



**NORTHWEST RAPID TRANSIT
PROJECT INTEGRATED MANAGEMENT SYSTEM**

**STAKEHOLDER &
COMMUNITY INVOLVEMENT PLAN –
NORWEST STATION**











FOR

**SYDNEY METRO NORTHWEST
OPERATIONS, TRAINS and SYSTEMS PPP**

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Stakeholder & Community Involvement Plan- Norwest

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1 About this sub-plan

1.1 Introduction

This *Stakeholder and Community Involvement Plan* is specific to the planning and construction of Norwest Station, at Norwest and sits as a sub-plan to the *Community Liaison Implementation Plan* (CLIP) [LINK PP22C-1.1-01].

This sub-plan has been prepared in accordance with *the Sydney Metro Northwest Overarching Stakeholder and Community Involvement Plan* (OSCIP) [LINK PP22C-1.1-02] that outlines TfNSW's policies and instructions relating to stakeholder and community engagement, the Project's Conditions of Approval and the principles of best practice. The plans position in the hierarchy of communication plans is shown in Figure 1.



Figure 1 Where this Plan fits in the hierarchy of communication plans

1.2 Outline of sub-plan

This sub-plan includes:

- The community liaison management team structure, including key personnel
- A list of communication tools and procedures
- Enquiry, complaint and reporting procedures
- A draft outline program for the implementation of community liaison activities
- Key dates for the commencement and conclusion of construction activities

1.3 Site description

As part of the Project, a new station will be built at Norwest. Located in the heart of the Norwest Business Park, Norwest Station will serve one of Sydney's biggest employment precincts. It will also serve a large area of recent residential development to the south of the station.

The business park has seen strong growth and has significant opportunity for further employment and residential expansion in the future. To cater for this, bus bays are being provided on both sides of Norwest Boulevard and nine taxi spaces on Brookhollow Avenue.

Norwest Station will be located in the Norwest Business Park at the corner of Norwest Boulevard and Brookhollow Avenue.

The Norwest Business Park is 30.5 Kilometres North West of Sydney CBD.



2 Management team structure

2.1 Key personnel

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.

Responsibility for positive community engagement and stakeholder relationships will be driven across all functional areas with strategic advice and guidance provided by the Community Place Manager.

Across the Project, Community Place Managers are embedded in the construction teams with reporting lines to the relevant Project 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 Stakeholder Relations Manager to provide consistency in best practice engagement across the project. The Stakeholder Relations Manager is responsible for stakeholder and community engagement across all precincts and provides support to Community Place Managers related to site specific management of community liaison issues and stakeholders.

The Community Place Manager assigned to the Norwest site will be responsible for community and stakeholder engagement within the area.

2.2 Roles and responsibilities

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

<p>Lines of communication</p>	<p>Reporting lines to the Project Manager and Stakeholder Relations Manager Coordinates with TfNSW's OTS Contract Liaison Officer on stakeholder issues</p>
<p>Minimum skill level</p>	<p>A community relations practitioner with at least 5 years of experience in stakeholder management, community liaison, consultation and communications in similar roles</p>
<p>Interface with overall project structure</p>	<p>Interface with precinct based Operations, Engineering and Controls functions and weekly meetings with Communications and Stakeholder Relations team</p>

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 will be determined in consultation with TfNSW.

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.

Table 1 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 Northwest, 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	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; achievements; community involvement; community contact details; and relevant photos, maps and other illustrations	NRT
Monthly stakeholder email updates	Email updates for each construction site providing targeted information to stakeholders. Email updates will be used to supplement, not replace, newsletters and notifications. Stakeholders and community will register to receive these updates. 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

Tool	Purpose	Responsibility
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. NRT to provide copies of advertisements, traffic alerts, notification letters,, and other public material related to Project activities that has been published or publicly distributed	TfNSW
NRT Webpage	Information provided to comply with the Minister’s Conditions of Approval. NRT will provide a link to the Sydney Metro Northwest website on this webpage.	NRT
Social media	TfNSW to set up social media pages for each NRT site NRT to manage sites and provide one update per site per day or as requested by TfNSW	TfNSW NRT/TfNSW
Face-to-face and interactive tools		
Community information sessions	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. NRT to attend community information sessions as required and requested by TfNSW.	TfNSW NRT
Community forums	Four forums to be held across the project per year for residents and community groups within 500 m of construction sites. Focus on key environmental management measures, construction updates, final design and operations.	NRT
Business forums	Four forums to be held across the project per year for businesses within 500 m of construction sites. Focus on key environmental management measures, construction updates, final design and operation.	NRT
Mobile engagement	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.	NRT
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 any proposed mitigation measures.	NRT

Tool	Purpose	Responsibility
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	Notification letters provided at least seven days prior to the start of any activity likely to impact stakeholders, residents and businesses Activities may include: <ul style="list-style-type: none"> - Construction commencement - Significant milestones - Changes to the scope of work - Night works - Changes to pedestrian/cycle access and bus stops - Out of hours work - Disruption to residential or business access - Changing or disrupting utility services - Investigation activities 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.	NRT
Community signage – 7 day notification	Signage that identifies changes to traffic and access arrangements 7 days before: <ul style="list-style-type: none"> - Making changes to pedestrian routes - Impacting on cycle ways - Changing traffic conditions - Disrupting access to bus stops 	NRT
Advertisements	Advertise prior to significant construction activities, to notify of events and announce project milestones	TfNSW/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

Tool	Purpose	Responsibility
Schools		
School education program	NRT will participate in the school education program developed for primary and high school students by the NWRL team, as requested	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 and emergency services to advise of traffic changes 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 prior to major changes in traffic conditions	NRT
Management		
Site inductions/ tool-box talks	Used to present information about the Project’s communication and stakeholder and community liaison requirements and obligations. Relevant hand-outs will be provided	NRT

3.2 Key messages

Key messages will be updated and tailored accordingly as the Project progresses. Key messages specific to Norwest Station are:

- Located in the Northwest Business Park, the Norwest Station will be an underground station and include the following features:
 - 4 spaces for buses
 - 9 kiss-and-ride spaces
 - 9 taxi spaces
 - Parking and storage for 30 bicycles
 - Retail space at station entry
 - New traffic lights at the intersection of Norwest Boulevard and Brookhollow Avenue
 - Pedestrian and bicycle upgrades along Norwest Boulevard and Brookhollow Avenue
 - The area of land to the north east of the station entrance will be landscaped including planting along Norwest Boulevard
 - An underground pedestrian connection to the north-eastern side of Norwest Boulevard

The following key messages developed for NRT will be updated and tailored accordingly as the Project progresses.

- The \$8.3 billion Sydney Metro Northwest is 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 Rail Future – 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 rapid transit trains and will operate and maintain 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 metro 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 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. The stakeholder and community component of the induction has been submitted to TfNSW for approval.

3.4 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 PP22C-3.4-01](#)]

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 Enquiries and complaints management

An enquiries and complaints management handling procedure 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, 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.

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 all reasonable 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 advise TfNSW of any enquiry or contact by the media or elected government representative within 2 hours. NRT will not provide any statement or photographs to or permit any media or elected government representative on any part of the construction site without the prior written approval of TfNSW.

Response management process and responsibility

Complaint and enquiry handling responsibilities will be undertaken as outlined below. The contact details for the personnel responsible for the management of complaints is provided to TfNSW via Team Binder and updated as required.

Table 2 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	TfNSW to refer 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 3 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 (1 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.

Category	Response timeframe
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	<p>All enquiries and complaints recorded in Consultation Manager database within 24 hours</p> <p>Daily report provided to TfNSW and the Environmental Representative.</p>

5 Stakeholder engagement

5.1 Approach

Community and stakeholder engagement activities and strategies for the Norwest Station site will be informed by the design and delivery program.

Opportunities will be created 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.

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.

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.

NRT will minimise, where possible, impacts on stakeholders and the community and ensure stakeholders and the community fully understand the activities to be undertaken, their objectives, benefits, potential impacts and expected outcomes.

Stakeholder and issue analysis

Local stakeholders have been segmented according to their relationship to the Norwest station worksites 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 to determine the stakeholder mix in the vicinity of the Norwest station site.

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.

Table 4 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.

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

Table 4 Local stakeholder and issue analysis and communication activities

Stakeholder category	Specific stakeholder	Issues/interest in the project	Communication strategy and tools
Local Government	Hills Shire Council	<p>Impacts on local government assets and infrastructure</p> <p>Impacts on residents and businesses during construction</p> <p>Disruption to local roads, public transport and community facilities</p> <p>Station design and access arrangements</p> <p>Cumulative impacts with other projects/developments</p>	<p>Council briefings in coordination with TfNSW</p> <p>Regular meetings with officers regarding specific issues, project updates</p> <p>Provision of project communication material at Council offices</p>
Directly affected stakeholders	<p>Jacqui Circuit, Baulkham Hills to the south of the station site.</p> <p>Evesham Close, Baulkham Hills to the south-east of the station site.</p> <p>Edgewater Drive, Baulkham Hills to the west of the station site.</p> <p>Norwest Boulevard</p> <p>Ridgehaven Place</p> <p>Reston Grange</p>	<p>Construction impacts - noise, vibration, dust, visual amenity, traffic and local access changes</p> <p>Work hours and site access routes</p> <p>Potential for property damage caused by construction</p> <p>Station design and access arrangements</p> <p>Changes to traffic conditions, including Brookhollow Avenue and Norwest Boulevard</p>	<p>Individual meetings, doorknocks, regular progress updates, notifications and newsletters</p> <p>Verbal, electronic and social media updates</p> <p>Site tours and community forums</p>

Stakeholder category	Specific stakeholder	Issues/interest in the project	Communication strategy and tools
Directly affected businesses	<p>Businesses on Brookhollow Avenue including offices to the north-east, south-east and south-west of the site</p> <p>Australia Post Business Centre</p> <p>Businesses in Hills Corporate Centre</p> <p>Beaumont Strata Management</p> <p>Neighbouring businesses and commercial tenants</p> <p>Retail and commercial occupancies on north-western side of Norwest Boulevard</p> <p>Norwest Marketown Shopping Centre</p> <p>Coles Express/Shell Service Station</p>	<p>Business continuity – access for customers and deliveries</p> <p>Changes to access due to Brookhollow Avenue closure at Norwest Boulevard roundabout (western end)</p> <p>General construction impacts including noise, dust, construction traffic</p> <p>Traffic impacts including construction traffic and road works</p>	<p>Individual meetings, doorknocks, regular progress updates, notifications and newsletters</p> <p>Verbal, electronic and social media updates</p> <p>Site tours and community forums</p> <p>Property condition surveys</p> <p>Site signage and pedestrian/vehicle safety signage</p> <p>Regular notifications and update materials for staff and customers</p>
Educational and early learning	<p>Norwest Childcare Centre</p> <p>Hillsong Performing Arts Academy</p> <p>Hillsong International Leadership College</p>	<p>Safety of school community</p> <p>Changes to pedestrian access and local roads</p> <p>Impact on school operations/clash with exams</p> <p>Construction impacts – noise, vibration, dust</p> <p>Worksite safety and construction traffic on local roads</p> <p>General interest in the project</p>	<p>TfNSW schools education program</p> <p>Meetings, notifications, newsletters, telephone hotline, website</p> <p>Consult regarding replacement facilities</p> <p>Site signage and pedestrian/vehicle safety signage</p>
Religious/places of worship	<p>Hillsong Church</p>	<p>Working hours during services</p> <p>Changes to local traffic access and parking</p> <p>Impact on church operations, during festive and celebratory periods</p> <p>Potential damage to property and church assets</p>	<p>Meetings, notifications, telephone hotline, project website</p> <p>Property condition survey</p> <p>Site signage and pedestrian/vehicle safety signage</p>

Stakeholder category	Specific stakeholder	Issues/interest in the project	Communication strategy and tools
Other major projects/cumulative impacts	Interface with major development contractors	Minimising cumulative impacts Coordination of activities Coordination of public information and management of enquiries/complaints Interface with other contractors	Communication Management Control Group Transport and Traffic Liaison Group Regular stakeholder meetings Regular exchange and coordination of information
Stakeholders on the tunnel alignment between Norwest and Showground	Residential and business property owners and tenants Dexus Funds Management – IBM Data Centre, 3 Brookhollow Avenue Hills Corporate Centre, Brookhollow Avenue Commercial buildings in the Norwest Business Park	Concern about property damage from settlement Construction impacts – noise and vibration Potential impacts on sensitive equipment (e.g. laboratories)	Individual meetings, doorknocks, regular progress updates, notifications and newsletters Regular stakeholder meetings Verbal, electronic and social media updates Site tours and community forums

Table 5 Indicative construction timeline

*Timeframes/dates are indicative only and subject to change. Forward programs will be regularly reviewed to ensure communication requirements are met.

Norwest Station

Year	2016				2017				2018				2019			
Quarter	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Site establishment		●	●													
Station ground works			●	●	●											
Station construction			●	●	●	●	●	●	●	●	●					
Concourse construction					●	●	●	●	●	●	●					
Building finishes/Service Rooms - utilities						●	●	●	●	●	●	●				
Building services						●	●	●	●	●	●	●				
Station fit-out and commissioning							●	●	●	●	●	●				
Utility adjustments and Road works		●	●	●	●	●	●	●	●	●	●					
Pedestrian Underpass works			●	●	●	●	●	●	●	●	●					
Rail Infrastructure		●	●	●	●	●	●	●	●	●						
Testing and commissioning									●	●	●	●				

5.2 Implementation Plan

The following Implementation Plan provides a program of communication activity linked to the construction staging programs for the Norwest Station site.

In addition to the actions nominated below, NRT will keep the community informed of project progress and ongoing activities through the implementation of the communication tools identified in Table 3, including but not limited to monthly email updates, quarterly newsletters, regular doorknocks, and website updates. Where required tailored, communication and/or consultation strategies will be developed for specific activities or phases of work. The strategies will be developed in consultation with TfNSW, to identify opportunities for community involvement and ensure effective communication with stakeholders.

The Implementation Plan is designed to be flexible and will be updated regularly to reflect Project status and anticipate upcoming activities.

**Timeframes/dates are indicative only and subject to change. Forward programs will be regularly reviewed to ensure communication requirements are met.*

Table 6 Stakeholder and community liaison implementation plan

Timing	Project activity/issue	Communication/mitigation action	Stakeholder	Resources/ approvals	Implementation
Q1 2016	Project Deed requirements	Submit Norwest Station SCIP	TfNSW	Communications and Stakeholder Relations Manager Stakeholder Relations Manager	February 2016
Q2/3 2016	Site establishment and establishment of environmental controls	Community notification Site Banner/signage installed and/or updated Site specific construction newsletter Doorknock meetings with immediate neighbours	Local community within 500m radius of site – Brookhollow Avenue, Norwest Boulevard, Century Circuit, Jacqui Circuit, Evesham Close, Edgewater Drive Businesses on Brookhollow Avenue	Project Manager Community Place Manager	7 days prior to activities Site establishment Quarterly 7 days prior to activities

Timing	Project activity/issue	Communication/mitigation action	Stakeholder	Resources/ approvals	Implementation
		Community forums Business forums Email update Council briefing	including office to the north-east, south-east and south-west of the site. Hills Shire Council Hillsong Church		4 per year across project 4 per year across project Monthly As required
Q3/4 2016; Q1/2/3 2017	Station ground works (drainage, slabs and structure footings)	Community notification Site specific construction newsletter Community forums Email update Doorknock neighbours	Local community within 500m radius of site – Brookhollow Avenue, Norwest Boulevard, Century Circuit, Jacqui Circuit, Evesham Close, Edgewater Drive Businesses on Brookhollow Avenue including office to the north-east, south-east and south-west of the site.	Community Place Manager	7 days prior to activities Quarterly 4 per year across project Monthly 7 days prior to activities
Q3/4 2016; Q1/2/3/4 2017 Q1/2 2018	Station construction (beams, slabs and walls)	Community notification Site specific construction newsletter Community forums Email update Doorknock neighbours	Local community within 500m radius of site – Brookhollow Avenue, Norwest Boulevard, Century Circuit, Jacqui Circuit, Evesham Close, Edgewater Drive Businesses on Brookhollow Avenue including office to the north-east, south-east and south-west of the site.	Community Place Manager	7 days prior to activities Quarterly 4 per year across project Monthly 7 days prior to activities

Timing	Project activity/issue	Communication/mitigation action	Stakeholder	Resources/ approvals	Implementation
Q1/2/3/4 2017 Q1/2/3/4 2018	Concourse construction (station canopy, lighting)	Community notification Site specific construction newsletter Community forums Email update Doorknock neighbours	Local community within 500m radius of site – Brookhollow Avenue, Norwest Boulevard, Century Circuit, Jacqui Circuit, Evesham Close, Edgewater Drive Businesses on Brookhollow Avenue including office to the north-east, south-east and south-west of the site.	Community Place Manager	7 days prior to activities Quarterly 4 per year across project Monthly 7 days prior to activities
Q2/3/4 2018	Building Finishes/Service Rooms (utilities, tiling, carpet)	Community notification Site specific construction newsletter Email update Doorknock neighbours	Local community within 500m radius of site – Brookhollow Avenue, Norwest Boulevard, Century Circuit, Jacqui Circuit, Evesham Close, Edgewater Drive Businesses on Brookhollow Avenue including office to the north-east, south-east and south-west of the site.	Community Place Manager	7 days prior to activities Quarterly Monthly 7 days prior to activities
Q2/3/4 2017 Q1/2/3 2018	Building Services	Community notification Site specific construction newsletter Email update Doorknock neighbours	Local community within 500m radius of site – Brookhollow Avenue, Norwest Boulevard, Century Circuit, Jacqui Circuit, Evesham Close, Edgewater Drive Businesses on	Community Place Manager	7 days prior to activities Quarterly Monthly 7 days prior to activities

Timing	Project activity/issue	Communication/mitigation action	Stakeholder	Resources/ approvals	Implementation
			Brookhollow Avenue including office to the north-east, south-east and south-west of the site.		
Q3/4 2017 Q1/2/3/4 2018	Station fit-out and commissioning	<ul style="list-style-type: none"> Community notification Site specific construction newsletter Email update Doorknock neighbours 	<ul style="list-style-type: none"> Local community within 500m radius of site – Brookhollow Avenue, Norwest Boulevard, Century Circuit, Jacqui Circuit, Evesham Close, Edgewater Drive Businesses on Brookhollow Avenue including office to the north-east, south-east and south-west of the site. 	Community Place Manager	<ul style="list-style-type: none"> 7 days prior to activities Quarterly Monthly 7 days prior to activities
Q2/3/4 2016 Q1/2/3/4 2017 Q1/2/3 2018	Utility adjustments and road works (Norwest Boulevard, Century Circuit, Brookhollow Ave)	<ul style="list-style-type: none"> Community notification Site specific construction newsletter Doorknock meetings with immediate neighbours Community forums Email update Briefing for Traffic and Transport Liaison Group Council briefing Traffic alert/VMS or other signage 	<ul style="list-style-type: none"> TTLG members Hills Shire Council Travelling public, pedestrian, cyclists Bus users Hillsong Church Norwest Marketown Shell Petrol Station Local community within 500m radius of site – Brookhollow Avenue, Norwest Boulevard, Century Circuit, Jacqui 	<ul style="list-style-type: none"> Project Manager Traffic Manager Stakeholder Relations Manager Community Place Manager 	<ul style="list-style-type: none"> 7 days prior to activities Quarterly 7 days prior to activities 4 per year across project Monthly Monthly Ongoing 7 days prior to activities 7 days prior to activities 7 days prior to activities

Timing	Project activity/issue	Communication/mitigation action	Stakeholder	Resources/ approvals	Implementation
		Bus stop notices Directional signage when footpaths disrupted	Circuit, Evesham Close, Edgewater Drive Businesses on Brookhollow Avenue including office to the north-east, south-east and south-west of the site.		
Q3/4 2016 Q1/2/3/4 2017 Q1/2/3 2018	Pedestrian Underpass works	Community notification Site specific construction newsletter Community forums Email update Briefing for Norwest Marketown Doorknock neighbours	Norwest Marketown Shell Petrol Station Liquorland Hillsong Local community within 500m radius of site	Project Manager Stakeholder Relations Manager Community Place Manager	7 days prior to activities Quarterly 4 per year across project Monthly Ongoing 7 days prior to activities
Q1/2/3/4 2017 Q1/2 2018	Rail Infrastructure	Community notification Site specific construction newsletter Email update Doorknock neighbours	Local community within 500m radius of site Businesses on Brookhollow Avenue including office to the north-east, south-east and south-west of the site. Norwest Marketown Hillsong Church	Community Place Manager	7 days prior to activities Quarterly Monthly 7 days prior to activities
Q2/3/4 2018	Testing and Commissioning	Community notification Site specific construction	Local community within 500m radius of site	Community Place Manager	7 days prior to activities Quarterly

Timing	Project activity/issue	Communication/mitigation action	Stakeholder	Resources/ approvals	Implementation
		newsletter Email update Doorknock neighbours	Businesses on Brookhollow Avenue including office to the north-east, south-east and south-west of the site. Norwest Marketown Hillsong Church		Monthly 7 days prior to activities

6 Evaluation and reporting

6.1 Monitoring and evaluation

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.

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

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 PP22C-6.1-01]*, or where reasonably requested by TfNSW's Representative or any Authority.

NRT will undertake the ongoing development, amendment and updating of the SCIP 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
- Requirements and matters not covered by the existing project plans
- Changes to plans as directed by TfNSW's Representative under the Deed

Evaluation

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.

Audits

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

Lessons learnt

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

6.2 Reporting

Table 7 Reporting methods

Document	Frequency	Contents
Consultation Manager	Daily	All enquiries and complaints recorded in Consultation Manager within 24 hours (1 business day)
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	Daily media monitoring
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 Crisis communications Meetings and presentations Summary of feedback from displays and community and business forums Notifications Future events
Project Plan review	Bi-annually	Review and update of this Stakeholder and Community Involvement Plan

Appendix A. Definitions

Abbreviation/
Acronym/
Term

Definition

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
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. Business Management Strategy

Introduction

As part of the Project, a new station will be built at Norwest. Located in the heart of the Norwest Business Park, Norwest Station will serve one of Sydney's biggest employment precincts. It will also serve a large area of recent residential development to the south of the station.

The business park has seen strong growth and has significant opportunity for further employment and residential expansion in the future. To cater for this, bus bays are being provided on both sides of Norwest Boulevard and nine taxi spaces on Brookhollow Avenue.

Norwest Station will be located in the Norwest Business Park at the corner of Norwest Boulevard and Brookhollow Avenue.

The Norwest Business Park is 30.5 Kilometres North West of Sydney CBD.

Business identification

In preparing this Plan a consolidated review of the Sydney Metro Northwest Consultation Manager database and site inspections were conducted to determine the stakeholder mix in the vicinity of the Norwest Station site.

Businesses that are potentially affected by construction will be consulted individually and have been identified as part of the *Business Management Plan* [[LINK PP22C-ApxB-01](#)].

Monitoring and evaluation

NRT will continue to monitor the local area and consult with The Hills Shire Council and other project stakeholders to identify any new businesses which may commence trading during the delivery phase. In the event a new or a previously unidentified business is identified, NRT will include this as part of the *Business Management Plan* to ensure that construction impacts are minimised and specific measures are put in place to mitigate the effect on the business.

The *Business Management Plan* will be developed in accordance with the nine step process identified in the *Community Liaison Implementation Plan* (CLIP) [[LINK PP22C-ApxB-02](#)].

Appendix C. Enquiry and Complaints Process

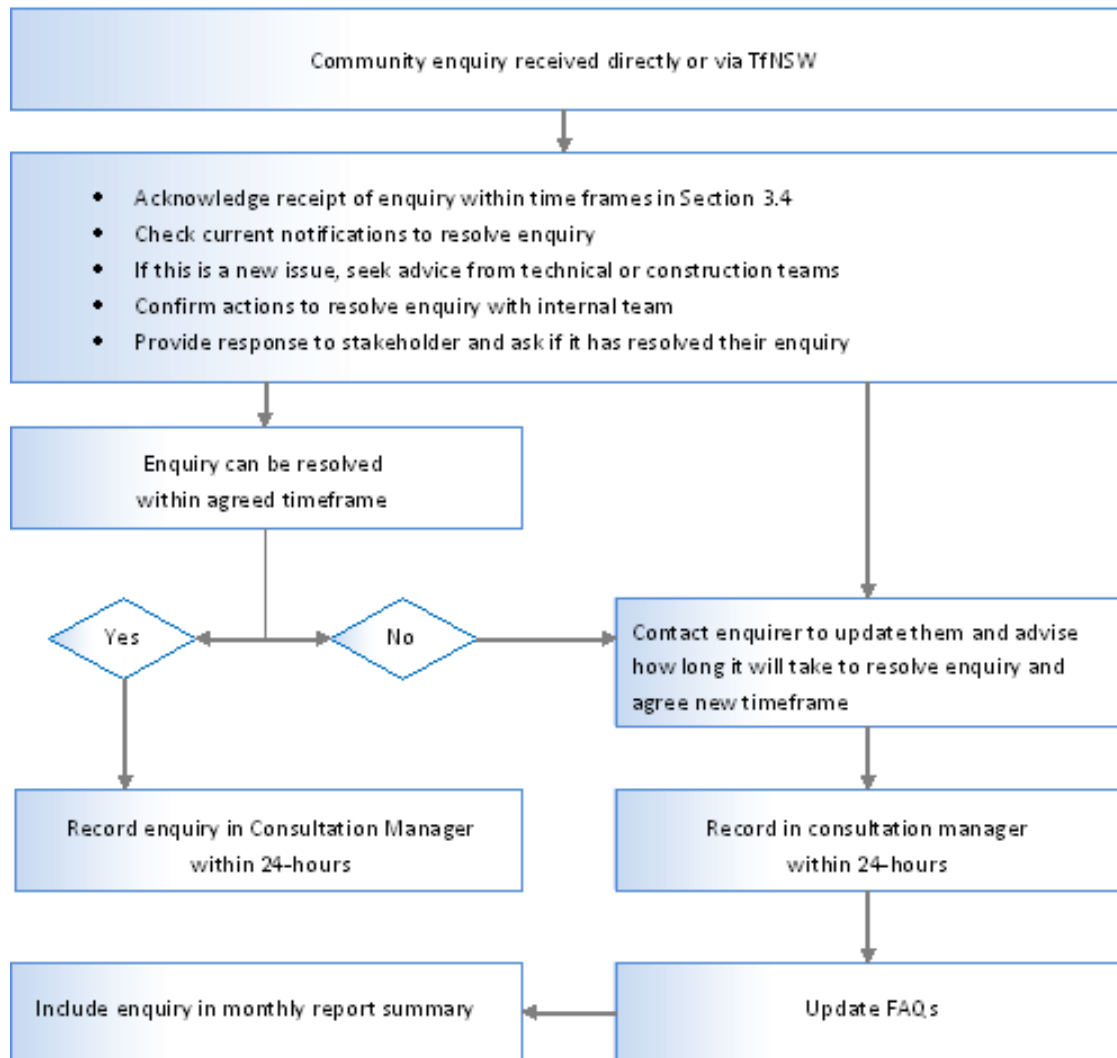


Figure 2 Enquiry Management Process

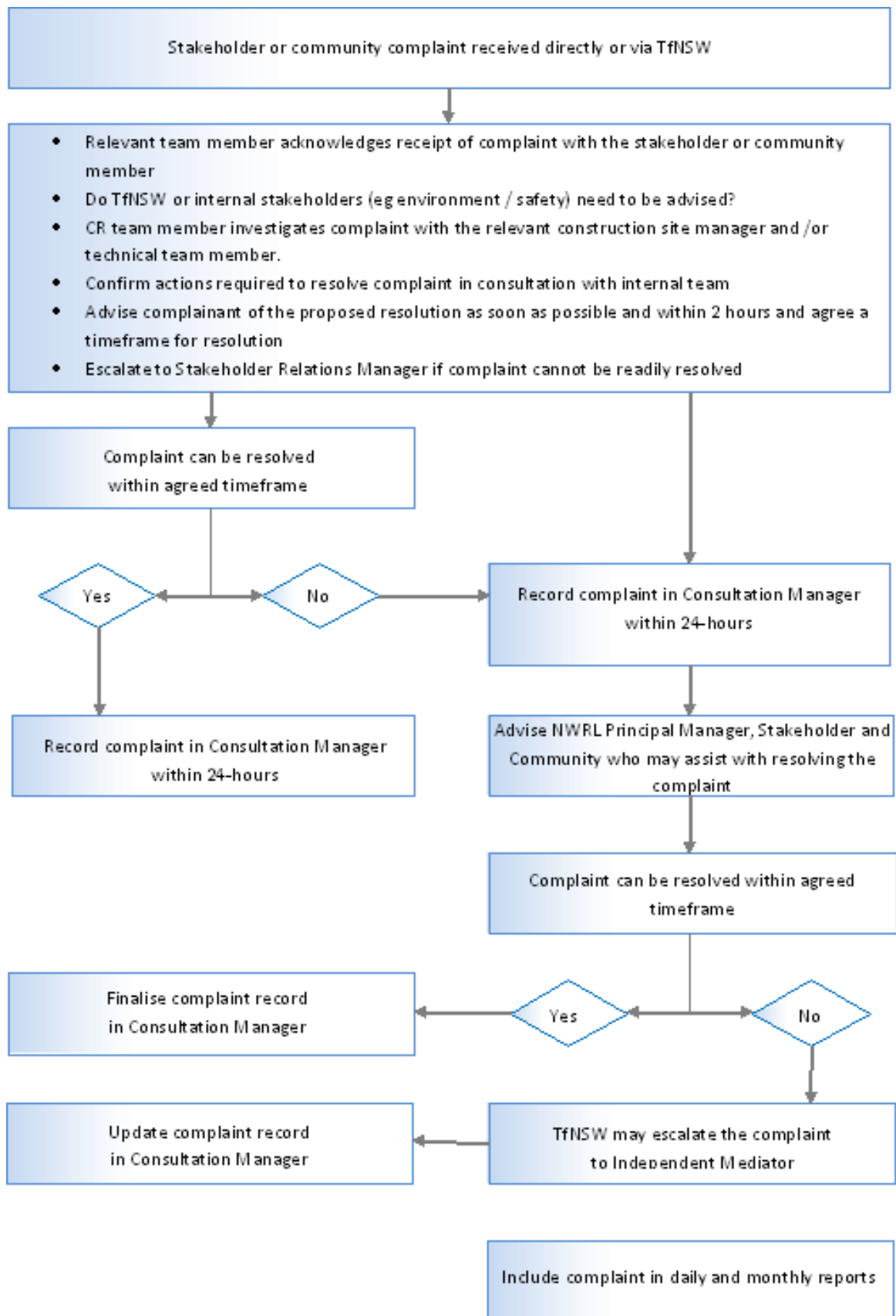


Figure 3 Complaint Management Process