

SYDNEY FISH MARKET REDEVELOPMENT

COMMUNITY COMMUNICATION STRATEGY

Prepared by Infrastructure NSW

July 2020



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Drafts and revisions

Rev	Date	Prepared By	Reviewed By	Approved By	Remarks
1	29 Jun 20	V Popovski Senior Communications Officer Infrastructure NSW			

1. Introduction

In September 2019, the Premier announced funding approval for the delivery of the new Sydney Fish Market (nSFM) at the head of the bay and masterplanning of the current fish market site and land surrounding Blackwattle Bay.

Infrastructure NSW, on behalf of the NSW Government, submitted two associated State Significant Development Applications (DA) to the Department of Planning, Industry and Environment (DPIE) for assessment:

- A concept DA for the first stage of the development including early works and repairs to the existing sea wall
- A DA for design, construction and operation of the new Sydney Fish Market.

Planning consent for the project was granted on 12 June 2020 based on the development of an Environmental Impact Statement (EIS), public exhibition period and extensive consultation with key stakeholders and the broader community.

This strategy informs the Stage 1 Early Works (demolition of existing structures and sea wall works) and has been developed to meet the requirements of condition B6 of Schedule 3 (Part B) of the concept DA consent (SSDA 8924), which is reproduced below:

Community Communication Strategy

B6. No later than two weeks before the commencement of any works, a Community Communication Strategy must be submitted to the Planning Secretary for approval. The CCS must be approved by the Planning Secretary prior to the commencement of any works or within another timeframe agreed with the Planning Secretary. The Community Communication Strategy must provide mechanisms to facilitate communication between the Applicant, the relevant Council and the community (including adjoining affected landowners / occupants, sensitive receivers and others directly impacted by the development), during the design and construction of the development and for a minimum of 12 months following the completion of construction.

The Community Communication Strategy must:

- (a) identify people to be consulted during the design and construction phases;*
- (b) set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the development;*
- (c) provide for the formation of community-based forums, if required, that focus on key environmental management issues for the development;*
- (d) set out procedures and mechanisms:*
 - (i) through which the community can discuss or provide feedback to the Applicant;*
 - (ii) through which the Applicant will respond to enquiries or feedback from the community; and*
 - (iii) to resolve any issues and mediate any disputes that may arise in relation to construction and operation of the development, including disputes regarding rectification or compensation.*

1.1 Communication and engagement objectives

The following objectives have been developed to guide communication and engagement for the redevelopment of the new Sydney Fish Market:

- Promote informed dialogue with stakeholders and the community;
- Proactively identify and manage project issues in a transparent way;
- Enhance stakeholder relationships, particularly among neighbours and relevant authorities;
- Manage stakeholder and community expectations;
- Ensure that communication is distributed broadly and on time to keep the wide range of stakeholders well informed; and
- Meet the requirements of the development consent conditions relating to a Community Communication Strategy and a system to manage complaints, feedback and inquiries including dispute resolution.

1.2 Community communication strategy and key project milestones

The Community Communication Strategy has been developed to meet the conditions of consent prescribed by SSD 8924. It will be implemented for the duration of the design and construction of the development and for a minimum of 12 months following the completion of construction. This Strategy will be updated if required at relevant project milestones such as completion of construction stages, to respond to compliance outcomes or in response to a written request from the Secretary.

The following table outlines project milestones that have occurred from project announcement in 2016 and future forecast milestones through to 2024.

Timing	Milestone
2016	Project announcement by NSW Government
2017	Design unveiled
September 2019	Government commits \$750 million, planning process commences – SSDA submitted to DPIE
17 June 2020	Planning consent announced (granted on 12 June 2020)
July 2020	Early Works contractor announced
July 2020	Stage 1 Early works (demolition of existing structures and sea wall works) commence
Late 2020	Main Works contractor announced
Early 2021	Stage 2 Marine Main works piling work
Late 2021	Stage 2 Construction

Timing	Milestone
Late 2024	New Sydney Fish Market opens

Please note, this timeline is indicative and milestone dates are subject to change. Please refer to Staging Plan submitted to the DPIE under separate cover for further details on the proposed staging program.

1.3 Conditions of consent

This strategy has been developed to address the following conditions of consent:

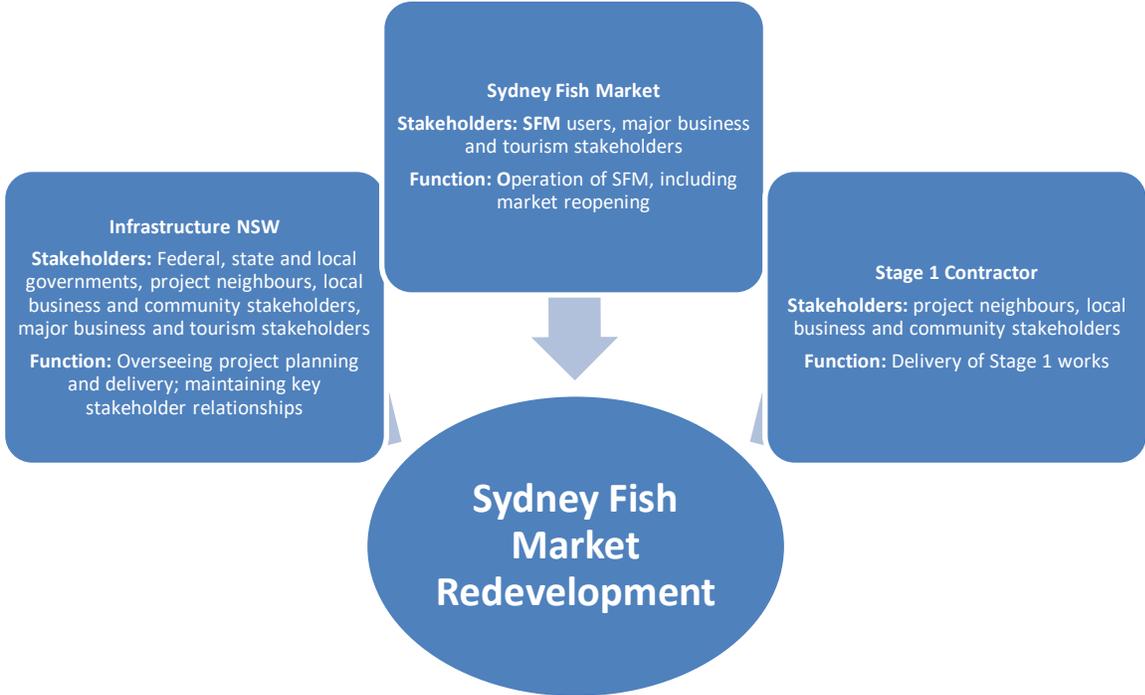
Condition	Detail	Where it is addressed in this strategy
B6	No later than two weeks before commencement of any works, a Community Communication Strategy must be submitted to the Planning Secretary for approval. The CCS must be approved by the Planning Secretary prior to commencement of any works or within another timeframe agreed with the Planning Secretary. The community Communication Strategy must provide mechanisms to facilitate communication between the Applicant, the relevant Council and the community (including adjoining affected landowners / occupants, sensitive receivers and others directly impacted by the development), during the design and construction of the development and for a minimum of 12 months following the completion of construction.	The Strategy is proposed to be submitted to the Planning Secretary in the week beginning 1 July 2020. Mechanisms for communication with all stakeholders are outlined in Section 4 with communication tools nominated for each stakeholder in Section 3. Commitment to timeframe for implementation of the CCS is included in Section 1.2.
	The Community Communication Strategy must:	
	a) identify people to be consulted during all sections of the construction related to this development	Section 3
	b) set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the development	Section 3 and 4
	c) provide for the formation of community-based forums, if required, that focus on key environmental management issues for the development	Section 4
	d) set out procedures and mechanisms:	

Condition	Detail	Where it is addressed in this strategy
	i. through which the community can discuss or provide feedback to the Applicant	Section 5.1.1
	ii. through which the Applicant will respond to enquiries or feedback from the community	Section 5.1 and 5.2
	iii. to resolve any issues and mediate any disputes that may arise in relation to construction and operation of the development, including disputes regarding rectification or compensation.	Section 5.2.3

1.4 Roles and responsibilities

Infrastructure NSW has been charged by the NSW Government with development and delivery of the Sydney Fish Market Redevelopment project. The Sydney Fish Market Pty Ltd will become the operator of the new SFM upon its completion. The Stage 1 Contractor will be responsible for the demolition of existing structures and wharves and preparation of the site for the Stage 2 Main Works.

All parties have a role in project communications and stakeholder engagement as outlined in the diagram below.



2. Issues identification, analysis and management

The following issues have been identified as potential or actual issues that may have already been raised by the community and stakeholders, that will require an appropriate communications response to be developed during the Stage 1 demolition works.

The mitigation strategies reflect the requirements of the consent conditions and identify the various management plans that are required to be prepared. The suggested mitigation strategies provided will continue to be reviewed and revised as required during the works.

Potential or existing risk	Stage	Likelihood	Mitigation strategies
Nearby stakeholders experience noise and vibration disruption during the demolition and construction	Design, demolition and construction	High	<ul style="list-style-type: none"> Construction Noise and Vibration Management Plan to be prepared by Stage 1 contractor. Noise and vibration monitoring on site. Consultation with stakeholders of surrounding receiver buildings when developing the construction schedule, taking into account noise sensitive periods. Regular liaison with surrounding community to notify of upcoming noisy works and how they will be managed.
Nearby stakeholders experience potential dust impacts	Design, demolition and construction	Moderate	<ul style="list-style-type: none"> Construction Air Quality Management Sub-Plan to be prepared by Stage 1 contractor identifying available dust mitigation strategies.
Construction related vehicles impacting on local parking	Design, demolition and construction	Low	<ul style="list-style-type: none"> Construction Traffic and Pedestrian Management Plan to be prepared by the construction contractor, including a Construction Worker Transportation Strategy (CWTS).
Increase of construction traffic	Design, demolition and construction	Moderate to high	<ul style="list-style-type: none"> Construction Pedestrian and Traffic Management Plan to be prepared by Stage 1 contractor. Have a “no surprises” approach by openly communicating construction traffic arrangements with nearby stakeholders.

Potential or existing risk	Stage	Likelihood	Mitigation strategies
Serious emergencies: Onsite disasters or hazards, death of construction workers or public, serious damage to private property etc.	Design, demolition and construction	Low to moderate	<ul style="list-style-type: none"> Infrastructure NSW and the Stage 1 contractor to agree on an emergency management protocol and associated communications protocol. INSW to conduct quarterly safety audits
Increase in bulk and size of the new fish market	Design, demolition and construction Operations	Low	<ul style="list-style-type: none"> Have a “no surprises” approach so community members are informed of new size and height before construction commences. Make information on the design available to the community. Maximum envelope approved in stage 1 development application.

3. Stakeholder analysis

To meet obligations set out in the Development Consent (Condition B6 (a)), this Section addresses the stakeholders to be consulted with during all project phases. To best understand the stakeholders who are affected or have an interest in the project and determine the most effective way to engage and communicate these groups, the following categories have been developed:

- Federal and State government;
- local government;
- project neighbours;
- community groups;
- major business and tourism stakeholders

This categorisation will ensure that communication and engagement activities are targeted and guided by a strong purpose. This section provides a break-down of each stakeholder group, including relationship owner, interests and proposed engagement approach

3.1 Federal and State government

Responsibility	Infrastructure NSW
Description	<ul style="list-style-type: none"> • The Hon Gladys Berejiklian, MP – NSW Premier • The Hon Stuart Ayres, MP – Minister for Tourism • The Hon Rob Stokes, MP – Minister for Planning • The Hon Tanya Plibersek, MP – Federal Member for Sydney • The Hon Alex Greenwich, NSW Member for Sydney • Relevant NSW Government departments and agencies (including Department of Planning, Industry and Environment, Transport for NSW, EPA)
Issues and interests	<ul style="list-style-type: none"> • Alignment with Federal and State objectives and plans • Delivering a world-class nSFM on time, within budget and to the community’s expectations • Ensuring all necessary regulations and conditions are met • Minimising disruption to the local community during construction and operation • Commitment to community consultation
Communication tools	<ul style="list-style-type: none"> • Meetings • Briefings



3.2 Local government

Responsibility	Infrastructure NSW
Description	The nSFM is in the City of Sydney local government area. The City of Sydney is represented by a Lord Mayor and nine Councillors who are elected for a four-year term. The last election was in September 2016 and the next election is scheduled for September 2021 during the Stage 2 construction period. The current Lord Mayor is Councillor Clover Moore and current Deputy Lord Mayor is Councillor Jess Scully. Other current Councillors are Craig Chung, Christine Forster, Robert Kok, Jess Miller, Professor Kerryn Phelps AM, Linda Scott, Professor Philip Thalys and Angela Vithoulkas.
Issues and interests	<ul style="list-style-type: none"> • Minimising disruption to the local community during construction and operation • Commitment to community consultation • Project justification • Design Excellence • Social infrastructure • Active transport infrastructure
Communication tool	<ul style="list-style-type: none"> • Meetings • Briefings • Community Consultative Committee

3.3 Project neighbours

3.3.1 Residents

Responsibility	Stage 1 contractor, in liaison with Infrastructure NSW
Description	The nSFM is surrounded by high and medium density residential areas in the suburbs of Pyrmont, Ultimo and Glebe. The map at Appendix A shows the residents and non-residents defined as project neighbours and noise sensitive receivers.
Issues and interests	<ul style="list-style-type: none"> • Potential noise, dust and vibration disruptions and any impacts on traffic and parking due to road closures and construction vehicles
Communication tools	<ul style="list-style-type: none"> • Letterbox drop • Phone/email • Website • Signage • Collateral e.g. Factsheets and flyers • Community pop-up stalls and drop-in information sessions • Online briefings



3.3.2 Community groups

Responsibility	Stage 1 contractor, in collaboration with Infrastructure NSW
Description	<p>Surrounding the nSFM are a number of local community groups, including:</p> <ul style="list-style-type: none"> • The Bays Community Reference Group • Pyrmont Action Inc • Pyrmont Ultimo Chamber of Commerce • Jackson Landing Coalition • Blackwattle Cove Coalition • Friends of Ultimo • Glebe Society • Ultimo Village Voice • Dragon Boats NSW • Rowing groups • Walk Sydney
Issues and interests	<ul style="list-style-type: none"> • Traffic and transport planning due to the projected increase in visitation to the site • Potential noise, dust and vibration disruptions and any impacts on traffic and parking due to road closures and construction vehicles • Pedestrian and light rail connections
Communication tools	<ul style="list-style-type: none"> • Briefings • Meetings • Phone/email • Website • Signage • Collateral e.g. Factsheets and flyers

3.4 Major business and tourism stakeholders

Responsibility	Infrastructure NSW, in collaboration with Stage 1 contractor
Description	<p>This category refers to stakeholders who have the capacity to significantly impact public perceptions about the project, given their reach and positions of authority. This includes:</p> <ul style="list-style-type: none"> • Committee for Sydney • Destination NSW • Tourism and Transport Forum
Issues and interests	<ul style="list-style-type: none"> • Delivering a world-class nSFM on time, within budget and to the community's expectations • Managing Sydney's growth and prosperity • Promoting Sydney's liveability through quality of market offering • Supporting Sydney's journey to becoming an even smarter and more responsive city through the use of data and technology • Enhancing Sydney's appeal to businesses, visitors and newcomers • Delivery timelines • Pedestrian and light rail connections
Communication tools	<ul style="list-style-type: none"> • Meetings • Briefings

4. Communication tools

To meet obligations set out in the Development Consent (Condition B6(b)), this section addresses the procedures and mechanisms (or communication tools) available for the regular distribution of accessible information about or relevant to the development.

This section describes the communication tools to support the objectives and aims of this Strategy. These will be supported by Ministerial and Departmental speaking and media opportunities.

4.1 INSW nSFM Redevelopment webpage

What	<p>The Infrastructure NSW Blackwattle Bay webpage provides a comprehensive source of project information. The website will be promoted in all communication activities. Regular updates to the website will ensure currency of information. Other communication material such as community updates will be stored on the webpage.</p> <p>The Sydney Fish Market also hosts a site dedicated to the nSFM redevelopment. Content is in line with that of Infrastructure NSW.</p> <p>http://www.infrastructure.nsw.gov.au/projects-nsw/blackwattle-bay/</p>
When	Ongoing
Why	To inform
Responsibility	Infrastructure NSW

4.2 Project 1800-line and email

What	<p>The dedicated project 1800-line and email address are key access points for the community to receive project information. Protocols for managing enquiries and complaints through the project phone line and email are set out in Chapter 6 of this Strategy.</p> <p>P: 1800 962 221</p> <p>E: blackwattle.bay@infrastructure.nsw.gov.au</p>
When	Ongoing
Why	To inform, provide feedback and raise concerns
Responsibility	Contractor in collaboration with Infrastructure NSW

4.3 Collateral

What	<p>Engagement activities are supported by a series of collateral, including fact sheets and project updates. Some pieces have been produced to provide overarching information on the project, while others relate to a specific milestones or elements of the project. These will be updated and developed as new elements emerge and distributed via letterbox drop to those properties identified in Appendix A.</p> <p>All collateral will also be made available on the INSW SFM webpage at: http://www.infrastructure.nsw.gov.au/projects-nsw/blackwattle-bay/</p>
When	As required with a minimum of quarterly project updates.
Why	To inform
Responsibility	Contractor in collaboration with Infrastructure NSW

4.4 Notifications

What	<p>Community notifications will be distributed to inform the community of current and upcoming work with the potential to impact on stakeholders and the community. Notifications will be issued for activities such as construction commencement, milestones, changes to scopes of work, out of hours work and when local conditions or access is altered.</p> <p>Notifications will include but not be limited to scope and location of work, achievement of notable milestones, hours of activity, type of equipment used, anticipated impacts and contact details.</p>
When	As required
Why	To inform
Responsibility	Contractor in collaboration with Infrastructure NSW

4.5 Key stakeholder meetings and briefings

What	<p>Project briefings will continue to be provided to relevant stakeholders on a regular basis. This will assist in ensuring these stakeholders are informed and consulted on the project, providing factual and up-to-date information for distribution to their networks and in media.</p> <p>The level and form of stakeholder briefing will vary to meet the needs of individual stakeholders, for example local government stakeholders will be briefed at each milestone, while other stakeholder groups may receive one-off presentations as required.</p> <p>Condition B6(c) requires the CCS to address the formation of community based forums if required that focus on key environmental issues for the development. Specific community groups are not considered necessary on</p>
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	<p>the basis that:</p> <ul style="list-style-type: none"> – there is an established Community Consultative Committee (CCC) which is proposed to continue as set out in Section 4.5 below; and – there are multiple conditions that require agency consultation and engagement to address technical environmental issues; agencies are considered best placed to deal with environmental issues and would operate in the community’s interests.
When	As required – dependent on stakeholder needs and feedback
Why	Inform, consult and resolve disputes
Responsibility	Contractor in collaboration with Infrastructure NSW

4.6 Community Forum

What	<p>A Community Forum will be held during Stage 1 works if required.</p> <p>A letter box drop inviting community members to attend the Forum will be issued to all properties shown in Appendix A the week prior to the Forum, advertised via email to the project email distribution list and on the project website. Information on the delivery of the project will be provided via large format information boards and booklets. Information to be covered will include:</p> <ul style="list-style-type: none"> • Update on upcoming stage • Information on management of the following priorities: <ul style="list-style-type: none"> ○ Construction traffic and pedestrian management ○ Noise and vibration ○ Air quality and dust ○ Soil, water and vegetation • Pathways for raising and resolving concerns <p>Relevant project representatives will be in attendance as well as the members of the CCC (subject to their availability). Representatives will seek to respond to feedback and answer questions, however all Forum participants will ultimately be directed to the relevant established communications tools for further information/action. To ensure the correct operation of the consent (and related compliance matters) are afforded protection, the Forums are not proposed to be used as a vehicle to formally register and directly respond to complaints/compliance matters.</p> <p>Copies of the information boards and booklet will be prepared and uploaded on the Infrastructure NSW Blackwattle Bay webpage at: http://www.infrastructure.nsw.gov.au/projects-nsw/blackwattle-bay/</p> <p>*Infrastructure NSW, in collaboration with the Stage 1 contractor, will explore the feasibility of holding community forums online, particularly if social distancing restrictions remain in place as a result of Covid-19.</p>
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When	As required
Why	Inform and engage directly with the community
Responsibility	Contractor in collaboration with Infrastructure NSW

4.7 Community Consultative Committee

What	<p>To meet obligations set out in the Stage 1 Development Consent in accordance with condition B7 of the SSD 8924, a CCC will be established to provide a forum for open discussion between representatives of the project, the community and other stakeholders on issues directly relating to operations, environmental performance and community relations, and to keep the community informed on these matters.</p> <p>In order to meet required timeframes and begin Stage 1 works on time, Infrastructure NSW has sought the Planning Secretary's approval to forgo regular guidelines and establish the Stage 1 CCC with membership only comprising of the specific stakeholders identified in the conditions of consent. Infrastructure NSW will chair these first meetings and will concurrently undertake the process to recruit stakeholders and an independent chair for the Stage 2 Main Works Community Consultative Committee, in accordance with the Department's <i>Community Consultative Committee Guidelines: State Significant Projects</i> (2016).</p>
When	A regular calendar of CCC meetings will be established by the Chair in consultation with group members
Why	To inform and consult
Responsibility	Infrastructure NSW to establish the Stage 1 CCC and chair the first meeting before the Stage 1 contractor assumes responsibility and an independent Chair is selected as per the process required for the Main Works.

4.8 Good neighbour activities

What	<p>Letterbox drops, local visual messaging signage and site signage will be used to provide specific project information to project neighbours and others who may be impacted by site works as they travel through the area.</p> <p>These will clearly detail upcoming works (what, who, when) and where to go for further information.</p>
When	As required
Why	To inform and build positive relationships
Responsibility	Contractor in collaboration with Infrastructure NSW

5 Procedures for managing enquiries and feedback

To meet obligations set out in the Development Consent (condition B6(d)(i-iii)) this Section of the Strategy outlines the procedures and mechanisms to receive and respond to enquiries, feedback and complaints.

A nominated person from the contractor's project team will be responsible for receiving and responding to enquiries, feedback and complaints. The following protocols and procedures will be in place during Stage 1 works to effectively manage enquiries and complaints received from the community and other stakeholders. The nominated person will be supported by an Infrastructure NSW communications representative and wider project team.

5.1 Contacts protocol

The nominated person will have primary responsibility for maintaining a record and actioning all project related contacts (complaints or enquiries). Input from the wider project team will also be sought to help respond to complaints and enquiries.

The nominated person from the contractor is communications manager.

5.2 Contact points

There will be three main points of public contact:

- Direct phone number: 1800 962 221
- Email address: blackwattle.bay@infrastructure.nsw.gov.au
- Postal address: Sydney Fish Market Construction, PO Box R220
Royal Exchange NSW 1225

The telephone line will operate 24 hours per day with all calls logged and immediately forwarded to the nominated person for response and action. Outside of standard working hours, calls will be answered for actioning the next working day; or in the case of an emergency, the nominated Project Team member will be contacted.

The project email address will be checked at minimum on a daily basis on weekdays.

Face to face contact is likely to occur through door-knocks and walk-arounds as required. Any queries direct to the project team while working in and around the site are to be referred on to the project information line, nominated person or Infrastructure NSW.

5.3 Responding to and recording contacts received

Some contacts will be resolved on the spot, while others will require acknowledgement and further investigation in order to action and complete. Details of the response times for different types of contact are outlined below.

Contact type	Method	Acknowledge	Resolve	Note
Enquiry	Face to face	Acknowledge within 24 hours of receipt (Mon-Fri)	Within two working days	Advise INSW within 24 hours of receipt
	Telephone			
	Email			
	Letter			
Complaint	Face to face	Acknowledge within 2 hours of receipt	Endeavour to resolve within one working day	Advise INSW immediately upon receipt
	Telephone			
	Email			
	Letter			

5.3.1 Enquiries handling procedure

Enquiries or feedback received by the nominated person via post, the phone line or email will be answered on the spot using pre-approved key messages or responses to FAQs. If the enquiry cannot be answered using key messages, the nominated person will liaise with the project team to provide an answer. The enquiry or feedback will be logged into the Stakeholder Consultation database.

5.3.2 Complaints handling procedure

Complaints received by the nominated person via post, the phone line or email will be referred directly to the project team and simultaneously logged with Infrastructure NSW and entered into the Stakeholder Consultation database.

The project team is to advise the nominated person as soon as practicable after investigation as to the nature and cause of the complaint to enable the nominated person to report back and close out the issue. Where a complaint is made directly to workers onsite, they are to immediately advise the nominated person of the complaint for logging and actioning. The nominated person will maintain ongoing contact with the caller/emailer until the issue is resolved satisfactorily and will keep Infrastructure NSW informed of progress.

The Stakeholder Contact database will track the status of enquiries and complaints and delegate actions to the appropriate project team members. The nominated person will have responsibility for ensuring all contacts are actioned in a timely manner.

5.3.3 Dispute resolution

A complaint that cannot be resolved by the nominated person will then be considered a dispute. It will be escalated as follows:

1. Construction contractor Project Manager, if not resolved then –
2. Construction contractor Project Director, if not resolved then –
3. Infrastructure NSW Project Director, if not resolved then -
4. Construction contractor and Infrastructure NSW discussion. The construction contractor Project Director and Infrastructure NSW Project Director to determine if the complaint is to be forwarded to mediation.

If mediation is required, Infrastructure NSW and the State will comply with the recommendations of a specialist mediator, who will be independent of Infrastructure NSW.

5.3.4 Recording contacts

A record will be kept of all contact, including telephone and face-to-face communication. Details will be entered either directly into a contact database maintained by the nominated person or documented on a Record of Contact Form and subsequently entered into the contact database. The nominated person, Infrastructure NSW Project Team and contractors will have access to Record of Contact Forms. The contact database for contacts received will note the following:

- Type of contact (enquiry/complaint and telephone/email/letter/face-to-face)
- Date and time of contact
- Team member receiving contact
- Name of stakeholder and contact details (if consent to record personal details is not provided the contact will be recorded but will not include personal details)
- The tone of the contact, particularly if angry or upset
- The team member to whom the contact was referred (if needed) and the referral date
- For contact requiring action, record of the action taken, response provided and the completion date
- For contact where no further action will be taken record the reason(s) why no action was taken
- For contact where further action is required, record required actions, contact the person to confirm/clarify:
 - The nature of the issue
 - Reasons (if any) for its occurrence
 - The criteria upon which the issue was assessed
 - How the issue has been addressed

- Steps undertaken to prevent re-occurrence of either the issue or the contact if based on a complaint.
- After contact resolved, record resolution reached and the completion date.

Appendix A – Project neighbours

The following map shows sensitive receivers which are those people likely to work, occupy or reside in this area. This is the area identified to receive ongoing project updates via letterbox drop. Other project neighbours will be captured via email.

