



Appendix J

Communication Plan



Communication Plan

Kununurra Heavy Vehicle Route Victoria Highway 35 - 56 SLK

Kimberley Region
Main Roads Western Australia

October 2008

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REVISION REGISTER

Version	Clause	Description	Authorised	Date
1.0		Concept Plan	OM	June 2007
2.0		Plan Formalised	OM	October 2007
3.0		General Update	OM	October 2008

REFERENCES

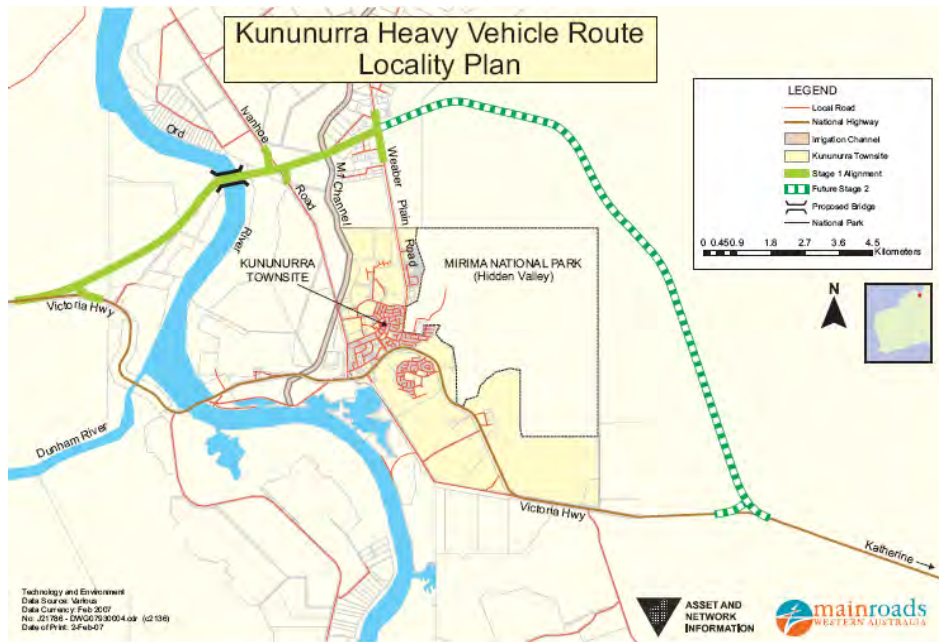
Project Plan – MRWA 2007
Procurement Plan – MRWA 2007
Route Definition Study- MRWA 2007
Environmental Management Plan - MRWA 2007

ABBREVIATIONS

Kununurra Heavy Vehicle Route – KHVR
Major Projects - MP
Project Director - PD
Project Manager – PM
Department of Transport and Regional Services - DOTARS
Main Roads Western Australia, Regional Manager – RM
Main Roads Western Australia, Project Director – PD
Main Roads Western Australia, Project Manager – PM
Department of Industry and Resources - DoIR
Shire of Wyndham East Kimberley – SWEK
Weaber Plain Road – WPR
Kununurra Diversion Dam - KDD

1.0 PROJECT BACKGROUND

The Federal Government Auslink program allocated \$10M in 2006 to progress the planning, development and design for the 10km long western link of the Kununurra Heavy Vehicle Route between Victoria Highway and Weaber Plain Road – known as Stage One. The link includes a 480m long bridge over the Ord River approximately 7 km downstream of the Kununurra Diversion Dam. Refer Locality Sketch.



The western link of the project will provide:

- improved efficiency for the community and road users at the Kununurra Diversion Dam;
- provision of significantly improved access over the Ord River; and
- a safer Heavy Vehicle network for the future Ord Irrigation Area development.

Planning for the road network development of Kununurra has been undertaken in collaboration with various government agencies, and in consultation with the community over several years. Providing a safe road network for the community with expanding industry and population growth is both well recognised and supported.

Planning, concept design, land acquisition and other preconstruction activities are planned to be completed before December 2009. Survey works and waterway investigation and analysis were completed in 2008, while preliminary road and bridge design development is progressing throughout 2008 and 2009. Other activities include:

- Environmental Impact assessment and formulation of Management Plans.
- Review of land acquisition requirements, with progression of these activities planned prior to December 2009.
- Assessment of materials and geotechnical investigations – activities are planned to commence in late 2008 and will continue through to December 2009.

No significant pre-construction activities are programmed for the remainder of the Kununurra Heavy Vehicle Route (Stage Two) from Weaber Plain Road to the existing Victoria Highway east of the Kununurra townsite. Some alignment planning and investigation works on this eastern section of the route are planned to ensure there are no “show stoppers”, however the majority of development work will be completed in the future.

No further funding for construction work has been provided at this stage.

A preferred alignment has been agreed with the Shire of Wyndham-East Kimberley. This alignment was incorporated in the Local Planning Strategy and was recently reviewed. The Shire has also indicated a preference to develop and construct the entire project as opposed to the two stages in isolation.

2.0 PROJECT SCOPE

BENEFITS

Stage One will provide the following benefits:

- remove all heavy haulage permit vehicles from the existing crossing of the Ord River on the Kununurra Diversion Dam;
- improved access to the ports of Wyndham and Darwin (via the National Hwy);
- improve safety and operational requirements for maintenance required on the Kununurra Diversion Dam; and
- increased efficiency of road freight on the region.

Stages One and Two will provide the following benefits:

- improved safety for motorists and pedestrians by reducing the number of heavy vehicles travelling through the Kununurra Townsite;
- reduced noise impacts for local residents and businesses; and
- increased efficiency of road freight in the region.

DELIVERY

Currently no delivery funding for the project has been provided. Once construction funding has been provided, a Procurement Plan will be prepared detailing those items to be procured and the intended procurement method.

PLANNING

Further planning is required to appropriately upgrade the entire length of Kununurra Heavy Vehicle Route. This includes a full estimate for upgrade and prioritisation of existing funding allocation. BGE is engaged to conduct a Route Selection Study and prepare a report that considers:

- Previous planning and investigations;
- Current context of the project and further planning studies required;
- Impact on the community and road network.

This Route Selection Report is planned for completion in November 2008.

DESIGN

Preliminary Road and Bridge design is being conducted by BGE Consultants.

CONSTRUCTION

Consideration is being given to the option for the construction procurement methodology. A decision on the delivery strategy will be deferred until funding and timing for delivery of the project is known.

3.0 CURRENT ISSUES

Environmental

MRWA shall conduct environmental investigation for works for the Heavy Vehicle Route in accordance with:-

MRWA Environmental Management processes
Environmental Protection Act 1986

Environmental issues for the project include;

- rehabilitation;
- drainage and hydrology;
- flora and fauna (including vegetation loss and impact on wildlife habitat/environment in general);
- Ord River;
- Ramsar wetlands (Australia is a Contracting Party to the Ramsar Convention, and has given an undertaking to ensure that its internationally important wetlands are conserved. These obligations are met through Commonwealth and State/Territory legislation and administrative arrangements made within the State/Territory Governments. Any activity likely to have a significant impact on a Ramsar wetland must go through a rigorous environmental assessment and approvals process under the EPBC Act.)
- fire;
- weeds;
- waste disposal and accidental spillages of fuel and oil;
- Bed and Bank Disturbance
- Removal of Surface water

Refer Environmental Management Plan and Environmental Impact Assessment.

Aboriginal Heritage

Aboriginal Heritage has been investigated in the planning phases. DoIR pursued approval for the western link of the KHVR on behalf of MRWA and the State as part of the Ord River Irrigation Area Stage 2 expansion. The Ord Final Agreement between the State and the Traditional Owners/Native Title Claimants details conditions of approval for the western link from Victoria Highway to Weaber Plain Road. Further clearances may be required for additional material areas within the Western Link, although this is to be determined..

Aboriginal Heritage issues have not been addressed for the Eastern Link from Weaber Plain Road to Victoria Highway.

Issues from Risk Management Workshop September 2007

- Opportunity to maximise social benefits with entry statements or other items.
- Extended time gap between stages results in community outrage with heavy vehicles impacting upon perceived community safety.
- Aboriginal assessment in the Eastern Link impacts upon the Western Link after construction commitment is made.
- Perceived increased propensity for flooding and scour results in community outrage, project opposition and rework.

- Location of residents near possible bridge site.
- Project opposition results from visual and noise impacts on adjoining communities including River Farm Road, Mills Road and Ivanhoe Road communities.
- Poorly informed or outdated cost estimates result in underfunded project with associated scope reduction or need for additional funds.
- Injury or death results from inappropriate use of the bridge structure.
- Land resumption delayed pending final alignment commitment with protracted negotiation and cost escalation.
- Protracted delay from initial funding (\$10M) to capital funding results in lost funding opportunity, pressure to realign, delayed delivery or need to renew environmental clearances.
- Choice must be made between competing regional projects (eg Gogo and this project) resulting in project deferral.
- Change of federal govt results in changed funding priorities or funding deferral.
- Environmental approvals for stage 1 are not received resulting in realignment and new planning philosophy.
- Uncertainty with regard to project objectives results in realignment and subsequent project challenge.
- River geomorphology is impacted by the resultant design affecting the structural integrity of the bridge and/or approaches.
- The design creates road user safety issues, hazards or black spots with associated requirement for remediation.

4.0 COMMUNICATION OBJECTIVES

There is a need to provide a strategic communication plan to support the specific project objectives through pre-planning, design and construction activities. The strategy will continue to evolve as activities are undertaken due to potential issues arising (and subsequent need to provide additional information). The strategy aims to:

- prepare the project team for the future;
- establish long-term direction and indicates the intent to stake out a particular position or image; and
- organise the image and public relations activities to present a coordinated approach to communications, achieve project objectives, promote opportunities, and minimise negative issues and threats.

Note: Commonwealth Government (DOTARS) has requested all media be vetted prior to distribution. All contact with DoTARS shall be conducted through the Project Director.

4.1 Purpose of Communication Plan

This Communication Plan for the Kununurra Heavy Vehicle Route Victoria Highway is a living document that will be subject to evaluation, review and enhancement to ensure it meets objectives in a changing environment. It will ensure that clear and consistent messages that reflect the objectives of the Federal Government, Main Roads and the Project Team are presented to Key Stakeholders and the broader community. It will also reflect the overall direction and philosophy of Main Roads, the Shire of Wyndham-East Kimberley and the project team.

The plan provides a communication direction for the project team and the contractor to ensure a steady flow of accurate and timely information, engage stakeholders in the planning and design stages, and to reduce incorrect information from other sources.

The aim will be to minimise negative issues and enhance community support for the project.

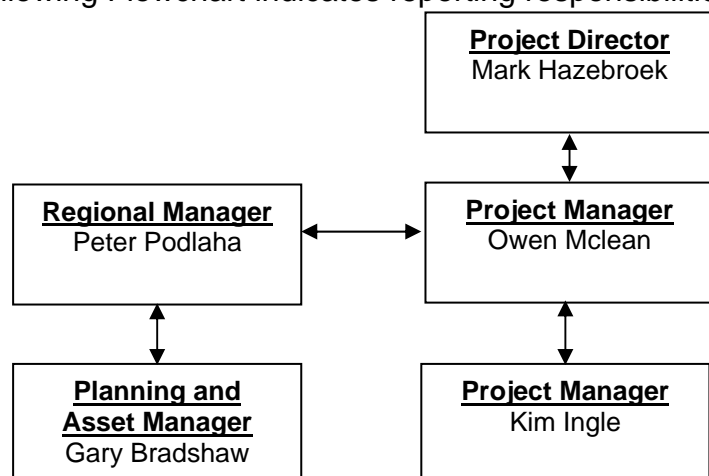
4.2 Goals of Plan

The key communication objectives for the Kununurra Heavy Vehicle Route are:

- Encourage a shared vision and commitment to the project among Key Stakeholders.
- Ensure all Key Stakeholders are well informed on the scope, impacts and benefits of the project.
- Ensure ongoing and positive cooperation with local government authorities in the project area, as well as key community and industry representatives.
- Raise community and industry awareness of the Kununurra Heavy Vehicle Route including scope for input in the planning and design stage.
- Provide accurate and regular information to relevant communities, including residents and businesses, throughout the planning and design processes.
- Identify and address any stakeholder, community and industry concerns or opposition to the project.
- Address the specific concerns of communities close to the works (in particular, access and drainage issues).
- Address the specific concerns of the transport industry.
- Promote the benefits of the Kununurra Heavy Vehicle Route to local and regional communities.
- Monitor community perceptions through the media and through direct liaison with the public.

5.0 ROLES AND RESPONSIBILITIES: INTERNAL

The following Flowchart indicates reporting responsibilities and lines of communication for the project.



MAIN ROADS STAFF	REGION	ROLE	RESPONSIBILITY
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Gary Bradshaw	Kimberley	Asset Owner/ Planning and Asset Manager	
Mark Hazebroek	Major Projects	Project Director	Oversee the development of the project, providing strategic and high level input and guidance.
Owen McLean		Project Manager	Manage the delivery of all development processes in the project. Manage the delivery of the project including allocated funding
Kim Ingle		Project Manager	Assist and manage key elements of the development for the project. Provide technical input into the project in key areas of expertise.

6.0 STAKEHOLDER ENGAGEMENT

The project team has identified a wide range of stakeholders with both direct and indirect levels of interest. Stakeholders are individuals and/or organisations that will be involved in or are affected by the project or campaign. Stakeholders will be advised of the project work (planning, design and construction) on an ongoing basis throughout the project. This will include progress of the work and expected impacts or issues.

There is a good level of support for the project, with only one SWEK councillor voicing concerns.

6.1 Community Reference Group (CRG)

Given the sensitivity of the project as indicated by the range of issues, a Community Reference Group will be considered in the future. The formation and consultation with this group would be most effective once construction funding has been identified to provide input into the detailed design, town entry considerations, interpretive signage on the project as well as provision of advice in a number of other key areas. This group could include representatives from the local community, business, environmental and Aboriginal groups. If this group is required, the project team will need to decide on what issues this group can have effective input and meaningful dialogue. For example, input at the 15% and 85% design stages.

Participation in the discussion group would be voluntary (Main Roads will not provide payment for services, travel or other costs, although catering may be required for meetings).

Preference in selection of discussion group members will be given to people who may be directly affected by the project through location, usage of the area, delivery of services in the area or through their representation of organisations or authorities likely to be involved in or directly affected by the project.

Membership may need to include a representative from the River Farm Road, Mills Road and Ivanhoe Road communities, in the event of concern from potential visual and noise impacts. Alternatively, this community group may require a targeted engagement plan to be implemented.

A decision on the need for this group, the details and terms of reference will be determined once construction funding has been allocated. At this stage, the timing of this funding is unknown.

Distribution of information to those outlined below is typically for information purposes only, with

formal clearances and/or approvals dependent upon the nature of the project and the relationship between the principal and the stakeholder. The list of stakeholders for the project will be continually extended throughout the design and construction of the project, as further interest, industry and community groups may become apparent.

6.2 Stakeholders

Main Roads	Project Director	Project Manager	Project Team	Manager Public Affairs	Kimberley Region (RM)
	Property (Land Resumption) Branch				
State Govt Ministers/ Departments /Agencies	Hon Minister for Planning and Infrastructure, Alannah MacTiernan, MLA	Kimberley Development Commission	Department for Planning and Infrastructure	Dept of Environment & Conservation	Department of Water
	Water Corporation	Telstra	Western Power	Alinta Gas	Fire and Emergency Services Authority
	Kimberley Land Council (KLC)	Office of Native Title	Department of Indigenous Affairs	Department of Industry and Resources	Department of Agriculture
	LandCorp	Department of Premier and Cabinet			
Directly Affected Landowners	JSW Holdings	John and Pauline Kirby	DPI (Crown Land)	Daryl Smith (Ivanhoe Farms)	Consolidated Pastoral Company
	Mark Northover	Lachlan Dobson			
Local Government	Shire of Wyndham East Kimberley	Shire of Broome			
Legislative Assembly	Hon Carol Martin MLA Member for the Kimberley				
Legislative Council	Hon Jon Ford MLC Minister for the Kimberley	Hon Shelley Archer MLC Member for Mining and Pastoral Region	Hon Vince Catania MLC Member for Mining and Pastoral Region		
Federal Member	Hon Barry Hasse MHR Member for Kalgoorlie	DoTARS			

Tourism Industry	Broome Visitor Centre	Derby Visitor Centre	Kununurra Visitor Centre	Wyndham Visitor Centre	Fitzroy Crossing Tourist Bureau
Other	Local residents	Local businesses	Local and regional road users	Traditional Land Owners	Other local Aboriginal groups
	Transport Industry	Kimberley Primary Industries Association			
Media - State	<i>The West Australian</i>	<i>The Sunday Times</i>			
Media – Local	<i>Kimberley Echo</i> (Kununurra)	<i>Kimberley Times</i> (Derby)	<i>Broome Advertiser</i>	<i>Halls Creek Herald</i> Gerrard R Willett Managing Editor Halls Creek Herald Halls creek herald @bigpond.com	<i>The Derby People</i>
Media – TV	ABC Kimberley (Broome)	Golden West Network (Broome)	WIN Television (Broome)		
Media - Radio	Red FM ad Spirit Network (Broome)	Radio 6DBY (Derby)		ABC Kimberley (Kununurra & Broome) kimberley@your.abc.net.au	

6.2 Preliminary stakeholder consultation

In early 2007, several informal meetings were held with potentially impacted stakeholders. Advice was given regarding potential timing of the project (earliest 2010 for western link), possible impacts (Ivanhoe to be main entry to town and part of the Victoria Hwy), current status (mapping and prelim design) and funding (\$10M committed not construction funding).

Sue and Daryl Smith (Ivanhoe Farms) raised the following issues:

- concern to all vehicles using Ivanhoe Road if that becomes the main highway;
- preference for the whole project to be constructed to provide for this situation;
- request revision of the speed zoning 80/110 on Ivanhoe Road;
- construction of the existing Mills Road creating a drain across their land. They can no longer use land where the drain is located. Needs to be addressed during negotiation for future land;
- requested separation of lot 567 into two lots;
- possibility of using the UCL to the south of the HVR eastern bridge approach to extend the land severed by the route.

Mark Northover (Ord River Contracting) raised the following issues:

- the impact on the his mining lease to the east of the WPR;
- possibility to use materials from his lease;
- 17 years remaining on the lease;
- identified potential Aboriginal heritage issues for the Eastern Link;
- enquired about access issues to the KHVR from his yard located on the corner of Weaber Plain Road and Mills Road.

Tim Noble (Toll West) raised the following issues:

- support the alignment;
- single trailer access to remain over the KDD;
- the need to address Ivanhoe Road safety issues if it were to be Main Road (preference to build full alignment);
- Northern Territory Trucking Association (NTTA) is a possible industry body to contact.

John and Pauline Kirby enquired about the drainage patterns that may impact their development at lot 20 and 21 and it was discussed that the preference was to maintain natural drainage patterns where possible. They also enquired/requested about the opportunity to realign the highway further south along Weero Road to reduce the impact on Lot 781. No commitment was given, but they were advised that in the design process, all impacts of the road alignment would be considered and it was not in MRWA's interest to unnecessarily impact the lot.

7.0 CONSULTATION STRATEGY

7.1 Internal Stakeholder (Staff) Communication

TASK	INFORMATION CHANNELS	AIM	RESPONSIBILITY	TIMELINE
Staff briefing	Email project update/announcement to MR Kimberley and other MR offices	Heighten corporate awareness	Project Manager	Complete 2007
Availability of updated information (ensure consistency)	Project updates (email/ intranet, frequently asked questions for response to public queries if required)	Promotes unity and commitment to project across work areas. Enhance delivery of key messages	Project Manager	All communication from Kim and Owen ensuring consistency. Complete.

7.2 External Stakeholder Communication

INFORMATION TOOLS	AUDIENCE	AIM	RESPONSIBILITY	TIMELINE
<ul style="list-style-type: none"> Briefing note Media statement Briefings 	Minister FEDERAL Reps (Consider briefing local members)	Promote and generate State Govt commitment.	Project Manager	BN: Complete Sept 08 Media: Complete Oct 07
Project Briefing (powerpoint presentation)	SWEK Chamber of Commerce Other business groups on request or identification	Inform SWEK councillors and technical officers of potential impacts of the project on the local road network; project overview. Ensures businesses are informed of objectives, and generates sense of local ownership	Project Manager/Comms Consultant	Complete 7 November 2007 (Ord Chamber)
<ul style="list-style-type: none"> Project overview brochure (direct mail) Email database (for urgent/updated information) Website information (use existing information channels) Stakeholder meetings as required 	Key Stakeholders Unaddressed mail through Australia Post	Generate support and understanding for the project	Project Manager/Comms Consultant	Complete October 2007 WEBSITE – monthly updates MEETINGS – as required

• Project Updates/newsletter	Local and surrounding communities / public	Heighten awareness of the project and the benefits to the communities, and other stakeholders	Project Manager / Comms Rep	Ongoing (milestones - end of feasibility study)
• Display - Public Display • Community Project meetings	Local and surrounding communities / public	Heighten awareness of the project and the benefits to the communities, and other stakeholders	Project Manager	Broome Expo - May 2008 KNX Ag Show – July 2008 Broome Expo and KNX Ag Show in 2009.
Meetings and direct mail	Water Corporation Dept of Water Dept of Env and Conservation SWEK KLC	Inform them of the project and progress	Project Manager	Ongoing meetings and advice provided at key milestone's. Follow up once Route Selection Report Complete – Jan 2009
Meeting and letter	Key stakeholders and industry (eg Chamber of Commerce)	Determine general stakeholder/industry support for the project Identify parties requirement specific address	Project Manager	Follow up once Route Selection Report Complete – Jan 2009
Letter/ formal notification/ individual meetings	Landholders	Inform land owners of project impacts and progress	Project Manager/Property Branch (Property Management Branch to coordinate actual land dealings)	Initial land dealing discussions commenced April 2008. All affected parties met. Progress once prelim design and land dealing areas are finalised – Feb 2009.

<ul style="list-style-type: none"> • Media statement (coincide with information brochure) • Stories/ photo opportunities for state, regional and local community newspapers • Regional radio – talkback interviews • Media advertising as required 	Media	<ul style="list-style-type: none"> • Heighten awareness • Communicate key messages 		<p>October 2007</p> <p>Identify significant project milestones (EG displays, formal announcement)</p>
Central public query contact	All groups	Provide central point of contact for all queries	Project Manager	O McLean and K Ingle available in KNX – ongoing
<ul style="list-style-type: none"> • Project overview brochure (direct mail) • Public Displays • Website information 	<p>Key Stakeholders</p> <p>Unaddressed mail through Australia Post</p> <p>Local Community</p> <p>Land Holders</p>	<p>Provide information to the public on the preliminary design details, land requirements, potential impacts and other project updates.</p> <p>Obtain feedback on these issues to allow input into the planning and design process.</p>	Project Manager / Comms Rep	<p>Update information sheet detailing prelim design details and land requirements (March 2009).</p> <p>Arrange public display of prelim design, inc drainage and land requirements. (March 2009)</p> <p>One on one consultation with impacted land holders. (March 2009)</p>