












North West Rail Link

SCL-02 Overarching Stakeholder and Community Involvement Plan

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			<p>changed to 'Project Milestone/Newsletter Email ' and explanation updated.</p> <p>7 – Updates to NWRL position titles</p> <p>8.13 – Split into two to separate responsibilities for phone calls and emails.</p> <p>9 – Task completed dates added</p> <p>10 .1 – Deleted</p> <p>Appendix B - Deleted</p>			
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Review Requirements

This document should be reviewed every six months.

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Contents

1	About this plan	7
1.2	Contractor team cross over	8
1.3	Outline	8
1.4	Ministers Conditions of Approval	9
2	Accountabilities	12
2.1	Reviewing this plan	12
2.2	Relationship to other plans	12
3	Our approach	13
3.1	Transport for NSW approach	13
3.2	North West Rail Link approach	13
3.3	Project objectives	13
3.4	Our relationships	14
4	Stakeholder identification	15
4.1	Definition	15
4.2	NWRL stakeholders	15
5	Known issues	17
5.1	Understanding the issues	17
5.2	Key issues	17
5.3	Managing the impacts and issues	18
6	Communication tools	19
7	Structure	25
7.1	Roles	25
7.2	NWRL team key accountabilities and deliverables	25
7.3	Contractor delivery communication teams	26
8	Responsibilities	27
8.1	Stakeholder liaison	27
8.2	Stakeholder database	28
8.3	Stakeholder and community plans	28
8.4	Communications Management Control Group	30
8.5	Meetings with stakeholders and the community	31
8.6	Approval of public materials	32
8.7	Notifications	32
8.8	Advertisements	33
8.9	Newsletters	34
8.10	Project Milestone/Newsletter Email	35
8.11	Marketing and promotional opportunities	36

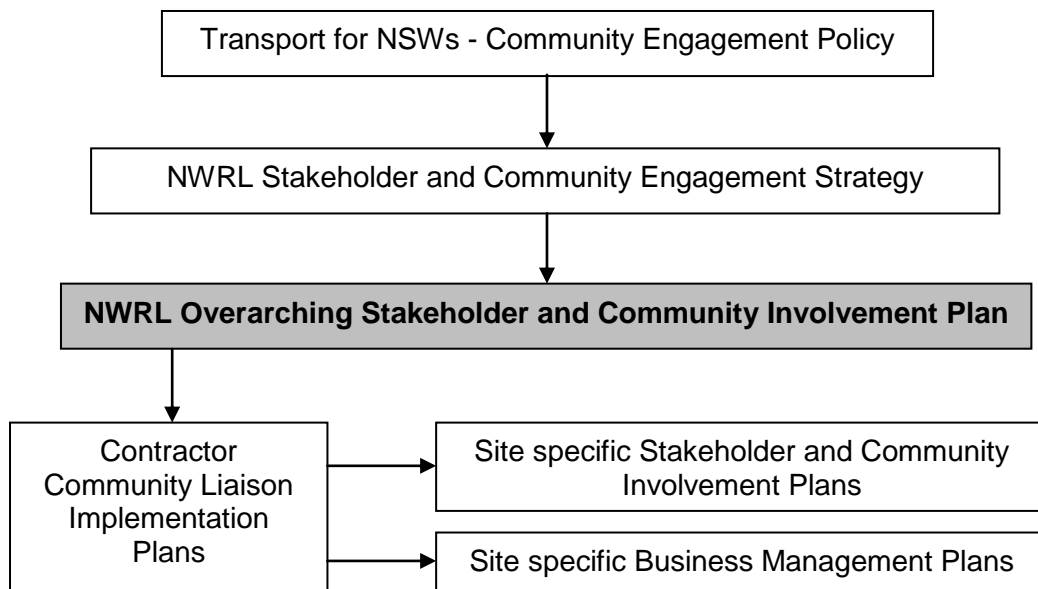
8.12	Stakeholder presentations and forums	37
8.13	Community email/written correspondence	37
8.14	Community phone enquiries	38
8.15	Community complaints	39
8.16	Community information sessions	41
8.17	Branding and logos	41
8.18	Issues and Media management	42
8.19	Government relations	43
8.20	Government agency relations	44
8.21	Crisis communications	45
8.22	Site visits	46
8.23	Photography and video recordings	46
8.24	Website	47
8.25	Social media	48
8.26	School engagement program	49
8.27	Site inductions	49
8.28	Community information centre	50
8.29	Community and business-based forums	51
8.30	Site signage and hoarding banners	52
8.31	Fact sheets	53
9	NWRL overarching implementation plan	54
10	Contractor implementation plans	58
Appendix A	TfNSWs Community Engagement Policy	59

1 About this plan

This Overarching Stakeholder and Community Involvement Plan (OSCIP) has been prepared to guide the North West Rail Link's (NWRL) approach to stakeholder liaison **during the construction of the North West Rail Link**. This plan has been developed in line with the relevant Ministers Conditions of Approval and forms part of the North West Rail Link (NWRL) Stakeholder and Community Liaison Management System.

The plan sits under the Transport for NSW (TfNSW) Community Engagement Policy and NWRL Stakeholder and Community Liaison Strategy as outlined in Figure 1 below. The plan outlines the approach for subsequent plans to be delivered by our construction contractor stakeholder and community liaison teams (as outlined in the Staging Report).

Figure 1 Where this plan sits in the hierarchy



1.2 Contractor team cross over

Our contractor teams and their interaction with the stakeholder and the community will overlap during the construction of the project. It is important a coordinated approach to stakeholder and community liaison is followed by all contractors, in accordance with this document.

Table 1 Indicative project timeline*

2013	2014	2015	2016	2017	2018	2019	2020▶										
Early Works																	
	Tunnels and Station Civil																
		Surface and Viaduct Civil															
	Operations, Trains and Systems																

*This timeline reflects on-the-ground activities only and does not reflect the full program

1.3 Outline

This OSCIP will guide the project’s interactions with stakeholder and the community and will outline the:

- Approach, objectives, principals, and tools to be used
- Team structure, roles and responsibilities
- Communication protocols and procedures to be followed
- Key stakeholders
- Implementation Plans to be developed.

This plan will be used to guide the development of the following plans:

- Community Liaison Implementation Plans
 - Prepared by NWRL team:
 - Overarching project requirements
 - Early Works
 - Prepared by each contractor:
 - Tunnels and Station Civil (TSC)
 - Surface and Viaduct Civil (SVC)
 - Operations, Trains and Systems (OTS).

The Community Liaison Implementation Plans will contain:

- Site-specific Stakeholder and Community Involvement Plans
- Business Management Plans.

The plans will be prepared by TfNSW NWRL team for Early Works and by each contractor for each subsequent delivery package (TSC, SVC, OTS).

1.4 Ministers Conditions of Approval

For ease of reference, the table below lists the MCoA which relate to stakeholder and community liaison. The table provides a reference to where each of these MCoA is addressed in this plan (SCL-02) or other plans outlined in Appendix B.

As outlined in the staging report, TfNSW (NWRL team) will submit an *Overarching Stakeholder and Community Involvement Plan* (this plan) to cover all of Stage 1 and Stage 2. Separate Community Liaison Implementation Plans will be developed progressively for each stage of work by our contractors. The first of which for Stage 1a (Early Works) will be prepared by TfNSW, with subsequent Community Liaison Implementation Plans submitted by the Stage 1b and 1c contractors’.

Table 2 Our compliance with the Ministers Conditions of Approval

MCoA		Reference
D1	A Stakeholder and Community Involvement Plan shall be prepared and implemented to provide mechanisms to facilitate communication between the Proponent (and its contractor(s)), the Environmental Representative (condition E44), the relevant council and community stakeholders (particularly adjoining landowners) on the construction environmental management of the SSI. The Strategy shall include, but not be limited to:	SCL-02 and <i>subsequent Community Liaison Implementation Plans</i> (to be prepared by contractors) as outline in Section 10.
a	identification of community and business stakeholders to be consulted as part of the Strategy, including affected and adjoining landowners;	
b	procedures and mechanisms for the regular distribution of information to community and business stakeholders on construction progress and matters associated with environmental management;	
c	the formation of community/business-based forums that focus on key environmental management issues for the SSI. The Strategy shall provide detail on the structure, scope, objectives and frequency of the forums;	
d	procedures and mechanisms through which community and business stakeholders can discuss or provide feedback to the Proponent and/or Environmental Representative in relation to the environmental management and delivery of the SSI;	
e	procedures and mechanisms through which the Proponent can respond to enquiries or feedback from community and business stakeholders in relation to the environmental management and delivery of the SSI; and	

MCoA		Reference
f	procedures and mechanisms that would be implemented to resolve issues/disputes that may arise between parties on the matters relating to environmental management and the delivery of the SSI.	SCL-05 – Section 4 SCL-02 and <i>subsequent Community Liaison Implementation Plans</i> (to be prepared by contractors) as outline in Section 10.
	This may include the use of an appropriately qualified and experienced independent mediator.	SCL-05 – Section 5.1.1
	<p>Issues that shall be addressed through the Stakeholder and Community Involvement Plan include (but are not necessarily limited to) construction traffic and access arrangements, construction noise and vibration, impacts to local businesses, land uses and community facilities, and other construction generated impacts.</p> <p>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.</p>	SCL-02 and <i>subsequent Community Liaison Implementation Plans</i> (to be prepared by contractors) as outline in Section 10.
D2	<p>Complaints and Enquiries Procedure</p> <p>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:</p>	SCL-05 – Section 2
a	a 24 hour telephone number(s) on which complaints and enquiries about the SSI may be registered;	
b	a postal address to which written complaints and enquires may be sent;	
c	an email address to which electronic complaints and enquiries may be transmitted; and	
d	a mediation system for complaints unable to be resolved.	SCL-05 – Section 5
	The telephone number, the postal address and the email address shall be published in newspaper(s) circulating in the local area prior to the commencement of construction. This information shall also be provided on the website (or dedicated pages) required by this approval.	SCL-05 – Section 2
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 AS 4269: <i>Complaints Handling</i> and maintain the System for the duration of construction and up to 12 months following completion of the SSI.	SCL-05

MCoA		Reference
	Information on all complaints received, including the means by which they were addressed and whether resolution was reached, with or without mediation, shall be maintained in a complaints register and included in the construction compliance reports required by this approval. The information contained within the System shall be made available to the Director General on request.	SCL-05 – Section 6
D4	<p>Provision of Electronic Information</p> <p>Prior to the commencement of construction, or as otherwise agreed by the Director General, the Proponent shall establish and maintain a new website, or dedicated pages within an existing website, for the provision of electronic information associated with the SSI, for the duration of construction and for 12 months following completion of the SSI. The Proponent shall, subject to confidentiality, publish and maintain up-to-date information on the website or dedicated pages including, but not necessarily limited to:</p>	SCL-13 – 1.21
a	information on the current implementation status of the SSI;	SCL-13 – 1.21
b	a copy of the documents referred to under condition B1 of this approval, and any documentation supporting modifications to this approval that may be granted from time to time;	SCL-13 – 1.21
c	a copy of this approval and any future modification to this approval;	SCL-13 – 1.21
d	a copy of each relevant environmental approval,	SCL-13 – 1.21
e	licence or permit required and obtained in relation to the SSI;	SCL-13 – 1.21
f	a copy of each current strategy, plan, program or other document required under this approval;	SCL-13 – 1.21
g	<p>the outcomes of compliance tracking in accordance with condition D5 of this approval; and</p> <p>details of contact point(s) to which community complaints and enquiries may be directed, including a telephone number, a postal address and an email address.</p>	SCL-13 – 1.21

2 Accountabilities

The Deputy Project Director, Stakeholder and Community Liaison is accountable for this document. Accountability includes authorising the document, monitoring its effectiveness and performing a formal document review.

The DPD-SCL has delegated responsibility for approving and implementing this plan to the NWRL Manager, Stakeholder and Community Liaison.

Members of the NWRL project team including employees, contractors, sub-contractors and consultants are accountable for ensuring the requirements of this document are implemented within their area of responsibility.

2.1 Reviewing this plan

This plan will require review every **six months** and also requires the development of contractor implementation plans 30 day prior to construction starting on each delivery package.

2.2 Relationship to other plans

This plan is supported by the North West Rail Link Integrated Management System's Stakeholder and Community Liaison Management Plan and the procedures and processes outlined in Section 8 and Appendix B of this document.

3 Our approach

3.1 Transport for NSW approach

Transport for NSW (TfNSW) is committed to establishing genuine relationships with stakeholders and the community. This is underpinned by the belief that effective communication is a crucial element in the successful delivery of all our projects.

A copy of TfNSW's Community Engagement Policy can be found in Appendix A.

3.2 North West Rail Link approach

Our approach to stakeholder and community liaison is derived from our business plan and is based on the following scope:

- Deliver a transport service that has been informed by engagement with stakeholders and the community.
- Build key stakeholder, community and general public confidence in the project.
- Manage risks associated with stakeholder and community issues.

Our aim is to:

- Address concerns about project impacts from directly affected stakeholders.
- Provide adequate and coordinated stakeholder and community consultation that identifies and addresses issues in a timely manner.
- Provide consistency across our external communication activities and interfaces with stakeholders during delivery of the project.

3.3 Project objectives

The primary objectives for the North West Rail Link are to:

- Ensure **customer needs** are met through provision of a safe, high quality, integrated and affordable transport service.
- Deliver a transport service that has been **informed by engagement with communities and stakeholders** and demonstrates evidence-based decision-making.
- Support the NSW Government's challenge to **accommodate population growth** in the north west by increasing the potential for a range of housing and employment opportunities.
- Deliver stage three (Rapid Transit System) of Sydney's Rail Future to **improve transport network reliability** by facilitating a shift from road to rail for trips to and from the north west, to reduce bus/road congestion and improve amenity in Sydney CBD.
- **Link existing communities and new growth areas** in north west Sydney with jobs and services in the global economic corridor (Macquarie Park–Chatswood–North Sydney–CBD).
- Contribute to **environmental, social and economic sustainability** by improving liveability, minimising our impact on the environment and the community, and delivering value for money.

Our shared project objectives are to:

- Build stakeholder support for, and understanding of the North West Rail Link.
- Minimise, where possible, project impacts on stakeholders and the community.
- Appropriately address stakeholder and community issues.
- Ensure stakeholders and the community fully understand the activities to be undertaken by the contractors, their objectives, benefits, potential impacts and expected outcomes.
- Communicate early and often.

3.4 Our relationships

Effective relationships and consistent and accountable communication practices are crucial to the successful delivery of the NWRL. The NWRL is committed to providing proactive and positive interactions with all our stakeholders during the delivery of the NWRL. This includes:

- Our colleagues across Transport for NSW
- Local, state and federal governments, government departments and agencies
- Media
- Industry partners
- Broader network users
- The community across the north west of Sydney.

4 Stakeholder identification

4.1 Definition

Stakeholders are persons or groups affected by, or with an interest in the NWRL project.

4.2 NWRL stakeholders

Table 3 Our stakeholders

Sector	Stakeholders	Responsibility
Community	Residents and residents groups Businesses and business groups Property owners Business owners Land owners Interest groups Education and religious facilities Transport users	<ul style="list-style-type: none"> NWRL – Senior Manager, Stakeholder and Community Liaison NWRL – Senior Manager, Public Communications NWRL – Place Managers Contractor community relations team during construction
	Peak community groups	<ul style="list-style-type: none"> NWRL – Senior Manager, Stakeholder relations
Government	NSW Minister for Transport	<ul style="list-style-type: none"> NWRL –Project Director
	Federal elected members and their electoral offices State elected members and their electoral offices Local elected members Local Council General Managers/CEOs	<ul style="list-style-type: none"> NWRL – Deputy Project Director, Community and stakeholder liaison NWRL – Senior Manager, Stakeholder relations
	NSW government departments and agencies	<ul style="list-style-type: none"> NWRL – Manager, Agency Relationships NWRL – Advisor, Agency Relationships Contractor community relations team during construction
	Council officers Emergency services <ul style="list-style-type: none"> Police Ambulance NSW Fire & Rescue Rural Fire Services State Emergency Services 	<ul style="list-style-type: none"> NWRL – Wider project team Contractor community relations team during construction

Sector	Stakeholders	Responsibility
Service providers	Sydney Water Power utilities Telecommunication providers	<ul style="list-style-type: none"> • Contractor team during construction • NWRL – Wider project team
Industry	Academic institutions Contractors Peak bodies Transport associations Transport experts Unions	<ul style="list-style-type: none"> • NWRL – Senior Manager, Stakeholder relations
Media	<ul style="list-style-type: none"> • All media 	<ul style="list-style-type: none"> • Transport for NSW • NWRL – Deputy Project Director, Community and stakeholder liaison • NWRL – Senior Manager, Issues and Media Management

5 Known issues

5.1 Understanding the issues

The project team has collected information on stakeholder and community issues regarding the construction and operation of the project through:

- Calls to the information line and emails to the community email account
- Visits to the community information Centre
- Community information sessions during the exhibition periods for Environmental Assessment 1 and 2
- Submissions to Environmental Assessment 1 (and by the end of 2012, Environmental Assessment 2)
- Meetings, doorknocks and other interactions with stakeholder and the community by the wider project team.

5.2 Key issues

Key issues include (but are not limited to):

- Design
 - Tunnel alignment and route selection
 - Station facilities include parking, park n ride, kiss n ride, bicycle facilities etc
 - Station and precinct design
 - Skytrain
- Operation
 - Fares and ticketing
 - Noise and vibration
 - Types of trains
 - Timetables and service
- Noise and Vibration
 - Working hours
 - Demolition and construction
 - Trenching
 - Property damage
- Flora and Fauna
 - Tree trimming and tree removal

- Loss of habitat
- Impacts to the natural environment
- Waste and contamination
 - Asbestos removal
 - Spoil removal
 - Hazardous waste and contamination
- Traffic and access
 - Loss of parking or parking on local roads
 - Increase traffic levels and heavy vehicle movements
 - Footpath closures/diversion
 - Road closures/diversion and interruptions to property access
 - Impacts to T-way operation
- Air Quality
- Social and economic
 - Planned or unplanned interruption to utilities
 - Property acquisition
 - Property values
 - Impacts on local businesses operations
 - Impacts to land uses and community facilities
- Heritage
- Consultation
- Cumulative impacts
- Safety and site security
- Other construction generated impacts.

5.3 Managing the impacts and issues

A number of tools will be used by the project team to manage these issues including:

- The implementation of this plan
- Working closely with the TfNSW Environmental Representative
- Implementing the Construction Environmental Management Framework
- Implementing the Compliance Tracking Program
- Implementing the NWRL Environmental Management System.

6 Communication tools

The following is a list of tools that will be implemented throughout the life of the project. This list is not exhaustive and other tools may be used by the contractor delivery teams with approval from the DPD-SCL.

Responsibilities for implementing these tools are outlined in section 8.

Table 4 North West Rail Link communications tools

Tool	Explanation and purpose
Community contact tools	
Community information line	<p>This number allows stakeholders to have access to the project team during construction hours. All communication materials must include the central NWRL community information line number (1800 019 989).</p> <p>Calls will be redirected to relevant contractors as required.</p>
Community email address	<p>This email address allows stakeholders to have access to the project team. All communication materials must include the central NWRL community email address (info@northwestrail.com.au).</p> <p>Emails will be redirected to relevant contractors as required.</p>
Community post box	<p>This postal address allows stakeholders to have access to the project team. The website will include central NWRL community postal address (NWRL, PO Box K659, Haymarket NSW 1240).</p> <p>Correspondence will be redirected to relevant contractors as required.</p>
Information tools	
Newsletter	<p>A newsletter will be used to update the community on the status of current and upcoming activities:</p> <ul style="list-style-type: none"> • A quarterly update (or as required) will be issued by the NWRL team (to provide updates on the entire project). • A site-specific quarterly update will be issued by each contractor. <p>The update must contain information on:</p> <ul style="list-style-type: none"> • Construction progress • Upcoming construction stages • Environmental management achievements • Community involvement achievements • One month look-ahead • Community contact information. <p>The newsletter must be made available on the website, and as a minimum, distributed to local stakeholders including neighbouring residents and businesses.</p>

Tool	Explanation and purpose
	<i>The Environmental Representative should receive a copy of all newsletters.</i>
Project Milestone/Newsletter Email	<p>NWRL project updates</p> <p>Email updates will be used by the NWRL team to inform stakeholders as required about the progress of the project and any key milestones or activities taking place during the following month to stakeholders on the Consultation Manager distribution list “NWRL - 1. Project Milestone/Newsletter Email List”. These email updates are intended to supplement, not replace, newsletters or notifications.</p> <p>Stakeholders should be offered the opportunity to register to receive these updates via public materials produced for the project.</p> <hr/> <p>Community emails</p> <p>Contractors will distribute site specific monthly community update emails for each construction site.</p> <p>The emails will inform the community of the progress of the project and key milestones or activities taking place during the following month.</p> <p>These email updates are intended to supplement, not replace, newsletters or notifications.</p> <p>Stakeholders should be offered the opportunity to register to receive these updates via public materials produced for the project.</p> <p>Distribution (email) lists must be managed on Consultation Manager for example “NWRL – Cherrybrook update Email List”.</p> <p><i>The Environmental Representative should receive a copy of all email updates.</i></p>
Fact sheets	<p>Fact sheets will be used as required to explain key aspects of the project to the community and our stakeholders.</p> <p><i>The Environmental Representative should receive a copy of all factsheets.</i></p>
Photography and videography	<p>Photos and videos must be used to record the construction process and assist and explaining aspects of the project work to stakeholders.</p> <p>Images and footage must be used in notifications, newsletters, on the NWRL website, presentations and reports as required.</p>
Site signage and hoarding banners	<p>Site signage must identify the project, explain the project need and provide contact information.</p>
Online tools	
North West Rail link website	<p>Information about the project must be uploaded to project website (www.northwestrail.com.au). The website must be referenced in all communication materials as a source of information and must be updated throughout the life of the project. Information should include:</p> <ul style="list-style-type: none"> • Description of the project, current status and timing • Construction update newsletters • Notifications • Up-to-date project information • Graphics and images on the project background and progress

Tool	Explanation and purpose
	<ul style="list-style-type: none"> • Copies of relevant reports • Photos, images and maps • Contact information <ul style="list-style-type: none"> – Phone number – Community email address – Community post box address • Links to documents as required under the Ministers Conditions of Approval (see section 1.4) • A link to the contractor webpage.
Contractor webpage	<p>The contractor must establish and maintain a web site to upload and maintain information required to be published to comply with the Ministers Conditions of Approval (see section 1.4). Including copies of community, environmental, sustainability, transport, traffic and noise and vibration reports and plans.</p> <p>This website must be for information purposes only and must not contain any promotional materials for the project.</p> <p>A link must be provided to the North West Rail Link website.</p>
Social media	<p>Social media for example Facebook, Twitter and Instagram must be used to provide project updates to stakeholders.</p> <p>Individual social media pages must be created for each construction site to give targeted information to interested parties.</p> <p>Stakeholders should be offered the opportunity to join social media feeds via public materials produced for the project.</p>

Face to face and interactive tools

Community information centre	<p>The community information centre is currently open at 299 Old Northern Road, Castle Hill. Opening hours are:</p> <ul style="list-style-type: none"> • Monday, Tuesday, Wednesday and Friday 10am-6pm • Thursday 10am-7pm • Saturday 10-2pm <p>The centre has displays including maps, photographs and videos to provide information to visitors about the project.</p>
Community information displays	<p>Community information displays will used to provide information about the project, seek stakeholder and community views and encourage submissions during exhibitions.</p> <p>During the construction stage the purpose of the display will be to explain to stakeholders and the community the current stage of construction and what they can expect.</p>
Doorknock meetings	<p>Individual doorknock meetings will be used as required to discuss the potential impacts of the project with highly impacted stakeholders, especially residents and businesses directly impacted by project work.</p>
Meetings with	<p>Stakeholder meetings will be used as required to discuss project activities</p>

Tool	Explanation and purpose
individuals or groups	including work in progress and upcoming work or any issues in connection with the activities. Meetings will also be used to discuss the potential impacts of the project and, where relevant, mitigation strategies to offset impacts.
Site visits	Site visits will be used where appropriate to inform select stakeholders about the progress of the project and any key milestones or activities taking place.
Presentations and forums	Presentations and forums will be used where appropriate to inform stakeholders about the progress of the project and any key milestones or activities taking place.
Community & business based forums	Forums must be arranged by contractors to focus on key environmental management issues relating to contractor activities with highly impacted community and business stakeholders.
Notifications	
Emergency works – notification letter	<p>The emergency works – notification letter must be used to advise properties immediately adjacent to or impacted by emergency works, within two hours of commencing work.</p> <p>Notifications must be delivered by doorknock, issued on North West Rail Link letterhead and include the following:</p> <ul style="list-style-type: none"> • Scope of work • Location of work • Hours of work • Duration of activity • Type of equipment to be used • Likely impacts including noise, vibration, traffic, access and dust • Contact information. <p><i>The Environmental Representative should receive a copy of all notifications.</i></p>
7 day notification - Community Signage	<p>Signage must used to advise the community and stakeholders, no earlier than 7 days prior, of any activity with the potential to impact. This includes:</p> <ul style="list-style-type: none"> • Work in public areas such as a park • Making changes to pedestrian routes • Impacting on cycle ways • Changing traffic conditions • Disrupting access to bus stops. <p>Signage could include A-frames, mobile VMS, hoarding or similar and be placed at either end of the corridor of work.</p> <p><i>The Environmental Representative should receive a copy of all newsletters.</i></p>
7 day - Traffic alert email	<p>The 7 day - Traffic alert email must be used to advise key traffic and transport stakeholders of traffic and access arrangements, no earlier than 7 days prior, to changes. Recipients should include:</p> <ul style="list-style-type: none"> • Relevant authorities • Transport operators (including bus, coach and taxi operators) • Couriers.

Tool	Explanation and purpose
	<p>Notification audience and content will be guided by the Traffic and Transport Liaison Group and Traffic Management Plans.</p> <p><i>The Environmental Representative should receive a copy of all newsletters.</i></p>
7 day – Utility notification	<p>The 7 day – Utility notification must be used to notify relevant utility service authorities, no earlier than 7 days prior, of utility service work.</p> <p><i>The Environmental Representative should receive a copy of all newsletters.</i></p>
7 day notification letter	<p>The 7 day notification letter must be used to advise the community and stakeholders, no earlier than 7 days prior, of any activity with the potential to impact. This includes:</p> <ul style="list-style-type: none"> • Start of construction • Significant milestones • Changes to scope of work • Night works • Changes to traffic conditions • Modifications to pedestrian routes, cycle ways and bus stops • Out of hours work • Changes to residential or business* access • Changes or disruptions to utility services • Investigation activities. <p>Notifications must be issued on North West Rail Link letterhead and include the following:</p> <ul style="list-style-type: none"> • Scope of work • Location of work • Hours of work • Duration of activity • Type of equipment to be used • Likely impacts including noise, vibration, traffic, access and dust • Project contact information. <p>The Environmental Representative should receive a copy of all newsletters.</p> <p><i>*Businesses should be managed via implementation of Business Managements Plans – see section 10.</i></p>
Advertisements	<p>Display advertisements will be used to notify the community prior to the start of construction, update on construction activity, notify of exhibitions and events and announce project milestones.</p> <p>Statutory advertisements must be used to fulfil the requirements of the Ministers Conditions of Approval, any licences and that required by law.</p> <p>Advertisements in local newspapers must be used to notify of 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.</p>

Tool	Explanation and purpose
Briefings and media	
MP, local elected members and Ministerial briefings	MP, Local elected members and Ministerial briefings will be used to update these stakeholders on major project milestones.
Media briefings and releases	Media releases, briefings and events will be used to update the community on major project milestones.
Schools	
School Engagement Program	A school engagement program will be developed by the NWRL team to engage with primary and high school students about the project.
Management	
Site inductions	Site inductions must include communications requirements to ensure all members of the project team and contractor teams are aware and respectful of our residential and business neighbours.
Stakeholder database	Consultation Manager is a web-based program used for the collection and recording of details regarding stakeholder and community contact and correspondence.
Communications Management Control Group	<p>The role of the Communications Management Control Group is to:</p> <ul style="list-style-type: none"> • Provide an update on current and upcoming milestones, construction program and stakeholder and community issues. • Provide a forum to exchange information and coordinate communication and consultation activities to ensure a consistent approach to stakeholders, the community and others is delivered. <p>The Stakeholder and Community Relations Manager from each contractor team and other relevant team members must attend all meetings as requested to provide details of community liaison activities.</p> <p>Invitations will be sent as required to community relations representatives from other large infrastructure projects where cumulative impacts are likely. For example Roads and Maritime Services, QIC, GPT, Lend Lease.</p>

7 Structure

Transport for NSW, the NWRL stakeholder and community liaison team and the delivery contractor stakeholder and community liaison teams will share responsibility for stakeholder relations. Other members of the project team and contractors will have key roles to play.

The structure and roles of the NWRL stakeholder and community liaison team is as follows:

7.1 Roles

7.1.1 TfNSW Communications and Stakeholder Engagement

TfNSW will manage media for the project.

7.1.2 NWRL Stakeholder and Community Liaison team

The NWRL Stakeholder and Community Liaison team is currently made up of the following staff:

- Deputy Project Director – Stakeholder and Community Liaison
- Senior Manager, Issues and Media Management
- Senior Manager, Stakeholder Relations
- Senior Manager, Public Communications
 - Coordinator, Events and Internal Communications
 - Coordinator, School Engagement Program
 - Graphic Designer (2)
- Manager, Agency Relationships
 - Advisor, Agency Relationships
- Senior Manager, Stakeholder and Community Liaison
 - Place Manager (3)
 - Manager, Community Information Centre
 - Community Liaison Officer, Community Information Centre (3)

7.2 NWRL team key accountabilities and deliverables

The NWRL team's key accountabilities and deliverables are derived from the NWRL Business Plan and include:

7.2.1 Stakeholder and Community Liaison

- Proactively manage interfaces with key stakeholders such as all levels of Government, business, peak bodies, community and interest groups.
- Proactively identify relevant stakeholder and community issues.
- Assess and manage stakeholder and community communication requirements.

- Develop and manage implementation of stakeholder and community liaison plans.

7.2.2 Issues and Media Management

- Provide media management.
- Respond to media issues and requests.
- Proactively identify issues and develop communication management strategies.
- Build and maintain sound relationships between the NWRL Project and the media.
- Provide high quality project information and support material to the media.

7.2.3 Public Communication

- Develop and manage implementation of communication campaigns that increase public awareness and understanding of the NWRL, support for the project, build relationships with key stakeholders and the community and encourage participation during key project milestones.

7.2.4 Agency Relationship Management

- Actively engage with other parts of Government.
- Facilitate development and negotiation of agreements with agencies to achieve project objectives.
- Establish and work with Agency Relationship Managers, Workstream Team Leaders and Managers in the Project Team to assist them identify, develop, build and foster effective Agency relationships.

7.3 Contractor delivery communication teams

The contractor teams will help the project meet the key accountabilities and deliverables by undertaking the following:

- Complying with all NWRL Procedures, Processes, Protocol and Plans.
- Developing construction specific community liaison implementation plans.
- Inducting all contractors and sub-contractors in community relations issues and expectations.
- Managing day-to-day relationships with directly affected stakeholders as specified and developing good relationships with project neighbours.
- Advocating community and stakeholder interests to NWRL.
- Responding to community enquiries and complaints.
- Preparing public materials such as construction notifications, general notifications, site signage, traffic alerts as specified.
- Recording all interactions with stakeholders in Consultation Manager.
- Proactively communicating with stakeholders including doorknocks and targeted correspondence about construction work.
- Documenting the projects progress through photography and videography.
- Providing content to NWRL team for public materials, media and government responses.
- Monitoring and achieving KPIs as specified in contracts.

8 Responsibilities

Section 6 and 7 outline the tools, key accountabilities and deliverables for the project. Responsibilities for implementing tools and achieving key accountabilities and deliverables are outlined below.

8.1 Stakeholder liaison

In order to achieve our project objectives, we must develop and implement robust strategies and plans to implement a coordinated approach to stakeholder liaison across the numerous construction sites, contractors and the life of the project.

Table 5 Responsibility for stakeholder liaison

Role	Responsibility
TfNSW Communications and Stakeholder Engagement	<ul style="list-style-type: none"> • Prepare, manage and comply with the Transport for NSW Editorial Style Guidelines.
NWRL Stakeholder and Community Liaison team	<ul style="list-style-type: none"> • Prepare, manage and comply with the North West Rail Link Stakeholder and Community Liaison Strategy. • Prepare, manage and comply with the North West Rail Link Stakeholder and Community Involvement Plan. • Prepare, manage and comply with the North West Rail Link Style Guidelines. • Comply with the Transport for NSW Editorial Style Guidelines.
Contractor delivery communication teams	<ul style="list-style-type: none"> • Provide a person that is available at all times that any activities are being performed on any construction site to answer any questions, concerns, complaints or enquires in relation to activities. • Work closely with the NWRL team to coordinate consultation activities with the community and other stakeholders. This coordination includes organising meetings with the community and stakeholders or accompanying the NWRL team as required to discuss work in progress, upcoming work or any issue in connection with activities. • Contact NWRL team immediately in relation to any community protests. • Advise of the need for any consultation activities before they are organised through stakeholder and community plans and the Communications Management Control Group. • Comply with the North West Rail Link Stakeholder and Community Liaison Strategy. • Comply with the North West Rail Link Stakeholder and Community Involvement Plan. • Comply with the North West Rail Link Style Guidelines. • Comply with the Transport for NSW Editorial Style Guidelines.

8.2 Stakeholder database

The stakeholder database used within TfNSW is Consultation Manager. Consultation Manager is a web-based program used for the collection and recording of stakeholder and community contact and correspondence.

Table 6 Responsibility for Communications Management System

Role	Responsibility
TfNSW Communications and Stakeholder Engagement	<ul style="list-style-type: none"> • Forward any enquiries regarding NWRL to the NWRL Stakeholder and Community Liaison team. • Operate and manage the TfNSW Consultation Manager Enterprise system. • Update and maintain Consultation Manager with accurate contact details to ensure easy identification and rapid distribution of information. • Set-up and annual maintenance fees.
NWRL Stakeholder and Community Liaison team	<ul style="list-style-type: none"> • Manage the NWRL project within the TfNSW Enterprise system. • Prepare and implement SCL-03 Consultation Manager data entry procedure. • Record all interactions with stakeholders on Consultation Manager in accordance with SCL-03 Consultation Manager data entry procedure within 24 hours. • Record any actions resulting from these contacts in Consultation Manager in accordance with SCL-03 Consultation Manager data entry procedure within 24 hours. • Update and maintain Consultation Manager with accurate contact details to ensure easy identification and rapid distribution of information.
Contractor delivery communication teams	<ul style="list-style-type: none"> • Record all interactions with stakeholders on Consultation Manager in accordance with SCL-03 Consultation Manager data entry procedure within 24 hours. • Record any actions resulting from these contacts in Consultation Manager in accordance with SCL-03 Consultation Manager data entry procedure within 24 hours. • Update and maintain Consultation Manager with accurate contact details to ensure easy identification and rapid distribution of information.

8.3 Stakeholder and community plans

This OSCIP has been prepared to guide the NWRL approach to stakeholder liaison. A number of sub-plans are required to guide stakeholder liaison during the life of the project. These are outlined in table 6 below.

Table 7 Responsibilities for stakeholder and community plans

Role	Responsibility
TfNSW Communications and Stakeholder Engagement	<ul style="list-style-type: none"> • Manage TfNSW's Community Engagement Policy.
NWRL Stakeholder and Community Liaison team	<ul style="list-style-type: none"> • Develop and implement the SCL-02 Overarching Stakeholder and Community Involvement Plan in accordance with the relevant Ministers Conditions of Approval. • Undertake on-going review, amendment and updating of the SCL-02 Overarching Stakeholder and Community Involvement Plan throughout the duration of construction. • Submit plans to the Director-General (as required by the Ministers Conditions of Approval).
Contractor delivery communication teams	<ul style="list-style-type: none"> • Develop and implement a Community Liaison Implementation Plan that provides a clear framework, including policies, processes and procedures for proactive communications management and to assure that stakeholder and community relations are effectively managed in accordance with the relevant Ministers Conditions of Approval. The plan should include: <ul style="list-style-type: none"> – Site-specific Stakeholder and Community Involvement Plans. – Business Management Plan. • The Business Management Plan should provide a clear framework, including policies, processes and procedures for proactive communications management and to assure that impacts on businesses are minimised. • Submit a copy of the Community Liaison Implementation Plan to the Principal's Representative for review within 14 days of the date of the relevant deed. • Make any changes to the submitted Stakeholder and Community Involvement Plans requested by the Principal's Representative prior to implementation. • Will not start work until the Stakeholder and Community Involvement Plans comply with the relevant deed. • The Community Liaison Implementation Plan, Site-specific Stakeholder and Community Involvement Plans and the Business Management Plan must be updated every three months (throughout the duration of construction) and submitted to the NWRL team for review. • Issue each version of the Plans in electronic format and upload onto the NWRL website. • Develop all plans with in accordance with the relevant deed.

8.4 Communications Management Control Group

The role of the Communications Management Control Group is to:

- Provide an update on current and upcoming milestones, construction program and stakeholder and community issues.
- Provide a forum to exchange information and coordinate communication and consultation activities between contractors to ensure a consistent approach to stakeholders, the community and others is delivered.

Table 8 Responsibilities for the communications management control group

Role	Responsibility
NWRL Stakeholder and Community Liaison team	<ul style="list-style-type: none"> • Prepare Terms of Reference for the Communications Management Control Group. • Prepare and manage the Group in accordance with SCL-10 Terms of Reference for the Communications Management Control Group. • Convene the Communications Management Control Group prior to the commencement of any contractor activities. • Arrange fortnightly meetings (or less frequently if required). • Invite as required, community relations representatives from other large infrastructure projects where cumulative impacts are likely. For example Roads and Maritime Services, QIC, GPT, Lend Lease. • Invite the Environmental Representative.
Contractor delivery communication teams	<ul style="list-style-type: none"> • Attend fortnightly meetings. • The Stakeholder and Community Relations Manager and relevant team members (as requested) must attend all meetings to provide details of community liaison activities. • Provide accurate communications information and detailed explanations relating to activities and all associated community impacts. This includes a program of activities including scheduling and details of the planned community impact minimisation measures. • Provide all relevant information regarding any activity with the potential to impact on stakeholders and the community including local residents, property owners, businesses and transport users, including: <ul style="list-style-type: none"> – a summary of current and upcoming activities, likely impacts, and proposed communication strategies to address these impacts. – 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 requested.

Role	Responsibility
	<ul style="list-style-type: none"> • Exchange information and coordinate communication and consultation activities with other contractors and NWRL. • Advise the NWRL of other community relations representatives from other large infrastructure projects where cumulative impacts are likely. For example Roads and Maritime Services, QIC, GPT, Lend Lease who would benefit from attending.

8.5 Meetings with stakeholders and the community

Meetings will be used as required to discuss project activities including work in progress and upcoming work or any issues in connection with the activities.

Doorknock meetings will be used as required to discuss the potential impacts of the project with highly impacted stakeholders, especially residents and businesses directly impacted by project work.

Table 9 Responsibilities for meetings

Role	Responsibility
NWRL Stakeholder and Community Liaison team	<ul style="list-style-type: none"> • Record all meetings on Consultation Manager in accordance with SCL-03 Consultation Manager data entry procedure within 24 hours.
Contractor delivery communication teams	<ul style="list-style-type: none"> • Work with the NWRL team to coordinate consultation activities with stakeholders and the community. • Organise meetings with stakeholders and the community, or accompany the NWRL team, to discuss activities including work in progress and upcoming work or any issues in connection with the activities. • Advise the NWRL team of the timing, purpose and attendees for all meeting with stakeholders and the community seven days prior to them taking place. The NWRL team must be invited to attend and be allowed to participate in all meetings with stakeholders and the community. • Advise the NWRL team of the need for any consultation activities before they are organised and, where required, the NWRL team will lead or be involved in these activities. • Provide relevant materials for presentation and/or distribution at stakeholder and community meetings to the NWRL team. • Provide appropriate personnel to attend and participate in stakeholder and community meetings organised by the NWRL team (including after-hours) as required. The personnel must be adequately informed and suitably qualified to participate and be able to take the lead during the meeting in detailing the progress of the project works and activities and in the resolution of stakeholder and community issues. • Record all meetings on Consultation Manager in accordance with SCL-03 Consultation Manager data entry procedure within 24 hours.

8.6 Approval of public materials

The North West Rail Link team will produce and distribute overarching public communications materials for the project. The team will also approve all materials distributed or presented to the public or available on the internet.

Table 10 Responsibilities for approvals of public materials

Role	Responsibility
TfNSW Communications and Stakeholder Engagement	<ul style="list-style-type: none"> • Maintain TfNSW Style Guide.
NWRL Stakeholder and Community Liaison team	<ul style="list-style-type: none"> • Approve public materials (public display materials, advertisements, construction update newsletters, site signage and notification letters) within five business days in accordance with SCL-11 Public material approvals protocol. • Approve advertisements within five business days in accordance with SCL-12 Advertising Production and Approvals Procedure. • Ensure layout complies with SCL-04 NWRL Style Guidelines (Co-branding). • Ensure content complies with TfNSW Editorial Style Guidelines.
Contractor delivery communication teams	<ul style="list-style-type: none"> • Provide all communication material for approval prior to release according to SCL-11 Public material approvals protocol. • Ensure layout complies with SCL-04 NWRL Style Guidelines (Co-branding). • Ensure content complies with TfNSW Editorial Style Guidelines. • Provide the NWRL team with five business days to approve public materials. • Provide PDF format of all final materials for NWRL website. • Ensure that all staff and subcontractors are aware of and abide by SCL-11 Public material approvals protocol.

8.7 Notifications

A range of notifications are required to advise stakeholders and the community of activities likely to cause impacts. An explanation of the content for the community and stakeholder notifications is provided in section 6.

Table 11 Responsibilities for community and stakeholder notifications

Role	Responsibility
NWRL Stakeholder and Community Liaison team	<ul style="list-style-type: none"> • Approve notifications within five business days in accordance with SCL-11 Public material approvals protocol. • Ensure layout complies with SCL-04 NWRL Style Guidelines (Co-branding). • Ensure content complies with TfNSW Editorial Style Guidelines. • Upload all notifications to NWRL project webpage.

Role	Responsibility
Contractor delivery communication teams	<ul style="list-style-type: none"> • Proactively notify stakeholders and the community of current and upcoming activities with the potential to impact. • Will not start work until required notification timeframes have been given. • Produce and distribute all community notifications relating to contractor activities. • Prepare notifications in accordance with SCL-09 Community notification procedures and SCL-04 NWRL Style Guidelines (Co-branding). • Ensure content complies with TfNSW Editorial Style Guidelines. • Provide the NWRL team with five business days to approve all notifications. • 7 day notification letter - Provide written notification to neighbouring residents and businesses 7 days before starting any activity with the potential to impact. • 7 day notification, community signage - Provide signage notification to advise the community and stakeholders 7 days before starting any activity with the potential to impact. • Emergency works, notification letter - Provide written notification and undertake doorknocks of properties immediately adjacent to or impacted by emergency works within two hours. • 7 day - Traffic alert email - Issue traffic alert 7 days before changes to traffic and access arrangements by email to all key traffic and transport stakeholders. • 7 day – Utility notification - Provide notification to relevant authorities 7 days before starting work on utility services. • Upload all notifications to NWRL project webpage. • Record all notifications on Consultation Manager in accordance with SCL-03 Consultation Manager data entry procedure within 24 hours. • Provide a copy of all notifications to the Environmental Representative. • Provide PDF format of all final materials for NWRL website.

8.8 Advertisements

Advertisements will be used to inform the community and stakeholders about the project. An explanation of advertisements to be used is provided in section 6.

Table 12 Responsibilities for advertising

Role	Responsibility
NWRL Stakeholder and Community Liaison team	<ul style="list-style-type: none"> • Produce and distribute overarching display advertisements. • Ensure layout complies with SCL-04 NWRL Style Guidelines (Co-branding).

Role	Responsibility
	<ul style="list-style-type: none"> • Ensure content complies with TfNSW Editorial Style Guidelines. • Prepare and approve advertisements in accordance with SCL-12 Advertising Production and Approvals Procedure. • Approve advertisements within five business days. • Record advertisements on Consultation Manager in accordance with SCL-03 Consultation Manager data entry procedure within 24 hours.
Contractor delivery communication teams	<ul style="list-style-type: none"> • Provide content for overarching display advertisements on a monthly basis. • Prepare and publish advertisements relating to works that are required to comply with the Law and Approvals. • Advertise in local newspapers (that cover the geographical areas of the contractors activities) of 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. • Prepare advertisements in accordance with SCL-12 Advertising Production and Approvals Procedure and SCL-04 NWRL Style Guidelines (Co-branding). • Ensure content complies with TfNSW Editorial Style Guidelines. • Provide the NWRL team with five business days to approve advertisements. • Record advertisements on Consultation Manager in accordance with SCL-03 Consultation Manager data entry procedure within 24 hours. • Provide PDF format of all final materials for NWRL website.

8.9 Newsletters

Newsletters are used to update the community on the status of current and upcoming activities.

Table 13 Responsibilities for newsletters

Role	Responsibility
NWRL Stakeholder and Community Liaison team	<ul style="list-style-type: none"> • Produce and distribute quarterly overarching project newsletters. • Produce newsletters in accordance with SCL-09 Community notification procedures and SCL-04 NWRL Style Guidelines (Co-branding). • Approve all newsletters according to SCL-11 Public material approvals protocol within five business days. • Ensure content complies with TfNSW Editorial Style Guidelines. • Record newsletter on Consultation Manager in accordance with SCL-03 Consultation Manager data entry procedure within 24 hours. • Upload newsletter to NWRL project webpage.

Role	Responsibility
Contractor delivery communication teams	<ul style="list-style-type: none"> • Provide input to the NWRL overarching quarterly project newsletters as requested on current and upcoming activities. • Develop, produce and distribute site specific quarterly newsletters to inform the community of the progress and key milestones or activities taking place during the following three months. • Produce newsletters of high quality and include photos, maps and other illustrations. At a minimum the newsletter should be A4 double sided in full colour. • Produce newsletters in accordance with SCL-09 Community notification procedures and SCL-04 NWRL Style Guidelines (Co-branding). • Provide the NWRL team with five business days to approve newsletters. • Ensure content complies with TfNSW Editorial Style Guidelines. • Distribute to all affected commercial and residential properties and as a minimum to properties within a 500 metre radius of the construction site. • Provide PDF format of all final materials for NWRL website. • Record newsletter on Consultation Manager in accordance with SCL-03 Consultation Manager data entry procedure within 24 hours. • Provide a copy of all newsletter to the Environmental Representative.

8.10 Project Milestone/Newsletter Email

Used to inform stakeholders on a monthly basis (or as required) about the progress of the project and any key milestones or activities taking place during the following month.

Table 14 Responsibilities for Project Milestone/Newsletter Email

Role	Responsibility
NWRL Stakeholder and Community Liaison team	<ul style="list-style-type: none"> • Produce and distribute overarching Project Milestone/Newsletter Email s for the project. • Prepare and send Project Milestone/Newsletter Emails in accordance with SCL-17 Stakeholder email update procedure • Ensure content complies with TfNSW Editorial Style Guidelines. • Approve local Project Milestone/Newsletter Emails to be sent by contractors within five business days. • Record Project Milestone/Newsletter Emails on Consultation Manager in accordance with SCL-03 Consultation Manager data entry procedure within 24 hours.
Contractor delivery communication teams	<ul style="list-style-type: none"> • Provide input to the overarching Project Milestone/Newsletter Emails as requested.

Role	Responsibility
	<ul style="list-style-type: none"> • Prepare and send local – site specific Project Milestone/Newsletter Emails in accordance with SCL-17 Stakeholder email update procedure. • Ensure content complies with TfNSW Editorial Style Guidelines. • Provide the NWRL team with five business days to approve a Project Milestone/Newsletter Email. • Record local – site specific Project Milestone/Newsletter Email on Consultation Manager in accordance with SCL-03 Consultation Manager data entry procedure within 24 hours. • Provide a copy of all updates to the Environmental Representative.

8.11 Marketing and promotional opportunities

Table 15 Responsibilities for marketing and promotion

Role	Responsibility
NWRL Stakeholder and Community Liaison team	<ul style="list-style-type: none"> • Manage all marketing and promotional opportunities. • Approve any promotional material or award submissions within five business days.
Contractor delivery communication teams	<ul style="list-style-type: none"> • Must not commit to a marketing or promotional opportunity or develop marketing or promotional materials that relate to the North West Rail Link or the contractor’s activities without the prior approval of NWRL team, including: <ul style="list-style-type: none"> – Signage – Displays – Media articles – Advertisements – Presentations at conferences – Technical papers – Photographs – Sponsorships – Website text and graphics – Case studies or other corporate materials. • Provide the NWRL team with five business days to approve any marketing and promotional opportunities and draft marketing/promotional materials. • Recognise and identify the NWRL’s role in any promotional material or award submissions that it develops in relation to any contractor’s activities. • Must not participate in any public displays, local events and open days without prior approval from DPD-SCL.

8.12 Stakeholder presentations and forums

Presentations and forums will be used where appropriate to inform stakeholders and stakeholder groups about the progress of the project and any key milestones or activities taking place.

Table 16 Stakeholder presentations and forums

Role	Responsibility
NWRL Stakeholder and Community Liaison team	<ul style="list-style-type: none"> Attend and deliver presentations and forums. Prepare PowerPoint presentations or any materials required in accordance with SCL-04 NWRL Style Guidelines (Co-branding). Ensure content complies with TfNSW Editorial Style Guidelines. Record all presentations and forums on Consultation Manager in accordance with SCL-03 Consultation Manager data entry procedure within 24 hours.
Contractor delivery communication teams	<ul style="list-style-type: none"> Attend presentations and forums where requested. Provide materials including photographs, machinery and other items as requested within five business days. Provide suitably qualified and experienced personnel to attend and/or assist with the delivery of presentations and forums where required.

8.13 Community email/written correspondence

Emails/written correspondence will be redirected to relevant contractors as required.

Table 17 Responsibilities for community emails/written correspondence

Role	Responsibility
TfNSW Communications and Stakeholder Engagement	<ul style="list-style-type: none"> Manage 131 500 Forward any emails/written correspondence regarding NWRL to the NWRL Stakeholder and Community Liaison team or relevant contractors.
NWRL Stakeholder and Community Liaison team	<ul style="list-style-type: none"> Provide an initial response to email/written correspondence (letters/faxes) within 24 hours. Place Managers to maintain relationships with directly affected community during a transition of relationships to contractors. Lead or be involved in any consultation activities arising from community enquiries as notified by the contractor. Record all interactions with stakeholders on Consultation Manager in accordance with SCL-03 Consultation Manager data entry procedure within 24 hours.
Contractor delivery communication teams	<ul style="list-style-type: none"> Manage and respond to email/written correspondence redirected** from the NWRL team and those received directly at all times during construction hours. Provide an initial response to email/written correspondence (letters/faxes) within 24 hours.

Role	Responsibility
	<ul style="list-style-type: none"> • Provide feedback to requests for information from the NWRL Stakeholder and Community Liaison team within two hours. • Refer enquiries from identified stakeholders to the relevant NWRL Place Manager. • Refer enquiries not associated with contractor activities to NWRL team immediately or to another contractor in accordance with SCL-06 Contractor interface protocols. • Record all interactions with stakeholders on Consultation Manager in accordance with SCL-03 Consultation Manager data entry procedure within 24 hours. • Report to the NWRL on a monthly basis in accordance with the relevant deed. <p><i>*Emails are currently managed by the NWRL team. In the lead up to construction, the NWRL team and contractors will develop new systems for managing emails, including site specific email accounts for example 'cherrybrook_station@northwestrail.com.au'.</i></p>

8.14 Community phone enquiries

Calls will be redirected to relevant contractors as required.

Table 18 Responsibilities for community phone enquiries

Role	Responsibility
TfNSW Communications and Stakeholder Engagement	<ul style="list-style-type: none"> • Manage 131 500 • Forward any phone enquiries regarding NWRL to the NWRL Stakeholder and Community Liaison team or relevant contractors.
NWRL Stakeholder and Community Liaison team	<ul style="list-style-type: none"> • Provide a system and manage the community information line 1800 019 989. • Place Managers to maintain relationships with directly affected community during a transition of relationships to contractors. • Manage calls to the community information line and emails to the community email account and redirect to appropriate team members or contractors. • Provide at least an oral response to calls forwarded from the community information line within two hours unless otherwise agreed. • Lead or be involved in any consultation activities arising from community enquiries as notified by the contractor. • Record all interactions with stakeholders on Consultation Manager in accordance with SCL-03 Consultation Manager data entry procedure within 24 hours.
Contractor delivery communication teams	<ul style="list-style-type: none"> • Answer all phone calls from the community information line during construction hours (calls to be answered by a team member, not an answering machine).

Role	Responsibility
	<ul style="list-style-type: none"> • Provide a message service for calls received outside construction hours. • Manage and respond to calls redirected** from the NWRL team and those received directly at all times during construction hours. • Provide at least an oral response to calls forwarded from 1800 community information line within two hours unless otherwise agreed. • Provide feedback to requests for information from the NWRL Stakeholder and Community Liaison team within two hours. • Refer enquiries from identified stakeholders to the relevant NWRL Place Manager. • Refer enquiries not associated with contractor activities to NWRL team immediately or to another contractor in accordance with SCL-06 Contractor interface protocols. • Record all interactions with stakeholders on Consultation Manager in accordance with SCL-03 Consultation Manager data entry procedure within 24 hours. • Report to the NWRL on a monthly basis in accordance with the relevant deed. <p><i>**Phone calls are currently answered at the Community Information Centre and redirected to relevant staff or the early works contractors. In the lead up to construction, the NWRL team and contractors will develop new systems for managing phone calls.</i></p>

8.15 Community complaints

Complaints will be redirected to relevant contractors as required.

All complaints made by the community and stakeholders should be managed in accordance with SCL-05 Construction complaint management system.

Table 19 Responsibilities for community complaints

Role	Responsibility
TfNSW Communications and Stakeholder Engagement	<ul style="list-style-type: none"> • Manage 131 500 • Forward any complaints regarding NWRL to the NWRL Stakeholder and Community Liaison team or relevant contractor.
NWRL Stakeholder and Community Liaison team	<ul style="list-style-type: none"> • Provide a system and manage the community information line 1800 019 989. • Develop and implement procedures for managing and resolving stakeholder and community complaints directed to NWRL. • Forward relevant complaints to contractors immediately. • Investigate and determine the source of a complaint immediately, including an initial call to the complainant (when received by phone or where a telephone number was provided). • Provide an initial response to all complaints within two hours (where a phone number is provided) from the time of the

Role	Responsibility
	<p>complaint unless the enquirer agrees otherwise.</p> <ul style="list-style-type: none"> • Provide a written response to emails within 24 hours (or verbally within two hours if a phone number is provided). • Provide a written response to letters/faxes within 24 hours (or verbally within two hours if a phone number is provided). • Keep the complainant informed of the process until the complaint is resolved. • Close out complaints within agreed timeframe (with complainant). • Escalate complaints in accordance with SCL-05 Construction complaint management system. • Record all complaints on Consultation Manager in accordance with SCL-03 Consultation Manager data entry procedure within 24 hours. Details should include how it was managed and closed out.
Contractor delivery communication teams	<ul style="list-style-type: none"> • Answer all phone calls from the community information line during construction hours (calls to be answered by a team member, not an answering machine). • Provide a message service for calls received outside construction hours. • Develop and implement procedures for managing and resolving stakeholder and community complaints directed to the contractor in accordance with SCL-05 Construction complaint management system and the relevant Ministers Conditions of Approval. • Refer complaints not associated with contractor activities to NWRL team immediately. • Investigate and determine the source of a complaint immediately, including an initial call to the complainant (when received by phone or where a telephone number was provided). • Provide an initial response to all complaints within two hours (where a phone number is provided) from the time of the complaint unless the enquirer agrees otherwise. • Provide a written response to emails within 24 hours (or verbally within two hours if a phone number is provided). • Provide a written response to letters/faxes within 24 hours (or verbally within two hours if a phone number is provided). • Keep the complainant informed of the process until the complaint is resolved. • Provide feedback to requests for information from the NWRL team or the Independent Mediator within two hours. • Comply with all directions from the NWRL team or the Independent Mediator in relation to the resolution of an escalated complaint. • Take all actions and implement all measures to prevent the reoccurrence of the complaint.

Role	Responsibility
	<ul style="list-style-type: none"> • Close out complaints within agreed timeframe (with complainant). • Escalate complaints in accordance with SCL-05 Construction complaint management system. • Report to the NWRL team and the Environmental Representative on a daily basis in accordance with SCL-05 Construction complaint management system. • Record all complaints on Consultation Manager in accordance with SCL-03 Consultation Manager data entry procedure within 24 hours. Details should include how it was managed and closed out.

8.16 Community information sessions

Community information sessions will be used to talk to stakeholders about the project, seek their views and encourage submissions during exhibitions. During the construction stage the purpose of the display will be to explain to stakeholders the current stage of construction and what they can expect.

Table 20 Responsibilities for community information sessions

Role	Responsibility
NWRL Stakeholder and Community Liaison team	<ul style="list-style-type: none"> • Plan, book and execute community information sessions. • Upload invitation to community information sessions on NWRL project webpage. • Prepare invitations, information banners and associated community material in accordance with SCL-04 NWRL Style Guidelines (Co-branding) and SCL-11 Public material approvals protocol. • Ensure content complies with TfNSW Editorial Style Guidelines. • Record all invitations, advertisements and information sessions on Consultation Manager in accordance with SCL-03 Consultation Manager data entry procedure within 24 hours.
Contractor delivery communication teams	<ul style="list-style-type: none"> • Attend information sessions if requested by NWRL (both community relations and technical experts may be required). • Provide materials to support community information including photographs, machinery and other items as required. • Following information sessions, provide feedback to requests for information from the NWRL Stakeholder and Community Liaison team within two hours.

8.17 Branding and logos

All branding and logos must be consistent with and comply with the North West Rail Link Style Guidelines. The guidelines include provisions for co-branding.

Table 21 Responsibilities for branding and logos

Role	Responsibility
TfNSW Communications and Stakeholder Engagement	<ul style="list-style-type: none"> • All issues relating to TfNSW branding. • Maintain TfNSW Style Guide.
NWRL Stakeholder and Community Liaison team	<ul style="list-style-type: none"> • All issues relating to NWRL branding. • Prepare and manage SCL-04 NWRL Style Guidelines (Co-branding). • Use the TfNSW logo according to the TfNSW Style Guide. • Develop and approve materials in accordance with SCL-04 NWRL Style Guidelines (Co-branding).
Contractor delivery communication teams	<ul style="list-style-type: none"> • Comply with SCL-04 NWRL Style Guidelines (Co-branding) for co-branding on: <ul style="list-style-type: none"> – Construction site signage – Vehicles – Public materials approved for distribution by the NWRL team. – Reports – Clothing and personal protection equipment.

8.18 Issues and Media management

Media releases, briefings and events will be used to update the community on major project milestones.

Table 22 Responsibilities for media management

Role	Responsibility
TfNSW Communications and Stakeholder Engagement	<ul style="list-style-type: none"> • Respond to media enquiries where required.
NWRL Stakeholder and Community Liaison team	<ul style="list-style-type: none"> • Prepare and manage project wide Issues Management Strategy. • Proactively identify issues and develop communication management strategies. • Provide high quality project information and support material for the media's use. • Maintain a list of potential media opportunities, events and milestones. • Liaise with TfNSW media team on media responses and media opportunities. • Brief the Ministers office on media inquiries, media issues, opportunities and responses. • Assist with responding to TfNSW media enquiries where required. • Organise NWRL media events. • Assist with hosting TfNSW media events where required.

Role	Responsibility
	<ul style="list-style-type: none"> • Media monitoring. • Add media releases and events to Consultation Manager in accordance with SCL-03 Consultation Manager data entry procedure within 24 hours.
Contractor delivery communication teams	<ul style="list-style-type: none"> • Refer all media enquiries to NWRL media team within 2 hours. • Ensure all personnel and subcontractors are advised not to make any statement (oral or written) or provide any photographs or illustrations to the media regarding contractor activities without the prior permission of the DPD-SCL. • Obtain approval from the DPD-SCL before allowing access to the construction site by a media representative. • Provide feedback to requests for information from the NWRL team within one hour or sooner if required. • Provide a suitably qualified media spokesperson (that has comprehensive knowledge of the contractors activities) when requested by the DPD-SCL. • Provide eight weeks written notice of the dates for starting construction activities and dates for completion to enable the NWRL team to organise official media events. • Include opportunities for media events in the Community Liaison Implementation Plan. • Advise the NWRL team 20 days prior to significant project milestones to enable the NWRL team to organise official media events. • Record all interactions with the media (contact, project related articles [paper or web-based] and online discussions [blogging]) on Consultation Manager in accordance with SCL-03 Consultation Manager data entry procedure within 24 hours.

8.19 Government relations

MP, Local elected members and Ministerial briefings will be used to update these stakeholders on major project milestones.

Table 23 Responsibilities for government relations

Role	Responsibility
TfNSW Communications and Stakeholder Engagement	<ul style="list-style-type: none"> • Respond to ministerial letters, house file notes, ministerial briefing notes, and cabinet minutes.
NWRL Stakeholder and Community Liaison team	<ul style="list-style-type: none"> • Prepare and implement NWRL project government relations plan. • Manage the timely dissemination of relevant project information to Federal, State and Local elected representatives through briefings and other communications channels. • Assist TfNSW respond to ministerial letters, house file notes, ministerial briefing notes, and cabinet minutes as required.

Role	Responsibility
	<ul style="list-style-type: none"> • Prepare presentations and other collateral as required. • Respond to project enquiries as required. • Record interactions with stakeholders on Consultation Manager in accordance with SCL-03 Consultation Manager data entry procedure within 24 hours.
Contractor delivery communication teams	<ul style="list-style-type: none"> • Ensure all personnel and subcontractors are advised that the NWRL team is responsible for communication of project information with elected government representatives. • Provide a suitably qualified government relations spokesperson (that has comprehensive knowledge of the contractors activities) when requested by the DPD-SCL. • Obtain approval from the DPD-SCL before allowing access to the construction site by a government representative. • Refer all enquiries from Federal/State/Local government elected representatives to NWRL team within 2 hours. • Ensure relevant senior staff are available to provide the NWRL team with approved relevant information to respond to government enquiries within two hours. Except on parliamentary sitting days when approved information may be required within one hour. • Record all interactions with government stakeholders on Consultation Manager in accordance with SCL-03 Consultation Manager data entry procedure within 24 hours.

8.20 Government agency relations

Table 24 Responsibilities for government agency relations

Role	Responsibility
NWRL Stakeholder and Community Liaison team	<ul style="list-style-type: none"> • Develop Government Agency Governance Framework • Establish, develop and manage government agency relationships related to the NWRL Project as necessary. • Develop the inter-organisational structures (leadership groups, project control groups and working groups) and help create the working relationships between key NWRL personnel and government agencies. • Provide guidance and advice to the NWRL team as required in relation to possible conflicts or concerns being raised by other government entities associated with the NWRL Project. • Facilitate overarching relationships with key government agencies such as Railcorp, Roads and Maritime Services and TfNSW as required. • Monitor progress of relationships with government entities and report on issues. • Record all interactions with government agency stakeholders on

Role	Responsibility
	Consultation Manager in accordance with SCL-03 Consultation Manager data entry procedure within 24 hours .
Contractor delivery communication teams	<ul style="list-style-type: none"> • Maintain strong working relationships with all relevant government agencies while managing day-to-day interactions with these agencies as required. • Participate as required in forums established to meet government agency requirements. • Provide feedback to requests for information from the NWRL team in accordance with agreed timeframes. • Develop systems and record all interactions with government stakeholders on Consultation Manager in accordance with SCL-03 Consultation Manager data entry procedure within 24 hours.

8.21 Crisis communications

In the unlikely event that a crisis occurs, a Crisis Communication Management System will be in place.

Table 25 Crisis Communications

Role	Responsibility
TfNSW Communications and Stakeholder Engagement	<ul style="list-style-type: none"> • Prepare and manage Coordination of Agency Crisis Communications Plan
NWRL Stakeholder and Community Liaison team	<ul style="list-style-type: none"> • Prepare and manage project wide Crisis Communications Strategy • Ensure the NWRL Crisis Communications Strategy aligns with the TfNSW plan. • Advise the media or government representatives of incidents as required.
Contractor delivery communication teams	<ul style="list-style-type: none"> • Any communication management system prepared by the contractor as part of the Emergency Management Plan must be aligned with NWRL's Crisis Communications Strategy. • Immediately notify the DPD-SCL 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. • Obtain approval from the DPD-SCL 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. • Make available suitably qualified and experienced personnel to support the DPD-SCL in responding to the community, the media and other stakeholders. • Provide all necessary communications materials that may need

Role	Responsibility
	<p>to be disseminated as a result of such incidents.</p> <ul style="list-style-type: none"> 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, notify the DPD-SCL within 10 minutes of the incident occurring and for any other incidents notify the DPD-SCL within one hour of the incident occurring.

8.22 Site visits

Site visits will be used where appropriate to inform select NWRL community stakeholders about the progress of the project and any key milestones or activities taking place.

Table 26 Responsibilities for site visits

Role	Responsibility
TfNSW Communications and Stakeholder Engagement	<ul style="list-style-type: none"> Undertake site specific induction. Abide by all safety requirements. Wear appropriate PPE.
NWRL Stakeholder and Community Liaison team	<ul style="list-style-type: none"> Undertake site specific induction. Abide by all safety requirements. Wear appropriate PPE.
Contractor delivery communication teams	<ul style="list-style-type: none"> Obtain approval from the DPD-SCL before organising any site visits by community members or other stakeholders. Provide written notice to NWRL team 48 hours prior to proposed site visits by community members or stakeholders. Assist in the organisation of site visits required by the NWRL team and provide all site inductions, site transport, and safety equipment necessary. Give access to NWRL visitor's at all reasonable times. Hold at least four on-site community events every year or as required by the project team.

8.23 Photography and video recordings

Photos and videos will be used to record the construction process and progress and assist with explaining aspects of the project to stakeholders.

Table 27 Responsibilities for photography and video recordings

Role	Responsibility
TfNSW Communications and Stakeholder Engagement	<ul style="list-style-type: none"> Maintain TfNSW image library.
NWRL Stakeholder and Community Liaison team	<ul style="list-style-type: none"> Maintain image library in accordance with SCL-19 Photography and video storage procedures.

Role	Responsibility
	<ul style="list-style-type: none"> • Upload suitable images and video to the website as soon as they are received. • Ensure release forms are signed by all persons captured in photographs or videos. • Manage release forms.
Contractor delivery communication teams	<ul style="list-style-type: none"> • Accommodate regular, periodic visits to construction sites for the purpose of photography and videography for promotional purposes by the NWRL team or their representatives. • Provide time lapse photography of the site that is suitable for uploading to the NWRL website. • Provide digital photographs and video recordings of a professional quality (minimum 300 dpi) on a monthly basis. • Images and recordings must be suitable for use in publications, project communications and promotions of a broader nature and for enlargement and use in display materials. • Ensure release forms are signed by all persons captured in photographs or videos and forms returned to the NWRL team.

8.24 Website

Information about the project will be uploaded to project website (www.northwestrail.com.au). The website will be referenced in all communication materials as a source of information and will be updated throughout the life of the project. In addition, contractors will host webpages for uploading of materials as outlined below.

Table 28 Responsibilities for the NWRL website

Role	Responsibility
TfNSW Communications and Stakeholder Engagement	<ul style="list-style-type: none"> • Provide a webpage (http://www.transport.nsw.gov.au/north-west-rail-link) with links to the North West Rail Link website.
NWRL Stakeholder and Community Liaison team	<ul style="list-style-type: none"> • Maintain the NWRL website in accordance with SCL-13 Website management procedures. • Ensure content complies with TfNSW Editorial Style Guidelines. • Upload copies of all public materials and reports to the website as soon as they are received. • Approve website content and publish. • Maintain website for 12 months following project completion.
Contractor delivery communication teams	<p>North West Rail Link project website</p> <ul style="list-style-type: none"> • Provide the following information for the NWRL website in electronic format: <ul style="list-style-type: none"> – Copies of advertisements, traffic alerts, notification letters, and other public material related to the contractor’s activities, that has been published or publicly distributed by contractor – A copy of the Community Liaison Implementation Plan and

Role	Responsibility
	<p>Business Management Plan.</p> <ul style="list-style-type: none"> – Photos of completed and current construction, community, environmental and sustainability management activities – Time lapse photography and video (updated at least monthly). – Responses required for online discussion forum enquiries – Any other information requested by NWRL team. <p>Contractor website</p> <ul style="list-style-type: none"> • Establish and maintain a new web site or maintain a page on an existing website during the performance of the contractor’s activities to publish and maintain up to date electronic information relating to the contractor’s activities including: <ul style="list-style-type: none"> – Information required to be published to comply with the Ministers Conditions of Approval. – Copies of environmental, sustainability, transport, traffic and noise and vibration reports relating to the contractor’s activities, that are publicly available and the executive summaries of these reports. • No other electronic information including any graphics or photographs are to be published on the website.

8.25 Social media

Social media will be used to provide project updates to stakeholders.

Table 29 Responsibilities for social media

Role	Responsibility
TfNSW Communications and Stakeholder Engagement	<ul style="list-style-type: none"> • Develop and manage TfNSW Social Media Policy.
NWRL Stakeholder and Community Liaison team	<ul style="list-style-type: none"> • Develop, manage and implement social media in accordance with SCL-15 Social Media Policy. • Develop SCL-15 Social Media Policy to align with TfNSW Social Media Policy. • Oversee management of all NWRL social media platforms in accordance with SCL-15 Social Media Policy. • Maintain administrator rights for all NWRL social media portals.
Contractor delivery communication teams	<ul style="list-style-type: none"> • Manage NWRL social media platforms in accordance with SCL-15 Social Media Policy • Provide at least one social media site for each construction site. • Provide at least one 180 character update per day for each construction site. Update should include details on the contractor’s activities scheduled for that day and unexpected changes to the construction program. • Provide photos and videos of completed and current

Role	Responsibility
	<p>construction, community and environmental management activities.</p> <ul style="list-style-type: none"> • Provide responses for any social media platform enquiries within two hours of receiving the enquiry. • Provide any information reasonably requested. • Coordinate social media updates where construction works and contractors overlap.

8.26 School engagement program

A school engagement program will be developed to educate primary and high school students on the project.

Table 30 Responsibilities for school engagement program

Role	Responsibility
NWRL Stakeholder and Community Liaison team	<ul style="list-style-type: none"> • Establish and coordinate the school engagement program. • Develop and implement SCL-14 School Engagement Plan. • Ensure staff members interacting with children undertake a working with children check. • Prepare materials for schools in accordance with SCL-04 NWRL Style Guidelines (Co-branding) and SCL-11 Public material approvals protocol. • Ensure content complies with TfNSW Editorial Style Guidelines. • Record all interactions with schools on Consultation Manager in accordance with SCL-03 Consultation Manager data entry procedure within 24 hours.
Contractor delivery communication teams	<ul style="list-style-type: none"> • Provide information and photographs for inclusion in the education program as requested. • Provide personnel to support the education program as required. • Provide material (including photographs and information) as required for use in the School Engagement Program. • Ensure staff members interacting with children undergo the 'Working with Children Check' as required by the NSW Commission for Children and Young People. • Record all interactions with schools on Consultation Manager in accordance with SCL-03 Consultation Manager data entry procedure within 24 hours.

8.27 Site inductions

Site inductions will include communications requirements to ensure all members of the project team and contractor teams are aware and respectful of construction site neighbours.

Table 31 Responsibilities for site inductions

Role	Responsibility
TfNSW Communications and Stakeholder Engagement	<ul style="list-style-type: none"> • Participate in all site inductions as required.
NWRL Stakeholder and Community Liaison team	<ul style="list-style-type: none"> • Approve induction materials within five business days • Participate in all site inductions as required.
Contractor delivery communication teams	<ul style="list-style-type: none"> • Prepare and deliver inductions on stakeholder and community relations, communication requirements and obligations for all contractors' personnel and subcontractors' personnel prior to starting work. • Submit proposed induction for approval by the DPD-SCL prior to use. • Induction should provide particular focus on: <ul style="list-style-type: none"> – Incident management – Incident reporting – Community enquiries – Complaints – Media enquiries – Government enquiries. • Regularly update site induction to address any actions taken in response to: <ul style="list-style-type: none"> – Stakeholder and community complaints – Changes to Site-specific Community Liaison Implementation Plans. • Periodically carry out further inductions of persons previously inducted to ensure communications procedures remain clear. • Provide the NWRL team with five business days to approve inductions.

8.28 Community information centre

The community information centre has been established to provide a drop-in point of contact with the project team.

Table 32 Responsibilities for community information centre

Role	Responsibility
NWRL Stakeholder and Community Liaison team	<ul style="list-style-type: none"> • Maintain and operate the current community information centre currently located at 299 Old Northern Road, Castle Hill. • Review options for relocating the information centre to a suitable location (shopfront or similar) for the duration of construction. • Provide suitably qualified and experienced community relations personal to provide information and assistance to drop-in visitors and arranged visits by community and school groups.

Role	Responsibility
Contractor delivery communication teams	<ul style="list-style-type: none"> • Develop and produce appropriate interactive displays for the centre relating to contractor activities within six months of the date of the deed. Including but not limited to: <ul style="list-style-type: none"> – Info graphics and simulations about construction activities for example tunnelling or construction of the skytrain – Photographs and videos – Pieces of equipment – Environmental protection work – Sustainability initiatives – Heritage finds. • Update information on a quarterly basis. • Provide suitably qualified and experienced community relations personal to provide information and assistance to drop-in visitors and arranged visits by community and school groups during centre operating hours.

8.29 Community and business-based forums

Forums will be held by contractors to focus on key environmental management issues relating to contractor activities with highly impacted community and business stakeholders.

Table 33 Responsibilities for community and business-based forums.

Role	Responsibility
NWRL Stakeholder and Community Liaison team	<ul style="list-style-type: none"> • Approve contractor plan on how the forums will be planned and executed. • Approve all materials in accordance with SCL-04 NWRL Style Guidelines (Co-branding) and SCL-11 Public material approvals protocol. • Ensure content complies with TfNSW Editorial Style Guidelines.
Contractor delivery communication teams	<ul style="list-style-type: none"> • Prepare a plan on how the forums will be planned and executed as required by the Ministers Conditions of Approval including how information will be addressed and feedback used. • Hold four community and four business based forums each year that focus on key environmental management issues. • Plan and execute community and business forums. • Promote forums through appropriate channels and invite highly impacted community and business stakeholders. • Prepare any material for the forums in accordance with SCL-04 NWRL Style Guidelines (Co-branding) and SCL-11 Public material approvals protocol. • Submit all materials to NWRL for approval five days prior to printing in accordance with SCL-11 Public material approvals protocol.

Role	Responsibility
	<ul style="list-style-type: none"> • Use materials including photographs, machinery and other items as required. • Ensure content complies with TfNSW Editorial Style Guidelines. • Ensure appropriate mechanisms are in place to capture stakeholder feedback. • Record all forums on Consultation Manager in accordance with SCL-03 Consultation Manager data entry procedure within 24 hours.

8.30 Site signage and hoarding banners

Site signage will identify the project, explain the project need and provide contact information.

Table 34 Responsibilities for site signage and hoarding banners

Role	Responsibility
NWRL Stakeholder and Community Liaison team	<ul style="list-style-type: none"> • Prepare promotional signage and hoarding banners. • Ensure design is in accordance with SCL-04 NWRL Style Guidelines (Co-branding). • Ensure content complies with TfNSW Editorial Style Guidelines. • Approve site signage in accordance with SCL-11 Public material approvals protocol. • Design hoarding banners with co-branding (TfNSW, NWRL and contractor branding) for the external faces of hoardings and fences that are constructed by the contractor (excludes safety signage). • Design new hoarding banners every 12 months to keep public messaging up-to-date. • Design signage that provides the community with details of the North West Rail Link community information line for hoardings and fencing that are constructed by the contractors.
Contractor delivery communication teams	<ul style="list-style-type: none"> • Must not place any signage, advertising or branding (other than safety signage or other signage required to comply with Law) on the external face of any hoarding or fence without the prior written approval. • Produce, install and maintain hoarding banners for the external faces (publicly visible) of hoardings and fences and signage that provides the community with details of the project and contact information. • Produce banners in full colour and produced in accordance with designs provided by the NWRL team. • Produce vinyl banners around future station footprints and shade cloth banners around remaining construction areas. • Prepare and install way finding signage to direct pedestrians, commuters and vehicles around the construction site.

Role	Responsibility
	<ul style="list-style-type: none"> • Prepare safety, site or other signage required to comply with Law in accordance with SCL-04 NWRL Style Guidelines (Co-branding). • Ensure content complies with TfNSW Editorial Style Guidelines. • Remove the graffiti from signs and hoarding within two hours of the graffiti being identified or if outside construction hours, within two hours on the first business day. • Remove and replace any damaged signage or hoarding banners within 24 hours of them being reported as damaged. • Replace hoarding banners every 12 months with artwork provided by the NWRL team.

8.31 Fact sheets

Fact sheets will be used as required to explain key aspects of the project to the community and our stakeholders.

Table 35 Responsibilities for fact sheets

Role	Responsibility
NWRL Stakeholder and Community Liaison team	<ul style="list-style-type: none"> • Develop, produce and distribute fact sheets as required and include photos, maps and other illustrations in accordance with SCL-04 NWRL Style Guidelines (Co-branding) and SCL-11 Public material approvals protocol. • Ensure content complies with TfNSW Editorial Style Guidelines. • Upload fact sheets to NWRL project webpage.
Contractor delivery communication teams	<ul style="list-style-type: none"> • Submit draft content as requested. • Ensure content complies with TfNSW Editorial Style Guidelines.

9 NWRL overarching implementation plan

The following outlines the implementation plan to be delivered by the NWRL stakeholder and community liaison team. Responsibility is assigned to the following team members:

- Deputy Project Director – Stakeholder and Community Liaison (DPD-SCL)
- Manager, Public Communications (M-PC)
- Manager, Stakeholder and Community Liaison (M-SCL)
- Manager, Community Information Centre (M-CIC)
- Manager, Stakeholder Relations (M-SR)

Table 36 Overarching implementation plan

Activity *Required by the Ministers Conditions of Approval	Audience	Responsibility	Timing	Task completed
*Prepare and implement SCIP	NWRL team and contractors	DPD-SCL	Prior to construction starting	Ongoing
*Submit Overarching SCIP to Director General	Director General	DPD-SCL	30 days prior to construction starting	8 March 2013
*Set-up community information line (for enquiries and complaints)	All stakeholders	M-SCL	Existing	Established 2011
*Set-up community email address	All stakeholders	M-SCL	Existing	Established 2011
*Set-up community postal address	All stakeholders	M-SCL	Existing	Established 2011

Activity *Required by the Ministers Conditions of Approval	Audience	Responsibility	Timing	Task completed
*Set-up project webpage	All stakeholders	M-SCL	Existing	Established 2011
*Maintain project webpage	All stakeholders	M-PC	Keep up-to-date	Ongoing
*Provide community contact details (phone, email and postal address).	All stakeholders Project website	M-SCL	Prior to construction starting	Established 2011, postal address details Sept 2012.
Set-up community information centre	All stakeholders	M-CIC	Existing	Established 2011
Set-up and maintain communications management system	Consultation Manager NWRL team and contractors	DPD-SCL	Start of project planning	Established 2011
*Advertisement - Community contact details (phone, email, post and website)	All stakeholders Relevant local newspapers <ul style="list-style-type: none"> • Blacktown Advocate • Hillshire Times • Northern District Times • Rouse Hill Times • The Hills News 	M-PC	Prior to construction starting	Week beginning 22 April 2013
*Establish complaints register	Consultation Manager	M-SCL	Prior to construction starting	Established 2011
*Establish complaint mediation system.	All stakeholders Project website	M-SCL	Prior to construction starting	March 2013

Activity *Required by the Ministers Conditions of Approval	Audience	Responsibility	Timing	Task completed
Maintain complaints register	Consultation Manager	All team members	Existing	On-going
Local elected member briefings	Local elected members in affected Council areas	M-SR	As required	On-going
MP briefings	MPs in affected electoral areas	M-SR	As required	On-going
Ministerial briefings	Minister for Transport	M-SR & DPD-SCL	As required	On-going
Quarterly Construction Update	Deliver to properties within the letterbox delivery zone Email to interested stakeholders registered in Consultation Manager. Local elected members in affected Council areas MPs in affected electoral areas	M-PC	Quarterly	On-going
Project Milestone/Newsletter Email	Email to interested stakeholders registered in Consultation Manager Local elected members in affected Council areas MPs in affected electoral areas	M-SCL	Monthly or as required	Ongoing
Community information displays	All stakeholders	M-PC	As required	As required

Activity *Required by the Ministers Conditions of Approval	Audience	Responsibility	Timing	Task completed
Invitation to information displays	Deliver to properties within the letterbox delivery zone Email to interested stakeholders registered in Consultation Manager. Local elected members in affected Council areas MPs in affected electoral areas	M-PC	2 weeks prior to information display	As required
Advertisement for Community Information Display	All stakeholders	M-PC	2 weeks and 1 week prior to information display	As required
Video and photography	NWRL website NWRL team	Contractors	Monthly	Ongoing
Social media	All stakeholders utilising our social media platforms.	Contractors	Daily updates once construction starts.	Ongoing
School engagement program	All registered schools.	M-PC	2013	Ongoing
Presentations and forums	As required	M-PC	As required	Ongoing
Hoarding banners and site signage	All stakeholders	M-PC	As required	Ongoing
Fact sheets	All stakeholders	M-PC	As required	Ongoing

10 Contractor implementation plans

Contractors must develop and implement Community Liaison Implementation Plans that address the Ministers Conditions of Approval as outlined in Section 1.4 and the requirements outlined in their deeds.

The responsibilities, principals and procedures in this document should be used by each contractor to develop the following community liaison implementation plans*:

- Early works – Community Liaison Implementation Plan
- Tunnels and station civil – Community Liaison Implementation Plan
- Surface and viaduct civil – Community Liaison Implementation Plan
- Operations, trains and systems – Community Liaison Implementation Plan

**Implementation plans are only required for the construction portion and are required one month prior to construction starting.*

Appendix A

TfNSW's Community Engagement Policy

Community Engagement Policy

Document No. 1TP-PO-004
1 APRIL 2012

The Transport Projects division of Transport for NSW is committed to establishing genuine relationships with the community. This is underpinned by the belief that effective communication is a crucial element in the successful delivery of all our projects.

This policy reflects our commitment to community engagement during all phases of our projects in order to:

- identify and, where possible, respond to the needs of the community
- provide opportunities to encourage community feedback
- keep the community regularly informed of the progress of our projects
- provide easily accessible information
- encourage a sense of community ownership of the projects we deliver
- be transparent in all that we do
- maximise community understanding of our role and the rationale for the projects we deliver.

To establish genuine community relationships we will:

- establish and maintain clear lines of communication with all relevant groups within the community
- provide accurate, easy to understand, relevant and timely information through a variety of channels
- be accessible to answer questions and provide information
- identify, develop and implement appropriate community engagement strategies for all stages of our projects
- report community engagement outcomes back to the community

- work with other transport agencies to ensure consistent messages are being delivered to the community
- educate personnel and delivery partners about the value of community engagement, team and individual responsibilities, and processes to meet these
- identify and consider the diverse range of views and interests present in the community
- work with the community and other transport agencies to focus on solutions and long term benefits for the wider community
- follow ethical principles of conduct, be open and accountable, and report back to the community and project team on engagement activities
- continually re-evaluate and seek improvement on our engagement strategies and processes to the mutual benefit of Transport Projects and the community.

CONSIDERING THE COMMUNITY IN ALL WE DO
IS A TRANSPORT PROJECTS VALUE

Chris Lock

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Deputy Director General
Transport Projects