

Community Communication Strategy  
Sydney Intermodal Terminal Alliance

NSW Department of  
Planning and Environment  
**APPROVED**  
21st February 2017

Revision number: v4

Revision date: 01/02/17



Mr Michael Yiend  
Development Director  
Qube Property Management Services  
Level 27  
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SYDNEY NSW 2000

Our ref: SSD-5066

Dear Michael

**Moorebank Intermodal Terminal Concept Plan and Stage 1 (Early Works) (SSD-5066):  
Approval of a Community Consultation Strategy in accordance with condition C1**


I refer to correspondence received on 21 December 2016 submitting the Community Consultation Strategy (Strategy) under the requirements of condition C1. I also note the Strategy was subsequently amended to respond to the Department's comments.

Following the Department's review, I am satisfied the amended Strategy (v4, dated 01.02.17) addresses the requirements of condition C1.

I note a number of outstanding editorial errors, as detailed in **Attachment A** to this letter, which should be corrected. Please submit an updated version of the Strategy as soon as possible, and ensure this version is made publicly available.

If you have any further queries or require clarification on this matter, please contact Jacqui McLeod, Team Leader - Infrastructure Management on 9274 6454 or by email to [jacqui.mcleod@planning.nsw.gov.au](mailto:jacqui.mcleod@planning.nsw.gov.au).

Yours sincerely

 21-2-17  
Stacy Warren  
Director  
Post Approvals - Infrastructure  
As delegate of the Secretary



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## 1. Introduction

The Moorebank Intermodal Terminal Development involves the construction and operation of the necessary infrastructure to support an import-export terminal with the ultimate capacity to handle up to 1.05 million containers a year and a separate interstate terminal that will ultimately have capacity for up to 500,000 containers a year.

The total economic benefits of the project are estimated at close to \$9 billion, including relieving traffic congestion on Sydney's roads, reducing costs to business and better environmental outcomes. It is predicted that over 1,300 jobs will be created during the construction phase, with around 7,000 jobs created mainly in South-West Sydney once the intermodal terminal precinct is fully developed.

In June 2015 the Government's Moorebank Intermodal Company (MIC) signed an agreement with Sydney Intermodal Terminal Alliance (SIMTA) for the development of the Moorebank Intermodal Terminal. The agreement made SIMTA the responsible body for developing and operating the intermodal freight terminal and warehousing across both the Commonwealth and SIMTA-owned land at Moorebank.

On Friday 3 June 2016, the NSW Planning Assessment Commission approved MIC's Stage 1 State Significant Development Concept Approval for an intermodal terminal on the MIC owned land at Moorebank, together with Early Works (Stage 1).

SIMTA has subsequently awarded a contract to Liberty Industrial (Liberty) to undertake demolition and remediation works, in preparation of future development of the Moorebank Intermodal Terminal Precinct.

The scope of Liberty's work involves 'Early Works' (Stage 1) incorporating the demolition of buildings, including services termination and diversion; rehabilitation of the excavation/earthmoving training area; remediation of contaminated land; removal of underground storage tanks; heritage impact remediation works; and the establishment of construction facilities and access, including site security.

## 2. Document purpose

This Community Communications Strategy has been developed by KJA on behalf of Liberty Industrial to address the requirements in Part C of the Development Consent for Application No. SSD 5066, covering Early Works for the Moorebank Intermodal Terminal Development site. The Community Communications Strategy has been developed as a sub-plan to SIMTA's overarching Communication and Engagement Strategy, which describes how SIMTA will manage the multiple interfaces the project will have with the community and other stakeholders surrounding the Moorebank Intermodal Terminal.



This document is submitted to address CoA C1 and operates in line with the Communications and Engagement Strategy which is the overarching precinct level document for the entire project.

The Liberty Industrial CCS applies to the life of Liberty's Early Works and is designed to ensure a consistent and coordinated approach to community engagement by SIMTA and Liberty's delivery team. It specifies the tools and activities to facilitate interaction across various stakeholder groups, together with the provision of relevant and timely communication with the community in relation to potential impacts that may result from the work.

In particular, this CCS:

- provides an overview of the internal communication systems to ensure a consistent and coordinated approach to stakeholder engagement;
- identifies the specific tools and activities that will be used to deliver relevant and timely community information about the Early Works; and
- outlines the procedures and mechanisms to record and respond to community and stakeholder queries or complaints.

The table on the following page links the Development Consent Requirements to the relevant sections of this Plan.



## Stakeholder and Community Liaison Requirements

Requirement	Reference (in this document)
<b>2.0 General requirements</b>	
2.1 General community liaison obligations	Section 3
2.2 Electronic Database	Sections 4, 7.1 & 9.4
2.3 Stakeholder and Community Liaison Plan	All sections
2.4 Communications Management	Sections 3.2 & 8
2.5 Enquires and complaints management	Section 7
2.6 Media, social media and government relations	Sections 3.2 & 7
2.7 Crisis communications	Section 9.7
2.8 Electronic information	Section 6.1
2.9 Social media	Section 6.1
2.10 Site inductions and training	Section 8.2
<b>3.0 Delivery of Early Works</b>	
3.1 Meetings with stakeholders and the community	Section 6.9
3.2.1 Community notifications	Sections 6 & 9
3.2.2 Information to the Principal	Sections 8.2 & 9
3.3 Site inspections	Section 9.5

Table 1: Stakeholder and Community Liaison Requirements

CoA #	SSD Condition of Approval	Relevant Section
C1	Prior to the commencement of Early Works, or as otherwise agreed by the Secretary, the Applicant shall prepare and implement a Community Communication Strategy to the satisfaction of the Secretary. The Strategy shall provide mechanisms to facilitate communication between the Applicant (and its contractor(s)), the Environmental Representative (see condition D1), the relevant Council and community stakeholders (particularly adjoining landowners) on the design and construction environmental management of the Early Works. The Strategy shall include, but not be limited to:	This document
C1(a)	(a) identification of stakeholders to be consulted as part of the Strategy, including affected and adjoining landowners, key community and business groups, and community and social service organisations;	Section 4
C1(b)	(b) procedures and mechanisms for the regular distribution of accessible information to community stakeholders on construction progress and matters associated with environmental management, including provision of information in appropriate community languages	Section 6
C1(c)	(c) procedures and mechanisms through which the community stakeholders can discuss or provide feedback to the Applicant and/or Environmental Representative in relation to the environmental management and delivery of the SSD;	Section 7
C1(d)	(d) procedures and mechanisms through which the Applicant can respond to enquiries or feedback from the community stakeholders in relation to the environmental management and delivery of the SSD; and	Section 7
C1(e)	(e) 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 SSD, including but not limited to disputes regarding rectification or compensation for impacts to third party property and infrastructure. These procedures and mechanisms may include the use of a suitably qualified and experienced independent mediator.	Section 7

Table 2: SSD Condition of Approval



Ministers Conditions of Approval (MCoA) – Response to Department of Planning

CoA	Requirement	DPE Comment Rev D dated 18/1116)	Proponent Response (Liberty Industrial) 3.02.2017
C1	Prior to the commencement of Early Works, or as otherwise agreed by the Secretary, the Applicant shall prepare and implement a Community Communication Strategy to the satisfaction of the Secretary. The Strategy shall provide mechanisms to facilitate communication between the Applicant (and its contractor(s)), the Environmental Representative (see condition D1), the relevant Council and community stakeholders (particularly adjoining landowners) on the design and construction environmental management of the Early Works. The Strategy shall include, but not be limited to:	<ul style="list-style-type: none"> <li>• Early works have not commenced and <i>Liberty Industrial Stakeholder and Community Liaison Plan, Sydney Intermodal Terminal Alliance</i> Rev v3 dated 21.12.16 was submitted prior to commencement of these works.</li> <li>• Please update title to align with CoA i.e. Community Communication Strategy.</li> <li>• S.2 - Please clarify the document's purpose by: (a) providing a clear statement that this document is submitted to address CoA C1 as is indicated in Tactical's covering email dated 21/12/16; (b) clarifying the how this document relates to other associated documents i.e. please explain what is meant by the sentence 'Part C of the Development Consent is being addressed by the Precinct CCS (developed By Elton); and (c) define and or provide glossary and include the following terms D&amp;S, LPWDR.</li> </ul>	<ul style="list-style-type: none"> <li>• Title has been changed to Community Communications Strategy</li> <li>• Purpose has been updated and clarification on how it will operate in line with the overarching Communications and Engagement Strategy for the entire project.</li> <li>• Clarifications have been provided on references to DC, and acronyms have been defined.</li> </ul>
(a)	identification of stakeholders to be consulted as part of the Strategy, including affected and adjoining landowners, key community and business groups, and community and social service organisations;	<p>The stakeholder groups listed in s 4 are particularly broad and should be more focused as specified by this condition which requires 'identification of....<u>affected</u>....landowners' and '<u>key</u> community and business groups, and community and social service organisations'. Hence, the following stakeholders are required to be identified in an Appendix:</p> <ul style="list-style-type: none"> <li>• All community/business, government agency and local council submitters in the Response to Submissions (RtS) report dated May 2015 and any additional submitters identified in the supplementary RtS, dated August 2015 and any</li> <li>• Any new stakeholders such as the Residents Against Moorebank Intermodal Development (RAID),</li> <li>• All sensitive receivers identified in the CNVMP. These receivers need only be identified by street name and suburb;</li> </ul>	Section 4 has been updated to include all stakeholders. In particular those that have raised sensitivities and issues related to demolition works during the Department of Planning exhibition period.





		<ul style="list-style-type: none"> <li>Define the following: immediate neighbours (i.e. within 7km of the site boundary along 7 streets); Australian Government, NSW Government; Relevant Government Authorities and Agencies (i.e. at a minimum this would include all agencies stipulated in the CoAs);</li> <li>List relevant 'businesses and community groups in the adjacent suburbs of Moorebank, Wattle Grove, Casula, Liverpool, Glenfield and Holsworthy';</li> <li>Please clarify what is meant by 'other organisation involved in the MITD'?</li> </ul> <p>(Please refer to Appendix A for an example).</p>	
<b>(b)</b>	Procedures and mechanisms for the regular distribution of accessible information to community stakeholders on construction progress and matters associated with environmental management, including provision of information in appropriate community languages;	<p>Please update S 6 to address the following:</p> <ul style="list-style-type: none"> <li>elaborate on the 'process for community notifications, newsletters and other collateral' given that it 'has already been established' and also provide an indication of the frequency that this information will be distributed to the community; and</li> <li>include estimated frequency for community drop-in sessions.</li> </ul>	<ul style="list-style-type: none"> <li>Section 6 has been updated to include clarifications on notifications/newsletter frequencies. Fact sheets have also been added as a piece of collateral.</li> <li>Clarification has been provided on community drop in session, and community presentation/briefings.</li> </ul>
<b>(c)</b>	Procedures and mechanisms through which the community stakeholders can discuss or provide feedback to the Applicant and/or Environmental Representative in relation to the environmental management and delivery of the SSD.	<ul style="list-style-type: none"> <li>Detailed in s 7</li> </ul>	No action required.
<b>(d)</b>	Procedures and mechanisms through which the Applicant can respond to enquiries or feedback from the community stakeholders in relation to the environmental management and delivery of the SSD; and	<ul style="list-style-type: none"> <li>Detailed in s 7</li> </ul>	No action required.
<b>(e)</b>	Procedures and mechanisms that would be implemented to resolve issues/disputes that may arise between parties on the matters relating to the environmental management and delivery of the SSD, <u>including but not limited to disputes regarding rectification or compensation of impacts to third party property and infrastructure.</u> These procedures and mechanisms may include the use of a suitably qualified and experienced independent mediator.	<ul style="list-style-type: none"> <li>Generally detailed in s 7 &amp; 8.</li> <li>Please update to provide details of the property damage claims process (refer Appendix B for example).</li> </ul>	Property damage claims process has been included in Section 7,



**EDITORIALS**

- S 2, first bullet point – add ‘to’ between ‘approach’ and ‘stakeholder engagement’.

KJA to address

*Table 3: Minister Conditions of Approval (McOA) – Response to Department of Planning*



### 3. Communication and engagement approach

Liberty acknowledges the high levels of expectation in relation to community and stakeholder engagement for the Moorebank Intermodal Terminal Development and is committed to fostering positive community sentiment during delivery of the Early Works package.

#### 3.1 Objectives

The key objectives of Liberty's approach to communication and community engagement are focused on the following:

- Clear communication – to communicate effectively the potential impacts or disruption to stakeholders through appropriate methods of communication.
- Confidence building – to build trust in the process among stakeholders so they are confident that they will be informed and listened to.
- Methods and procedures – to minimise and address potential impacts, including the means through which stakeholders and the community can provide feedback or raise issues about the impact of Liberty's work.
- Reputation management – to minimise negative perceptions and maximise positive sentiment about the project.

#### 3.2 Community and stakeholder management

To ensure a consistent and coordinated approach to communication, Liberty has appointed a Stakeholder and Community Liaison Manager (SCLM) for the duration of Early Works package.

The SCLM's primary role will be to:

- Attend meetings on behalf of Liberty for matters relating to communication and community engagement.
- Provide a direct interface with SIMTA Community Engagement Coordinator (CEC) and the community as required.
- Keep relevant parties informed of, and provide all relevant information regarding, current and upcoming work activities that have, or can be reasonably expected to have, an impact on stakeholders and the community.
- Develop and maintain a calendar of upcoming works and update relevant parties about any current or emerging issues in relation to stakeholder and community engagement.
- Respond and address any enquiries or complaints received that relate to the Early Works as required.
- Draft regular construction notices for any activities by Liberty that have the potential to impact the community; and provide at least 7 days notice before commencing work.



## 4. Stakeholder overview

Liberty recognise that there are a broad range of stakeholders with an interest in the Moorebank intermodal Terminal Development and the need to maintain an ongoing relationship with the community throughout the delivery of the Early Works to support SIMTA’s reputation as a good corporate citizen. The Liberty team have shown that they have a strong existing relationship with the SIMTA team and they will continue to work collaboratively to ensure positive relations are maintained and enhanced.

The table below highlights key stakeholders groups, and some of the high level issues currently raised. The Communications strategies and associated methodologies including, methodologies, collateral development, and information briefings form part of the mitigation management to address these issues.

Stakeholder Group	Stakeholders	Key Issues
<ul style="list-style-type: none"> <li>State and Federal Government</li> </ul>	<ul style="list-style-type: none"> <li>NSW Government</li> <li>Federal Government</li> <li>Members of Parliament: Mr Craig Kelly MP (Federal Member for Hughes and Ms Melanie Gibbons MP (State Member for Holsworthy)</li> </ul>	<ul style="list-style-type: none"> <li>That they and their constituents are well informed, in a timely and appropriate manner.</li> <li>That all ‘on site’ issues such as noise, dust and vibration are managed in accordance with all requirements.</li> </ul>
<ul style="list-style-type: none"> <li>Local Government</li> </ul>	<ul style="list-style-type: none"> <li>Fairfield City Council, Wakeley</li> <li>Liverpool Council</li> </ul>	
<ul style="list-style-type: none"> <li>Project Delivery-Related</li> </ul>	<ul style="list-style-type: none"> <li>Moorebank Intermodal Company</li> </ul>	<p>To keep all internal stakeholders well informed, of progress, stakeholder issues and status of any complaints.</p> <p>Issues are identified early and mitigation measures are put in place and monitored to prevent complaints and risk of escalation of issues.</p>
Key Community and Sensitive Groups	<ul style="list-style-type: none"> <li>Liverpool Action Group Inc.</li> <li>Residents Against Moorebank Intermodal Development (RAID), Casula</li> <li>East Liverpool Progress Association, Moorebank</li> </ul>	<p>Liberty recognise that some issues as listed below will be of greater concern to certain residents. They will work with SIMTA to ensure that there is a clear understanding and respect of issues that will require a more personalised and sensitive approach.</p> <p>Air quality</p> <ul style="list-style-type: none"> <li>Dust from crushing plant, vehicle/truck/plant movement and site activities. Any existing pollution issues may be compounded by additional vehicle and diesel train emissions</li> </ul>



	<ul style="list-style-type: none"> <li>Moorebank Heritage Group, Hammondville</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring and mitigation/dust suppression strategies need to be adequate and carefully monitored.</li> <li>Health impacts associated with air pollution and dust (especially for children and elderly residents).</li> </ul> <p>Approvals</p> <ul style="list-style-type: none"> <li>Proper approvals not in place</li> <li>Acting prematurely based on concept approval only</li> <li>Activities do not match with zoning</li> <li>Concerns around legitimacy/integrity of approvals process/are correct procedures being followed</li> <li>Residents being 'sold out' by government for financial gain</li> <li>Traffic modelling out-of-date/traffic impacts not assessed</li> <li>Inappropriate site selection (industrial development does not fit with residential locality, site too large, better suited regional locations available)</li> </ul> <p>Consultation</p> <ul style="list-style-type: none"> <li>Lack of community consultation</li> <li>Residents uninformed</li> <li>No information for community members</li> <li>Lifestyle</li> </ul> <p>Impacting on families and neighbourhoods</p> <ul style="list-style-type: none"> <li>Sleep disruption</li> <li>Study disruption (HSC students in particular)</li> <li>Traffic/congestion and access (M5, ANZAC Road and Moorebank Avenue in particular)</li> <li>Safety (truck movements in particular)</li> <li>Noise and vibration from construction works, traffic and intermodal operations</li> <li>Impact on local facilities (e.g. Barefoot Ski Club, retirement/aged care facilities, child care, schools)</li> </ul> <p>Environmental Concerns</p> <ul style="list-style-type: none"> <li>pollution of Georges River ,its affects effects on flora and Fauna Impacts on parklands in the nears, and associated habitats</li> </ul>
<ul style="list-style-type: none"> <li>Project Neighbors and Local Residents</li> </ul>	<p>The neighborhood is defined as the area contained in a radius of xx meters bounded by Moorebank Avenue, South Western Motorway, Georges River and East Hills Rail line.</p>	
<ul style="list-style-type: none"> <li>Local Residents</li> </ul>	<p>High residential areas are located within the suburbs of Wattle Grove and Holsworthy. Key main around and their feeder streets include ; Wattle Grove Drive, Australis Avenue , Anzac Road, Bardia Parade and Heathcoat Road.</p>	

Table 4: Key stakeholder groups

An up-to-date register of stakeholders and their interactions with the project will be managed and maintained through the Consultation Manager database. (Refer 7.1)



## 5. Key messages

The following messages will form the basis for all public communication relating to Early Work and ensure a consistent and coordinated approach by the project team.

### **Overarching:**

- The Moorebank Intermodal Terminal precinct is a vital piece of infrastructure for NSW that will transform the way containerised freight is handled across Sydney.
- On completion, the Moorebank Intermodal Terminal precinct will be Australia's largest purpose-built warehousing facility and will facilitate the movement of up to 1.5 million freight containers a year through Port Botany by rail instead of by road.
- The facility will ease traffic congestion from Sydney's roads by removing up to 2,700 heavy truck movements between Port Botany and Moorebank every day.

### **SIMTA:**

- In June 2015 the Government's Moorebank Intermodal Company (MIC) signed an agreement with Sydney Intermodal Terminal Alliance (SIMTA) for the development of the Moorebank Intermodal Terminal. The agreement made SIMTA the responsible body for developing and operating the intermodal freight terminal and warehousing across both the Commonwealth and SIMTA-owned land at Moorebank.

### **Liberty Industrial:**

- SIMTA has awarded a contract to Liberty Industrial to undertake demolition and remediation works, in preparation of future development of the Moorebank Intermodal Terminal.
- Liberty Industrial is Australia's leading provider of industrial deconstruction, demolition and remediation services.
- The organisation has an enviable reputation for innovation and safety in the management of large scale and technically complex, industrial demolition, hazardous materials removal and land remediation projects.

### **Stage 1 early works:**

- The Early Works are an important step in cleaning-up and remediating former defence land at Moorebank.
- The scope of Liberty's work incorporates the demolition of buildings, remediation of contaminated land; removal of underground storage tanks; heritage impact remediation works; and the establishment of construction facilities and access.

**Note:** A rolling monthly calendar of works with specific information relating to individual components of Liberty's Early Works, such as a description of work being undertaken expected duration, impacts and mitigation will be developed and included in community notifications and other materials as required.



## 6. Tools and activities

The following tools and activities will be used to engage with the community and ensure that stakeholders have access to information and can provide feedback throughout the life of Liberty's Early Works.

### 6.1 Website and social media

A project website [www.simta.com.au](http://www.simta.com.au) has already been established for the Moorebank Intermodal Development. This existing website will remain the primary online tool for providing the most up-to-date project information, as well as being one of the main contact points for queries and complaints. The web address will be included on all collateral. In addition to providing an overview of the project, the website will also be used to provide updates on Early Works and include:

- dedicated project information relating to upcoming works;
- copies of project notices;
- electronic link to relevant documents and plans;
- a contact page for enquiries and complaints, including
  - the 1800 community information line, and
  - the project email address and postal address.

Management of the website including uploading relevant materials will be coordinated through SIMTA's CEC. Liberty will not set up social media pages for Early Works or any aspect of the Moorebank Intermodal Development without the prior consent of SIMTA's CEC.

### 6.2 1800 Community information line

A 1800 community information line **1800 986 465** has already been established to engage with the community and stakeholders for the Moorebank Intermodal Development. The existing 1800 number will remain as one of the primary contact points for community queries. The number will operate 24hrs 7 days per week to answer and respond to queries and or complaints about specific construction activities.

The SIMTA CEC will be the first responder to all calls on the 24 hour community Information line and will contact Liberty's SCLM to respond to enquiries and complaints relating to Early Works, as required.

### 6.3 Project email

A project email address [simta@elton.com.au](mailto:simta@elton.com.au) has already been established to engage with the community and stakeholders for the Moorebank Intermodal Development. The project email address will be used to both respond to enquiries and to proactively contact stakeholders to provide updates about upcoming work.

The SIMTA CEC will manage and monitor the project email address and will forward enquires and complaints relating to Early Works to Liberty's SCLM for action and response, as required.

Information about upcoming works will be prepared by Liberty's SCLM and forwarded to SIMTA's CEC as required.



#### 6.4 Postal address

The postal address **PO Box 1488 Bondi Junction NSW 2022** has been established and will be included on all collateral, to facilitate communication with the community and other stakeholders via mail.

The SIMTA CEC will manage and monitor the PO Box and will forward enquires and complaints relating to Early Works to Liberty's SCLM for action. Responses will be coordinated through SIMTA's CEC.

#### 6.5 Advertisements in local media

A newspaper advertisement will be prepared and placed in local media by Liberty at least 7-days in advance, where there are significant out-of-hours work that have the potential to impact the community, and or at key project milestone that are of interest to the community. Information would typically include:

- Overview of work, including specific construction information; expected duration; and
- contact details for enquires or complaints including a 24hr 1800 community information line, email, postal and website addresses.

#### 6.6 Hoarding / Fence signage

Signage will be coordinated by Liberty as required and installed on hoardings / safety fences at key locations around the site. Information will include:

- Relevant project information, together with contact details such as 1800 community information line, website, project email and postal address.

#### 6.7 Community notifications / newsletters

A process for community notifications, fact sheets, newsletters and other collateral has already been established and used to inform the community and other stakeholders about the various planning phases of the Moorebank Intermodal Terminal Development. Community newsletters are distributed on a regular basis to approx. 10,000 local residents. To date four newsletters have been distributed since August 2016, links to examples of these newsletters are provided below:

- SIMTA September newsletter, <http://simta.com.au/wordpress/wp-content/uploads/2016/09/SIMTA-September-Newsletter.pdf>
- SIMTA November newsletter, <http://simta.com.au/wordpress/wp-content/uploads/2016/11/SIMTA-Newsletter-November-2016.pdf>

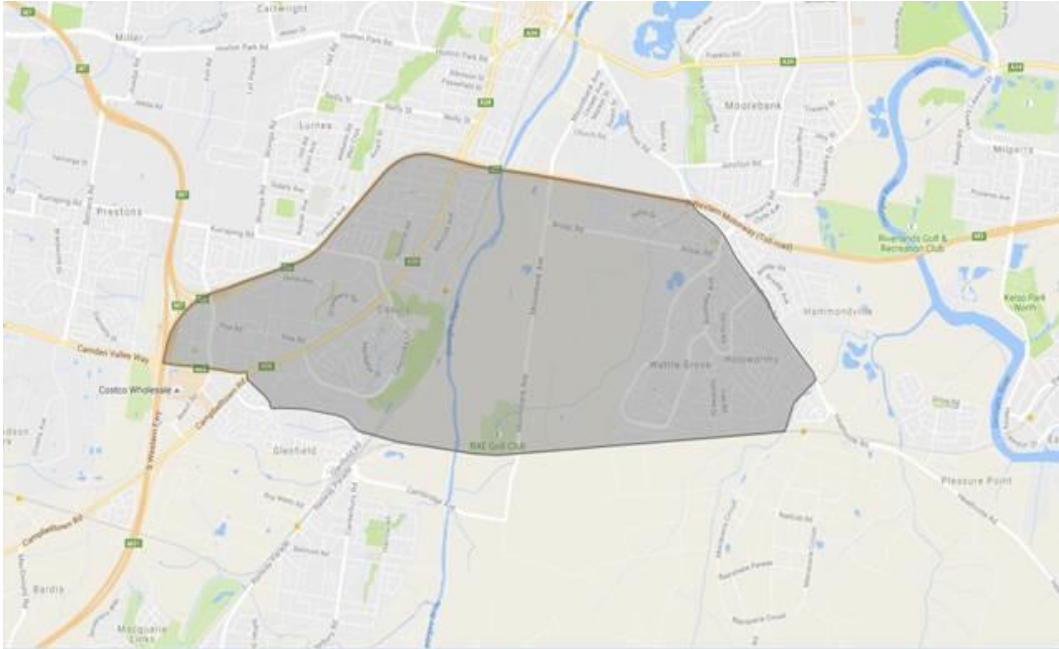
The frequency of newsletter releases will be determined by SIMTA's CEC based on the project's activities occurring and potential impacts on the local community. The frequency of newsletter release is currently 1 every 2-3 months. As the project progresses and pending on level of activity and information that is required to be given to the community this may change to monthly.

Community notifications will be written for specific activities that are determined as potentially having higher impacts this may include temporary traffic or pedestrians change, out of hours works and truck movements. To accompany information provided to community and to address





issues raised during the submissions period standalone fact sheets will be developed this may include mitigation measure being adapted to manage noise and dust.



*Newsletter distribution area*

Where Early Works are likely to have an impact on the community, information for inclusion in community notifications / newsletters and other collateral will be provided by Liberty's SCLM to SIMTA's CEC for design, print and distribution. This would typically include information such as:

- The nature of the work;
- where the work will be carried out;
- work hours and duration;
- possible impacts (noise, changes to traffic/parking, interruption to water supply, etc);
- contact details such as, 1800 number email and postal address for queries or complaints; and
- web address for further information.

### **6.8 Letterbox drops/ doorknocking**

For activities that may cause a direct impact on nearby businesses and residents, a door knock and/or letterbox drop would be undertaken by Liberty Industrial to provide advance notice of works. Doorknocking can also assist in identifying key community issues to be considered along with potential solutions to help minimise impacts.

A minimum of 7-days written notice (and verbal notification, where necessary) prior to work commencing will be provided to adjacent properties, or those that may be directly impacted by the works. Contact details would be included such as the 1800 community information line, email, postal and website addresses.



## **6.9 Community drop in event(s)**

Community drop-in sessions are a key engagement tool to update the community on construction works and will be considered at key milestones as required. It is envisaged that drop-in events would be scheduled outside of business hours, such as on a weeknight or Saturday to encourage the widest possible attendance.

Community drop-in events would be coordinated through SIMTA's CEC and attended by relevant members of Liberty's delivery team as required; and enable interested parties to view project information on display boards and speak directly with the project team to find out more about the status of the Moorebank intermodal Development and the work occurring on site.

In the early part of the project (2011-2014) a drop in centre was made available on the public, their interest in this was limited. The community were more receptive to collateral being provided.

In liaison with SIMTA issue specific briefings can be offered specific interest groups e.g. local residents on dust management. Standalone presentations will also be provided based on a request basis.

## **6.10 Community Information cards**

Information cards with the 1800 community information line have been prepared by SIMTA's CEC and will be provided to members of Liberty's delivery team to be handed out to stakeholders onsite who raise issues, or request information that cannot be readily addressed by personnel onsite.



## 7. Enquiries and complaints management

Effectively managing enquiries and complaints is critical to the successful delivery of Early Works for the Moorebank Intermodal Terminal Development. The process for managing and responding to enquiries or complaints is designed to be consistent with AS ISO 10002-2006 ***Customer satisfaction—Guidelines for complaints handling in organisations***. All community and stakeholder enquiries and complaints (except those received directly by the Liberty delivery team on site), will be coordinated through a centralised service managed by SIMTA. The service will be responsible for receiving and recording complaints and enquires, and will also include a feedback handling and escalation protocol for addressing complaints that are received.

### 7.1 Consultation Manager database

A record of all contact and correspondence with stakeholders and the community will be logged using the stakeholder management software platform 'Consultation Manager'. Information recorded will include:

- The distribution of newsletters, notifications (including email notifications);
- Details of community drop in-events, stakeholder briefings, doorknocking and letterbox drops;
- Complaints or enquiries including;
  - Name / address / contact details;
  - Time and date of complaint or enquiry;
  - Nature and status of complaint;
  - Action undertaken (where required); and
  - Response / resolution.

### 7.2 Response timeframes (performance standards)

The following timeframes have been set for managing enquiries or complaints received through the SIMTA centralised service or directly by Liberty.

- 4hrs –acknowledge and investigate enquiry/complaint received via 1800 community information number or email.
- 24hrs –provide verbal and or email response to enquirer or complainant regarding action undertaken (except where additional approval is required by SIMTA).
- 48hrs – Record outcome including action to resolve and close out enquiry or complaint in Consultation Manager; and provide a written response to letters within 48 hours.

**Note:** The timeframes noted above are an indicative upper limit. It is assumed that all urgent matters requiring immediate action will be forward to the SIMTA CEC / PD promptly, and dealt with in the most efficient manner to ensure the complainant is responded to as quickly as feasibly possible. Refer item 9.4 for timeframes for issues escalation of urgent matters or incidents.

Non-urgent enquiries or complaints received outside of business hours will be responded to on the next business day.



### 7.3 Environmental management

A suitably qualified and experienced Environmental Representative will be appointed by SIMTA prior to the commencement of Early Works. The Environmental Representative will be consulted on responses to the community concerning the environmental performance of Early Works, where the resolution of points of conflict with the community are required.

### 7.4 Issues and dispute resolution

Should a dispute arise between Liberty and another party, where a satisfactory resolution cannot be agreed, Liberty through SIMTA will follow a three-step dispute resolution process.

- **Stage 1:** Issue recorded and acknowledged by SIMTA CEC / Liberty CSLM and forwarded to Liberty Project Director for action / response.
- **Stage 2:** If issue/dispute is not resolved, it will be escalated back to the Project Director and a nominated SIMTA representative (including the Environmental Representative, where appropriate) for review and alternative action including attempted resolution. Direct communication will be undertaken with complainant during this process.
- **Stage 3:** Should the issue/dispute remain unresolved, an experienced third party mediator would be engaged to facilitate a mediated resolution.

### 7.5 Property Damage Claims

If a property owner believes damage has been caused as a direct result of Liberty Industrial construction activities they should immediately notify the Liberty Industrial SIMTA hotline on the Project information line: **1800 986 465 (free call)**

When damage is notified by the property owner the Liberty Industrial Community Relations Team will enter the details of the damage into the Project database (Consultation Manager). An appointment will then be arranged at a mutually convenient time with the property owner to inspect the damage and assess whether any such damage has been caused directly by the Liberty Industrial works. At this meeting a copy of a precondition property survey has been undertaken this will be used as part of the assessment process, in line with works that were occurring at the time of the alleged damage.

#### **Damage attributed to Liberty Industrial**

If the inspection assesses the damage as being caused directly by the Liberty Industrial works, the Community Relations Team member and Liberty Industrial project manager will liaise with the property owner and arrange for rectification of the damage to its previous conditions in a timely manner.

#### **Damage not attributed to Liberty Industrial**

If the inspection assesses the damage as not being material or as not being caused directly by Liberty Industrial works, the Liberty Industrial Project Team will write to the property owner advising of the outcome of the survey/assessment and the rationale for the decision.

If the property owner is not satisfied with this resolution then the matter will be referred to a third party in line with the complaints and enquiry escalation process (Section 7.6).



### 7.6 Complaints and enquiry handling flowchart

The enquiry and complaints management / escalation process will be undertaken as per the chart below.

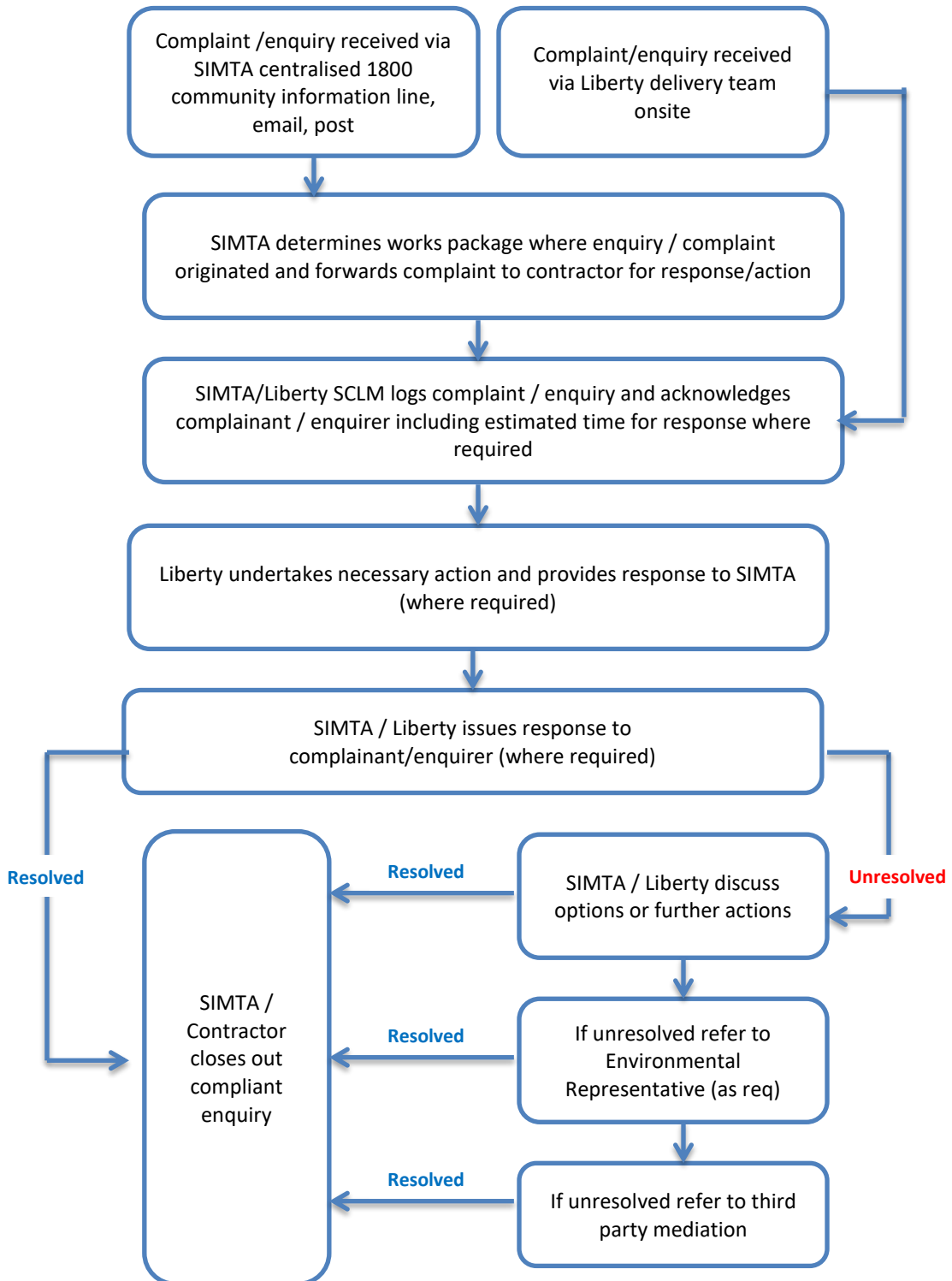


Figure 1: Complaints and enquiry handling flowchart



## 8. Roles and responsibilities

### 8.1 SIMTA Community Engagement Coordinator

SIMTA's Community Engagement Coordinator (CEC) will act as the primary contact point for ongoing liaison and meetings with Liberty's SCLM and for coordination of community enquiries and complaints, as required.

### 8.2 Liberty Stakeholder and Community Liaison Manager

The role of Liberty's nominated Stakeholder and Community Liaison Manager (SCLM) will be shared between:

- Nethan Kana mobile: 0417 221 190; and
- Nigel Crawshaw mobile: 0424 718 786

The SCLM will be the primary contact point for ongoing liaison and meetings with SIMTA's CEC and for community enquiries and complaints, as required.

Liberty will ensure that relevant personnel, including any subcontractors, are adequately inducted and trained on the stakeholder and community relations requirements of the Contract Documents prior to those personnel commencing the Works.

### 8.3 Liberty Project Director

Liberty's Project Director will act as the nominated Contract Representatives in relation to any disputes that require the involvement of SIMTA, the Environmental Representative and/ or a third party mediator.

### 8.4 Environmental Representative

The Environmental Representative will be appointed by SIMTA prior to the commencement of Early Works and will be the principal point of advice in relation to the environmental performance of the project and for issues raised by the community.

This includes acting as a key point of contact for the resolution of points of conflict with the community.



## 9. Controls and procedures

### 9.1 Approvals

Where Liberty coordinates or produces collateral such as, communication notifications, advertisements, signage or other forms of public communication, approval is to be sought from the SIMTA CEC and Project Director.

Liberty's SCLM will provide at least 15 business days' notice to SIMTA's CEC and the Projector Director before commencing any work that has the potential to have a material impact on stakeholders or the community,

At least 7 days written notice will be provided to stakeholders and the community.

### 9.2 Calendar of works

Liberty's SCLM will prepare and make available to SIMTA's CEC a rolling calendar of work activities 20 business days in advance of work occurring. The Calendar will be used to schedule communication activities including, works notifications, newsletters, web updates, drop-in events, doorknocking, letterbox drops and advertising notices as required.

### 9.3 Monitoring and review

Ongoing monitoring and evaluation of all complaints and enquiries will be undertaken by Liberty's SCLM to ensure emerging issues are identified early and reported to the SIMTA CEC so as corrective action can be taken where necessary.

### 9.4 Monthly reporting

Monthly reports will be prepared by Liberty's SCLM and distributed to SIMTA's CEC, based on the information contained in the Consultation Manager database.

### 9.5 Site inspections

Site access for SIMTA's CEC, including for photography and videography purposes, will be subject to the approval of the site manager and relevant safety requirements.

### 9.6 Issues and incident escalation

The escalation of issues and complaints will be coordinated through Liberty's SCLM to SIMTA's CEC and will be based on the following timeframes

- Unresolved community or stakeholder complaints - 4hrs
- Issues or incidents that may attract media attention or impact on the reputation of the Government or SIMTA – 15 minutes
- Other issues or incidents that may impact on the project – 1 hr

### 9.7 Crisis management

Crisis Management and response times will be managed in accordance with the SIMTA Moorebank Intermodal Communication and Engagement Strategy.

In the event of a crisis, Liberty Industrial will inform the Crisis Communications Team (CCT) led by SIMTA's Head of Corporate Communications and be supported by SIMTA's Communication & Engagement Coordinator (CEC) and other senior SIMTA personnel, as required.



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