



NORTHWEST RAPID TRANSIT

PROJECT INTEGRATED MANAGEMENT SYSTEM

COMMUNITY LIAISON
IMPLEMENTATION PLAN










FOR

SYDNEY METRO NORTHWEST
OPERATIONS, TRAINS and SYSTEMS PPP

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1 Introduction

This *Community Liaison Implementation Plan* (CLIP) outlines the stakeholder and community liaison management arrangements by which Northwest Rapid Transit (NRT), in partnership with Transport for NSW (TfNSW), is delivering the Operations, Trains and Systems Public Private Partnership (OTS PPP) component of the Sydney Metro Northwest Project (formerly known as 'North West Rail Link').

1.1 OTS PPP

Sydney Metro is Australia's largest public transport project. Sydney Metro Northwest, formerly known as the North West Rail Link, is the first stage of Sydney's new fully-automated metro system and will open to customers in the first half of 2019.

The \$8.3 billion Sydney Metro Northwest will deliver eight new railway stations and 4,000 commuter car parking spaces to Sydney's growing North West. Services will start with a train every four minutes in the peak. The project also includes the upgrade and conversion of five existing railway stations to metro standards.

The Operations, Trains and Systems (OTS PPP) contract is a 15-year Public Private Partnership project – the largest in the history of New South Wales as well as the largest of the three delivery contracts for Sydney Metro Northwest.

Northwest Rapid Transit is delivering Sydney's new generation metro trains; building the new stations and car parks; installing tracks, signalling, mechanical and electrical systems; building and operating the Sydney Metro Trains Facility at Tallawong Road; upgrading and converting the railway between Epping to Chatswood to metro standards; and operating Sydney Metro Northwest – including all maintenance work.

The summary scope of the Project is found in the *Project Management Plan* [\[LINK PP22-1.1-01\]](#).

NOTE: Throughout this Project Plan, [\[LINK\]](#) is used to signify that a Hyperlink will be inserted in future to access the referenced document.

1.2 Purpose

Stakeholder and community liaison protocols, processes and tools and responsibilities are outlined in the Sydney Metro Northwest *Overarching Stakeholder and Community Involvement Plan*. [\[LINK PP22-1.2-01\]](#)

The CLIP describes NRT's approach to managing community and stakeholder engagement on the Project and meeting the community relations obligations of the Project Planning Approval.

1.3 Scope and objectives

The CLIP addresses the requirements of the *OTS Project Deed, Operations, Trains and Systems, Exhibit 1, Scope and Performance Requirements, Appendix 54 – Project Plan Requirements, Section 3.22* [\[LINK PP22-1.3-01\]](#). The CLIP:

- Guides NRT's interactions with stakeholders and the community
- Responds to requirements for community and stakeholder liaison throughout delivery of the Project
- Ensures NRT will partner with TfNSW to coordinate stakeholder engagement and community consultation activities
- Supports the project certainty of delivery by ensuring continuation of the already established high standard of stakeholder and community liaison.

Community and stakeholder management objectives

NRT's stakeholder and community management objectives are to:

- Establish and build genuine relationships with stakeholders and the community to increase support and understanding of the Project and encourage community participation and ownership
- Minimise, where possible, Project impacts on stakeholders and the community. Actively manage Project impacts and disruption to stakeholders and the community
- Appropriately address stakeholder and community issues. Actively build and continually improve NRT's customer-centric culture to ensure community and stakeholder concerns are always addressed appropriately.
- Ensure a 'no surprises' approach exists where commitments to the community are met or bettered at all times
- Ensure stakeholders and the community fully understand the activities to be undertaken by NRT, their objectives, benefits, potential impacts and expected outcomes
- Communicate early and often.

Source: Sydney Metro Northwest *Overarching Stakeholder and Community Involvement Plan*, 2013.

1.4 NRT Integrated Management System

In accordance with the *OTS Project Deed, Exhibit 1, Scope and Performance Requirements, Section 5.2* [\[LINK PP22-1.4-01\]](#), NRT must implement and maintain an effective Management System, which addresses all its obligations under the Deed.

The Management Systems must seamlessly integrate all NRT's systems and processes, including those related to rail safety and rail accreditation quality, environmental, sustainability, health and safety and they must accommodate, coordinate and give effect to the Project Plans.

Details of NRT's Integrated Management System including the integrated relationship of the *Community Liaison Implementation Plan* with the other Project Plans and with the delivery Core Processes are contained in the *Project Management Plan* [\[LINK PP22-1.4-02\]](#). As improvements are made to the processes and systems, these will be reflected in updates to the relevant Project Plans. All elements of the Integrated Management System will reside on Aconex as controlled copies. An intranet will contain a front page to the Integrated Management System with links between documents, processes and forms utilising the Aconex search engine.



1.5 Update and ongoing development

The initial *Community Liaison Implementation Plan* is incorporated as Appendix 81 of the Deed [\[LINK PP22-1.5-01\]](#).

The *CLIP* will be updated in accordance with the requirements of the *Deed*, clause 8 [\[LINK PP22-1.5-02\]](#) and biannually as required in *Exhibit 1, Scope and Performance Requirements, Appendix 54 – Project Plan Requirements, Table 1* [\[LINK PP22-1.5-03\]](#).

NRT will undertake the ongoing development, amendment and updating of the *CLIP* to ensure it remains consistent with Project priorities, risk management, client requirements and Project objectives, taking into account:

- The status and progress of NRT's activities
- Changes in the design, delivery and operations processes and conditions
- Lessons learnt during delivery and operations
- Changes in other related Project Plans
- Requirements and matters not covered by the existing Project Plans
- Changes to Project Plans as directed by TfNSW's Representative under the Deed.

The *CLIP* will be submitted to TfNSW electronically.

1.6 Approval before submission

The *Community Liaison Implementation Plan* and future updates are to be approved by NRT's CEO before being submitted to TfNSW.

1.7 Certification by Independent Certifier

This updated *Community Liaison Implementation Plan* and any future update is to be submitted, in accordance with the provisions of clause 8 [\[LINK PP22-1.7-01\]](#) of the Deed, to TfNSW for comment and to the OTS Independent Certifier for certification prior to its implementation by NRT.

1.8 Outline of the CLIP

The *Community Liaison Implementation Plan* (CLIP) has been developed to provide a clear framework for active communication management. The Plan outlines how NRT will meet best practice community and project outcomes by keeping the community and stakeholders informed, minimising potential impacts, and responding to the needs and requirements of stakeholders.

The CLIP has been developed to ensure appropriate procedures and strategies are implemented to manage community and stakeholder engagement activities as they align to the Project design and delivery program.

The Plan outlines:

- How the Project team will coordinate with TfNSW and other contractors to deliver effective community relations
- Roles, lines of communication and responsibilities
- Procedures and strategies for the management of community liaison issues, including the management of enquiries and complaints
- Stakeholders, community and businesses with an interest in the project
- Engagement tools to be implemented to ensure the community and stakeholders receive timely and relevant information about Project activities
- Monitoring and reporting measures to ensure continuous improvement

CLIP sub-plans

The CLIP will include site specific Stakeholder and Community Involvement Plans (SCIP) and a *Business Management Plan (BMP)*. These sub-plans will be developed and incorporated into biannual updates of the CLIP in alignment with the Project design and delivery program and the site access schedule for handover of construction sites currently being used by other Sydney Metro Northwest contractors. This will ensure the plans are informed by stakeholder experience of the Sydney Metro Northwest project to date and lessons learnt by other contractors.

The submission of the sub-plans will be reviewed against the certification dates in the project delivery program to enable effective implementation of the plan and prior to occupation of a specific project area or construction site.



The program for development and submission of the sub-plans is outlined in Table 1.

Table 1 CLIP update schedule

Community Liaison Implementation Plan (CLIP) sub-plans	Scheduled CLIP update
Business Management Plan	1st quarter 2016
SMTF and Tallawong Station SCIP	4 th quarter 2014
Rouse Hill SCIP	3 rd quarter 2016
Kellyville SCIP	3 rd quarter 2016
Bella Vista SCIP	1st quarter 2016
Norwest SCIP	1st quarter 2016
Hills Showground SCIP	1 st quarter 2016
Castle Hill SCIP	4 th quarter 2016
Cherrybrook SCIP	4 th quarter 2016
Epping and Cheltenham Service Facilities SCIP	4 th quarter 2016
ECRL conversion SCIP	1 st quarter 2018
33kv Willoughby to Chatswood	4 th quarter 2016

The site-specific sub-plans provide details of the stakeholders, community and businesses at new station sites. The Business Management Plan includes business management strategies for each construction site, identifying affected businesses and associated communication management strategies and must comply with the requirements of the Environmental documents. The relationship between the various communications plans is described in Figure 1. Affected businesses are identified through a review of the Sydney Metro Northwest Consultation Manager Database and inspections of the site areas. Additionally a review of publicly available information is also undertaken.

The stakeholder listing and database will be continually reviewed and updated throughout the Project.

1.9 Hierarchy of communication plans

Figure 1 describes the relationship between the various communications plans.

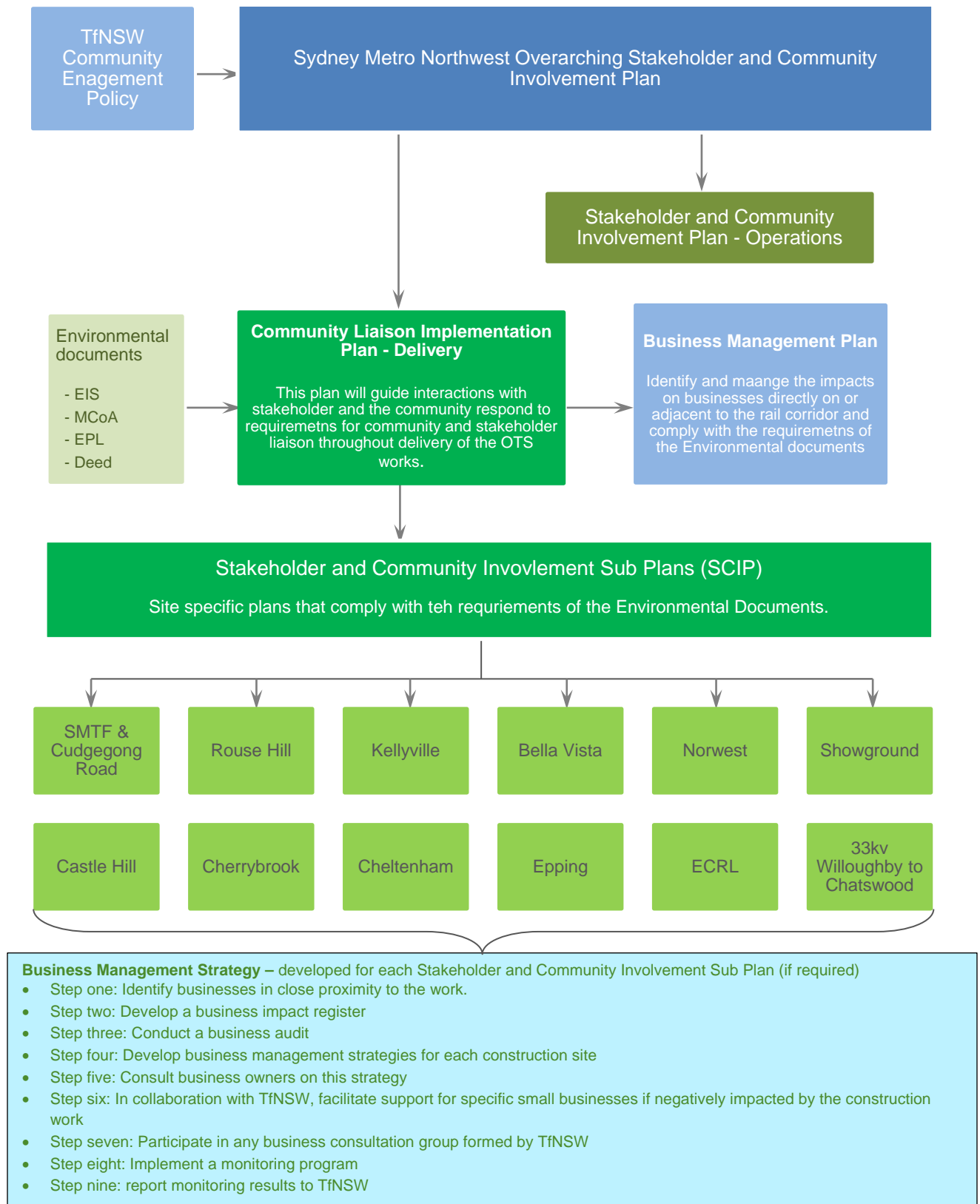


Figure 1 Relationship between communication plans



2 Community and stakeholder engagement

2.1 Approach

Our aim throughout the design and delivery of the Project is to minimise disruption and build long-term relationships generating support for the introduction and operation of the Sydney Metro Northwest.

We will work collaboratively with TfNSW to co-ordinate consultation activities with stakeholders and the community.

In coordination with TfNSW and other Sydney Metro Northwest contractors we will maximise participation and understanding and leave a positive legacy for the community by being:

- Proactive – identifying and planning for possible community impact and opportunity in advance. Understanding and involving the right stakeholders in the process
- Respectful and responsive – listening and acknowledging stakeholder concerns and engaging in a manner that fosters mutual respect and trust
- Innovative – consistently seeking new ways of doing things, combined with the proven methods of communication such as newsletters, doorknocking and neighbourhood meetings
- Upfront, open and honest – providing clear and accurate information that responds to concerns, views and expectations. Using communication and consultative tools that match stakeholder needs with ‘no surprises’
- Focused on sustainable outcomes – looking for opportunities during community discussions, seeking mutually beneficial outcomes, sustainable outcomes, employment outcomes, and community legacy outcomes.

2.2 Strategy

The CLIP has been developed to achieve the key community and stakeholder outcomes for the project reflecting our experience and learnings from other major projects.

We will encourage community involvement and participation by being accessible and available to the community by maintaining a strong and visible presence within their neighbourhoods, and by tailoring our communications and the tools we use to the requirements of individual stakeholders and their circumstances.

Our overall approach to consultation is outlined in this section and its application to specific stakeholders and groups is included in the stakeholder analysis in Section 4. An outline of how this will be applied is provided in the implementation plan in Section 4.3 and will be detailed in the CLIP sub-plans.

There is already established a number of communication channels, which provide ready access to information and contact with the Sydney Metro Northwest project team. These channels were established by TfNSW and generally provide information

such as project progress, significant milestones and construction activities, as well as the opportunity to provide feedback via contact information and consultation forums.

Our community and stakeholder engagement strategy supplements the communication strategies, channels and tools employed by TfNSW with our own suite of strategies and tools as described in Section 3.

Programs

Our innovative engagement and community investment programs will focus on the customer and support our sustainability objectives.

We will design engagement programs to educate and inform the public of the features and benefits of the new generation rapid transit trains and new stations. Opportunities will be identified to utilise the train and station prototypes in our broader engagement strategies (where feasible) to support early education regarding the operation of the system and promote community ownership.

The focus of our community engagement will be to bring the project and our people to our stakeholders and not rely on them coming to us. We will pro-actively engage with the community in informal settings as much as possible to enable stakeholders to obtain the information that is relevant to them in a comfortable and un-confronting manner. This will include local 'coffee mornings', tailored site tours and meet and greet barbeques which allow community members to come and go at a time that suits them.

We will support and contribute to TfNSW's school education program by providing information and photographs and identifying unique opportunities to engage with the schools within the project corridor.

As part of our requirements NRT will establish a community engagement working group for the reinstatement of the Cheltenham Community Facilities and Arthur Whitling Park. In co-ordination with the working group, community and stakeholder engagement workshops will be conducted for both sites to enable community input.

Our people will identify local community initiatives that will benefit from our support. We will focus on building capacity and creating local sustainable long term benefits. To ensure our efforts make a meaningful contribution to the community, our support will focus on disadvantaged youth, indigenous and environmental initiatives.

Local groups will also be supported for community initiatives and fundraising opportunities.

2.3 Key issues

The delivery of the OTS PPP Project includes the following:

- Building eight new railway stations plus commuter car parks for 4,000 cars
- Building and operating the stabling and maintenance facility at Tallawong Road
- Supplying the new generation rapid transit single deck trains
- Installing 23km of new tracks plus signalling, mechanical and electrical systems
- Converting the Epping to Chatswood Rail Link for the new metro system



- Install a new power supply for the operation of the project between Willoughby to Chatswood.
- Operating the Sydney Metro Northwest – including all maintenance work.

The associated community and stakeholder issues central to the successful delivery of the Project are outlined below.

- *Recognise that the communities and stakeholders are the future customers of the Sydney Metro Northwest* – the successful delivery of the Project will provide a much needed metro train service for the region, providing improved access to employment and education centres. Affected communities during construction are the customers of the future and our approach will be customer focussed throughout.
- *Minimising disruption to local communities* – the Project is being delivered in a densely populated urban corridor resulting in permanent changes to local communities and community facilities. Every effort will be made by all disciplines to mitigate these impacts and ensure that stakeholders are provided with sufficient information about the nature and duration of impacts and the measures in place to manage them.
- *Meeting the information needs of stakeholders and the community* – in most cases Project stakeholders and communities will have been engaged by and communicated with the other Sydney Metro Northwest contractors prior to commencement of our activities. We will incorporate the learnings from this experience to ensure we evaluate the relative strengths of communication tools and match our engagement activities with the needs of our stakeholders.
- *Minimising disruption to public transport users, pedestrians and travelling public* – the Project corridor is highly congested with concentrated vehicle and pedestrian movements and has one of the highest levels of private vehicle use in the country. All disciplines will actively endeavour to minimise traffic and transport disruptions and ensure appropriate notifications, signage and alternative arrangements meet the needs of these stakeholders.

2.4 Roles and responsibilities

The *Project Management Plan* [\[LINK PP22-2.4-01\]](#) describes the overall Project structure and key roles and contains an organisation chart illustrating the relationship between Project parties.

The communications and community relations structure has been developed to ensure coordination of project information and engagement activities and provide the flexibility to identify issues and respond to community and stakeholder expectations.

Community Place Managers are embedded in the construction teams with reporting lines to the relevant Area Managers. These roles are the primary contact for local stakeholders and will provide advice to site teams and contribute to the planning of activities to minimise community impacts. They also have a reporting line to the Communications and Stakeholder Relations Manager to provide consistency in best practice engagement across the project.

The Communications and Stakeholder Relations Manager, Design and Delivery is the primary contact for TfNSW's stakeholder and community team regarding project delivery and will manage the involvement of other project personnel in engagement activities. (This role will fulfil all of the requirements of the Stakeholder and Community Relations Manager as nominated in the Project Deed and relevant Appendices).

The Communications and Sustainability Manager will ensure appropriate communication resources are assigned so the NRT team culture is formed around the community and the customer as well as enabling effective implementation of communications and stakeholder engagement strategies and initiatives for both the Delivery Phase and Operations Phase.

The Communications and Sustainability Manager will also monitor environmental and sustainability performance against sustainability targets and the integration of sustainability in design, construction delivery and operation.



Communications and Stakeholder Relations Manager, Design and Delivery

Role	Leadership and management of the Communications and Stakeholder Relations team
Responsibilities	<p>Develop and oversee the implementation of the Community Liaison Implementation Plan</p> <p>Ensure the community liaison plan and key activities are integrated into the project program</p> <p>Develop and oversee implementation of integrated internal and external communication programs to support and strategically position the project</p> <p>Provide strategic advice and insight to assist with the development of effective government, client and stakeholder relationships</p> <p>Provide strategic community and stakeholder engagement leadership across the Design and Delivery team to maintain positive client relationships</p> <p>Attends all Communications Management Control Group meetings and provides relevant information</p> <p>Meets with TfNSW as required and requested to provide details of Project activities and programs</p> <p>Chair meetings with stakeholders and the community and provide details of the Project activities and progress</p> <p>Attends community information sessions as required and requested by TfNSW</p> <p>Approves Communications and Stakeholder Relations team roles and responsibilities</p>
Authority	Appointed by the Infrastructure JV Director, Design and Delivery
Lines of communication	<p>Reports to the Infrastructure JV Director, Design and Delivery</p> <p>Interface with Systems JV Director, Design and Delivery</p> <p>Primary contact for TfNSW's Principal Manager, Stakeholder and Community regarding delivery related communications and stakeholder relations issues</p>
Minimum skill level	<p>An experienced communications and stakeholder relations professional with a minimum 15 years of experience in the management of community and stakeholder engagement and communications on large scale and high profile urban infrastructure projects</p> <p>Sound understanding of NSW government public affairs processes and requirements</p>
Interface with overall project structure	Member of the Infrastructure JV Leadership Team

Stakeholder Relations Manager

Role	Lead and manage the Stakeholder Relations team to provide proactive management and co-ordination of stakeholder engagement and consultation activities
Responsibilities	<p>Establish and maintain positive relationships with key project stakeholders</p> <p>Understand and comply with the Sydney Metro Northwest communication and consultation requirements and processes</p> <p>Collaborate with IJV functional teams to ensure stakeholder and community requirements and opportunities are integrated into the delivery program and activities</p> <p>Primary contact for businesses and sensitive stakeholders</p> <p>Provide strategic guidance to the Community Place Managers and Community Liaison Officers</p> <p>Manage the OTS enquiries and complaint management system and review all complaint reports to identify recurring issues and opportunities for improvement</p> <p>Monitor and report on consultation activities, status and issues</p> <p>Chair meetings with stakeholders and the community and provide details of the Project activities and progress</p>
Authority	Appointed by the Communications and Stakeholder Relations Manager
Lines of communication	<p>Reports to the Communications and Stakeholder Relations Manager</p> <p>Coordinates with TfNSW's OTS Contract Liaison Officer on stakeholder issues</p>
Minimum skill level	An experienced community relations professional with at least 7 years of experience in the management of community liaison, consultation and communications in projects with significant community interest
Interface with overall project structure	Interface with Operations, Engineering and Controls functions

Community Place Manager

Role	Accountable for stakeholder and community relations advice and activities associated with their nominated precinct
Responsibilities	<p>Engage with precinct community and stakeholders regarding the project, respond to complaints and enquiries, and identify issues and opportunities and recommend appropriate strategies</p> <p>Provide advice to project site teams and contribute to the effective planning of site activities to minimise impacts</p> <p>Record and report all stakeholder and community contact within Consultation Manager</p> <p>Write notifications, newsletters and community updates</p> <p>Arrange precinct community and business forums, site visits and local inductions in relation to community and stakeholder issues</p>
Authority	Appointed by the Communications and Stakeholder Relations Manager
Lines of communication	<p>Reporting lines to the Stakeholder Relations Manager and construction Project Manager</p> <p>Coordinates with TfNSW's OTS Contract Liaison Officer on stakeholder issues</p>



Minimum skill level	A community relations practitioner with at least 5 years of experience in stakeholder management, community liaison, consultation and communications in similar roles
Interface with overall project structure	Interface with precinct based Operations, Engineering and Controls functions and weekly meetings with Communications and Stakeholder Relations team

Community Liaison Officer (Community Information Centre)

Role	Provide information and assistance to Community Place Managers and visitors to the Community Information Centre
Responsibilities	<p>Provide frontline support and assistance, including telephone and email enquiries and complaints</p> <p>Record and report all stakeholder and community contact within Consultation Manager</p> <p>Write notifications, newsletters and community updates</p> <p>Assist with community events and site visits and stakeholder and community meetings at the Information Centre</p> <p>Maintain the currency of OTS materials in the Information Centre including fact sheets and displays</p> <p>Work co-operatively with the TfNSW Information Centre Manager and comply with all relevant procedures</p>
Authority	Appointed by the Communications and Stakeholder Relations Manager
Lines of communication	Reports to the Stakeholder Relations Manager and assists the TfNSW Information Centre Manager
Minimum skill level	A suitably qualified officer with experience in community liaison, consultation and communications in similar roles
Interface with overall project structure	Interface with Community Place Managers and TfNSW Information Centre staff. Attends weekly meetings of Communications and Stakeholder Relations team

Communications Manager

Role	Lead and manage the Communication team in the delivery of high quality communications and provide advice and guidance on external affairs and internal communications
Responsibilities	<p>Develop and implement integrated communication strategies in support of the Community Liaison Implementation Plan and internal communication requirements</p> <p>Manage the production of high quality communication materials to promote the project and project activities</p> <p>Ensure all external materials and branding comply with Sydney Metro Northwest Style Guidelines</p> <p>Manage all internal and client approval processes for all public material</p> <p>Monitor and report and provide strategic advice on communication activities, status and issues</p>
Authority	Appointed by the Communications and Stakeholder Relations Manager

Lines of communication	Reports to the Communications and Stakeholder Relations Manager Coordinates approvals with TfNSW's OTS Contract Liaison Officer
Minimum skill level	An experienced community relations professional with at least 7 years of experience in the management of communications in high profile environments
Interface with overall project structure	Interface with all functional leads to ensure accuracy of public information submitted for approval

Senior Communications Advisor

Role	Accountable for high quality internal and external communication material and advice for the project
Responsibilities	Prepare high quality external communication material including fact sheets, newsletters and regularly update frequently asked questions Write internal newsletters and manage NRT intranet Co-ordinate project photography and videography for project events, progress and monthly reporting requirements Co-ordinate internal communication events and activities
Authority	Appointed by the Communications and Stakeholder Relations Manager
Lines of communication	Reports to the Communications Manager Coordinates approvals with TfNSW's OTS Contract Liaison Officer
Minimum skill level	A communication specialist with a minimum of 3 years of experience working in a multi-disciplinary team
Interface with overall project structure	Interface with all internal functional areas and co-ordinate with site based teams

Graphic Designer

Role	Accountable for the development and maintenance of project visual identity and communications
Responsibilities	Develop external visual identity materials in accordance with Sydney Metro Northwest Style Guidelines Arrange production of newsletters, advertisements, displays, site branding and promotional materials Oversee project photo and video library and liaise with project partners to provide and obtain graphics subject to approval requirements Develop internal style guidelines and materials to support internal communications and positive team culture
Authority	Appointed by the Communications and Stakeholder Relations Manager
Lines of communication	Reports to the Communications Manager Coordinates approvals with TfNSW's OTS Contract Liaison Officer
Minimum skill level	A graphic design specialist with at least 5 years professional experience across multiple communication channels including print, electronic and social media



	working within multi-disciplinary teams
Interface with overall project structure	Provide graphic design support across all functional disciplines

Communications and Sustainability Manager, OpCo

Role	Leadership of project communications and sustainability strategy
Responsibilities	<p>Work collaboratively with TfNSW in delivery of Sydney Metro Northwest and lead communications on behalf of NRT</p> <p>Lead the creation of a consultative and proactive culture formed around the community and the customer and ensures environmental compliance as key project drivers</p> <p>Support TfNSW to develop a project communications and engagement strategy; to provide a consistent approach and continue the legacy of high standard project communications</p> <p>Provide strategic communications and stakeholder engagement leadership across the Design and Delivery and Operations and Maintenance teams to maintain positive client relationships</p> <p>Facilitate communications between key Project parties, including the D&C Contractor, the O&M Contractor, the Independent Certifier, Financiers and TfNSW</p> <p>Promote and maintain NRT's positive reputation and coordinate Board communications through the CEO</p> <p>Identify those groups and individuals with influence to shape the delivery of the project, successfully securing strategic interface opportunities</p> <p>Work with TfNSW on appropriate media interfaces to build public anticipation of operations and ensure all media protocols are adhered to</p> <p>Ensure TfNSW is informed of all issues raised by key authorities and stakeholders in relation to NRT's activities and provide support in engagement</p> <p>Provide information for crisis communications during an incident</p> <p>Promote visibility of project sustainability initiatives and successes</p> <p>Achieve a public sense of the Project, its objectives, benefits, potential impacts, outcomes, the part it plays in a flexible transport and the transport choice it provides to the customers and community of North West Sydney.</p>
Authority	Appointed by the CEO, OpCo
Lines of communication	<p>Reports to the OpCo CEO</p> <p>Primary TfNSW contact regarding project communications, media and government relations issues</p> <p>Coordination of project wide (D&D and O&M) communications through the Communications and Stakeholder Relations Manager and Environment and Sustainability Manager, Delivery and Design</p> <p>Coordinate with Customer Advocate, OpCo</p> <p>Board communications through the CEO</p>
Minimum skill level	<p>An experienced communications and stakeholder engagement professional with a minimum of 15 years of experience on complex and high profile infrastructure projects</p> <p>Experienced in strategic communications leadership and coordination across multidisciplinary teams and government stakeholders</p>

Sound understanding of media management and protocols, NSW government public affairs processes and requirements
Experienced in sustainability and environmental management on major projects

Interface with overall project structure Member of the OpCo Leadership Team

2.5 Key communication interfaces

Effective co-ordination and communication with TfNSW and other major contractors is essential for successful stakeholder and community engagement and building long term support for the Sydney Metro Northwest.

Interface with TfNSW – co-ordination, approvals and reporting

The stakeholder and community relations interface with TfNSW will occur at multiple levels consistent with the requirements to ensure coordination of planning, communication activities, notification and response to issues, approvals and engagement with different stakeholders.

Key Project roles and responsibilities are outlined in Section 2.4, including lines of communications with TfNSW. TfNSW will be advised of all proposed consultation activities and meetings with stakeholders and invited to attend or lead as appropriate.

The key forums for regular coordination and communication are the weekly OTS Communications Meeting and the fortnightly Communications Management Control Group or as directed by TfNSW. NRT will develop and maintain a stakeholder and community liaison program including key dates for construction activities, associated impacts and mitigation and communication strategies.

Any public communication material produced by NRT must be approved by TfNSW prior to its release. TfNSW must be given five business days to approve all public material. The weekly OTS Communications Meeting provides a forum to review outstanding items and items intended for submission in the following period.

The Communications and Stakeholder Relations Manager will attend the Communications Management Control Group meetings and provide the following information:

- A summary of current and upcoming activities, likely impacts, and proposed communication strategies
- An update on any current or emerging issues and/or any promotional opportunities
- An update on complaints received and action taken to resolve them
- Other information as required and requested by TfNSW

The Communications and Stakeholder Relations Manager will be available to meet with TfNSW as requested to provide details of community liaison activities. NRT will establish an on-call roster to ensure that a member of the team is available at all times when construction activities are being performed to answer any questions, concerns, complaints or enquiries. NRT will also provide appropriate personnel to attend and



participate in any meetings of working groups established by TfNSW for the project as requested by TfNSW.

Progress against the requirements of the CLIP will be formally reported every month, together with photographic and video records, records of site visits and other required information.

Interface with other Sydney Metro contractors

Effective communication management of stakeholder and community relations issues requires interface with the TSE contractor. This will be primarily coordinated via the Communications Management Control Group. This meeting provides a forum to exchange information and coordinate communication and consultation activities, including social media updates, between contractors and TfNSW to ensure that a consistent approach to stakeholders and the community and others is delivered.

Where NRT activities are adjacent to TSE contractor activities, public communication activities will be co-ordinated and shared as required before distribution to the public.

Enquiries and complaints will be referred to the relevant contractor in accordance with procedures agreed with by TfNSW. This includes enquiries received by the Project community contact line, by any of the Sydney Metro contractors or via third parties.

Interface with other major projects

The Communications Management Control Group and the Traffic and Transport Liaison Group provide a forum to communicate and co-ordinate activities with local and state government agency representatives from other adjacent projects.

These meetings provide a forum to exchange information and coordinate communication and consultation activities between concurrent major projects including the Schofield's Road upgrade, Showground Road upgrade and NorthConnex.

These forums will be utilised to ensure that potential impacts, including the cumulative impacts of adjacent and nearby major projects, are identified and addressed in the site specific mitigation and communication strategies that are implemented.

A recommendation has been made for TfNSW to establish a regular meeting to discuss interfaces in the north shore corridor between Sydney Metro Stage 2, Sydney Trains and the Northern Corridor Upgrade projects. Regular meetings will be held with key stakeholders along the alignment planning and delivering other commercial developments including the Castle Towers Expansion and Rouse Hill Town Centre to ensure co-ordination between projects and the mitigation of potential cumulative impacts.

2.6 Key Performance Indicators

Table 2 Communications and Stakeholder Relations Key Performance Indicators

KPI	Description	Measure	Responsible
Coordination with TfNSW	Approvals are obtained for all material distributed or presented to the public before publication or	Monthly report on register of communication	Communications Manager

KPI	Description	Measure	Responsible
	distribution or available on the internet	approvals	
Awareness	100% awareness of site activities and contact details among immediate site neighbours	Doorknock records	Stakeholder Relations Manager
Enquiries and Complaints	Respond to community enquiries and complaints within required timeframes	Consultation Manager records of response times	Stakeholder Relations Manager Community Place Managers
Minimise disruption	Work activity planning includes consideration of measures to avoid or minimise impacts on the community	Activity Method Statements and sign offs	Project Managers Community Place Managers
Current and accurate information is provided to all stakeholders	All communication material and public information is current, accurate and accessible	Compliance with required timeframes for notifications Audits of distribution zones	Stakeholder Relations Manager Communications Manager
Satisfaction with consultation	Achieve 85% satisfaction rate with consultation with affected stakeholders	Feedback records Community survey	Stakeholder Relations Manager



3 Communication tools and key messages

3.1 Communication tools

The following communication tools will be utilised during Project delivery.

The application of these tools to specific consultation and/or communication activities and opportunities for consultation will be determined in consultation with TfNSW at weekly meetings.

All public communication material must be consistent with the Sydney Metro Northwest Style Guidelines and be approved by TfNSW prior to its release. TfNSW will be given five business days to review and approve all public communication material. NRT will provide information contributing to the production of public communication material that will be distributed by TfNSW, as directed by TfNSW.

Table 3 Communication tools and purpose

Tool	Purpose	Responsibility
Community contact tools		
24 hour Community information line 1800 019 989	1800 number provides access to the project team during construction Number to be publicised on all communication materials. Details of all complaints are reported to TfNSW, the Environmental Protection Agency and the Environmental Representative	TfNSW NRT 24/7 on-call roster to respond to complaints
Community email address	trains@metronorthwest.com.au allows communication with the Project team, as well as facilitating community feedback. The email address will be included on all communication materials.	TfNSW
Community post box	Postal address Sydney Metro, Level 1, South Building, 22 Giffnock Avenue, Macquarie Park, NSW, 2113 allows stakeholders to access the project team in writing. Communication materials to include postal address.	TfNSW
Information tools		
Quarterly newsletters	Minimum A4 double sided full colour high-quality site-specific quarterly construction update newsletters provided to the community, including the status of current and upcoming activities for each construction site (e.g. progress of construction; planned activities during the upcoming three months; achievements; community involvement; community contact details; and relevant photos, maps and other illustrations) to be distributed, as a minimum, to all commercial and residential properties within a 500m radius of the site and to all affected commercial and residential properties.	NRT

Tool	Purpose	Responsibility
Monthly stakeholder email updates	Site specific email updates for each construction site to inform the community of the progress of the Sydney Metro Northwest and key milestones or activities taking place during the following month. Email updates will be used to supplement, not replace, newsletters and notifications. Stakeholders and community will register to receive these updates. Emails will be recorded in and the distribution lists managed on Consultation Manager database.	NRT
Photography and videography	Photographs and videos used to record the construction process. take and provide TfNSW with time-lapse photography of the construction site, suitable to upload to the website	NRT
Site signage and hoarding banners	Site signage used to identify the project, provide contact information and explain why the project is needed. Signage to advise of activities that could potentially impact stakeholders, for example, changes to pedestrian routes and traffic conditions	NRT
Fact Sheets	Used to explain key aspects/issues of the project	NRT
Online tools		
Sydney Metro Northwest Website	TfNSW Sydney Metro Northwest website – www.sydneymetro.info will be referenced in all communication materials as a source of information and will be updated throughout the life of the Sydney Metro Northwest project.	TfNSW
	NRT to provide the following information in electronic format to be uploaded onto TfNSW's site: <ul style="list-style-type: none"> - copies of advertisements, traffic alerts, notification letters, and other public material related to Project activities that has been published or publicly distributed on the day of distribution - The Community Liaison Implementation Plan - The Business Management Plan - Photos of completed and current construction, community, environmental and sustainability management activities associated with NRT activities - Responses required for online discussion forum enquiries 	NRT
NRT Webpage	NRT must only publish on the website: <ul style="list-style-type: none"> - Information provided to comply with the Minister's Conditions of Approval. - Executive summaries of publicly available reports relating to NRT activities No photos or graphics will be included on this site.	NRT



Tool	Purpose	Responsibility
Social media	<p>TfNSW to set up social media pages for each NRT site.</p> <p>NRT must manage at least one social media page for each site including:</p> <ul style="list-style-type: none"> - Epping - Cheltenham - Cherrybrook - Castle Hill - Showground - Norwest - Bella Vista - Kellyville - Rouse Hill - Cudgegong Road Station - Rapid Transit Rail Facility - Epping to Chatswood Rail Link <p>and provide one 180 character update per site per day or as requested by TfNSW. Updates will include but not be limited to updates about activities scheduled for that day, construction progress and unexpected changes to the construction program.</p>	<p>TfNSW</p> <p>NRT</p>

Face-to-face and interactive tools

NRT will invite TfNSW and advise of the timing, purpose and attendees for all meetings with stakeholders and the community and consultation activities, 7 days prior to them taking place. TfNSW will decide their level of involvement.

Community information sessions	<p>Held to provide information and updates about the project. Sessions also used to explain the current stage of construction and what the community can expect.</p> <p>NRT to attend community information sessions as required and requested by TfNSW</p>	<p>TfNSW</p> <p>NRT</p>
Community forums	<p>Four forums per year to be promoted via established channels for impacted community stakeholders. To provide information that complies with the Minister's Conditions of Approval and seek feedback on key environmental management measures, construction updates, final design and operations with relevant photos, maps and illustrations and mechanisms in place to capture feedback.</p>	NRT
Business forums	<p>Four forums per year to be promoted via established channels for impacted business stakeholders. To provide information that complies with the Minister's Conditions of Approval and seek feedback on key environmental management measures, construction updates, final design and operation with relevant photos, maps and illustrations and mechanisms in place to capture feedback.</p>	NRT
Mobile engagement	<p>Provide information about the Project within local neighbourhoods and streets. Make Project team available and accessible to the community in an informal setting i.e. local coffee mornings</p>	NRT

Tool	Purpose	Responsibility
Doorknock meetings	Used to discuss potential impacts of the Project on highly impacted stakeholders, especially residents and businesses directly impacted by construction activities. Written project information updates provided to those who are not home.	NRT
Meetings with individual/groups	Discuss project activities, including work in progress, upcoming activities and any issues associated. Meetings will also be used to discuss potential impacts and proposed mitigation measures.	NRT
Site visits	To inform select stakeholders about the Project's progress and any key milestones or activities taking place. At least four on-site community events will be held every year	NRT
Presentations and forums	To inform stakeholders about the progress of the project and any key milestones or activities being carried out. Collateral for forums and presentations will be developed and suitable project personnel will attend and/or participate as requested.	NRT
Community events	Project team will identify opportunities to participate in or provide information at local community events.	NRT
Notifications		
Emergency works notification	Written and verbal notification to properties immediately adjacent to or impacted by emergency works. For any emergency work, notifications will be delivered by doorknock within two hours of commencing the work	NRT
Seven day notification letter	<p>Notification letters provided at least seven days prior to the start of any activity likely to impact stakeholders, residents, businesses and relevant Utility Service Authorities.</p> <p>Activities may include:</p> <ul style="list-style-type: none"> - Construction commencement - Significant milestones - Changes to the scope of work - Night works - Changes to traffic conditions - Changes to pedestrian/cycle access and bus stops - Out of hours work - Disruption to residential or business access - Utility Service Works including changing or disrupting utility services - Investigation activities <p>Information provided includes: the scope of work; work locations; hours of work; duration of activity; type of equipment to be used; likely impacts; and relevant contact information.</p>	NRT
Community signage – 7 day notification	<p>Signage that identifies changes to traffic and access arrangements 7 days before:</p> <ul style="list-style-type: none"> - Making changes to pedestrian routes - Impacting on cycle ways - Changing traffic conditions - Disrupting access to bus stops 	NRT



Tool	Purpose	Responsibility
Advertisements	Advertise prior to significant construction activities, to notify of events and announce project milestones	NRT
Briefings and media		
MP briefings	NRT will participate in MP briefings if requested by TfNSW	TfNSW
Media briefings	NRT will participate in media briefings and events if requested by TfNSW	TfNSW
Schools		
School education program	NRT will participate in and provide information and photographs for inclusion in the school education program developed for primary and high school students by the Sydney Metro Northwest team, as requested. NRT personnel that participate in this program will undergo the 'Working With Children Check'	TfNSW
Traffic communication		
Signage – 7 day prior	Informational or directional signage at the location of the traffic change to give advice to road users and pedestrians on duration of change or alternative paths	NRT
Traffic alerts – 7 day notification	Communication to transport operators, relevant Authorities and emergency services to advise of changes to traffic and access arrangements including road or lane closures and detours	NRT
VMS signs	Electronic variable message signs providing advanced notice to road users of traffic changes	NRT
Advertisement	Advertise in local newspapers (that cover the geographical areas of NRT's activities) significant traffic management changes, detours, traffic disruptions and work outside any working hours contained in the Environmental Documents at least 7 days before any detour, disruption or change occurs.	NRT
Management		
Site inductions/ tool-box talks	Used to present information about the Project's communication and stakeholder and community liaison requirements and obligations.	NRT

3.2 Key messages

Key messages will be updated and tailored accordingly as the Project progresses.

- The \$8.3 billion Sydney Metro Northwest is the first stage of Sydney Metro - Australia's biggest public transport project currently under construction and a priority infrastructure investment for the NSW Government.
- The Sydney Metro Northwest will be delivered as part of Sydney's new generation of metro trains – a customer-focused plan to modernise our trains.
- Over the coming decades, an extra 200,000 people will move into the region, taking its population above 600,000.
- New automated single deck trains will deliver a fast, safe and reliable service.

- There will be no need for a timetable – customers will just turn up and go, with a train every four minutes in the peak.
- The project includes 15km of tunnels between Bella Vista and Epping, a 4km skytrain viaduct section and the conversion of the existing Epping to Chatswood rail link to the new rapid transit system.
- Northwest Rapid Transit (NRT) is delivering eight new railway stations, 4,000 commuter parking spaces and Sydney's new generation of metro trains and will operate and maintain the Sydney Metro Northwest.

The works will include:

- Building eight new railway stations and 4,000 commuter car parking spaces
- Delivering Sydney's new generation of metro trains
- Building and operating the stabling and maintenance facility
- Installing 23km of new track and rail systems
- Converting the existing 13km Epping to Chatswood line to rapid transit status
- Install a new power supply for the operation of the project between Willoughby to Chatswood
- The operation and maintenance of the Sydney Metro Northwest

3.3 Training and induction

All project inductions will incorporate a community and stakeholder management component. All employees, subcontractors and consultants will be required to attend the induction.

Community Place Managers will incorporate awareness of local stakeholders and community issues into the site-specific inductions.

The community and stakeholder management component of the induction will include the following information:

Our Approach

- We are part of a team with a long term interest in the successful delivery and operation of the Sydney Metro Northwest
- We are the third contractor – Sydney Metro Northwest has been engaging with the community for a number of years
- Successful community engagement is the responsibility of every member of our team
- Our focus is to minimise disruption and build positive relationships – our current neighbours are our future customers

Our Commitments

To deliver positive community outcomes we will:

- Consider the impact on the community in our decision making



- Be an active member of the community

Our Obligations

Community

- 24 hour enquiry and complaints line
- Response to enquiries and complaints within 2 hours
- 7 day notification prior to new works or traffic and pedestrian changes

Media and government

- No statements, written or verbal, or photos provided to any external contact without authorisation
- No social media posts, photos or comments about the project without authorisation
- Advise your Supervisor/Community Place Manager of any contact by media or elected representatives
- No media or elected representative on site without TfNSW approval

Our Behaviours

Behave appropriately:

- Drive safely and park appropriately
- Respect the neighbourhoods in which we work; they are not part of our worksite
- Be aware and considerate of our neighbours. No raised voices or loud music on site or during arrival and departure

If you're approached by a member of the community:

- Be polite and courteous
- Direct them to the Project Info Line – 1800 019 989
- Advise your Supervisor or Community Place Manager of any interaction with the community

The Sydney Metro Northwest Project contact information will be provided to onsite personnel for provision to the community and stakeholders as required.

Site inductions will be regularly updated to address any actions taken in response to stakeholder and community complaints and any changes to this Plan. Further inductions will be periodically undertaken for people who have been previously inducted. TfNSW will be provided with five days to approve the stakeholder and community component of the induction.

3.4 Enquiries and complaints management

An enquiries and complaints management handling procedure (refer Appendix B) has been developed to ensure effective management of all project enquiries, complaints and feedback. This procedure is consistent with the requirements of *TfNSW's Overarching Stakeholder and Community Involvement Plan* [\[LINK PP22-3.4-01\]](#), including SCL-05 construction complaint management system and the Project Deed.

Complaints may include any interaction with a stakeholder who expresses dissatisfaction with the project, policies, contractor's services, staff members, actions or proposed actions during the project.

NRT will attend to enquiries/complaints in a responsive and consistent manner to ensure feedback is considered and addressed in a timely and productive way. This will help ensure that the Project benefits from local input, and impacts on the community are minimised wherever possible.

Community enquiries and complaints will generally be received via:

- The Sydney Metro Northwest 24-hour telephone number: 1800 019 989
- The Sydney Metro Northwest email: trains@metronorthwest.com.au and/or info@metronorthwest.com.au

The 24-hour telephone number and email address are maintained by TfNSW who will notify NRT of all contact specific to the Project for investigation and response in accordance with required response timeframes. The phone number and email are included on all written project communications.

All calls to 1800 019 989 are answered and responded to 24 hours a day, seven days a week. A call centre reception service managed by TfNSW records contact details and information about the nature and location of the complaint. The complainant is advised that an on-call officer from NRT will contact them shortly to address the issue.

NRT will investigate and determine the source of the complaint immediately and make an initial call to the complainant where the complaint was received by telephone or where a phone number was provided.

Members of the Communications and Stakeholder Relations team will be on a 24/7 on-call roster to respond to enquiries and complaints. The Community Place Manager will manage the ongoing communication with the complainant until they are satisfied with the actions taken to resolve the complaint.

In the event that a complainant remains unsatisfied, the complaint will be escalated to the Stakeholder Relations Manager or the Communications and Stakeholder Relations Manager. Complaints that cannot be resolved by NRT will be further escalated to the Independent Mediator for resolution. NRT will provide feedback on requests for information within two hours and will comply with directions in relation to resolution of an escalated complaint.

NRT will also respond to enquiries and complaints received through letters mailed to the project team, during community information sessions and meetings or through construction/site staff. NRT will take all actions and implement all measures to prevent the reoccurrence of stakeholder and community complaints.

Response management process and responsibility

Complaint and enquiry handling responsibilities will be undertaken as outlined below. TfNSW will conduct training on the Sydney Metro Northwest Consultation Manager database for all NRT personnel responsible for the management of complaints and enquiries. The contact details for these personnel is provided to TfNSW via Team Binder and updated as required.

Table 4 Complaint and enquiry handling responsibilities



Complaint type	Responsibility
Complaint about OTS construction activities during business hours	Community Place Manager/Community Liaison Officer
Complaint about OTS construction activities after business hours	Rostered Community team member
Project-wide complaint	Stakeholder Relations Manager/Community Liaison Officer
Complaint about Sydney Metro Northwest works unrelated to OTS	NRT to notify TfNSW to refer to relevant contractor
Complaints unrelated to Sydney Metro Northwest	NRT or TfNSW to refer to relevant organisation, if known.

Contact response timeframes

All enquiries and complaints will be responded to in accordance with the Project Approval and the requirements of the Project Deed.

Details of each enquiry or complaint including how it was managed and closed out will be recorded in the Consultation Manager database within 24 hours. The Stakeholder Relations Manager will report details of any complaints received and how they were managed to TfNSW and the Environmental Representative by on a daily basis.

Table 5 Contact response times

Category	Response timeframe
Enquiries – telephone or in person	At least a verbal response within 2 hours unless agreed otherwise with enquirer
Enquiries – written (letter or email)	Written response within 24 hours
Enquiries – social media	Response within 2 hours during business hours. Outside of business hours, within 2 hours of the start of the next business day
Complaints – telephone or in person	Commence investigation upon receipt; Verbal response within 2 hours on the action being undertaken to investigate and resolve complaint, unless agreed otherwise with enquirer
Complaints – emails	Verbal response within 2 hours if phone number is provided; written response within 4 hours during construction hours; and automated response to confirm receipt and written response within 4 hours next business day for written complaints received outside normal hours
Complaints – written (letter or fax)	Written response within 24 hours or verbal response within 2 hours if phone number provided
Record keeping – enquiries and complaints	All enquiries and complaints recorded in Consultation Manager database within 24 hours Daily report provided to TfNSW and the

3.5 Crisis communications

Crisis communication strategies to mitigate risks or incidents, which may attract the attention of the media, political or community interest groups, include:

- Maintaining a Project risk register that identifies issues or risks, potential impact, likelihood, mitigation strategies and recommendations
- Reviewing issues or risks in Sydney Metro Northwest and NRT interface meetings
- Having the NRT CEO act as a Project spokesperson, as required
- Facilitating regular crisis planning sessions to establish best practice procedures
- The definition of a crisis is detailed in Appendix C of the Incident Management Plan
- For managing on-site responses refer to the *Incident Management Plan* [\[LINK PP22-3.5-01\]](#)

The following protocols will be implemented to ensure a coordinated approach in the event of a major incident:

- Ensure crisis communications procedures are aligned with Sydney Metro Northwest *Crisis Communications Management Plan* and parent company Crisis Communications Management Plans
- The Communications and Sustainability Manager, OpCo will provide immediate notification to the Deputy Project Director Stakeholder and Community Liaison of any incident or issue that may have an impact on the community, environment, personnel, subcontractors or other stakeholders or may attract the attention of the media, the Minister for Transport, a local MP, council or the broader community
- The Communications and Sustainability Manager, OpCo will obtain approval from the Deputy Project Director Stakeholder and Community Liaison before contacting or providing information to any person, other than that which is required to directly manage the incident or to comply with Law, including stakeholders, the media or the public
- NRT will make available suitably qualified and experienced personnel to support the Deputy Project Director Stakeholder and Community Liaison in responding to the community, the media and other stakeholders
- NRT will provide all necessary communications materials that may need to be disseminated as a result of such incidents.
- In the case of an incident that has attracted or can reasonably be expected to attract the attention of the media, the Minister for Transport, a local Member of Parliament, or the broader community, the Communications and Sustainability Manager, OpCo will notify the Deputy Project Director Stakeholder and Community Liaison within 10 minutes of the incident becoming known to the team.
- For any other incidents the Communications and Sustainability Manager, OpCo will notify the Deputy Project Director Stakeholder and Community Liaison within one hour of becoming aware of the incident.



- The Director General of the Department of Planning and Environment will be notified of an incident with significant off-site impacts on people or the environment within 48 hours and written details will be provided within seven days.

4 Stakeholder and issue analysis

4.1 Stakeholder and issue analysis

Project stakeholders have been segmented according to their relationship to the Project and their issues and expectations relating to NRT activities.

In preparing this Plan a consolidated review of the Sydney Metro Northwest Consultation Manager database and site inspections were conducted.

Additionally a review of publicly available information regarding the forward delivery and maintenance programs of government service providers/asset owners has been conducted to identify any other projects which may have the potential to create cumulative impacts.

The stakeholder listing and database will be continually reviewed and updated throughout the Project.

Table 6 outlines the key stakeholders identified and the key strategies to keep them informed and engaged in the Project and to identify and address issues of concern.

Common communication tools that provide access and information to all project stakeholders regardless of their individual circumstances or requirements are not included in Table 6. These tools are described in Section 3.1. Each of the site specific *Stakeholder and Community Involvement Plans* and the *Business Management Plan* will provide greater detail of the stakeholders identified in each area and their issues of concern relating to NRT activities.

NRT propose to evaluate stakeholder and community engagement by applying the ISCA rating tool. The measures will include opportunities for community feedback on selected draft stakeholder engagement strategies, with that feedback documented and used to guide completion of the final strategy. These opportunities will be identified in co-ordination with the community and business forums.

Table 6 Stakeholder and issue analysis and communication activities

Stakeholder category	Specific stakeholder	Issues/interest in the project	Communication strategy and tools
Elected representatives	Minister for Transport	Successful delivery of Project within agreed timeframes and budget	Briefings and updates provided by TfNSW
	Minister for Planning and Infrastructure	Compliance with planning approvals	In accordance with TfNSW protocols
	Minister for the Environment, Minister for Heritage	Compliance with EPA licenses and effective management of environmental and heritage risks and impacts	In accordance with TfNSW protocols
	NSW Members of Parliament: <ul style="list-style-type: none"> Member for Blacktown Member for Castle Hill Member for Epping Member for Riverstone Member for Willoughby Member for Ku-ring-gai 	Community engagement activities and management of construction impacts	In accordance with TfNSW protocols
	Federal Members of Parliament: <ul style="list-style-type: none"> Member for Bennelong Member for Greenway Member for Mitchell, Member for North Sydney Member for Bradfield 	Community engagement activities and management of construction impacts	In accordance with TfNSW protocols
NSW government departments and agencies	Transport for NSW	Successful delivery of Project within agreed timeframes and budget Compliance with Project Deed and Interface Agreements Effective and successful community engagement	Regular reporting, meetings, correspondence



Stakeholder category	Specific stakeholder	Issues/interest in the project	Communication strategy and tools
	Sydney Trains	ECRL conversion Impacts on Epping Station, Northern Line, North Shore Line and Chatswood Station	Written correspondence, meetings, workshops
	Department of Planning and Infrastructure	Compliance with Conditions of Planning Approval and environmental management plans	Meetings, written correspondence, reporting against conditions of approval Consultation on CEMP
	NSW Environment Protection Authority	Compliance with Environment Protection Licence Management of environmental and heritage impacts	Meetings, written correspondence, reporting against licence conditions Consultation on CEMP
	Roads and Maritime Services	Impact on road and traffic networks Compliance with WAD and TMP approvals	Written correspondence and meetings, including the Traffic and Transport Liaison Group (TTLG)
	Department of Education	Engagement with school communities Student safety and impacts on school assets	Written correspondence, project updates TfNSW school engagement program
Local Government	Blacktown City Council Hills Shire Council Hornsby Shire Council Willoughby City Council Parramatta Council City of Ryde Ku-ring-gai Council	Impacts on local government assets and infrastructure Impacts on residents and businesses during construction Disruption to local roads, public transport and community facilities Station design and access arrangements	Councillor briefings in coordination with TfNSW Regular meetings with officers regarding specific issues, project updates Provision of project communication material at Council offices

Stakeholder category	Specific stakeholder	Issues/interest in the project	Communication strategy and tools
Utility providers and stakeholders	Ausgrid Endeavour Energy Jemena Optus Sydney Water UeComm AAPT NextGen	Impacts on utility assets and infrastructure Criteria for protection, access, diversions and relocation of asset infrastructure Impacts on customers and notification of any service disruption	Meetings to identify specific needs and requirements Written correspondence Regular updates on related construction activities Review publicly available information regarding maintenance/upgrade programs Protocols for incident response
Emergency Service providers	Ambulance Service of NSW Fire & Rescue NSW NSW Police Force Rural Fire Services State Emergency Services District Emergency Management Officer	Site orientation, emergency facilities and incident scenario planning Impacts on local roads Emergency access and procedures	Written correspondence, meetings, regular construction updates, Updates on changes to local roads/traffic conditions and site access arrangements Consultation on emergency safety and security plans
Traffic and Transport	Transport Management Centre State Transit Authority Hillsbus Busways BusNSW Traffic and Transport Liaison Group	Changes to local roads and public transport routes and stop locations Station design and interchange	Written correspondence, meetings, regular construction updates Updates and traffic alerts on changes to local roads and transport routes



Stakeholder category	Specific stakeholder	Issues/interest in the project	Communication strategy and tools
Other major projects	Schofield's Road upgrade Showground Road upgrade Castle Towers Expansion Rouse Hill Town Centre NorthConnex North West Urban Transformation Program Sydney Metro Stage 2 Artarmon Public School upgrade Northern corridor upgrade	Minimising cumulative impacts Coordination of activities Coordination of public information and management of enquiries/complaints Interface with other major contractors	Communication Management Control Group Transport and Traffic Liaison Group Regular stakeholder meetings Regular exchange and coordination of information
Directly affected stakeholders	Residential property owners and tenants in the vicinity of construction sites and project alignment (refer to individual sub-plans)	Construction impacts - noise, vibration, dust, visual amenity, traffic and local access changes Work hours and site access routes Potential for property damage caused by construction Station design and access arrangements	Individual meetings, doorknocks, regular progress updates, notifications and newsletters Verbal, electronic and social media updates Site tours and community forums Property condition surveys
	Business/commercial property owners and tenants in the vicinity of construction sites and project alignment (refer to individual sub-plans)	Construction impacts - noise, vibration, dust, visual amenity, traffic and local access changes Changes to pedestrian and vehicle access, customer parking, visual amenity Business disruption, loss of trade Work hours and site access routes Potential for property damage caused by construction Disturbance to sensitive equipment Station design and access arrangements	Individual meetings, doorknocks, regular progress updates, notifications and newsletters Verbal, electronic and social media updates, signage, displays and information for staff and building tenants Regular business forums and briefings Property condition surveys Business Management Plan

Stakeholder category	Specific stakeholder	Issues/interest in the project	Communication strategy and tools
Educational and early learning	Chatswood High School	Safety of school community	TfNSW schools engagement program
	Arden Anglican School	Changes to pedestrian access and local roads	Meetings, notifications, newsletters, telephone hotline, website
	Arden Junior School	Impact on school operations and infrastructure	Property condition surveys
	Carrington Road Kindergarten	Construction impacts – noise, vibration, dust	Consult regarding replacement facilities
	Giggles Early Learning	Construction program clash with exams	Site signage and pedestrian/vehicle safety signage
	Kindalin Early Childhood Learning Centre	Worksite safety and construction traffic on local roads	
	Tangara School for Girls	Loss of sporting facilities	
	Trades Norwest Anglican Senior College, Bella Vista	General interest in the project	
	Playdays Preschool and day care		
	Hills Adventist College		
	Chatswood Primary School		
	Castle Hill High School		
	Castle Hill Primary School		
	Rouse Hill Anglican College		
	Epping Heights Public School		
	Cheltenham Girls High		
	Beecroft Primary School		
	West Pennant Hills Public School		
	Inala Rudolph Steiner School		
	Our Lady Help of Christians Primary School		
	Glenwood High School		
	De La Salle College		
	St Bernadette's Primary School		
	Macquarie University		
	Artarmon Public School		



Stakeholder category	Specific stakeholder	Issues/interest in the project	Communication strategy and tools
Religious/places of worship	St Joseph's Baulkham Hills Rouse Hill Buddhist temple Epping Baptist Church Our Lady Help of Christians Epping Epping Uniting Church Castle Hill Adventist Church Life Church Castle Hill Epping Uniting Church St Matthews Anglican Church Emmanuel Baptist Church, Bella Vista Hillsong Church	Working hours during services Changes to local traffic access and parking Potential damage to property and church assets	Meetings, notifications, telephone hotline, project website Property condition survey Site signage and pedestrian/vehicle safety signage
Other associations	Epping Chamber of Commerce Norwest Business Association Hills Business Chamber Artarmon Progress Association North Kellyville Advisory Group	Construction impacts - noise, vibration, dust, visual amenity, traffic and local access changes Changes to pedestrian and vehicle access, customer parking, visual amenity Business disruption, loss of trade Work hours and site access routes Potential for property damage caused by construction Disturbance to sensitive equipment Station design and access arrangements	Individual meetings, regular progress updates, notifications and newsletters Verbal, electronic and social media updates, signage, displays and information for members Regular business forums and briefings Business Management Plan

Stakeholder category	Specific stakeholder	Issues/interest in the project	Communication strategy and tools
Community groups/community facility users	<p>Arundel Way Neighbourhood Association</p> <p>Castle Hill Action Group</p> <p>Kayla Way Residents Association</p> <p>Robert Road Action Group</p> <p>Robert Road Residents Group</p> <p>Beecroft Cheltenham Civic Trust</p> <p>Beecroft Sports Club incorporated</p> <p>Castle Hill and Hills District Agricultural Society</p> <p>Epping Civic Trust</p> <p>Hills District Historical Society</p> <p>Oliver Way Residents Group</p> <p>West Pennant Hills Valley Progress Association</p> <p>Beecroft Cricket Club</p> <p>Beecroft Football Club</p> <p>Beecroft Netball Club</p> <p>Castle Hill RSL sub-branch</p> <p>Castle Hill Players</p> <p>Castle Hills and Hills District Agricultural Society</p> <p>Beecroft Reserve Bushcare Group</p> <p>Chilworth Bushcare Group</p> <p>STEP Environment Group</p> <p>Bidjigal Reserve Trust</p> <p>Excelsior Park Bushland Society</p> <p>The Hills Shire Bushland Conservation Committee</p> <p>Beecroft Cheltenham Alliance</p> <p>Macquarie Connect</p>	<p>Construction impacts - noise, vibration, dust visual amenity</p> <p>Cumulative impacts in associated with other projects</p> <p>Temporary loss of community facilities and open space during construction</p> <p>Reinstatement of community facilities</p> <p>Changes to pedestrian access and local traffic arrangements, including detours, parking</p> <p>Station design and interchange/access arrangements</p>	<p>Meetings, regular progress updates, notifications and newsletters</p> <p>Displays, email updates, social media, project website</p> <p>Information stands at community events</p> <p>Consult regarding replacement facilities</p> <p>Community information forums, posters, signage</p> <p>Site signage and pedestrian/vehicle safety signage</p>



4.2 Community engagement timeline summary

Table 7 Combined community engagement and construction program - timeline summary

Project phase	2014		2015				2016				2017				2018				2019			
Quarter	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Community engagement		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		
Design	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●						
Procurement			●	●	●	●	●	●	●	●	●	●	●	●	●	●	●					
SMTF construction			●	●	●	●	●	●	●	●	●	●	●	●	●							
Station construction							●	●	●	●	●	●	●	●	●	●	●	●				
Rail Systems (Viaduct)											●	●	●	●	●	●	●	●				
Rail Systems (Tunnels)								●	●	●	●	●	●	●	●	●	●	●				
Testing and commissioning															●	●	●	●	●	●		
ECRL conversion works																	●	●	●			
Willoughby to Chatswood 33kv works									●	●	●	●	●	●	●		●					

Table 8 Construction timeframes for major sites

*Subject to site handover from TfNSW

Construction Activity	2015				2016				2017				2018				2019		
Quarter	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3
SMTF	●	●	●	●	●	●	●	●	●	●	●	●	●						
Cudgegong Road				●	●	●	●	●	●	●	●	●	●	●					
Rouse Hill *										●	●	●	●	●	●	●			
Kellyville *										●	●	●	●	●	●	●			
Bella Vista						●	●	●	●	●	●	●	●	●	●	●	●		
Bella Vista to Cudgegong Road corridor *										●	●	●	●	●	●	●	●		
Norwest						●	●	●	●	●	●	●	●	●	●	●			
Showground						●	●	●	●	●	●	●	●	●	●	●	●		
Castle Hill								●	●	●	●	●	●	●	●	●	●		
Cherrybrook							●	●	●	●	●	●	●	●	●	●	●		
Cheltenham Services Facility							●	●	●	●	●	●	●	●	●				
Epping Service Facility							●	●	●	●	●	●	●	●	●				



4.3 Implementation plan

The following Implementation Plan provides an outline of the communication activities which will be undertaken to support construction activities common to all sites. The site specific Stakeholder and Community Involvement Plans will provide details of the relevant affected stakeholders and the specific timing (calendar dates) for the implementation of these activities at the relevant site.

The Implementation Plan is designed to be flexible and will be regularly updated to reflect Project status and anticipate upcoming activities. Where required, tailored communication and/or consultation strategies will be developed for specific activities or phases of work and will identify all affected commercial and residential properties and Authorities and transport operators as relevant to the activity. The strategies will be developed in consultation with TfNSW to identify opportunities for community involvement and ensure effective communication with stakeholders. Opportunities for consultation will be discussed with TfNSW at weekly meetings.

NRT will also develop and implement a Public Art Plan and establish a working group for the Cheltenham community facilities and Arthur Whitling Park in accordance with the requirements of the Project Deed. A consultation program will also be implemented to support the preparation of the Urban Design and Corridor Landscape Plan as required by the Minister's Conditions of Approval.

The implementation of the below communication activities will be co-ordinated with and informed by the management and mitigation measures identified in the relevant construction and environmental management plans. The sub-plan action plans and this Implementation Plan will be used to inform regular reports to TfNSW.

Table 9 Stakeholder and community liaison implementation plan

Timing	Project activity/issue	Communication/mitigation action	Stakeholder	Resources/ approvals	Implementation
September 2014 – May 2019	Project award, start-up	Submit updated CLIP to TfNSW Establish communication coordination forums with TfNSW Communication approval procedure agreed Enquiries and complaint protocols established Branding incorporated into project templates including signage, clothing etc. Consultation Manager training and	TfNSW and key stakeholders	Communications and Stakeholder Relations Manager (C&SRM) and TfNSW approval of all public information materials	CLIP due 50 Business Days from contract award All other activities prior to construction commencing

Timing	Project activity/issue	Communication/mitigation action	Stakeholder	Resources/ approvals	Implementation
		protocols Templates for notifications, site construction update newsletters and community letters Project web page established FAQ development			
	Environmental documentation	Agency workshops Formal consultation on environmental plans Liaison with approval authorities	Agencies, Councils Agencies, Councils EPA, DP&I, RMS	Environment and Sustainability Manager	As per CEMP in advance of construction
	Site survey activities	Notification letter Consultation with property owners/ site neighbours	Property owners/ neighbours	Community Place Managers	7 days prior to activities
	Site establishment site hoardings, and establishment of environmental controls	Project introduction letter Site Banner/signage installed Site specific construction newsletter Emergency services briefing Stakeholder meetings Door knock meetings with immediate neighbours On-site information sessions	Local community All affected in 500m radius Emergency services Key stakeholders Works neighbours Businesses (where relevant)	Project Manager Stakeholder Relations Manager Community Place Managers	7 days prior to activities Following approved design from TfNSW Quarterly Prior to start As required/requested 7 days prior to start Quarterly
	Utility works (protection, relocation) Interruption to essential services	Directional signage when footpaths disrupted Advice to businesses, schools and other regular footpath user groups Notification letters to site neighbours	Pedestrians Schools Businesses Local community	Project Manager Traffic Manager Community Place Managers	All - 7 days prior to activities



Timing	Project activity/issue	Communication/mitigation action	Stakeholder	Resources/ approvals	Implementation
		Co-ordination with utility and essential service providers			Regular stakeholder meetings
	Traffic, transport, parking - road works, heavy vehicle movements and traffic changes	<p>Traffic Management Plan – including management measures for communicating traffic changes, establishing designated heavy vehicle routes and temporary diversions/detours</p> <p>Co-ordination with Traffic and Transport Liaison Group</p> <p>Consultation with affected businesses and residents and transport providers</p> <p>Manage pedestrian, cyclist and vehicle movement around construction sites</p> <p>Traffic alerts</p> <p>Advertisements (as required)</p> <p>VMS or other advisory or directional signage</p> <p>Neighbour notification letter</p> <p>Bus stop notices if required</p>	<p>TTLG members (TfNSW, RMS, TMC, DP&E, Busways, STA, NSW Police, NSW Fire & Rescue, NSW Ambulance, Hornsby, Hills Shire & Blacktown Councils & SVC)</p> <p>Travelling public pedestrian, cyclist</p> <p>Transport operators – including bus, coach and taxi operators</p> <p>Works neighbours</p> <p>Local businesses</p> <p>Bus users</p> <p>All traffic and local stakeholders</p>	<p>Project Manager</p> <p>Traffic Manager</p> <p>Community Place Managers</p>	<p>Monthly TTLG meetings</p> <p>Stakeholder meetings as required</p> <p>All - 7 days prior to activities</p>
	Demolition (SMTF)	<p>Neighbour notification letter</p> <p>Site signage</p>	<p>Demolition property neighbours</p> <p>Local community</p>	Community Place Managers	7 days prior to activities
	Clearing (SMTF)	<p>Community notification</p> <p>Stakeholder meetings</p> <p>Consultation with environmental groups and councils</p>	Environment groups	<p>Community Place Managers</p> <p>Site Environmental Coordinator</p>	<p>7 days prior to activities</p> <p>As required/requested prior to activities</p>
	Delivery of significant equipment, particularly	Notifications	Transport operators, travelling public,	Project Managers	All – 7 days prior to activities

Timing	Project activity/issue	Communication/mitigation action	Stakeholder	Resources/ approvals	Implementation
	out of hours	Door knocks Traffic alert	general public Adjacent residents	Traffic Manager Community Place Managers	
	Commencement of significant construction Ongoing construction	Notification letters Doorknock consultation with immediate neighbours Construction update newsletters Website update Email update Community forums Business forums	Local community including seniors and young people Site neighbours and businesses Users of nearby facilities General Public	Project Manager Community Place Managers Stakeholder Relations Manager	7 days prior to activities 7 days prior to activities Quarterly As required/requested Monthly Quarterly Quarterly
	Noise and vibration	Mitigation measures to minimise the impacts of noise and vibration are detailed in the CEMP Construction update notifications Identify sensitive receivers Ensure noise generating construction works are not timetabled during sensitive times Respite periods during impulsive or tonal noise generating activities Property condition surveys Ongoing consultation to evaluate the effectiveness of mitigation measures	Site neighbours and businesses Sensitive receivers Educational facilities Religious/places of worship	Community Place Managers Environment Manager	Monthly email update Notification 7 days prior to new activities Stakeholder meetings as required
	Air quality	Mitigation measures to manage air quality, including dust suppression measures are detailed in the CEMP Construction update notifications	Site neighbours and businesses Sensitive receivers	Community Place Managers Environment Manager	Monthly email update Notification 7 days prior to new activities Stakeholder meetings as



Timing	Project activity/issue	Communication/mitigation action	Stakeholder	Resources/ approvals	Implementation
		Identify sensitive receivers Ongoing consultation to evaluate the effectiveness of mitigation measures			required
	Visual impact of construction sites	Fencing and hoardings around construction sites Remove graffiti on hoardings, fencing and signage Remove and replace damaged signs or banners	Local community	Project Managers Community Place Managers	Prior to construction Within 2 hours Within 24 hours
	Construction hours	Construction activities will be undertaken in accordance with the requirements of the Minister's Conditions of Approval and the EPL Community notifications Construction update newsletters Negotiated agreements (if required) Direct contact regarding out of hours work or deliveries Alternative accommodation during out of hours activities (if required)	Local community and businesses	Project Managers Community Place Managers	7 days prior to new activities Monthly Stakeholder meetings as required
	Installation of track and rail systems	Notification letters Doorknock consultation with immediate neighbours Construction update newsletters Website update Email update	Local community Site neighbours	Project Manager Community Place Managers	7 days prior to activities 7 days prior to activities Quarterly As requested/required Monthly
	ECRL conversion	Notification letters Doorknock consultation with immediate	Local community Site neighbours	Project Manager Community Place Managers	7 days prior to activities 7 days prior to activities

Timing	Project activity/issue	Communication/mitigation action	Stakeholder	Resources/ approvals	Implementation
		neighbours Construction update newsletters Website update Email update Coordination with TfNSW alternative transport communication program	ECRL commuters		Quarterly As requested/required Monthly As requested/required
	Testing and commissioning	Notification letters Doorknock consultation with immediate neighbours Construction update newsletters Website update Email update	Local community Site neighbours	Community Place Managers	7 days prior to activities 7 days prior to activities Quarterly As requested/required Monthly



5 Monitoring, evaluating and reporting

5.1 TfNSW requirements

TfNSW has established guidelines, policies and documents outlining the community and stakeholder liaison obligations NRT must adhere to. This includes compliance with the following three documents (as a minimum):

- Sydney Metro Northwest Overarching Stakeholder and Community Involvement Plan
- Sydney Metro Northwest Style Guidelines (co-branding)
- TfNSW Editorial Style Guidelines.

TfNSW will be:

- Provided with at least 5 business days to review and approve any marketing and promotional opportunities and all public material prepared by NRT
- Informed of all issues raised by authorities in relation to NRT's activities and invited to all meetings, presentations and site visits attended by authorities
- Contacted immediately in relation to planned or unplanned community protests that may arise during the performance of NRT's activities
- Consulted prior to taking any action that may impact stakeholders and the community.

NRT will:

- Provide accurate communications information and detailed explanations to TfNSW regarding current and upcoming activities and all associated community impacts
- Induct all contractors and subcontractors in community and stakeholder liaison requirements and expectations
- Manage day-to-day relationships with directly affected stakeholders as required and developing good relationships with project neighbours
- Advocate community and stakeholder interests to the Sydney Metro Northwest team
- Record and respond as per agreed processes and timeframes, to community and stakeholder enquiries, complaints, feedback and correspondence
- Document the project's progress through photography and videography
- Record all contact and correspondence with the community and stakeholders on Consultation Manager within 24 hours
- Monitor performance against relevant KPIs.

This will ensure that stakeholders and the community:

- Fully understand the objectives, benefits, potential impacts and expected outcomes of the Project and NRT activities
- Are provided with adequate notification of planned construction activities and milestones (at least 7 days advanced notice is required)

- Are proactively engaged through doorknocks and the provision of targeted correspondence about construction work.

NRT will support TfNSW in identifying marketing and promotional opportunities to support Sydney Metro Northwest. Opportunities will be discussed in regular coordination forums. NRT will not commit to opportunities including public local events or open days or develop materials that relate to Sydney Metro Northwest or NRT activities without the prior approval of TfNSW.

These materials include:

- Signage
- Media articles
- Advertisements
- Presentations at conferences
- Photographs
- Sponsorships
- Website text and graphics
- Case studies
- Other corporate materials

NRT will provide display advertisement information as required and requested by TfNSW to be used to update the community on a monthly basis on the status of current and upcoming NRT activities. NRT will also prepare and publish advertisements relating to NRT activities as required by the law and Approvals.

All branding and logos will be consistent with and comply with the Sydney Metro Northwest Style Guidelines (co-branding). Sydney Metro Northwest branding will be used on: construction site signage; vehicles; public materials approved for distribution by TfNSW; reports; and, clothing including PPE.

NRT will provide support to facilitate construction site visits arranged by TfNSW including the provision of safety equipment, site inductions and site transport. NRT will accommodate regular, periodic site visits by TfNSW, including those for the purposes of photography or videography for promotional purposes. Any photographs or film footage taken by NRT or TfNSW becomes the property of TfNSW who may, without NRT approval, use the photographs and/or film footage for whatever purpose TfNSW deems necessary or appropriate.

NRT will provide TfNSW with at least 48 hours prior notice to approve any proposed site visits by stakeholders or community members.

NRT will provide TfNSW with time lapse photography of the construction sites for uploading to TfNSW's website, images and drawings of the status of NRT activities. Photographs will be a minimum of 300 dpi and provided on a monthly basis. Signed release forms will be provided for photographs or videos submitted to TfNSW.



5.2 Plan reviews

This plan will be updated biannually during the Delivery Phase in accordance with the requirements of *OTS Project Deed, Operations, Trains and Systems, Exhibit 1, Scope and Performance Requirements, Appendix 54 – Project Plan Requirements, Table 1 [LINK PP22-5.2-01]*, or where reasonably requested by TfNSW's Representative or any Authority.

NRT will undertake the ongoing development, amendment and updating of the CLIP to ensure it remains consistent with project priorities, risk management, client requirements and project objectives, taking into account:

- Effectiveness of processes and procedures for responding to enquiries and complaints (for example response times, resolution of issues, and record keeping)
- Effectiveness of the chosen communication and engagement tools and activities
- Success of resolving issues and avoiding negative impacts
- Lessons learnt during delivery and operations
- Requirements and matters not covered by the existing project plans
- Changes to plans as directed by TfNSW's Representative under the Deed.

5.3 Surveys and evaluation

Feedback will be sought at appropriate times in the Project life through client satisfaction surveys. The process for organising and conducting the surveys will be agreed with TfNSW as per the *Project Management Plan [LINK PP22-5.3-01]*. Feedback relating to community and stakeholder issues will be incorporated into updates of the CLIP.

NRT propose to evaluate stakeholder and community engagement by applying the Infrastructure Sustainability Council of Australia (ISCA) *Infrastructure Sustainability Rating* tool.

These measures include the following:

Sta-1: Stakeholder engagement strategies

- A comprehensive stakeholder engagement strategy is developed
- The strategy is independently reviewed
- The strategy is implemented and formal monitoring, evaluation and corrective action is undertaken
- The community is informed of the draft strategy and provided an opportunity to give feedback. Community feedback is documented and used to guide completion of the final strategy.

Sta-2: Level of engagement

- Negotiable issues are identified and the level of participation on these issues is at least 'involve' or higher on the IAP2 spectrum
- Stakeholders are informed about non-negotiable issues

Sta-3: Effective communication

- The community has been provided with information that:
 - Was provided in a timely manner
 - Was objective
 - Supported community participation
 - Was meaningful and relevant
 - Was accessible; and
 - The above has been verified by an internal audit.

Sta-4: Addressing community concerns

- Community concerns have been considered and addressed and this has been verified by an internal audit.

5.4 Media and government relations

NRT will support TfNSW in implementing a proactive media strategy to encourage positive media coverage. Opportunities will be discussed in regular coordination forums. An annual milestone diary will be established and updated each month.

NRT will advise TfNSW of any known enquiry/contact by the media or elected government representative within two hours. NRT will not provide any statement, photographs or illustrations to the media or elected government representatives without the prior written approval of TfNSW.

If contacted by the media or elected representative all site staff, contractors and sub-contractors are required to immediately notify their Community Place Manager. The detail of this contact will then be provided to the Communication and Stakeholder Relations Manager and the Communication and Sustainability Manager to advise TfNSW.

As requested or required by TfNSW, the Communications and Sustainability Manager, OpCo will assist in the management of media and government relations, and will co-ordinate with appropriate senior staff to provide information to respond to media and government enquiries within two hours of receipt of the request or within one hour if required on parliamentary sitting days.

The NRT CEO will act as media spokesperson if required.

NRT will provide eight weeks' notice prior to the start of major construction and eight weeks' prior to the Date for Completion to enable TfNSW to organise official media events. NRT will provide 20 business days' notice of significant milestones to enable TfNSW to organise official media events.

All site tours will be planned in advance and only undertaken where safety can be guaranteed for all attendees. No media or government elected representatives will be permitted on any construction site without the prior written approval of TfNSW.

All contact with media and government representatives will be recorded in the Consultation Manager database within 24 hours (1 business day). Project related



articles and online discussions that NRT is aware of will be recorded in Consultation Manager and copies or web links will be sent to TfNSW.

5.5 Audits

The implementation of the CLIP will be subject to NRT internal audits, including audits of subcontractors and suppliers, and TfNSW audits. Audit reports will be a key input into the review and improvement of the CLIP.

5.6 Lessons learnt

Lessons learnt will be captured using event reviews and regular feedback from stakeholders and used to improve the approach to stakeholder management.

5.7 Reporting methods

Table 10 Reporting methods

Document	Frequency	Contents
Consultation Manager	Daily	All contact including enquiries, complaints and meetings recorded in Consultation Manager within 24 hours
Complaints report	Daily	Details of complaints received, including response times and details of actions reported to TfNSW, ER, EPA
Consultation activity reports	Weekly	Weekly consultation report provided by Community Place Managers to Stakeholder Relations Manager outlining complaints, consultation activities and communication distributions
Media articles	Daily	Recorded in database.
Monthly Project Reports	Monthly	<p>The report will address:</p> <ul style="list-style-type: none"> Executive summary Performance against requirements of the Deed Stakeholder and community enquiries Media or government enquiries Stakeholder and community complaints Media and government enquiries Crisis communications Meetings and presentations Summary of feedback from displays and community and business forums Notifications Future events
Project Plan review	Biannually	Review and update of Community Liaison Implementation Plan

Appendix A. Definitions

Abbreviation/
Acronym/
Term

Definition

ANZ	Australia and New Zealand businesses
BMP	Business Management Plan
BMS	Business Management strategy
CAP	Communication Action Plan
CEMP	Construction Environment Management Plan
CLIP	Community Liaison Implementation Plan (Delivery)
ECRL	Epping to Chatswood Rail Link
EIS	Environmental Impact Statement
ETTT	Epping to Thornleigh Third Track Alliance
ICN	Industry Capability Network NSW
IPP	Industry Participation Plan
ISCA	Infrastructure Sustainability Council of Australia
MCoA	Ministers Conditions of Approval
NRT	Northwest Rapid Transit
NWRL	North West Rail Link (<i>now renamed as 'Sydney Metro Northwest'</i>)
OSCIP	Overarching Stakeholder and Community Involvement Plan (TfNSW)
OTSPPP	Operations, Trains and Systems Public Private Partnership
PCM	Precinct Communications Manager
RHTC	Rouse Hill Town Centre
SCIP	Stakeholder and Community Involvement Plan
SCIPO	Stakeholder and Community Involvement Plan – Operations
SME	Small and medium sized enterprises
SMTF	Sydney Metro Trains Facility [<i>formerly known as 'Rapid Transit Rail Facility (RTRF)'</i>]
SVC	Surface and Viaducts
TSC	Tunnels and Station Civil

*Definitions in the OTS Project Deed apply in this Community Liaison Implementation Plan unless the relevant term is defined in this Community Liaison Implementation Plan



Appendix B. Enquiry and Complaints Process

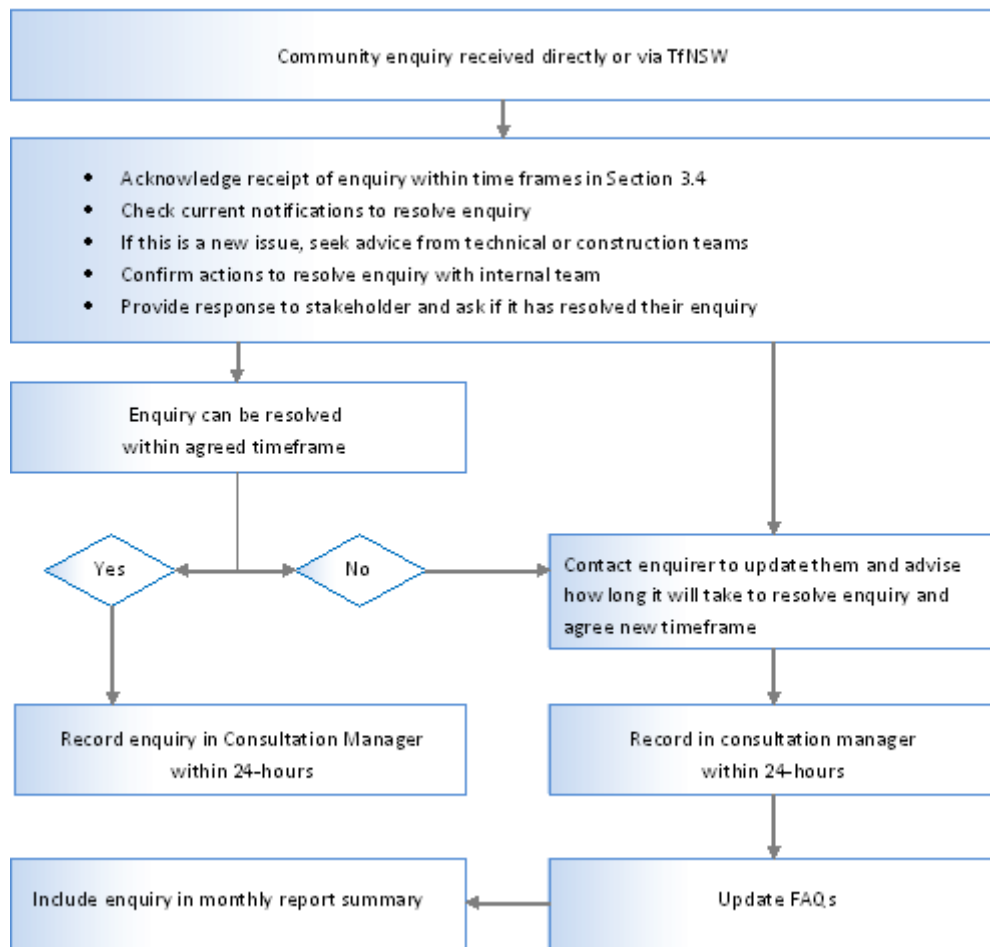


Figure 2 Enquiry Management Process

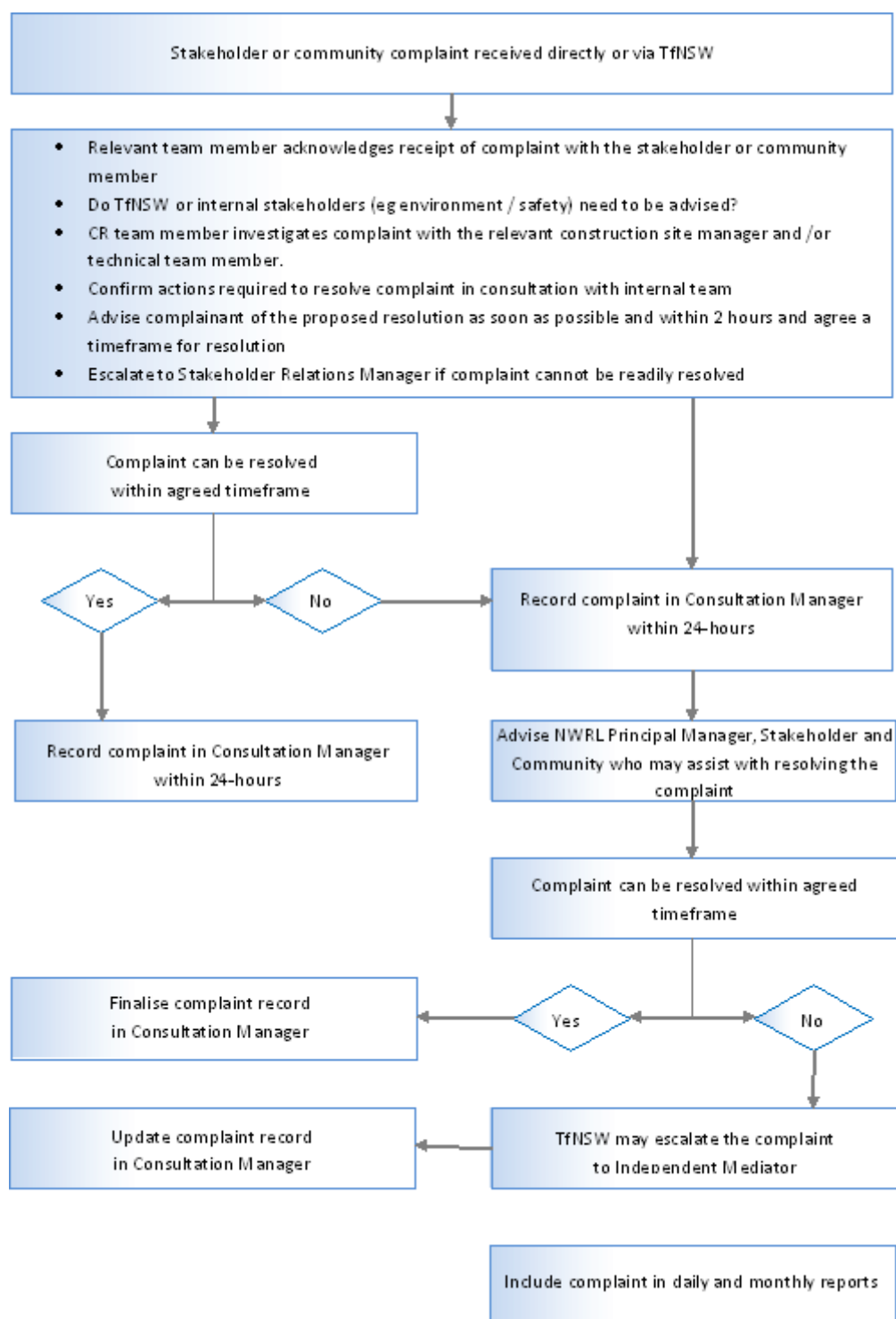


Figure 3 Complaint Management Process



Appendix C. Compliance with Minister's Conditions of Approval

Table 11 - Community Information, Consultation and Involvement

Condition	Requirement	Section
D1	A Stakeholder and Community Involvement Plan shall be prepared	This Plan
(a)	Identification of community and business stakeholders to be consulted as part of the Strategy, including affected and adjoining landowners;	Section 4
(b)	Procedures and mechanisms for the regular distribution of information to community and business stakeholders	Section 3.1 & 4.3
(c)	The formation of community / business-based forums	Section 3.1
(d)	Procedures and mechanisms through which community and business stakeholders can discuss or provide feedback	Section 3 & 4
(e)	Procedures and mechanisms through which the Proponent can respond to enquiries or feedback from community and business stakeholders	Section 3.4
(f)	Procedures and mechanisms that would be implemented to resolve issues / disputes that may arise between parties	Section 3.4
	Issues that shall be addressed through the Stakeholder and Community Involvement Plan include (but not necessarily limited to) traffic and access arrangements, noise and vibration, impacts to local businesses, land uses and community facilities, urban design and landscaping and other construction and design related impacts and management measures.	Section 4
	The Proponent shall maintain and implement the Plan throughout construction of the SSI. The Plan shall be approved by the Director General prior to the commencement of construction, or as otherwise agreed by the Director General.	Section 1.8

Table 12 - Complaints and enquiries procedure and provision of electronic information

Condition	Requirement	Section
D2.	Prior to the commencement of construction, or as otherwise agreed by the Director General, the Proponent shall ensure that the following are available for community enquiries and complaints for the duration of construction:	NWRL SCL-02 OSCIP
(a)	A 24 hour telephone number(s) on which complaints and enquiries about the SSI may be registered;	NWRL SCL-02 OSCIP
(b)	A postal address to which written complaints and enquiries may be sent;	NWRL SCL-02 OSCIP
(c)	An email address to which electronic complaints and enquiries may be transmitted; and	NWRL SCL-02 OSCIP
(d)	A mediation system for complaints unable to be resolved	NWRL SCL-02 OSCIP
D3	Prior to the commencement of construction, or as otherwise agreed by the Director General, the Proponent shall prepare and implement a Construction Complaints Management System consistent with Customer Satisfaction-Guidelines for complains handling in organisations – ISO 10002:2004, MOD (Formerly AS 4269:Complaints Handling) and maintain the system for the duration of construction and up to 12 months following completion of the SSI	NWRL SCL-02 OSCIP & Section 3.4
D4	Provision of electronic information: Establish and maintain a new website, or dedicated pages within an existing website, for the provision of electronic information associated with the SSI	Section 3.1

Table 13: Managing Business Impacts

Condition	Requirement	Section
E26	The proponent shall prepare and implement a Business Management Plan to minimise impacts on business adjacent to major construction sites and activities during construction of the SSI	Section 1.8



Appendix D. Stakeholder & Community Engagement Policy

Stakeholder & Community Engagement Policy



We are part of a team with a long term interest in the successful delivery and operation of the North West Rail Link.

Successful community engagement is the responsibility of every member of our team, and our focus is to minimise disruption and build positive relationships – our current neighbours are our future customers.

To deliver positive community outcomes NRT will:

- Ensure our staff, subcontractors and suppliers understand and comply with our community obligations
- Engage with and be accessible to the community and our stakeholders
- Consider the impact on the community in our decision making
- Collaborate with all parties to resolve any issues arising from our work
- Actively seek new ideas and opportunities to improve community outcomes
- Be an active member of the community by supporting social, cultural and charitable initiatives
- Measure, review and improve our performance

Mark Elliott
Chief Executive Officer
Northwest Rapid Transit

April 2015

NRT Ref: PIMS No: PIMS-PO-15

Aconex No: NWRL-OTS-NRT-PRD-PM-POL-910157