. • Consultation with EPA about any archaeological investigations at ancillary sites that do not meet the criterion set out in CoA D36. • The project site induction will incorporate Aboriginal culture

Potential issue	Potential key impacts	Communication strategy
		<p>awareness training for all relevant staff and contractors. It will include Aboriginal culture and history of the area, the location of sites and items that require protection, heritage management measures and protocols, and legal obligations.</p> <ul style="list-style-type: none"> • This training will be developed in consultation with the Grafton Ngerrie LALC.
<p>Local infrastructure and utilities (electricity, telecommunications, water and sewer)</p>	<ul style="list-style-type: none"> • Existing condition reports to ensure agreed baseline for restoration. • Coordination of works with local councils and services providers to minimise an impacts on their assets and programs. 	<ul style="list-style-type: none"> • Follow procedures included as part of the projects CEMP. • Adhere to the Roads and Maritime requirements for condition reports. • Consultation with utilities, services and other infrastructure potentially affected by construction and operation to determine requirements for access to, diversion, protection, and/or support. • Copies of asset and road conditions reports to be submitted to asset owners before major work starts in the area. • Consult with relevant service utility providers or owners to verify locations, impacts and any protection, relocation or decommissioning work required. • Consult with relevant service utility providers and Roads and Maritime before the removal of any decommissioned utility services beneath acquired properties. • Consult with the National Broadband Network Co during detailed design about the location, timing and cost of a potential conduit attached to the new Grafton Bridge. • Consults with Essential Energy during detailed design about the location and timing of a potential easement across the Clarence River. • Regular meeting with Clarence Valley Council and utility providers during construction to keep them informed of work, as required. • Respond quickly to enquiries and complaints in accordance with the Construction Complaints Management System.
<p>Operational noise treatment</p>	<p>Lack of understanding by community of how noise treatment is determined.</p>	<ul style="list-style-type: none"> • Roads and Maritime to manage the operation noise treatment process in relation to house treatment. • Roads and Maritime to ensure letters, follow-up phone calls and face-to-face meetings are held with all properties entitled to operational noise treatment. • Copies of noise modelling to be made available on the website and at Pacific

Potential issue	Potential key impacts	Communication strategy
		Highway display centre.
Out of hours work	Disruption to nearby residents during out of hours work.	<ul style="list-style-type: none"> • Construction activities which cannot be carried out during the standard construction hours for technical or other justifiable reasons may be permitted with the approval of the ER. • Carry out work in accordance with the projects CoA and other requirements ensuring all out of hours work activities have been assessed and mitigation measure are in place. • Follow procedures as part of the projects CEMP including monitoring noise level. • Inform and/or consult with nearby residents, RMS, EPA and Clarence Valley Council in advance of out of hours work by: <ul style="list-style-type: none"> • Letterbox/email notification and meetings with nearby residents, EPA and Clarence Valley Council as required. • Uploading the information onto the project website. • Respond quickly to enquiries and complaints in accordance with the Construction Complaints Management System. • All project personnel and subcontractors will be educated in minimising noise during out of hours work by the project induction and worksite toolboxes.
Lack of project awareness, understanding and incorrect information	<ul style="list-style-type: none"> • Lack of awareness or misinformation about the project. • Unauthorised media releases, persons speaking with the media and release of project information • Community not knowing how to contact project team. • Complaints and issues received that relate to other RMS projects. 	<ul style="list-style-type: none"> • Widespread communication material in plain language and graphics about the project is prepared and made available during the project. • Use a range of easy to access communication activates and tools to reach the wider community and stakeholders including written communication material, information sessions and displays. • All project personnel and subcontractors will be educated in communications and media protocols by the project induction and worksite toolboxes. • Publish project contact information on all communications material. • Respond quickly to enquiries and complaints in accordance with the Construction Complaints Management System.

Potential issue	Potential key impacts	Communication strategy
Property damage	Property damage from construction.	<ul style="list-style-type: none"> • Adhere to the Roads and Maritime requirements for condition inspections on building and structures adjacent to works areas before the start of major work. • Follow procedures included as part of the projects CEMP. • Copies of conditions reports to be submitted to owners before major work starts in the area. • Respond quickly to enquiries and complaints in accordance with the Construction Complaints Management System. • Any damage caused to property as a result of the project shall be rectified or the landowner compensated, within a reasonable timeframe.
Removal of native vegetation and impacts on flora and fauna	<ul style="list-style-type: none"> • Removal of vegetation. • Lack of understand about threatened species and endangered ecological communities within the work areas. 	<ul style="list-style-type: none"> • Carry out vegetation removal in accordance with CoA, EMM, SWTC/ specifications and other requirements. • Follow procedures included as part of the projects CEMP including clear marking of areas/ species to be preserved. • The Construction Flora and Fauna Management Plan details how construction impacts on ecology will be minimised and managed. The plan has been prepared by a suitably qualified and experienced ecologist and developed in consultation with the EPA and DPI (Fisheries). • Inform and/or consult with nearby residents in advance vegetation removal by: <ul style="list-style-type: none"> • Letterbox/email notification and meetings with nearby residents, as required. • Uploading the information onto the project website. • Respond quickly to enquiries and complaints in accordance with the Construction Complaints Management System. • A flora and fauna management plan and a revegetation management sub-plan will be developed in consultation with OEH and EPA to provide specific details for the re-establishment of native vegetation on areas disturbed by the project construction. • A Biodiveristy Offset Statement will be developed in consultation with the EPA prior to operation.

Potential issue	Potential key impacts	Communication strategy
		<ul style="list-style-type: none"> • Key message will be developed about the Biodiversity Offset Statement and nest boxes. • Consult with local wildlife rescue groups to ensure fauna found within the work areas are safely relocated. • All project personnel and subcontractors will be environmental awareness by the project induction and worksite toolboxes.
Restoration of construction areas	Lack of information and consultation about the rehabilitation and restoration of natural areas and private property affected by construction.	<ul style="list-style-type: none"> • Carry out restoration work in accordance with in accordance with CoA and other requirements. • Photographic records of areas likely to be disturbed before major work starts. • Consult with landowners about appropriate standards for restoration.
Site compounds, casting yard and ancillary facilities	Impact on nearby residents and businesses associated with site compounds, casting yards and ancillary facilities.	<ul style="list-style-type: none"> • The sites for ancillary facilities that are associated with the construction that have not been identified and assessed in the documents listed in CoA A2. • An assessment of the facility in consultation with relevant public authority(s), Clarence Valley Council and ER will occur in accordance with the CEMP.
Construction impacts on the local community and businesses	Deliveries and customers are unable to access businesses due traffic disruptions.	<ul style="list-style-type: none"> • Carry out work in accordance with the projects CoA and other requirements. • Inform and/or consult with nearby businesses about traffic changes and impacts to accesses before they occur. • Inform and/or consult with nearby businesses about construction activities that may generate excessive noise, vibration and/or dust by: <ul style="list-style-type: none"> • Letterbox/email notification and meetings with nearby residents, as required. • Uploading the information onto the project website. • Respond quickly to enquiries and complaints in accordance with the Construction Complaints Management System.
Socio-economic, property and land use impacts on river users and affected landowners	<ul style="list-style-type: none"> • Impact on river users and events during construction • Land acquisitions to surrounding properties. 	<ul style="list-style-type: none"> • Consult with members of the community impacted by the project in a sensitive manner. • Consult with affected landowners during detailed design to minimise land take impacts to surrounding properties as far as feasible and reasonable. • Consult with marine events organisers (including Grafton Rowing Club, Grafton River Sailing Club and the Grafton Bridge to Bridge Waterski

Potential issue	Potential key impacts	Communication strategy
		<p>Race organiser) about the annual events, general activities and if wand when alternative access arrangements are required during construction.</p> <ul style="list-style-type: none"> • Timely communication with the tenants of Basmar Hall about its closure, to maximise the opportunity for tenants to find alternative space. • Temporary aids to navigation and exclusion zones around critical areas of construction activities and floating construction plant • Consult with the owners of the moorings during the detailed design and construction. • Consultation with commercial fishing licence holders on the Clarence River during construction to minimise impacts and address any access issues in and around the construction site.
<p>Traffic management impacts on bridge and river users, motorists and businesses including traffic changes detours, road closures, property and pedestrian access</p>	<ul style="list-style-type: none"> • Disruptions, delays, temporary detours, traffic switches including reduced speed limits, temporary shoulder and road closures and construction access gates. • Minimising the impact and maintaining access to local residents, businesses, pedestrians, cyclists, motorists and emergency vehicles. 	<ul style="list-style-type: none"> • Carry out work in accordance with the projects Construction Traffic and Access Management Plan (CTAMP). The plan was developed in consultation with Clarence Valley Council. • Closures to be planned/works limited to outside of peak traffic periods, weekends, holiday periods and events • Consult with Clarence Valley Council on any staging of local road network upgrades and new or modified local road, parking, pedestrian and cycle infrastructure as part of the project. • Consult with local business owners about opportunities to provide comparable level of parking on Clarence Street between Pound Street and the railway viaduct. • Consult with Grafton TAFE Campus and the Gummyaney Aboriginal pre-school to minimise impacts on access and operations. • During construction, affected educational institutions will be consulted with and reasonable steps taken to ensure that noise generating by construction is not timed during examination periods, where practicable. • Any necessary alterations to property access required for the project will be carried out in consultation with property owners. • Alternative temporary parking spaces for formal on-street parking spaces removed and/or impacted by the

Potential issue	Potential key impacts	Communication strategy
		<p>construction. The location and number of temporary or relocated parking spaces shall be determined in consultation with Clarence Valley Council and affected businesses.</p> <ul style="list-style-type: none"> • Emergency services will be notified in advance of changes to traffic conditions (eg partial or total road closures). Inform and/or consult with nearby businesses about traffic changes and impacts to accesses before they occur. • Inform and/or consult with residents, businesses, pedestrians, cyclists, motorists and emergency vehicles: <ul style="list-style-type: none"> • Letterbox/email notification and meetings, as required. • Presentation to key stakeholder groups. • Uploading the information onto the project website and NSW Live Traffic. • Advertisements, media releases and traffic alerts. • Email notifications for major changes to traffic conditions and detours. • VMS to display information about traffic delays and changes. • Signage to direct pedestrians/cyclists to ensure safe usage of footpaths/roads. • Respond quickly to enquiries and complaints in accordance with the Construction Complaints Management System.
<p>Urban and landscape design</p>	<ul style="list-style-type: none"> • Lack of understanding about the urban and landscape design. • Community dissatisfaction with urban design and landscaping. 	<ul style="list-style-type: none"> • The Urban Design and Landscape Management Plan details the landscape and design and was prepared in accordance with the Roads and Maritime urban design and visual guidelines, and the design principles and revegetation guidelines outlined in the EIS. The plan was prepared by an appropriately qualified expert in consultation with EPA, including the Heritage Division and Clarence Valley Council. • Properties identified as likely to experience high visual impact as a result of the project and high residual impacts are likely to remain, in consultation with affect landowners opportunities for providing at-property landscaping to further screen views. • Widespread communication material in plain language and graphics about the urban and landscape design

Potential issue	Potential key impacts	Communication strategy
		<p>during detailed design.</p> <ul style="list-style-type: none"> • Inform and/or consult with nearby residents and interested stakeholders about the urban and landscape design. • A range of easy to access communication activates and tools to educate the community and stakeholders about the features and details of the urban and landscape design including: <ul style="list-style-type: none"> • Display posters, graphics and artist impressions. • Drawings and plans. • Information on the project website. • Urban and landscape design displays • Respond quickly to enquiries and complaints in accordance with the Construction Complaints Management System.

3.6 Notification of Work That May Impact on Stakeholders

The community, Project Verifier, the Environmental Representative and RMS Representative shall be notified of work that may impact on stakeholders via the strategies outlined in Table 4, the communication tools detailed in table 7, monthly ERG meetings and compliance with the notification requirements of RMS D&C G36 section 3.7.2

4 Communication and engagement objectives

Fulton Hogan is committed to leaving behind a positive legacy for the community by delivering a quality cost effective project, actively participating in the community, providing community sponsorship and local employment opportunities, as well as minimising the impact on the local environment.

Key objectives in engaging with the community and stakeholders for this project are to:

- Providing timely, accurate and effective information to the community and stakeholders about any design changes and construction activities
- Effectively and proactively inform and consult with the community and stakeholders during construction and opening of the project
- Provide two-way communication channels allowing community and stakeholder enquiries, issues and complaints to be resolved in a timely manner in accordance with Roads and Maritime requirements
- A genuine and practical intention to understand and mitigate construction impacts on nearby residents, community members, local businesses, bridge users, motorists and key stakeholders
- Carrying out work in a courteous, co-operative manner and respecting that we are guests within the community
- Facilitate a positive reputation outcome for the project and Roads and Maritime that supports future work and builds on existing relationships with the community and stakeholders
- Encourage local participation in relation to supply and employment.

To achieve these objectives, the key behaviours outlined in Appendix D will be adopted when dealing with the community.

4.1 Key messages

Project is guided by the following strategic messages:

- The Summerland Way is a key transport corridor for the north coast region, with more than 20,000 vehicle movements per day crossing the Clarence River via the existing Grafton Bridge
- The Grafton Bridge project will reduce congestion in peak periods, improve access between Grafton and South Grafton, and provide better service efficiency for bus services using the existing crossing
- Demand for crossing the Clarence River in Grafton will increase over the next twenty years, with growth forecast to occur in the Clarenza area (on the southern banks of the river) and the main employment area concentrated in Grafton
- The project will stimulate development in the Iolanthe Street precinct, stimulating economic activity for the regional centre as well as employment opportunities

Major project benefits include:

- Reduction in congestion during morning and afternoon peak periods
- A new bridge over the Clarence River in Grafton that will provide an alternative crossing in the event the existing bridge is closed to traffic due to a traffic incident or maintenance
- Removal of time of day restrictions on heavy vehicles crossing the Clarence River
- Increased capacity to accommodate planned residential and business growth
- Improved local road and pedestrian / cycling infrastructure.

In addition to the strategic messages listed above, the following key messages will be used to support accurate and consistent communication during the project.

Table 5 Key messages

Key issue	Message
Project scope	<p>The main components of the project are:</p> <ul style="list-style-type: none"> • Construction of a new road bridge approximately 70 metres downstream of the existing road and rail bridge (which is to be retained) • Upgrade of the road network in Grafton and South Grafton to allow connection of the new bridge while maintaining efficient operation of the surrounding road network • Upgrade of drainage to overcome existing local flooding issues particularly on the section of Pound Street around the existing rail viaduct. • Replacement of the existing three span reinforced concrete arch section of the existing rail viaduct which crosses Pound Street in Grafton • The project would also include other ancillary works, structures and facilities required to construct the project.
Project objectives	<p>The purpose of the project is to address short-term and long-term transport needs within Grafton and South Grafton. The project objectives are to:</p> <ul style="list-style-type: none"> • Enhance road safety for all road users over the length of the project • Improve traffic efficiency between and within Grafton and South Grafton • Support regional and local economic development • Involve all stakeholders and consider their interests • Provide value for money • Minimise impact on the environment
Construction	<p>In June 2016, Roads and Maritime announced Fulton Hogan was the preferred tenderer to design and build Grafton Bridge. It is expected that early work including flood levee mitigation will start in October 2016, detailed design will be complete by January 2017 and major construction will start in February 2017.</p>
Working hours	<p>The project's approved working hours are Monday to Friday from 7am until 6pm and Saturdays from 8am until 1pm. We will notify/consult nearby residents about work outside of these times, meeting Out of Hours Procedure requirements.</p>
Community consultation	<p>Throughout construction we will adopt a 'no surprises' approach by keeping the community and stakeholders informed about construction activities, traffic changes and measures in place to minimise construction impacts.</p>
Information	<p>The community and stakeholders will be kept informed through the project website, the NSW Live Traffic website, email notifications, written notifications and face-to-face visits and at the community display centre.</p>

Key issue	Message
Display locations	Roads and Maritime have shop fronts at: <ul style="list-style-type: none"> • 21 Prince Street Grafton (opposite the Westpac Bank) Open Monday to Friday between 8:30am and 4:30pm, excluding public holidays.
Community reception centre	Fulton Hogan will open a community reception centre at the projects site compound. The location and opening hours will be published in communications material and on the project website.
Contact details	The contact details for the project are: <ul style="list-style-type: none"> • Phone: 1800 622 332 (toll free) • Email: graftonbridge@rms.nsw.gov.au • Mail: PO Box 546 Grafton NSW 2460 • Website: www.rms.nsw.gov.au/roadprojects

In consultation with Roads and Maritime, specific key messages will be developed for construction milestones. These messages will be included in the community engagement action plans.

5 Community relations team

The community relations manager will oversee the development, management, coordination and implementation of all community engagement activities.

The community relations manager and community relations officer will be available from the date of the deed until eight weeks after the date of construction completion. They will be based onsite at the main site compound and will staff the community reception centre.

The community relations manager and officer will be available to speak with community members at times when work is being carried out onsite to answer any questions and to address any concerns. Hours of work will generally be (excluding public holidays):

- Monday to Friday 7am to 5pm
- Saturdays 8am to 1pm, as required.

They will develop strong collaborative partnerships with Roads and Maritime to ensure the successful delivery of community engagement and the management and resolution of community issues. This approach will facilitate alignment on approval protocols and the regular sharing of information.

The community relations manager and officer will develop and implement staff training that encourages a culture of respect and empathy for the community in which we are working. The training will be delivered with the site induction and will include community relations commitments and protocols.

They will work closely with the design, construction, traffic and environment teams to understand the technical information about the project. This will assist with the early identification of potential community issues and will allow for effective risk management strategies to be developed and understood by the project team.

6 Communication approach

Our communication approach for the project will focus on the construction activities and notifications required to regularly inform the community of progress and delivery of the project.

Community and stakeholder involvement will be tailored to project, enabling appropriate consideration and balancing of community and stakeholders' social, economic, environment and functional issues to achieve best for project outcomes.

The overall approach to community consultation is guided by the following key principles:

- Be inclusive. Ensure the community has timely, accurate and effective information about the project, approvals, detailed design and construction
- Be proactive. Inform and engage with the community early and ensure they remain informed as the project progresses
- Be responsive. Provide two-way communication channels allowing community and stakeholder enquiries, issues and complaints to be resolved in a timely manner in accordance with the project's Construction Complaints Management System
- Be sensitive. Make every effort to carry out work in a way that minimises impact on the community and recognise that we are guests within the community
- Build a positive reputation for the project that supports future work and builds on existing relationships with the community
- Honour all obligations of the Director General's Requirements, Conditions of Approval, Roads and Maritime requirements and commitments made by the project team
- Undertake activities in reference to the global best practice AA1000 Stakeholder Engagement Standard.

Early work and detailed design

The initial focus of the community relations team during early work and detailed design will be to build effective relationships by getting to know the community first hand. This will be done by meeting with the directly impacted property owners, residents, businesses and key stakeholders early to identify their areas of interest and concern, as well as to understand how regular they would like to be kept informed during the project.

During early work and detailed design the project team will introducing themselves to the community, outlining the community engagement approach and provide an overview of the design and construction program including site establishment and the levee flood mitigation work.

We will acknowledge and recognise the contribution the community has made to improve the project and encourage them to continue to actively participate during detailed design and construction. This will be done during an initial community information session that will have information on display and project team members available to discuss comments and concerns.

Community engagement plans will be developed in consultation with Roads and Maritime for early work and detailed design. These plans will identify the communication activities and tools to be used and consult to be carried out. Further to the consultation identified in **Table 6** below outlines key consultation to be carried out during early work (pre-construction) and detailed design:

- Consultation with Clarence Valley Council about opportunities to stage delivery of local road network upgrades
- Consultation with Clarence Valley Council on flood mitigation options, flood modelling, levee raising works, landscape treatments, flood impacts, asset ownership and road issues.

- Consultation with Clarence Valley Council and relevant property owners about weak subgrades, deteriorated sheet-piling and/or cut-off walls, concrete footings, etc that will be addressed as part of the detailed design of the levee.
- Consult with the infrastructure owners during detailed design and carry out an arborist assessment to inform the design development and optimum levee alignment.
- Consultation with Clarence Valley Council during detailed design of Pound Street drainage system including pump station sizing.
- Consultation with ARTC about design, construction and ownership transfer of the Pound Street viaduct as well as any remediation needed for the ARTC land on the southern side of the Clarence River
- Consultation with EPA about water, noise and air quality impacts during detailed design as relevant and required
- Consultation with the Grafton and South Grafton community during detailed design about improving the amenity for all users of the new bridge
- Consultation with bus operators about maintaining access to designated bus stops during construction or providing suitable alternatives
- Consultation with relevant stakeholders about protocols to monitor forecast rainfall and flood events to minimise the risk of damage to infrastructure and equipment during a large flood or rainfall event. This will include methods to monitor rising water, methods for removing materials safely from flood affected work areas and processes for notifying relevant stakeholders
- Consultation with Riverside Drive property owners to develop flood mitigation measures where required for these properties
- Consultation with Department of Planning and Environment and other relevant stakeholders about a site remediation action plan. If required, the plan will be prepared in accordance with Guidelines for Consultants Reporting on Contaminated Sites (OEH, 2011).
- Consultation with the rail operators / owners to explore opportunity for machinery and materials being delivered over long distances to be transported to Grafton by rail and hauled to site by road transport.

Construction

Community engagement tools and activities used during environmental assessment have provided the project team with an understanding of the key stakeholders and their expectations. Community engagement during construction will build on this.

Two-way communication will be used to effectively address and manage issues as they emerge during construction and support the delivery of optimum outcomes for the project, stakeholders and the broader community.

During construction, the project focus is on providing information about the construction program, minimising potential impacts and providing timely responses to concerns raised by stakeholders. This will be supported the provision of early notification of potential impacts for local residents, bridge and river users, motorists and the broader community.

Principal objectives of the project's construction strategy include carrying out the works in a safe, timely and efficient manner, and ensuring impacts are minimised through appropriate management measures.

It is expected there may be several construction sites with work underway concurrently and the potential impacts on the community and stakeholders, may differ from one area to the next. To ensure that timely and relevant information about the progress of construction is provided to the appropriate audience, it is intended that communication engagement plans will be developed for construction areas. These plans will detail specific construction staging and communication activities planned to manage specific impacts and risks in each local area.

Project opening

Moving into the opening of the project, the communications approach will focus on ensuring the community including motorists, bridge and river users are aware of the changes to pedestrian and cycle paths, local roads and the Pacific and Gwydir highways.

In consultation with Roads and Maritime, a community engagement action plan will be developed to celebrate the project's completion. This will include listening to ideas and supporting plans for any milestone events during the project and for the opening of the bridge.

A review of the operational noise mitigation measures proposed to be implemented is to occur within six months of construction starting, unless otherwise agreed by the Secretary. The review shall be submitted for the approval of the Secretary, and be prepared in consultation with the EPA. This will be addressed in the Operational Noise Mitigation Report.

7 Community engagement activities and tools

Table 7 Community engagement activities and tools

Activity and tools	Description	Audience	Frequency/timing	Specifications
Advertisement (print and radio)	<p>Prior to start of construction on the project and other significant project milestones</p> <p>The project team will advertise any major detours, traffic disruptions or controls and work outside normal construction working hours in the local newspapers.</p>	<p>Local community and stakeholders</p>	<p>As required, for the duration of the project.</p> <p>Advertisements will be placed seven days before any detour, disruption or change occurs.</p>	<ul style="list-style-type: none"> Roads and Maritime will place all advertisements, including radio. Advertisements must conform to “NSW (Government) Guidelines for Advertising”. Draft advertisements for major traffic changes must be submitted to Roads and Maritime a minimum of 15 business days prior to the proposed publication copy deadline.
Community / project updates	<p>The community or project updates (in the form of a newsletter) could include, but are not be limited to, the status, construction progress, upcoming construction stages, environmental management initiatives, photos and community involvement achievements.</p>	<p>All community members and stakeholders</p>	<p>Quarterly, for the duration of the project.</p>	<ul style="list-style-type: none"> The content and style of community updates must be agreed with Roads and Maritime before production of the newsletters. Updates will be distributed to all community members on the community contacts database, relevant authorities, be available at the display centre and staffed displays, available on the website and be displayed on community noticeboards in locations approved by Roads and Maritime. Community updates must contain contact details, including 24 hour and business hours contact details, for the project, including names, telephone numbers, return addresses and any other requirements of RMS Representative. Draft updates must be provided to Roads and Maritime no less than 8

Activity and tools	Description	Audience	Frequency/timing	Specifications
				<p>weeks prior to the proposed print date.</p> <ul style="list-style-type: none"> The draft community updates must include proposed text and sufficient resolution quality images in accordance with the requirements of the “RMS Project Communication Templates. Roads and Maritime will arrange printing of community updates in accordance with current style guidelines.
Community contacts database (Consultation Manager)	Consultation Manager is an online secure stakeholder management database used to record community and stakeholder interactions.	Roads and Maritime Environmental Representative	For the duration of the project.	<ul style="list-style-type: none"> Registers will be provided at the display centre, any staffed or public display locations and on the project website to enable the community to be included on the community contacts database. All landowners adjacent to the project and key stakeholders will be included in the database.
Contact cards	Business cards with the project contact details.	All community members and stakeholders	For the duration of the project.	<ul style="list-style-type: none"> Contact cards will include phone, email, postal and website details. Contact card will be provided to all staff and subcontractors to provide to community members if approached.
Display centre and reception centre	<p>The Roads and Maritime display centre and site community reception centre will include up to date information on the project.</p> <p>Staff will be available to respond enquiries and complaints.</p>	All community members and stakeholders	<p>For the duration of the project.</p> <p>The display centre is open Monday to Friday 8:30am to 4:30pm excluding public holidays</p> <p>The community reception centre will be opened once the site office is established.</p>	<ul style="list-style-type: none"> Project information will be available including maps indicating the designs of road interchange and key features of the project, design details, cross sections, perspective views, copies of all published material and contact details.
Display material	Display material must include up to	All community	As required, for the duration	<ul style="list-style-type: none"> The graphic design component for

Activity and tools	Description	Audience	Frequency/timing	Specifications
	<p>date (and clearly dated / status indicated) diagrams, plans, photographs, samples and other suitable material of community interest.</p> <p>Materials developed for display purposes must be easily understood, in a suitable format and of a professional quality.</p>	members and stakeholders	of the project.	<p>larger or semi-permanent display material will be provided by Roads and Maritime</p> <ul style="list-style-type: none"> Roads and Maritime will co-ordinate the format, layout and production of these materials. Text and images for use on larger or semi-permanent display materials must be provide at least eight weeks prior to the proposed date for use of the material.
Doorknocks	The community relations team will doorknock nearby resident to inform them of construction activities and out of hours work, as required.	Directly affected residents and businesses	As required, for the duration of the project	<ul style="list-style-type: none"> Doorknocks to be recorded in Consultation Manager. Where possible telephone call will be made before the doorknock occurs.
Email	<p>An email address has been set up for the project to send and receive emails during business days.</p> <p>Email notification sent from this email address will be to stakeholders registered to receive email notification in Consultation Manager.</p>	<p>All community members and stakeholders</p> <p>Registered stakeholders</p>	For the duration of the project	
Environmental Representative(s)	A suitably qualified and experienced Environmental Representative(s) that is independent of the design and construction team has been appointed.	Department of Planning and Infrastructure (the Secretary)	For the duration of the project	The Environment Representative(s) will be consulted in responding to the community concerning the environmental performance where the resolution complaints required.
Factsheets	Factsheets will be prepared for specific topics, as required.	All community members and stakeholders	As required, for the duration of the project.	<ul style="list-style-type: none"> Fact sheets will be available at community information sessions, displays, on the project website, and issued by mail as requested.
Feedback forms	Forms that allow the community to provide feedback on the project	All community members and stakeholders	As required, for the duration of the project.	<ul style="list-style-type: none"> Feedback forms will be provided at community information sessions and display. Feedback will be recorded in Consultation Manager.

Activity and tools	Description	Audience	Frequency/timing	Specifications
Householder letters	Householder letters will be prepared to inform the community about construction progress, traffic changes, milestones and any changes to the detailed design.	All community members and stakeholders	As required, for the duration of the project.	
Media / political opportunities and event	Roads and Maritime will manage all official media events and will be responsible for coordinating community, media and political participation in such events, in consultation with the project team.	Elected government representatives and media	As requested, for the duration of the project.	<ul style="list-style-type: none"> • Notice in writing eight weeks prior to major milestones to enable Roads and Maritime to arrange media event. • The project team will co-operate with Roads and Maritime in the running of the media events and will provide the site logistics associated with media events.
Notification letters/leaflets	Letterbox notification letters will be used to inform those directly affected residents about any changes that may impact on individual properties, residents and businesses, such as traffic disruptions, construction of temporary detours and work required outside normal working hours.	Directly affected residents and businesses	As required, for the duration of the project.	<ul style="list-style-type: none"> • Notification letters will be issued to directly affected residents at least five days before activity is scheduled to occur. • Notifications must be submitted to Roads and Maritime for approval a minimum of 10 business days prior to the proposed print date. • Leaflets must be distributed to all residents within a 750 metre radius.
NSW Live Traffic	Provides real time information about traffic changes for motorists.	Road users and wider community	Updated with current information as it becomes available, for the duration of the project.	
Photographic and video material	Photographs and videos will be taken during construction to visually record the progress of construction.	Roads and Maritime, Environmental Representative and wider community	Quarterly and as required, for the duration of the project.	<ul style="list-style-type: none"> • The photographs must be of a professional quality (minimum 300 dpi) suitable for use in publications, project communications and promotions of a broader nature and for enlargement to use in display materials. • The objectives, format and content for professional videos must be as agreed with Roads and Maritime

Activity and tools	Description	Audience	Frequency/timing	Specifications
				before production starts.
Portal				<ul style="list-style-type: none">
Project information line	A 24-hour toll free project information line (1800 633 332) has been set up and will be the main point of contact between the community and the project team.	All community members and stakeholders	<p>For the duration of the project.</p> <p>Monday to Friday between 8am and 5pm Saturday between 8am and 1pm.</p> <p>The project information line will also be monitoring all times work is being carried out onsite including during nightwork. Callers will be able to leave a message outside of these times.</p>	<ul style="list-style-type: none"> The phone number will be included on all project communication material. All calls received will be recorded in the Community Contacts Database.
Public (static) displays	The Contractor must establish limited duration public displays in public locations.	All community members and stakeholders	As required, for the duration of the project.	<ul style="list-style-type: none"> Display locations must include local council offices and appropriate locations in Grafton and the wider Clarence Valley region. The displays must be designed to update and inform the local community of the status of work, receive feedback, complaints and to describe significant events or changes. The displays must be held, when significant milestones are achieved and if significant changes occur in the design or construction. Reply paid feedback forms must be provided at the displays. A description of issues raised by the community at the displays must be summarised in the Contractor's monthly progress reports.

Activity and tools	Description	Audience	Frequency/timing	Specifications
Site signage	Site signage will include project name, completion date, contact details, instructions for vehicles and requirements for workers entering site.	Road users	For the duration of the project.	<ul style="list-style-type: none"> Installed at locations approved by Roads and Maritime.
Site tours and presentations	<p>Subject to the availability of staff and the work that is underway at the time, site tours and project presentations may be arranged.</p> <p>These may include for elected representatives, government agencies, management and technical personal, educational organisations and community groups.</p>	Key stakeholders, agencies and community groups		<ul style="list-style-type: none"> Roads and Maritime will be invited to all sessions attended by members of the community. The project team will give reasonable access to visitors at all reasonable times. Site tours can be arranged subject to approval by Roads and Maritime. Visits will be subject to coordination with the Project Manager or their delegate. For visits arranged by Roads and Maritime visitors must at all times be accompanied by representatives of Roads and Maritime or other persons authorised in writing by the Roads and Maritime representative. All visitors will be required to complete a site induction and all visits will be subject to site management and visitor protocols.
Staffed displays	<p>The staffed displays must be held at public venues such as shopping centres, local events or public venues.</p> <p>The displays allow the project team to provide information and to receive feedback and answer questions from the local community.</p>		Six monthly, for the duration of the project.	<ul style="list-style-type: none"> The date of each display and the material to be distributed and shown must be approved by Roads and Maritime two weeks prior to the date of the display. Community members on the community contacts database, and any other community members potentially affected by the work will be notified of the planned displays. The project will participate in promotional displays associated with key local events and activities,

Activity and tools	Description	Audience	Frequency/timing	Specifications
				including local shows and exhibitions, as required by Roads and Maritime.
Stakeholder briefings	Briefing with key stakeholders and agencies including Parliamentary representatives, local councils, Environmental Protection Authority will be held to provide an update on construction activities and traffic changes, as required.	Key stakeholders and agencies	As required, for the duration of the project.	
Stakeholder meetings Face to face individual briefings and/or resident meeting	One on one meeting with nearby residents, businesses and interested stakeholders that are either requested by the stakeholder or requested by the project team. Prior to activities that are likely to impact on residents (such as night works or local road upgrades that may impact on access) and in response to concerns raised	Nearby residents and the wider community, as required.	As required, for the duration of the project.	<ul style="list-style-type: none"> Meeting notes to be recorded in Consultation Manager.
Traffic alerts, marine notices and media release	Traffic alerts, marine notices and media release will be prepared to keep the community and stakeholders informed about construction activities and traffic changes.	All community members and stakeholders	As required, for the duration of the project.	<ul style="list-style-type: none"> Information on forecasted traffic conditions will be provided to Roads and Maritime to facilitate preparation of traffic alerts for major traffic changes or disruptions. The traffic alerts will be distributed to key media outlets within the project area and distributed to local business. The traffic alerts will be issued by the Roads and Maritime Media Unit. A proclaimed Marine Notice will be issued through Roads and Maritime alerting river users of ongoing construction activities.

Activity and tools	Description	Audience	Frequency/timing	Specifications
Variable Message Signs (VMS)	<p>VMS' will be used to keep the community informed about changes to traffic conditions and blasting activities.</p> <p>To advise of traffic changes on local road relevant to the project and other significant activities that adversely impact local residents and the travelling public.</p>	Road users	As required, for the duration of the project.	
Website	<p>The existing project website will be used to keep the community and stakeholders informed about construction activities and traffic changes.</p> <p>Throughout the life of the project. This will include documents relating to the route selection, environmental assessment and construction management.</p> <p>The website will continue to operate for the duration of the project and as a minimum until one year after the date of construction completion.</p>	All community members and stakeholders	The website will be updated with information as it becomes available or monthly as a minimum, for the duration of the project.	<ul style="list-style-type: none"> • The website maintains the Roads and Maritime terms and conditions of use and privacy policy and follows the Australian and NSW Government guidelines for accessibility. • A minimum of ten working days is required for approval prior to uploading major updates and a minimum of five working days is required for approval prior to uploading minor updates. • All material for the website must comply with requirements of Web Content Accessibility Guidelines (WCAG) 2.0 Level AA and RMS "Vendor Accessibility Fact Sheet". • The website will include: <ul style="list-style-type: none"> • Information on the current implementation status of the project • A copy of the documents listed in CoA A2, and any documentation supporting modifications to this approval that may be granted from time to time • A copy of this CoA and any future modification to this approval

Activity and tools	Description	Audience	Frequency/timing	Specifications
				<ul style="list-style-type: none"> • A copy of each relevant environmental approval, licence or permit required and obtained • A copy of each current strategy, plan, program or other document required under the CoA • The outcomes of compliance tracking in accordance with CoA A12 • Contact details for community complaints and enquiries, including a telephone number, a postal address and an email address.

Refer to **Appendix B** for an outline of the project milestones and associated communications activities and tools.

8 Communication protocols

In accordance with Roads and Maritime requirements, the following protocols are to be observed throughout the project.

8.1 Community relations awareness and training

Inductions

All employees and subcontractors are required to attend a project induction. The community relations information presented during the induction includes:

- The project context
- Project and community relations objectives
- Community profile (including Aboriginal culture and history of the area)
- Key issues and obligations
- Community relations protocols for working on site including:
 - Response to media enquiries
 - Handling community enquiries and complaints
 - Release of information
 - Personal presentation
 - Noise and dust
 - Parking and site access
 - Visual appearance of the site
 - Accessing private property
 - Caring for wildlife
 - Hours of work
 - Notification about changes to planned work
 - Aboriginal culture awareness training.

Induction records will be reported in the project's monthly report in the safety section.

Toolbox talks

Specific worksite community relations matters will be communicated at project toolbox talks and daily pre-starts, as required. Project contact cards will also be issued to staff and subcontractors to ensure they have access to the projects contact details.

Cultural awareness training

Fulton Hogan has developed cultural awareness training packages to ensure staff and subcontractors have an understanding of Indigenous and non-Indigenous heritage protocols for the project. Consultation has occurred in relation to this with the Ngerrie LALC. These will be delivered as part of site toolbox talks and targeted training.

8.2 Media and government

All enquiries from media contact (including industry magazines), political representatives (including Federal, State or Local Government) or their staff will be forwarded to Roads and Maritime, as soon as possible.

Any briefings to media or government will be coordinated by Roads and Maritime.

Roads and Maritime will be contacted immediately should a planned or unplanned community protest occur regarding the project.

8.3 Crisis communications

Crises are defined as events or developments, real or perceived, which have the potential to threaten the safety or wellbeing of workers and others, the environment, or the integrity, performance or reputation of the company.

Incidents and / or emergencies will be managed in accordance with the Fulton Hogan Emergency Preparedness and Response Plan, and Group Crisis Management Procedure ensuring crisis management and response teams are proficient in timely and appropriate management of incidents and / or emergencies.

Roads and Maritime will be notified of any incidents and / or emergencies in accordance with the Project Management Plan.

8.4 Design development

The project will consult with the community on any design development that differs from that of the design in the environmental documents. A community engagement plan will be developed in consultation with Roads and Maritime for key elements of the design that change. Consultation will include a community update, display panels, four staffed displays and a website update.

8.5 Project branding (and logos)

“RMS project communication templates” will be used for the preparation of all community information to be published. These templates provide clear instruction on logo placement and visual style. The templates include specific layouts for progress update advertisements, public displays, community updates, fact sheets and leaflets for the project.

The community relations team will liaise with Road and Maritime to ensure that the most recent templates are being used for communication materials.

Logos must not appear on any public project communications, including project publications, display material, website, project videos, non-moving plant (including containers) or roadside signage without prior approval of Roads and Maritime. Logo or banners must also not appear on bridges, retaining walls or other structures on the project.

Suitable access to fencing and buildings will be provided for the purposes of display of Roads and Maritime promotional material.

8.6 Promotional materials including award submissions

The project will recognise and identify Road and Maritimes' role in any promotional material or award submissions that it may develop in relation to the project. All written material, including award submissions, on the project will be approved by Road and Maritime before it is published.

9 Enquiries and complaints management

All contact with residents and stakeholders will be managed in accordance with Roads and Maritime requirements. Contact includes all communication (comments, enquiries and complaints) initiated by phone contact, emails, letters, and meetings. The project's contact details are as follows:

Phone: 1800 633 332 (toll free) Contact line answered 24 hours / 7 days per week.
Email: graftonbridge@rms.nsw.gov.au
Post: Grafton Bridge
PO Box 546
Grafton NSW 2460

The telephone number, postal address and email address will be published in newspapers circulating the local area before construction started. These details are also available on the project website in accordance with the CoA C2. These tools will be in place until eight weeks after the date of construction completion.

Enquiries

Telephone calls or visitors received at Fulton Hogan reception will be directed to members of the community relations team. If the team are not able to be reached, the callers / visitors' will be recorded and assurances made that they will be called back as soon as possible.

Project related enquiries received by other personnel should refer community enquiries to the community information line. Site personnel will have access to community contact cards that display the contact details for the project.

Correspondence

Written correspondence (including emails) in the form of project enquiries or complaints will be responded to within the Roads and Maritime designated timeframe of 10 business days. The project team will draft the correspondence and it will be reviewed and approved by Roads and Maritime.

Correspondence/briefing material for Members of Parliament

The project team will assist Roads and Maritime to draft responses to correspondence and briefing material. This material will be approved by the community relations manager before it is provided to Roads and Maritime for further review and approval. The briefing materials / correspondence will be signed off and provided to the Minister's office by Roads and Maritime.

9.1 Consultation Manager Database

Consultation Manager Database is a stakeholder data management software package that is being used to generate reports and statistics on the projects contact with community members and stakeholders. It provides a practical tool for recording contact with community and stakeholders with the objective of minimising risk and maximising transparency, accountability and audibility.

Consultation Manager will be used to:

- Establish and maintain a register of all electronic, written and verbal contact concerning the project and any works

- Monitor acknowledgement to contact within five working days of receipt of written and email correspondence and response within 10 business days
- Produce a status report, including the average and maximum times taken to respond to representations
- Provide a record of correspondence received and responded to by the project.

Consultation Manager incorporates an online secure collaboration tool, set up with a system of users and passwords and enabling information and the closeout of actions to be shared across the team.

The information contained on Consultation Manager will be made available to the Secretary and relevant agencies on request.

The existing Consultation Manager database for the project will be transferred to Fulton Hogan for management during construction.

9.2 Construction Complaints Management System

In accordance with CoA C3 the project will adopt a complaints management procedure for recording, responding to and reporting on complaints for the duration of construction and up to 12 months following completion of the project. The Construction Complaints Management System complies with the Australian Standard AS 4269: *Complaints Handling*, now updated to AS ISO 10002:2006 *Customer Satisfaction – Guidelines for complaint handling in organizations*.

The community relations team will take the lead in receiving complaints and responding to complainants. The community relations manager and officer will be experienced in complaint management with their performance regularly reviewed by the relevant Roads and Maritime communications officer. Regular meetings of the community relations team provide a forum for peer review and a basis for continual improvement in complaint management response.

Information on all complaints received, including the means by which they were addressed and whether resolution was reached will be maintained in Consultation Manager and will be included in the construction compliance reports.

Issues resolution

The project will address and seek the early resolution of all complaints and claims, directed against the project by motorists, affected residents and members of the community in relation to the project.

When responding to the community member, the project will first provide an overview of the process to be taken to evaluate and address the complaint. The community member will be regularly informed of progress until the resolution of the complaint. This approach aims to foster and maintain a positive relationship with the community member.

The nature of the complaint falls into one of the following categories:

- An activity generates three complaints within a 24-hour period (separate complainants).
- A single complainant reports three or more complaints within a three day period.
- A complainant threatens to escalate their issue to the media or government representative.
- The complaint was avoidable.

Complaints would first be escalated to the community relations manager as the designated complaints handling management representative for the project.

Systematic and/or recurring complaints

The consultation manager database shall be used to collect data on complaint numbers and different complaint types with subcategories. This data shall be monitored weekly to measure achievement against project standards and to provide comparisons with previous periods.

Where the data identifies complaints as recurring or systemic in nature the Project Director shall be notified and a root cause assessment of the nature of the complaint undertaken. Once the cause of the systemic or recurring complaint is understood work practices shall be reviewed to assess if the source of the complaints can be eliminated or mitigated.

Systematic and/or recurring complaints shall also be managed using the process set out in Figure 1 below.

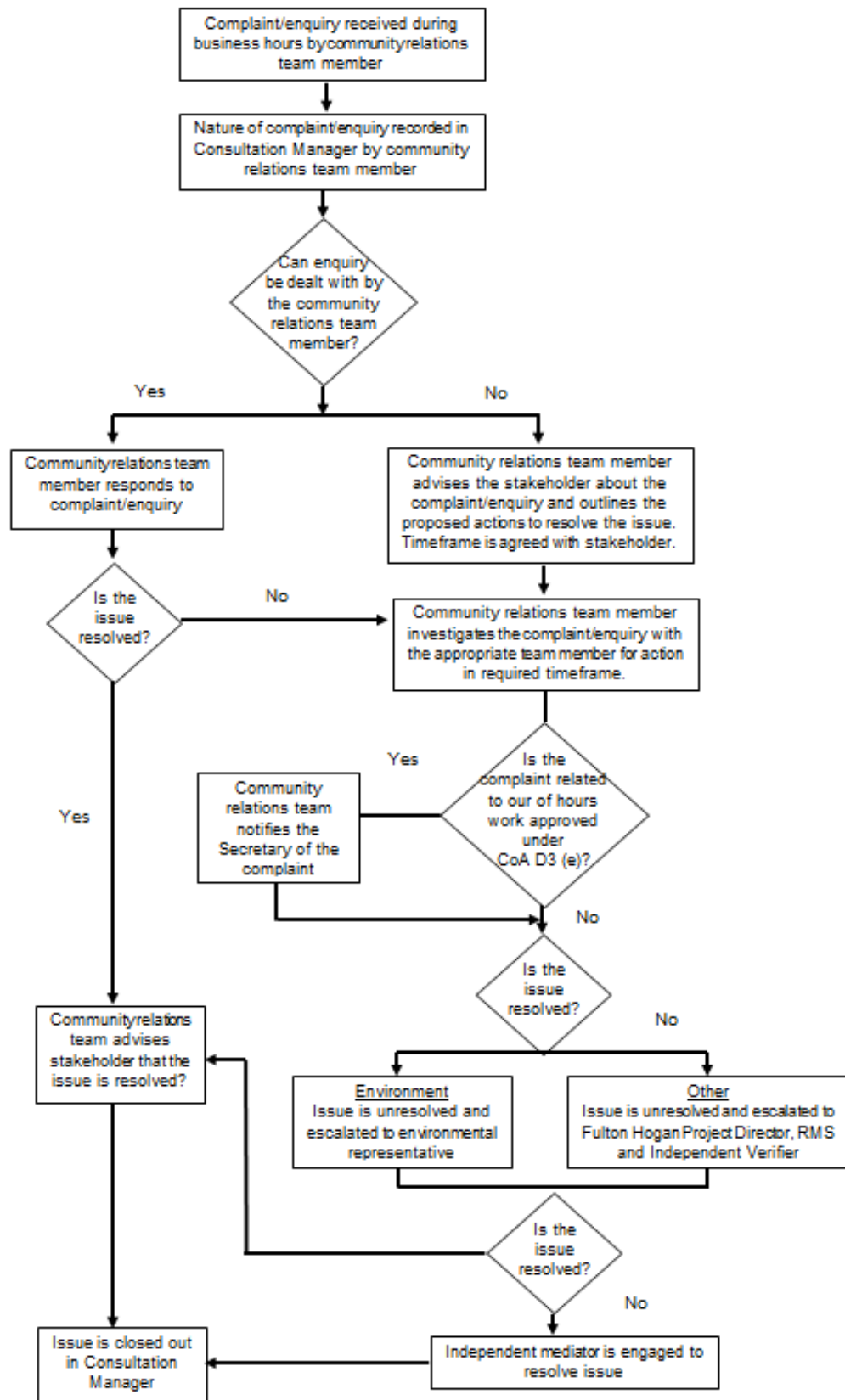
Mediation

If a situation, issue or complaint about the environmental performance of the project is unable to be resolved by the community relations manager within a reasonable time period, the Environmental Representative (ER) will be consulted. If deemed required by the community relations manager, environment manager and ER, an appropriately qualified and experienced independent mediator will be engaged to resolve any points of conflict.

The mediator will be engaged within one week to negotiate the best possible solution for all parties involved for the duration required to resolve the conflict, and as determined by Roads and Maritime. If mediation is required, a brief report will be prepared and provided to the relevant personnel.

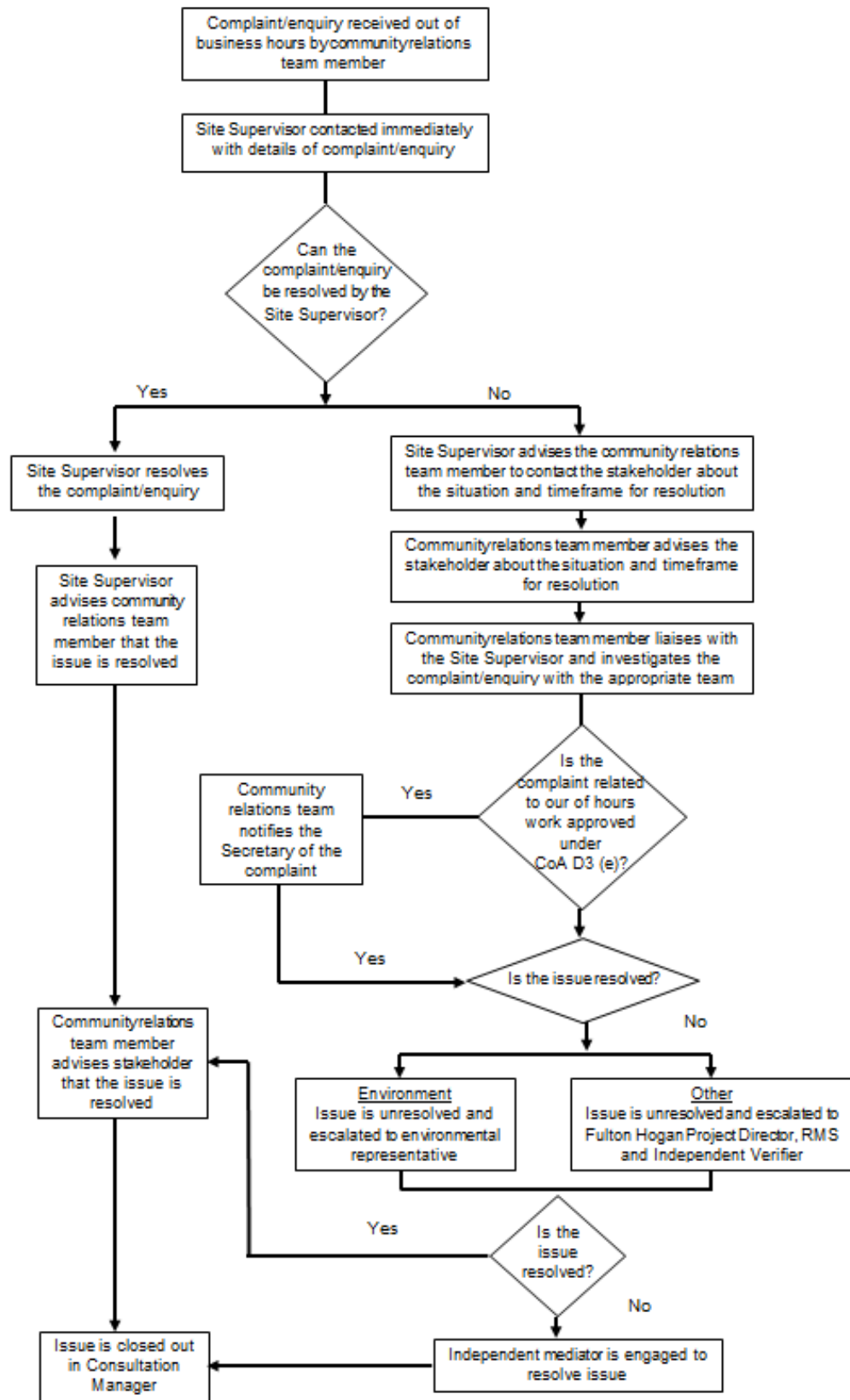
Business hours enquiries and complaints procedure

Figure 1 Business hours enquiries and complaints procedure



After hours enquiries and complaints procedures

Figure 2 After hours enquiries and complaints procedure



10 Reporting, monitoring and evaluation

Evaluation of the performance and effectiveness of the CCS will be carried out, as required.

Key elements of the evaluation will include reviewing the implementation of the CCS and its procedures. These may be shown by:

- Regular distribution of information about the project to the community and stakeholders
- Currency and accuracy of the enquiries and complaints management system
- Nature of enquiries and complaints raised and the responsive and appropriate of action and follow up
- Feedback received from have your say forms following displays, presentations and information sessions
- Informal feedback on individual activities and tools and the overall communications and community engagement carried out.

Fulton Hogan will monitor the effectiveness of the communication activities and tools on a regular basis via stakeholder feedback, surveys and internal auditing.

In consultation with Roads and Maritime communications activities and tools will be developed and modified during the project to ensure they continue to be relevant and effective.

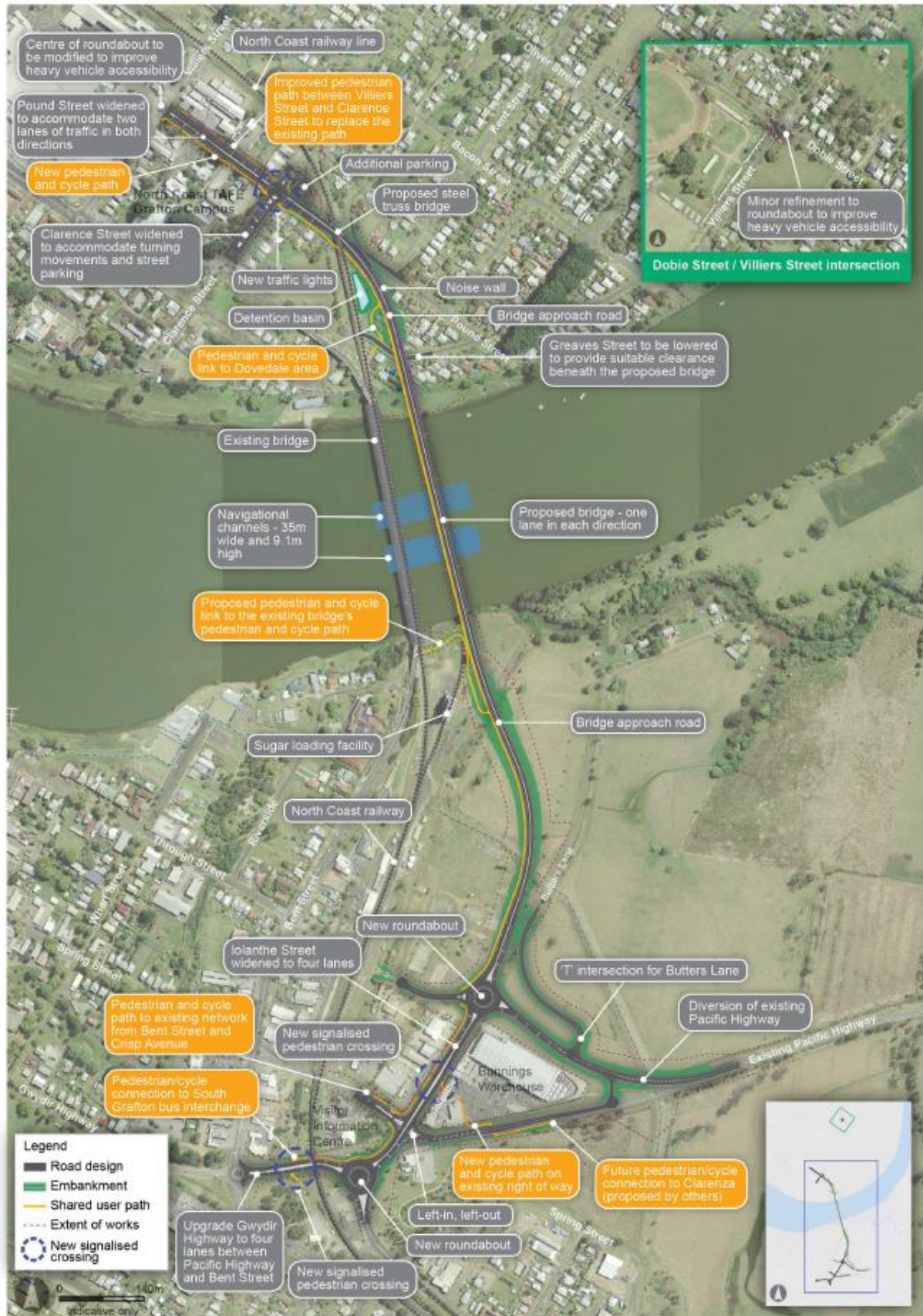
Key performance indicators will be used to measure the project's success in engaging positively with the community and stakeholders.

They will be measured by:

- Periodic surveys conducted during construction and then at project completion
- Measurement of response times to community enquiries and complaints.

Appendix A – Project area

Figure 3 Project area



Appendix B – Project milestones

Table 8 Project milestones

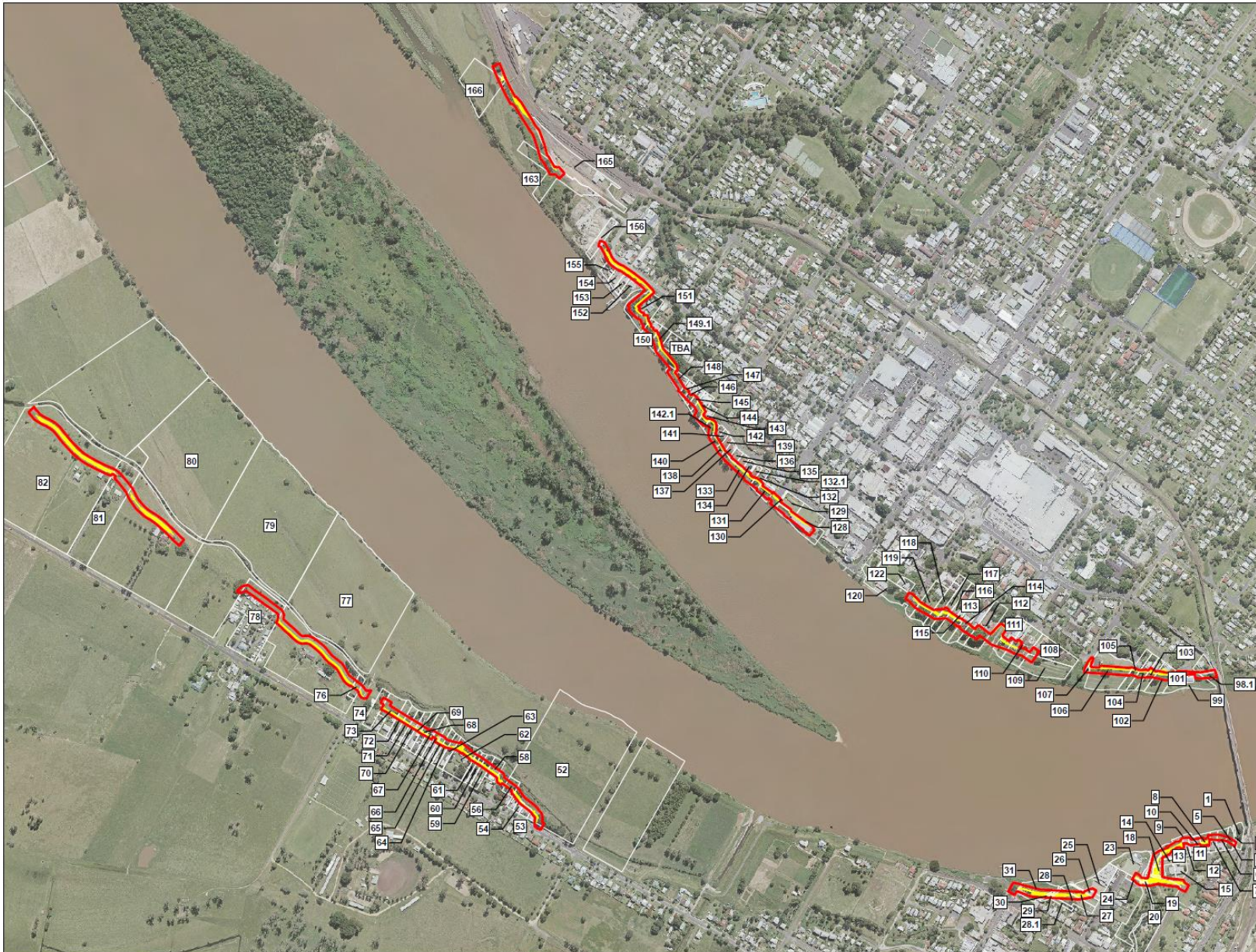
Project milestone	Communications activity and tool	Audience	Timing	Responsibility
Flood mitigation				
Flood mitigation consultation	Stakeholder and resident meetings Property/levee work plans Consultation form/access agreement	Directly affected residents	Ongoing	Roads and Maritime
Hydrological Mitigation Report	Animation Fact sheet Staffed displays Media release Stakeholder and resident meetings	Government agencies Clarence Valley Council Directly affected residents Interest groups Grafton / wider community	Mid 2016	Roads and Maritime
Flood levee work	Stakeholder and resident meetings Telephone calls, SMS, email (preferred method)	Directly affected residents	Late 2016	Fulton Hogan
Early work and detailed design				
Contract award	Project update Website Email to registered stakeholders Media release	Government agencies Clarence Valley Council Directly affected residents Interest groups Grafton / wider community	Mid 2016	Roads and Maritime
Survey, geotechnical and utility investigations (land and river)	Project update Website Email to registered stakeholders Media release Stakeholder and resident meetings	Government agencies Clarence Valley Council Directly affected residents Interest groups Grafton / wider community	Mid 2016	Fulton Hogan
Early work including environmental controls, minor vegetation clearing, fencing, relocation of utilities, demolition of houses, establishment of site office and casting yard	Project update/notifications letter Website Email to registered stakeholders Media release Stakeholder and resident meetings	Government agencies Clarence Valley Council Directly affected residents Interest groups Grafton / wider community	Late 2016	Fulton Hogan

Detailed design including urban design, traffic staging, pedestrian and cycle staging and landscaping	Email to registered stakeholders Media release Advertising Stakeholder and resident meetings	Government agencies Clarence Valley Council Directly affected residents Interest groups Grafton / wider community	Late 2016/early 2017	Fulton Hogan
Construction				
Start of major work	Project update Website Email to registered stakeholders Media release Stakeholder and resident meetings	Government agencies Clarence Valley Council Directly affected residents Interest groups Grafton / wider community	Early 2017	Fulton Hogan
Traffic changes including road closures, detours, opening temporary section of road etc	Notification letter Website Email to registered stakeholders Media release Advertising Stakeholder and resident meetings	Government agencies Clarence Valley Council Directly affected residents Interest groups Grafton / wider community	As per construction program	Fulton Hogan
Bridge construction	Notification letter Website Email to registered stakeholders Media release Stakeholder and resident meetings	Government agencies Clarence Valley Council Directly affected residents Interest groups Grafton / wider community	As per construction program	Fulton Hogan
Project opening	Project update Website Email to registered stakeholders Media release Advertising Stakeholder and resident meetings	Government agencies Clarence Valley Council Directly affected residents Interest groups Grafton / wider community	2019	Fulton Hogan

Appendix C – Potentially Impacted Properties







Levee Works 50 to 85% Detailed Design (NSW Public Works, 12/07/2016)

Levee Work Zone (RMS, 20/07/2016)

Levee Property (RMS, 20/07/2016) [LPO No.]



1:10,000
at A3

100 0 100 200 300 400 500
Metres

Map Created:	20/07/2016
Author:	HOOLEA

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Levee Works 50 to 85% Detailed Design (NSW Public Works, 12/07/2016)

Levee Work Zone (RMS, 20/07/2016)

Levee Property (RMS, 20/07/2016) [LPO No.]



1:10,000
at A3

100 0 100 200 300 400 500
Metres


Map Created:	20/07/2016
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Appendix D – Key behaviours

Customer Promises and Commitments

We will listen and take action

- We will use your feedback to continually improve services.
- We will actively manage your matter from start to finish.
- We will be contactable in ways that work for you.

We will consult and collaborate

- We will consult with you regularly on projects and matters that impact you.
- We will include communities in our decision making process.
- We will use your insights to inform our decisions and outcomes.

We will make safety our priority

- We will work to maximise safety on our roads and waterways.
- We will provide a safe environment for the community and our staff.
- We will work to ensure that vehicles and vessels are registered, licensed and operated safely.

We will keep you informed

- We will provide you with information to make safe and efficient travel choices.
- We will minimise disruption to your travel through appropriate diversions and relevant information.
- We will communicate future plans for NSW roads and waterways.

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