

Sydney Metro Northwest

Design and Construction of Surface
and Viaduct Civil Works



Community Liaison Implementation Plan

NWRLSVC-ISJ-SVC-PM-PLN-121600

Revision 15

20 October 2017

Community Liaison Implementation Plan

Surface and Viaduct Civil Works



Document Control

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Document Revision History

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Revision	Description	Prepared by	Reviewed by	Approved by	Date
1.0	Initial Plan	Dianne Knott	Omar Faruqi		18 July 2013
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Signature					

Note this document has been previously issued under a different document number namely as in Initial Community Liaison Implementation Plan Reference NWRL-SVC-IS-SWD-PLN-GN-0001 Revision 1.0 though to Revision 4.0 and NWRL-SVC-ISJ-SWD-PM-PLN-SH-00001 for Revision 5.0

Plan Compliance

This Community Liaison Implementation Management Plan complies with the requirements of the following:

- RFT Appendix 24, section 24.9 – Community Liaison Implementation Plan.

Cl.	Description	Where Addressed
Appendix 24, section 24.9	(e) The Community Liaison Implementation Plan must, as a minimum, address and detail:	
	(i) The community liaison management team structure, including key personnel, authority and roles of key personnel, lines of responsibility and communication, minimum skill levels of each role and interfaces with the overall project organisation structure;	Section 3
	(ii) Procedures and processes for the management of the interface between the SVC Contractor and the Principal's Representative;	Section 1.4
	(iii) strategies for the management of community liaison issues and dealing with all stakeholders;	Section 5
	(iv) community liaison reporting processes and procedures;	Section 5.12
	(v) specific key messages that will be used in information materials and when responding to enquiries and complaints;	Section 4.1
	(vi) The development and implementation of communication and consultation tools;	Appendix A
	(vii) community and stakeholder consultation and the procedures, processes and timeframes for undertaking this consultation;	Sections 5.9 and 5.10
	(viii) policies and procedures for handling complaints and enquiries;	Appendix 2
	(ix) policies and procedures for handling of media and	Section 5.13

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Cl.	Description	Where Addressed
	government enquiries;	
(x)	Policies and procedures for incident management and reporting;	Section 5.15
(xi)	Communications requirements of the deed;	Section 5.16
(xii)	Activities which will be undertaken to monitor and evaluate the effectiveness of the community liaison program;	Section 5.17
(xiii)	The analysis of other major projects/influences around the Construction Sites with the potential to result in cumulative impacts to the community and strategies for managing these combined impacts;	Section 5.7
(xiv)	How the community-based and the business-based forums will be planned and executed to ensure that all the requirements of the deed, including as identified in section 3.13.10(e) of the SWTC, are met; and	SCIP and BMP
(xv)	Interfaces with other Project Plans.	Section 1.4
(f)	The Community Liaison Implementation Plan must include a comprehensive list of community liaison issues relating to the Project Works, the Temporary Works and the SVC Contractor's Activities and a comprehensive list of stakeholders and stakeholder issues/interests;	Sections 5.5
(g)	The Community Liaison Implementation Plan must identify and provide contact details for the SVC Contractor's personnel that are responsible for the management of complaints and enquiries;	Appendix 2
(h)	The Community Liaison Implementation Plan must include a program for the implementation of community liaison activities. This program must include key dates for the commencement and conclusion of construction activities, associated impacts to the community and the SVC Contractor's proposed strategy for minimising impacts and informing the community.	Section 5.11
(i)	The Community Liaison Implementation Plan must identify innovative programs, processes and methodologies to engage with and provide support to local communities, including engagement with schools, seniors, environmental groups, sporting groups, young people, businesses and other community groups.	Section 5.10
(j)	The Community Liaison Implementation Plan must include, as sub-plans, separate "Stakeholder and Community Involvement Plans" that are specific to the Project Works, the Temporary Works and the SVC Contractor's Activities and a "Business Management Plan";	Stakeholder and Community Involvement Plans and Business Management Plan
(k)	The Stakeholder and Community Involvement Plans must, as a minimum, be prepared for each of the following sites: (i) construction site at Bella Vista; (ii) construction areas between Bella Vista and Memorial Road; (iii) construction areas between Memorial Road and	Stakeholder and Community Involvement Plans"

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Cl.	Description	Where Addressed
	Rouse Hill Town Centre; and (iv) construction areas between Windsor Road and Cudgegong Road.	
(l)	The Business Management Plan must comply with and address the business management plan requirements in the Project Planning Approvals.	Business Management Plan

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DEFINITIONS AND ABBREVIATIONS

CEMP	Construction Environmental Management Plan
CLIP	Community Liaison Implementation Plan
IAP2	International Association for Public Participation
IC	Independent Certifier
ISJV	Impregilo Salini Joint Venture
KPI	Key Performance Indicator
OSCIP	Overarching Stakeholder and Community Involvement Plan
PD	Project Director
PDMP	Project Design Management Plan
PIMP	Project Interface Management Plan
PM	Project Manager
PMP	Project Management Plan
PQP	Project Quality Plan
PMS	Project/Contract Management System
SVC	Surface and Viaduct Civil
SWTC	Scope of Works and Technical Criteria

1 INTRODUCTION

1.1 Purpose

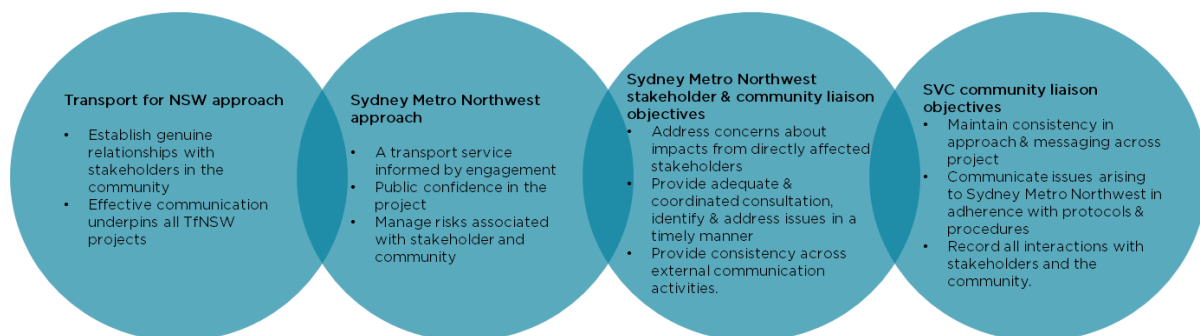
This Community Liaison Implementation Plan (CLIP) outlines the ISJV approach to community liaison for the Surface and Viaduct Civil (SVC) component of Sydney Metro Northwest. The CLIP has been prepared by the ISJV and complies with all requirements of the SVC Project Deed and Scope of Works and Technical Criteria (SWTC).

1.2 Scope

The CLIP has been prepared with reference to the Project Deed and SWTC. The CLIP also reflects best practice principles for community consultation and engagement for major projects, outlined in the International Association for Public Participation's (IAP2) Public Participation Spectrum and Accountability's AA1000 Stakeholder Engagement Standard.

The CLIP guides the interactions between the ISJV and Sydney Metro Northwest project teams, allowing for a consistent and coordinated approach to community liaison during the life of the SVC works.

Figure 1-1: Interface between overarching liaison plan and contractor liaison plan



1.3 Plan Preparation and Review

The SVC Community and Stakeholder Manager is accountable for this document. Accountability includes authorising the document, monitoring its effectiveness and performing a formal document review.

The SVC Community and Stakeholder Manager has delegated responsibility for approving and implementing this plan to the SVC Community Place Managers.

Members of the ISJV team, including employees, contractors, subcontractors and consultants, are accountable for ensuring the requirements of this document are implemented within their area of responsibility.

In keeping with the requirements of the OSCIP, this CLIP will be updated every six months and uploaded to the Sydney Metro Northwest project website at each update milestone. Updates should take into account:

- (i) changes in the design and construction program;

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- (ii) changes in stakeholder and community needs; and
- (iii) changes in the SVC Contractor's Activities and stakeholder and community information requirements.
- (iv) Changes in Law

1.4 TfNSW Requirements

The CLIP has been prepared in accordance with the requirements of the Deed as follows.

Table 1-1: Requirements of the Project Deed

Section	Requirement	Reference
24 Project Plan Requirements Community Liaison Implementation Plan	The Community Liaison Implementation Plan must include, as sub-plans, separate "Stakeholder and Community Involvement Plans" that are specific to the Project Works, the Temporary Works and the SVC Contractor's Activities.	Business Management Plan (BMP), Stakeholder and Community Involvement Plans (SCIP),

1.4.1 Minister's Conditions of Approval

The CLIP and associated sub-plans have been prepared in accordance with Infrastructure Approval SSR-5100 dated 25 September 2012 and Approval SSR-5414 dated 8 May 2013 which contain conditions imposed by the Minister for Planning and Infrastructure.

Table 1-2: Infrastructure Approval

Section	Requirement	Reference
Schedule E Construction Environmental Management		
Property and Business Impacts E32. Business Impacts	The Proponent shall prepare and implement a Business Management Plan to minimise impacts on businesses adjacent to major construction zones and activities during construction of the SSI [State Significant Infrastructure]. The Plan shall include measures to minimise business related impacts, maintain vehicular and pedestrian access during business hours, and maintenance of visibility of the business appropriate to its reliance on such. The Plan shall include, but not necessarily be limited to: a) Business consultation forum linked with the Community Construction Strategy as required by condition D1; b) Business management strategies for each construction zone (and or activity), identifying affected businesses and associated management strategies, including the employment of Place Managers and specific measures to be put in place to assist small business owners adversely impacted by the construction of the SSI; c) a monitoring program to assess the effectiveness of the measures including the nomination of performance parameters and criteria against which effectiveness of the measures will be measured; and	BMP, sections 3-9 BMP, section 3.6 BMP, sections 5-8 CLIP, section 5.18

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Section	Requirement	Reference
	d) provision for reporting of monitoring results to the Director General, as part of the Compliance Tracking Program (condition D5).	TfNSW responsibility. ISJV is to provide monitoring information to TfNSW, refer to CLIP, section 5.18 and BMP, section 3.2.3.

Table 1-3 – Infrastructure Approval

Section	Requirement	Reference
Schedule D Community Information, Reporting and Auditing		
D1 Stakeholder and Community Involvement Plan	<p>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 E32), the relevant Council and community stakeholders (particularly adjoining landowners) on the construction environmental management of the SSI [State Significant Infrastructure] and detailed design elements of the SSI. The Strategy shall include, but not be limited to:</p> <ul style="list-style-type: none"> 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 and design aspects of 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, design 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, design and delivery of the SSI; and F) procedures and mechanisms that would be implemented to resolve issues/disputes that may arise between parties on the matters relating to environmental management, design and the delivery of the SSI. This may include the use of an appropriately qualified and experienced 	<p>BMP, sections 5-8 SCIP, section 4 and 7-10</p> <p>BMP, section 9 SCIP, section 6</p> <p>BMP, section 3.6 SCIP, sections 4.3 and 6</p> <p>BMP, sections 3.6-3.8 SCIP, section 6</p> <p>CLIP, Appendix 2</p> <p>CLIP, Appendix 2</p>

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Section	Requirement	Reference
	independent mediator.	
	Issues that shall be addressed through the Stakeholder and Community Involvement Plan include (but are not necessarily limited to) traffic and access arrangements, noise and vibration, impacts to local businesses, land uses and community facilities, urban design and landscaping and other construction and design related impacts and management measures.	
	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.	

1.5 Relationship to Other Plans

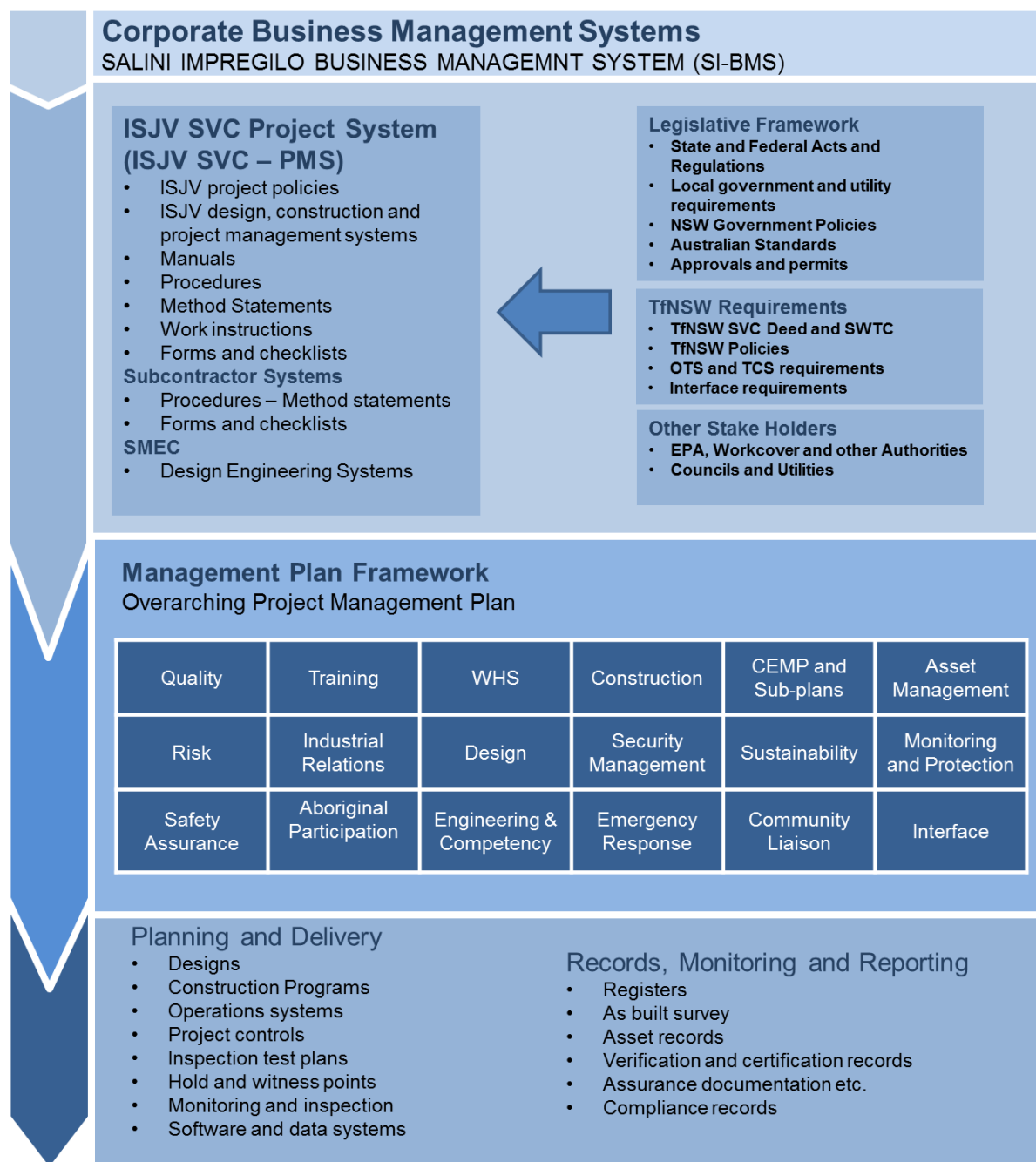
The CLIP has a number of key interfaces with other plans covering the SVC and the project as a whole. Key interfaces are with the following plans:

- OSCIP, Sydney Metro Northwest
- Construction Environmental Management Plan (CEMP) and sub-plans including the Visual Amenity Plan, Heritage Plan, Traffic Management Plan, Waste Management and Recycling Plan
- Sustainability Management Plan
- Design Plan
- Project Quality Plan
- Interface Plan
- Construction Plan
- Training Plan
- The procedures and processes for managing the interface with these plans are outlined in the Project Management Plan.

The position of the CLIP within the ISJV Management Systems and overarching documentation framework is shown in Figure 1-2.

The hierarchy relationship of the CLIP to other management plans and sub-plans is shown in below.

Figure 1-2: ISJV Management Systems and Document Framework



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Figure 1-4: Hierarchy of SVC management plans

Project Management Plan			
Risk Management Plan including Technical Risk Management Plan	Design Plan	Construction Plan	Construction Environmental Management Plan
Project Quality Plan	Engineering and Competency Management Plan	Earthworks Plan	inputs to Compliance Tracking Procedure
Project Records Management Plan including Technical Data Management Plan and Project Purchasing Plan	Engineering Management Plan	Spoil Management Plan	Construction Compound Ancillary Facilities Management Plan
	Requirements Management Plan	Waste Management and Recycling Plan	Construction Noise and Vibration Management Plan
Safety Assurance Plan including RAMs	Competency Management Plan	Sustainability Plan	Construction Noise Impact Statement
Assurance Documentation Management Plan	Urban Design & Corridor Landscape Plan	Carbon and Energy Management Plan	Construction Traffic Management Plan Including
Project Training Management Plan	Services Management Plan	Stormwater and Flooding Management Plan	Construction Soil and Water Management Plan
Workplace Relations Management Plan	Community Liaison Implementation Plan	Pollution Incident Response Management Plan	Soil Salinity Management Plan
Project Aboriginal Participation Plan	Stakeholder and Community Involvement Plan	Monitoring and Protection Plan	Water Quality Monitoring Program
	Business Management Plan	Visual Amenity Management Plan	Construction Heritage Management Plan
		Security Management Plan	Construction Flora and Fauna Management Plan
		Project WHS Management Plan Including Site Specific WHS Management Plan and Project WHS Development Plan	Nest Box Management Plan
			Ecological Monitoring Program
		Site Specific Emergency Response Plan	Construction Air Quality Plan
		Asset Management Information Delivery Plan	
	Technical Maintenance Plan	BIM Execution Plan	
	Interface Management Plan		

KEY:

Plan	Sub Plan	This Plan
TfNSW Plan	Sub - Sub Plan	

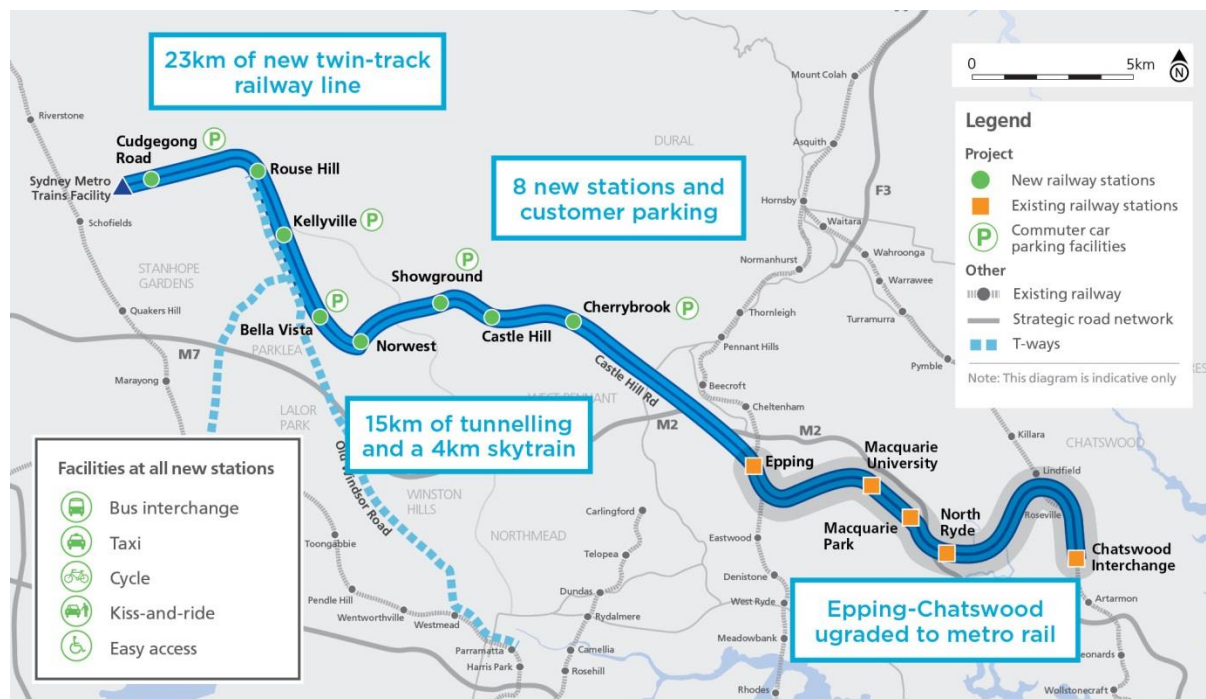
1.6 Project Description

1.6.1 Background

The Sydney Metro Northwest project is a key priority for the NSW Government. Sydney Metro Northwest will deliver a new high frequency single deck train system initially operating as a service between Cudegong Road and Chatswood. The project includes eight new stations, approximately 15.5 km of tunnels from Epping to Bella Vista, a 4 km elevated 'skytrain' (viaduct) between Bella Vista and Rouse Hill, and conversion of the Epping to Chatswood Rail Link to deliver high frequency rapid transit services.

Stations are planned at Cherrybrook, Castle Hill, Showground, Norwest, Bella Vista, Kellyville, Rouse Hill and Cudegong Road. Bus, pedestrian, cycling and easy access facilities will be provided at all stations, with approximately 4,000 commuter car parking spaces spread across five sites.

Figure 1-3: Sydney Metro Northwest service alignment



1.6.2 Description of the SVC Project Works

The scope of the SVC Project Works consists of the detailed design, construction and handover of the viaducts, bridges and associated civil works required for Sydney Metro Northwest between Memorial Avenue, Kellyville and Cudegong Road, Rouse Hill and includes establishment and reinstatement of work sites, spoil removal and disposal and all required utility relocations and adjustments at construction work sites.

The permanent infrastructure to be delivered includes:

- Approximately 4 km of viaduct between Bella Vista and Rouse Hill Station including crossings over Memorial Avenue, Samantha Riley Drive, Windsor Road, Sanctuary Drive and White Hart Drive

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- Bulk earthworks requirements including all cut, fill and embankments between Balmoral Road and Cudgegong Road
- Bridge over Windsor Road / Rouse Hill
- Bridge over Second Ponds Creek
- Allowance for station structures to be incorporated onto the viaduct at the Kellyville and Rouse Hill station sites
- Adjustments to existing infrastructure and roads within the construction zone and / or otherwise affected by SVC activities.

Activities associated with the temporary and SVC Contractor works required in order to complete construction include:

- Safe, secure personnel access / egress into site areas including necessary temporary support services and site facilities, with hoardings, fencing and the like around work sites to be left in place upon completion
- Construction traffic and transport management including temporary and permanent traffic management works
- Removal of all temporary work and site facilities not otherwise required for handover to subsequent contractors
- Temporary use of a concrete precast yard located in Mulgrave.
- Construction of two temporary T-way car parking facilities at Kellyville (Riley T-way and Balmoral T-way)
- Construction, removal and transportation of the gantry along the SVC construction zone
- Temporary changes to site personnel access/egress
- Signage, fencing and hoarding
- Construction environmental management activities
- Construction traffic management activities
- Interface and communications within SVC Contractor team and the Principal's Representative
- Stakeholder liaison activities
- Adherence to Sydney Metro Northwest protocols and procedures.

2 OBJECTIVES AND TARGETS

Transport for NSW (TfNSW) is committed to establishing genuine relationships with stakeholders and the community. The community liaison objectives underpinning this CLIP are aligned with those outlined in the OSCIP, which are to:

- Build stakeholder support for, and understanding of, Sydney Metro Northwest
- 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.

To achieve these objectives, we will exceed the “minimum” standard consultation requirements to engage the community early and as often as possible, keep the community informed of progress, and encourage participation and feedback. We will engage with the full range of stakeholders, and clearly identify the parameters for consultation with the community (what is and isn’t negotiable).

Our key strategy is to conduct early, frequent community consultation to ensure that any concerns or impacts are addressed proactively utilising information collected by previous Sydney Metro Northwest Place Managers. We will work to the requirements of the Principal’s Representative and provide them with timely and accurate information.

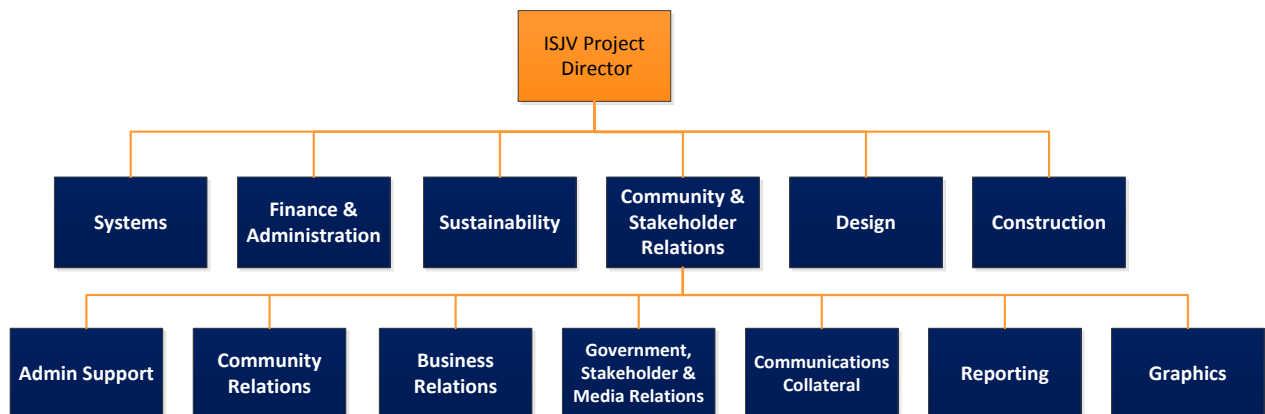
3 ORGANISATION STRUCTURE

This section provides an outline of the Community Team structure, authority, roles, skills and key interfaces with the Principal's Representative and other subcontractor teams

3.1 Organisation Chart

The current Community Relations Team structure, lines of responsibility and communications are outlined in Figure 3-1 below.

Figure 3-1: ISJV Community Relations Team, reporting and communication lines.





3.2 Key Personnel, Authority, Skill Level and Roles

As of May 2017, the ISJV Community Relations Team continues to fulfil the functions of the Stakeholder and Community Relations Manager, Stakeholder and Community Relations Co-ordinator and Community Liaison Officer roles.

Table 3-1 provides an overview of the community liaison personnel, their levels of authority, minimum skills and roles for the duration of the SVC contract.

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Table 3-1: Community Liaison personnel, authority, skill level and roles

Role Person	Minimum skills	Responsibilities	Level of authority	Interfaces with	Method and frequency of contact with SMNW interface
Community and Stakeholder Manager	<ul style="list-style-type: none"> • Ten years' community relations and communications experience in major infrastructure projects • Extensive experience in management of community liaison, consultation and communications on major infrastructure projects • Experience in and understanding of NSW Government public affairs processes. 	<ul style="list-style-type: none"> • Act as the primary point of contact for the Principal's Representative on stakeholder and community relations matters • Manage the administration of and attend Community and Business Forums, meetings and activities to build and maintain strong relationships • Participate in and actively manage all relevant corporate and community events and provide proactive and strategic advice, identify areas of improvement • Provide advice to all Managers, Construction Managers, Place Managers etc. of potential risks and propose proactive and reactive 	Authority to develop and update the CLIP and sub-plans.	<ul style="list-style-type: none"> • The Principal's Representative • ISJV Community Relations team members • ISJV team members. 	<ul style="list-style-type: none"> • Direct contact with Principal's Representative • Daily briefing with SVC Lead Contractor – feedback to SVC Community Liaison team • Weekly meetings with client team • Attendance at Communications Management Control Group meetings as required (delegate for Director) • Receive and act on feedback from meetings outlined above.

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Role Person	Minimum skills	Responsibilities	Level of authority	Interfaces with	Method and frequency of contact with SMNW interface
		<p>community and stakeholder engagement plans</p> <ul style="list-style-type: none"> • Provide regular reports on community consultation activities and advice on emerging issues • Ensure delivery of stakeholder and community relations induction and training programs for all employees and visitors • Lead responsibility for development, implementation and update of CLIP and sub-plans • Flag any issues arising with the Principal's Representative • Manage the complaints and enquiries management system • Record interactions with stakeholders in Consultation 			

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Role Person	Minimum skills	Responsibilities	Level of authority	Interfaces with	Method and frequency of contact with SMNW interface
		<p>Manager, as per the required protocol</p> <ul style="list-style-type: none"> Review all materials and reports in accordance with Quality Assurance standards Monitor and achieve community liaison KPIs and reporting requirements Be available at all times for contact by stakeholders and the community to answer questions and deal with complaints relating to SVC activities Manage emergency communications and incident response. 			
Place Manager	<ul style="list-style-type: none"> A community relations practitioner with at least 3 years professional experience in stakeholder and community liaison, consultation and communication in a similar role Understanding of stakeholder and community attitudes 	<ul style="list-style-type: none"> Act as joint-secondary point of contact for the Principal's Representative on stakeholder and community relations matters Accountable for stakeholder 		<ul style="list-style-type: none"> The Principal's Representative ISJV Community Relations team members ISJV team members. 	<ul style="list-style-type: none"> Direct contact with Principal's Representative Daily briefing with SVC Community Relations Manager Weekly meetings with client team

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Role Person	Minimum skills	Responsibilities	Level of authority	Interfaces with	Method and frequency of contact with SMNW interface
	<p>and needs in relation to the Project</p> <ul style="list-style-type: none"> • Excellent oral and written communication skills 	<p>and community relations advice and activities associated with their nominated construction areas, communities and businesses</p> <ul style="list-style-type: none"> • Act as the key contact for stakeholders, community members and businesses along the alignment • Provide advice to site project team on stakeholder and community issues • Contribute to the effective planning of site activities to minimise impacts on stakeholders and the community • Write works notifications in accordance with service standards and approval requirements • Assist with organising Community and Business Forums, site 			<ul style="list-style-type: none"> • Attendance at Communications Management Control Group meetings as required (delegate for Manager) • Receive and act on feedback from meetings outlined above.

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Role Person	Minimum skills	Responsibilities	Level of authority	Interfaces with	Method and frequency of contact with SMNW interface
		<ul style="list-style-type: none"> visits and media events • Provide input into quarterly construction newsletters • Undertake face to face consultation with local stakeholders and community members • Provide inputs for CLIP and sub-plans • Provide inputs for site induction materials • Record interactions with stakeholders in Consultation Manager, as per Deed requirements • Assist with the provision of communications materials • Be available (on call) for contact by stakeholders and the community to answer questions and deal with complaints relating to SVC activities • Assist to 			

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Role Person	Minimum skills	Responsibilities	Level of authority	Interfaces with	Method and frequency of contact with SMNW interface
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monitor and
achieve
community
liaison KPIs

- Assist with the
management
of emergency
communications and
incident
response

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Role Person	Minimum skills	Responsibilities	Level of authority	Interfaces with	Method and frequency of contact with SMNW interface
Community Liaison Officer (based in CIC)	<ul style="list-style-type: none"> • 3 years' experience in stakeholder/community liaison, customer service or communication in a similar role • Excellent oral and written communication skills • Understanding of stakeholder and community attitudes and needs in relation to large projects 	<ul style="list-style-type: none"> • Respond to community enquires made in person at the CIC and via 1800 and email • Support Community Relations Manager and team as required • Maintain currency of information on the SVC Project in the Community Information Centre, including fact sheets, displays and other materials • Identify stakeholder and community issues raised in the CIC and provide advice to the Project Team • Complete records of all stakeholder contacts and reports within Consultation Manager • Comply with all relevant TfNSW procedures 	-	<ul style="list-style-type: none"> • Community Relations Manager • ISJV Community Relations team members • Manager, CIC. 	<ul style="list-style-type: none"> • Weekly briefing with SVC Community Relations Manager and team.

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Role Person	Minimum skills	Responsibilities	Level of authority	Interfaces with	Method and frequency of contact with SMNW interface
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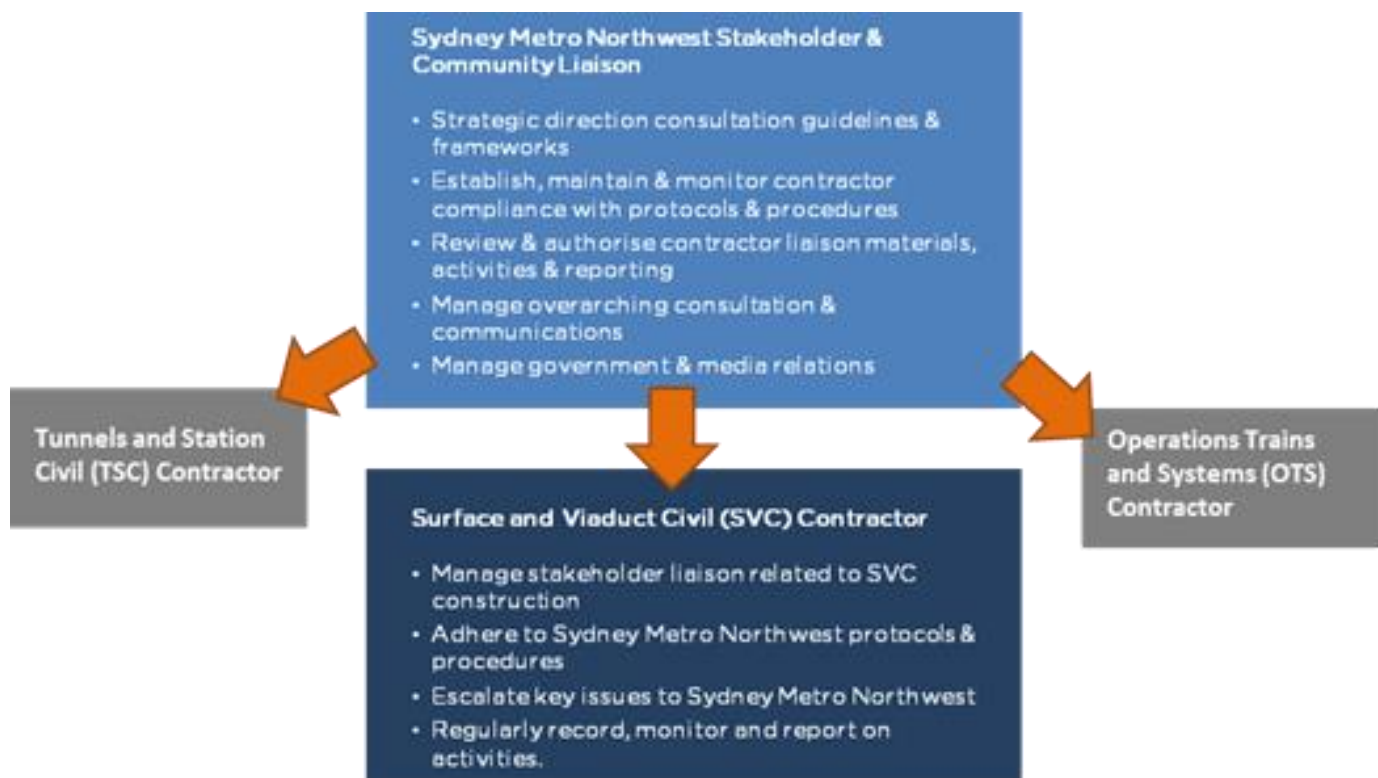
related to the
operation of
the CIC

- Support the TfNSW School Education Program
- Attend and prepare for weekly Communication Meetings
- Complete daily complaints report by required time.

3.3 Interface with the Project Organisational Structure

The successful delivery of Sydney Metro Northwest is contingent on a coordinated, consistent and considered approach to stakeholder liaison across the project. From the community's point of view, response on issues should appear seamless. In order to achieve this objective, the ISJV Community Liaison Team will work to the requirements of the Principal's Representative team. We acknowledge that the project interface will be managed as per the outline in Figure 3- below.

Figure 3-2: Project organisational interface



4 APPROACH TO COMMUNITY LIAISON

Our approach to community liaison is underpinned by early, frequent communication to ensure that stakeholder concerns and impacts are addressed proactively.

Our commitment to community liaison includes:

- Being clear on the parameters for consultation (what is and isn't negotiable)
- Regularly informing the community of the progress of the design and construction process
- Providing a broad range of opportunities for community feedback, including the use of social media
- Proactively engaging with the broad range of stakeholders impacted directly or indirectly by the project, including local businesses, neighbouring residents, seniors, school students, sporting groups, community groups and environmental groups
- Implementing robust procedures and processes for managing enquiries and complaints
- Implementing rigorous reporting and monitoring of stakeholder contact against key performance indicators (KPIs).

The ISJV community liaison team will work to the requirements of the Principal's Representative and provide it with timely and accurate information so that consistent messages are communicated to stakeholders.

4.1 Key Messages

4.1.1 Overarching Sydney Metro Northwest Project Messages

Sydney Metro Northwest is a priority rail infrastructure project for the NSW Government and will deliver stage three of the NSW Government's Rapid Transit System.

Sydney Metro Northwest supports the NSW Government's long term objectives for effective land use and transport planning to meet Sydney's population growth. The service will provide rail access to employment growth areas at Castle Hill, Norwest Business Park and Macquarie Park, and the Sydney central business district (CBD).

Delivery of Sydney Metro Northwest is being informed by stakeholder and community engagement to maximise its contribution to the liveability of the region and minimise impacts on the environment, stakeholders and the community.

Key benefits of Sydney Metro Northwest are:

- Approximately 300,000 residents in North West Sydney will gain rail access to Epping, Macquarie Park, Chatswood, St Leonards, North Sydney and the Sydney CBD
- New rail services will be added to existing suburbs in the Hills District as well as future areas of growth that are planned for residential and commercial development
- There will be frequent, regular rail services and improved travel time reliability compared with bus and private car.

4.1.2 SVC Key Messages

The 4 km viaduct between Balmoral Road and Cudgegong Road will provide a critical transport link to jobs and services for existing communities and new growth areas in Sydney's North West. On completion, the SVC will incorporate train stations at Kellyville and Rouse Hill.

4.1.3 Community Liaison Key Messages

ISJV will undertake early, proactive and frequent community liaison activities.

We will provide members of the community and other stakeholders with timely and accurate information and responses to queries and complaints

Community liaison activities will seek to identify ways to minimise disruption, delay and inconvenience to affected members of the community, road and public transport users, businesses and other stakeholders during the completion of the SVC.

ISJV will implement an integrated approach to the management of activities, using an effective, accredited quality system which addresses performance, stakeholder, safety, community, sustainability and environmental requirements.

The team will establish and maintain positive relationships with members of the community and other stakeholders affected by the SVC activities, as well as the Principal Representative's and other contractor teams responsible for the delivery of Sydney Metro Northwest.

5 STRATEGIES FOR ENGAGING WITH STAKEHOLDERS AND MANAGING ISSUES

5.1 Guiding Principles

The management of community liaison issues for the SVC works positions the community at the centre of the community liaison effort. Our approach is based on extensive mapping of stakeholder impacts and interests in the SVC works and broader project.

Our approach is underpinned by the principle of equitable access to information and opportunities for consultation across stakeholders and communities. As discussed in section 1.1 of this document, the approach is based on best practice in consultation and engagement for major projects, including the IAP2 Public Participation Spectrum and Account Ability's AA1000 Stakeholder Engagement Standard. The community liaison activities outlined in this plan sit in the 'inform' and 'consult' part of this spectrum.

A critical success factor for the effective management of community liaison issues during the SVC works will be the alignment of the community liaison approach and responses with broader Sydney Metro Northwest project approach. From the stakeholders' perspective this will create a seamless response to all contacts. It also ensures a coordinated risk management approach.

Figure 5-1: IAP2 Public Participation Spectrum



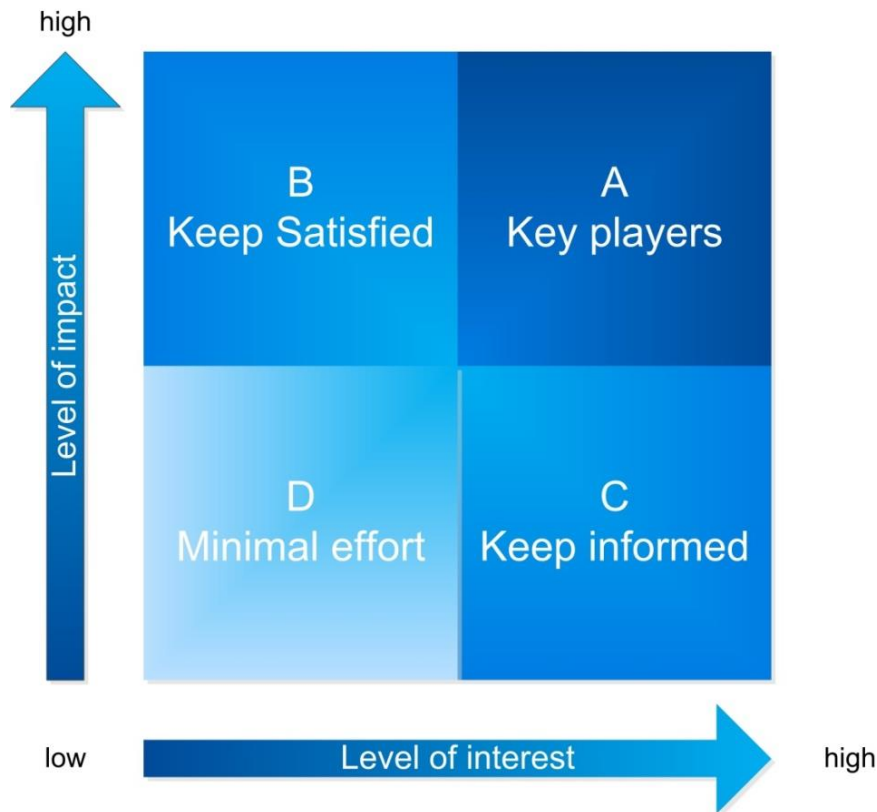
Source: IAP2

5.2 Stakeholder Mapping and Analysis

Stakeholder mapping and analysis has been undertaken to identify those who may potentially experience the greatest impacts (both positive and negative) and those with an interest in the SVC works.

Stakeholders have been identified and categorised according to their levels of impact and interest, using an industry standard stakeholder analysis tool, shown in Figure 5-2

Figure 5-2: Stakeholder analysis tool



The stakeholder analysis tool categorises stakeholders in the following way:

- **Category A** – Stakeholders with a high level of impact (positive and negative) and interest in the SVC – nearby residents / households and businesses (within a 200 m radius of the construction zones), Hills Shire Council, and key state agencies including utility providers, the transport agencies (including TfNSW and RMS) and Sydney Water
- **Category B** – Stakeholders with a high level of impact (positive and negative) but a lower level of interest in the SVC – including nearby residents and businesses beyond a 200 m radius and within a 500 m radius
- **Category C** – Stakeholders who have considerable interest in the SVC but a relatively low level of impact – primarily state agencies with an indirect interest in the efficient delivery of Sydney Metro Northwest, including NSW Trade and Investment, Department of Premier and Cabinet
- **Category D** – Stakeholders with comparatively little impact and little interest in the SVC.

For the purposes of the SVC community liaison strategy, key stakeholders to be addressed are Category A and B stakeholders. This strategy is subject to re-evaluation through periodic review of the CLIP or in response to potential response from a wider area.

Business stakeholders are addressed in the Business Management Plan.

5.3 List of Project Stakeholders

There are a variety of stakeholders who have an interest in, are impacted by, or have influence over the successful delivery of the SVC works. These stakeholders are identified in Table 5–1 below.

Using the analysis tool, stakeholders are categorised according to their level of potential impact and interest in the SVC works, as well as their influence over its successful delivery. This analysis assists to identify the community liaison activities that will be undertaken for each stakeholder.

Table 5-1: Stakeholder interest, impact and proposed community liaison activities.¹

C at.	Stakeholder	Issues of interest				Level of interest	Level of impact	Level of Influence	Proposed liaison approach
		1	2	3	4				
Residents/households									
A	Individual households within a 200 m radius of the construction zones	✓	✓	✓	✓	High	High	High	<ul style="list-style-type: none">• Meetings• Community Information Line• Community forums• Community information sessions• Community information centre• Notifications• Advertisements• Monthly community email updates• Quarterly newsletters• Websites• Social media• Site signage• Fact sheets• Door knocks
A	Public transport and road users	✓	✓		✓	High	High	Medium	
C	Individual households outside a 200 m radius of the construction zones	✓	✓	✓	✓	High	Medium	Medium	
Community groups									
A	Western Sydney Public Transport Users	✓	✓		✓	High	High	Medium	Managed by the Principal's Representative
C	Hills Transport Working Group	✓	✓		✓	High	Medium	Medium	
C	Blacktown and District Environment	✓	✓	✓	✓				

¹ Key

1 - Transport impacts: truck movements and access changes
Visual impacts

4 – Amenity, dust and accessibility

2 - Noise and vibration

3 -

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C at.	Stakeholder	Issues of interest				Level of interest	Level of impact	Level of Influence	Proposed liaison approach
		1	2	3	4				
	Group								
C	Cyclist Action Movement West	✓	✓		✓				
B	Deerubbin Local Aboriginal Land Council	✓	✓	✓	✓	Medium	Medium	Medium	
Chambers of Commerce									
C	NSW Business Chamber: Sydney North West	✓	✓		✓	High	Medium	High	Managed by the Principal's Representative.
C	Sydney North West Regional Advisory Council							High	
C	Hills Business Chamber							High	
Media									
D	Hills Shire Times	✓	✓	✓	✓	High	Low	High	Managed by the Principal's Representative.
	Rouse Hill Times							High	
	Hills News							High	
	Blacktown Advocate							High	
State Government agencies									
C	Transport for NSW: <ul style="list-style-type: none">Sydney Metro NorthwestState TransitNSW Roads and Maritime Services (RMS)Traffic Management Centre	✓	✓	✓	✓	High	Medium	High	Managed by the Principal's Representative
C	NSW Planning and Infrastructure	✓	✓	✓	✓	High	Medium	High	
C	TransUrban / M2 Hills Motorway		✓	✓		High	Medium	High	
C	NSW Trade and Investment, comprising Trade, Business and Investment. Primary	✓			✓	High	Low	High	

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C at.	Stakeholder	Issues of interest				Level of interest	Level of impact	Level of Influence	Proposed liaison approach
		1	2	3	4				
	Industries, NSW Office of Water, Sydney Metropolitan and Hawkesbury Nepean Catchment Management authorities								
C	Department of Premier and Cabinet	✓	✓	✓	✓	High	Low	Medium	
C	Department of Education and Communities	✓	✓	✓	✓	High	Low	Medium	
B	Emergency Services – NSW Ambulance, NSW Fire Brigade, NSW Police	✓	✓	✓	✓	Medium	High	Medium	
Local Government									
B	The Hills Shire Council officers (Communications with Mayor and GM managed by Sydney Metro Northwest)	✓	✓	✓	✓	Medium	Medium	Medium	<ul style="list-style-type: none">• Community forums• Meetings• Notifications• Advertisements• Monthly community email updates• Quarterly newsletters• Websites• Social media• Site signage• Fact sheets• Communications Management Control Group• Government relations• Government agency relations• Site visits.
	Blacktown Council (Communications with Mayor and GM managed by Sydney Metro Northwest)								
Federal Government									
D	Department of Sustainability, Environment, Water, Population and Communities	✓	✓	✓	✓	Low	Low	Low	<ul style="list-style-type: none">• Meetings• Notifications• Advertisements• Monthly community email updates• Quarterly newsletters

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C at.	Stakeholder	Issues of interest				Level of interest	Level of impact	Level of Influence	Proposed liaison approach
		1	2	3	4				
									<ul style="list-style-type: none"> • Websites • Social media • Site signage • Fact sheets • Government relations • Government agency relations • Site visits.
Utility and service providers									
A	Ausgrid	✓	✓	✓		High	High	High	<ul style="list-style-type: none"> • Meetings • Notifications • Advertisements • Quarterly newsletters • Websites • Social media • Site signage • Fact sheets
	Endeavour Energy								
	Sydney Water								
	Jemena								
	NBN								
	Telstra								
	Optus								
	Mine Subsidence Board								
Bus companies									
A	Hillsbus	✓		✓		High	High	Medium	<ul style="list-style-type: none"> • Meetings • Community Information Line • Community information centre • Business based forums • Notifications • Advertisements • Monthly community email updates • Quarterly newsletters • Websites • Social media • Site signage • Fact sheets
A	Busways								

5.4 Sensitive Uses and Stakeholder Liaison Activities

In addition, an audit of local social infrastructure and sensitive uses has been undertaken.

Sensitive uses in the vicinity of the construction zones include child care centres, educational facilities, nursing homes and hospitals. These stakeholders require targeted community liaison activities due to their proximity to the construction zones and their uses. Table 5-2 below identifies these stakeholders and level of interest and impact.

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Table 5-2: Sensitive uses and impacts²

Category	Sensitive land uses	Issues of interest					Level of interest	Level of impact	Level of influence	Proposed engagement
		1	2	3	4	5				
A	Childcare centres and kindergartens e.g. • Gracelands Early Education, Kellyville • Playdays Preschool, Kellyville • Fraser Avenue Early Learning Centre, Kellyville • Kellyville Ridge Preschool, Kellyville Ridge	✓	✓	✓	✓	✓	High	Low	Medium	<ul style="list-style-type: none"> • Community Information Line • Community information centre • Business forums • Notifications • Advertisements • Monthly community email updates • Quarterly newsletters
A	Clubs, community centres and libraries e.g. • Newbury Community Centre, Stanhope Gardens	✓	✓	✓	✓	✓	High	Low	Medium	<ul style="list-style-type: none"> • Community Information Line • Websites • Social media
A	Medical centres and hospitals e.g. • The Hills Clinic, Kellyville • Rouse Hill Medical Centre, Rouse Hill	✓	✓	✓	✓	✓	High	Low	Medium	<ul style="list-style-type: none"> • Monthly community email updates • Quarterly newsletters
A	Nursing homes and aged care	✓	✓	✓	✓	✓	High	Low	Medium	<ul style="list-style-type: none"> • Site signage • Fact sheets.
B	Parks and recreation areas e.g. • Elizabeth Macarthur Park, Kellyville • Figtree Park, Rouse Hill • Mungerie Park, Rouse Hill	✓	✓	✓		✓	High	Low	Medium	

² Key

1 - Transport impacts impacts

2 - Noise and vibration
5- Amenity and accessibility

3 - Dust

4 - Visual

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B	Educational facilities e.g.	✓	✓	✓	✓	✓	High	Low	Medium
	• Ironbark Ridge Public, Rouse Hill								
	• Rouse Hill High, Rouse Hill								
	• Glenwood High School								
	• Parklea Public School								
	• John XXII Catholic Primary School								

5.5 Overview of Key Issues

The SVC works present a range of key issues to be managed by the SVC contractor in close collaboration with the Principal's Representative. An overview of these issues and the associated potential impacts is provided below. A closer examination of impacts at construction zone level is provided in the SCIPs.

5.5.1 Construction Impacts

The management and mitigation of construction impacts is the primary objective of the SVC community liaison activities. ISJV has developed a construction methodology that seeks to minimise the impact of construction activities on stakeholders. However, ISJV acknowledges that no construction project of this scale is without impacts. Minimising these impacts is a key focus of the ISJV Construction Environment Management Plan (CEMP) and its sub plans.

Key issues which are likely to be of interest to stakeholders include:

- Road closures and traffic diversions – traffic volumes along construction traffic routes will increase, in particular in relation to:
 - The Windsor Road intersection
 - Bella Vista to Rouse Hill – Celebration Drive, Balmoral Road and Memorial Avenue, Samantha Riley Drive and White Hart Drive and Rouse Hill Drive
 - Cudgegong Road and Schofields Road
 - Out of hours deliveries will also be required for the transportation of precast segments and towers
- Some noise and vibration due to truck movements, drilling, pile caps and viaduct construction as well as activities such as hydro-blasting and bulk demolition works.
- Local business impacts on Rouse Hill Shopping Centre, other businesses in the SVC corridor, and indirectly on Bella Vista and Norwest Business Park
- Changed access to car parking, possible temporary relocation of car parking, T-way and limited road access changes as a result of works (including transportation of precast segments)
- Impacts of vibration on properties in the vicinity of the construction zones
- Air quality and dust impacts.

5.5.2 Visual Impacts

- Visual impact during construction as a result of drilling, earthworks, limited piling activity, transport of precast segments, gantries and towers
- The gantry may be a visual distraction for motorists.

5.5.3 Social Impacts

On a project of this scale there is likely to be a range of potential positive and negative social impacts. The potential social impacts identified for this project include:

- Local business impacts on other businesses in SVC corridor, and indirectly on businesses in the surrounding area

- Impacts on amenity of the area during construction
- Hazards and risks during construction
- Increased employment during construction
- Increased trade at local businesses during construction
- On completion of construction, a possible perception that the viaduct 'separates' communities
- On completion of construction, increased accessibility to the area.

5.6 Issues Related to the Project Works, Temporary Works and ISJV Activities

Table 5-3 provides an overview of the key issues to be managed across the respective project activities. We will continue to monitor these working closely with the construction and environment teams to understand and assess issues as they arise throughout the project. Further detail is provided in section 4.3 of the SCIP.

Table 5-3: Issues relating to site works

Project works	Temporary works	ISJV activities
<ul style="list-style-type: none"> • Traffic changes • Impact on heritage items • Air quality • Waste • Noise and vibration • Soils and groundwater – potential to cause erosion, sedimentation impacts and contamination risk • Car parking, transport and access • Handover activities to NRT and other contractors 	<ul style="list-style-type: none"> • Traffic changes • Impact on heritage items • Air quality • Waste • Noise and vibration • Soils and groundwater – potential to cause erosion, sedimentation impacts and contamination risk • Car parking, transport and access • Local business impacts • Local resident impact – amenity • Human health • Hazards and risks 	<ul style="list-style-type: none"> • Team members and subcontractors to flag issues with the community consultation team • ISJV personnel and subcontractors to behave appropriately at all times • Maintain terms of agreement and protocol

5.7 Cumulative Impact Analysis

Sydney's North West is a rapidly changing area with significant investment in infrastructure provision. Construction activities at similar locations, undertaken concurrently as a result of both major civil construction works (SVC) and construction of stations, rail infrastructure and systems (OTS) as well as other construction activity in the region, such as the Memorial road upgrade by Roads and Maritime Services (RMS) and works by Sydney Metro Northwest Tunnelling and Surface Works Contractor (TSC) will heighten impacts on stakeholders. The cumulative impact of these activities on stakeholders is twofold:

- *Intensification of potential impacts* at any one location or key road intersections like Windsor Road

- *Prolonging potential impacts* at any one location due to ongoing construction of bridge on Windsor Road.

Other construction activity in the region includes the following projects:

- Redevelopment of Parklea Markets
- Water related services for North West Growth Centre
- Rouse Hill Town Centre Northern Frame
- Schofields Road upgrade
- Northconnex
- Showground Road upgrade

A monthly Communications Management Control Group Meeting is held with the Community and Stakeholder managers from the above projects. This is also attended by the local councils.

5.7.1 Traffic and Public Transport Impacts

A separate Construction Traffic Management Plan (CTMP) has been prepared and provides detail on the mitigations proposed to manage traffic impacts on the community and other stakeholders. The CTMP nominates RMS as the key agency interface and the SVC Community and Stakeholder Manager as the key interface for community relations.

A summary of traffic and transport impacts is outlined below. For the full analysis of impacts, please refer to the CTMP.

- Increased traffic volumes on:
 - Old Windsor Road / Celebration Drive during PM peak periods
 - The Ponds Boulevard / Schofields Road during AM and PM peak periods
 - Cudgegong Road / Schofields Road during AM peak periods
- Changes to road networks and traffic conditions due to construction of crossings over Memorial Avenue, Samantha Riley Drive, Windsor Road, Sanctuary Drive and White Hart Drive. The project includes a bridge over Windsor Road / Rouse Hill and bridge over Second Ponds Creek
- Realignment of Balmoral Road and Miami Street
- Changes to public bus networks in the SVC corridor
- Changes to taxi pick up and 'kiss and ride' areas in the SVC corridor
- Changes to parking conditions near Rouse Hill Shopping Centre
- Changes to pedestrian and cycle paths and detours in the SVC corridor
- Traffic impacts as a result of visual amenity
- Traffic impacts as a result of limited noise and vibration during construction.

5.7.2 Impacts on Local Businesses

Impacts on local businesses are the same as those cited above in this section. In addition, there will be increased local business demand from the flow-on effects from construction worker activity for retail businesses, cafes, restaurants and fast food outlets, as well as community facilities and services.

The team has prepared a separate Business Management Plan that takes into account specific community relations activities to manage and mitigate impacts on local businesses.

5.8 Strategies to Manage Direct and Cumulative Impacts

ISJV has identified a range of strategies for managing and minimising the direct and cumulative impacts of construction activity on the community. These strategies are outlined in Table 5-4 below. All notifications referenced in the strategy will be conducted in line with the community notification procedure.

Table 5-4: Direct and cumulative impacts and minimisation strategies

Cumulative impact	ISJV strategy
Internal coordination	Well defined internal communications procedures, community liaison training for the ISJV team and sub-consultants; regular Toolbox Talks and training for ISJV team and sub-consultants ; operational alignment with the CEMP; alignment with the OSCIP, including regular and frequent liaison with the Principal Representative and regular meetings with the Communications Management Control Group (CMCG).
Direct construction impacts	Early identification and notifications of potentially affected sectors (e.g. Windsor Rd Viaduct construction zone and Balmoral Road realignment works), site and plant noise reduction planning during each construction phase
Traffic delays and diversions	Consult councils and provide advance notification to potentially affected road users by media, variable message signs (VMS), project website, visitor centre and monthly email updates.
Public transport delays	Planning and consultation with TfNSW, transport management centre (TMC), private bus operators, bus and taxi, and affected travellers including advance notifications and regular project update information.
Disruption to businesses	Planning and consultation with affected businesses within the defined radius of works, including advance notifications and regular project update information.
Emergency services and utilities access	Planning and consultation with TTLG (Traffic Transport Liaison Group) in order to engage with emergency services representatives (SES, Hills District Fire & Rescue Service, Police, Ausgrid, RMS, Sydney Water, Endeavour Energy, other utilities) including advance notifications and regular project update information.
Workforce influx, traffic and housing impact	Planning for workforce traffic parking and movement on and near Windsor Rd and Memorial Ave sites, including use of project shuttle buses to work site from defined parking areas. Identification of specific problem locations and proactive consultation with affected residents or businesses.
Community complaints cause delays	Rapid response and clear escalation mechanisms for complaints, aligned with SCL-05 Construction Complaints Management System.
Potential damage to local roads	Management of heavy construction vehicle access points and movement corridors to prevent local road damage. Consultation with councils during traffic planning.

Cumulative impact	ISJV strategy
Night Works/ Out of Hours Works	Implementation of a suite of standard noise and lighting mitigation measures as detailed in the CEMP. For example, replacing reversing beepers with quackers, closed loop headsets for worker communications, silencing equipment (when required) and task lighting plans and procedures. Specific notifications for potentially impacted community members and businesses by night/ out of hours works.

5.9 Processes and Procedures for Undertaking Liaison

The ISJV's community liaison activities for the SVC project (summarised in Appendix 2) will be guided by our processes and procedures aligned with the OSCIP. Full details of the consultation procedures and processes ISJV will undertake are provided in the Stakeholder and Community Engagement Plan.

Timings for the community liaison activities, linked to the design and construction timeframes, are provided in section 5.11 of this document.

5.10 Innovative Engagement Programs, Processes and Methodologies

ISJV's approach to community liaison recognises that stakeholders have varying needs and requirements for information provision. In addition to the programs and methodologies discussed in Appendix 2, ISJV will use a number of innovative techniques to reach communities of interest in a targeted manner. These innovations are based on an understanding of the demographics and communication needs of the stakeholder groups being targeted and will be further developed with the Principal Representative prior to implementation.

ISJV has identified the below innovative techniques to target hard to reach stakeholders, including young people and businesses, as shown in Table 5-5 below.

Table 5-5: Innovation in Engagement Programs

Innovation	Targeted stakeholders	Application	Benefits
Community access to 4D Google Earth model to input to design and track construction program	Application to all stakeholders, particularly targeted to schools and young people.	<ul style="list-style-type: none"> View and track the construction activity and programming of the Sydney Metro Northwest viaduct Use in design workshops as a tool to identify community preferences for design and finishes 	<ul style="list-style-type: none"> Visual application that allows community members to: <ul style="list-style-type: none"> Easily identify the SVC design Keep abreast of construction activity.



5.11 Community Liaison Implementation Program

Table 5-6 provides the program for the implementation of community liaison activities linked to key design and construction activities and milestones. Further detail on SVC construction and community liaison activities is provided in section 7 of the SCIP.

Table 5-6: Community Liaison Implementation Plan

PHASE		TIMING	ISJV COMMUNITY LIAISON ACTIVITIES
DESIGN AND MOBILISATION PHASE			<p>Project inception finalisation of Community Liaison Implementation Plan (CLIP) and site investigations</p> <ul style="list-style-type: none"> Finalise Community Liaison Implementation Plan (CLIP) Finalise site specific Stakeholder and Community Involvement Plans (SCIPs) Finalise Business Management Plan Establish complaints mechanism Provide community relations materials for Sydney Metro Northwest website Develop templates for community liaison materials Monthly community email update per construction zone (site investigations start in this period) Weekly meetings with the Principal's Representative Communications Management Control Group (CMCG) meetings as required Daily complaint reports to the Principal's Representative and the Environmental Protection Authority (EPA) Monthly reporting Notifications for site investigations Manage community information line for SVC-related queries Manage community email address Manage community postal address Community information displays (including advertisement and invitations to attend) Daily monitoring of media/blogs (add to Consultation Manager and send ad-hoc to the Principal's Representative) Ad-hoc written notifications and door knocks relating to emergency Works Community relations inputs for site induction materials Undertake site inductions Video and photography for website. <p>System Definition Review (SDR) and site investigations – 30% Completion</p> <ul style="list-style-type: none"> Monthly community email update per construction zone Quarterly construction update per construction zone CMCG meetings as required Weekly meetings with the Principal's Representative Community forum (four per year) Business forum (four per year) Community information centre (CIC) staff member commences (within 6 months of Deed signing to through life of the project) Notifications for site investigations Manage community information line Manage community email address Manage community postal address Daily complaint reports to the Principal's Representative and the Environmental Protection Authority (EPA) Monthly reporting Community information displays (including advertisement and invitations to attend) Daily monitoring of media/blogs (add to Consultation Manager and send ad-hoc to the Principal's Representative) Ad-hoc written notifications and door knocks relating to emergency Works Video and photography for website.

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PHASE	TIMING	ISJV COMMUNITY LIAISON ACTIVITIES
		<p>Preliminary Design Review (PDR) – 70% Completion</p> <ul style="list-style-type: none"> ▪ Monthly community email updates ▪ Quarterly construction update ▪ CMCG meetings as required ▪ Weekly meetings with the Principal's Representative ▪ Community forum (four per year) ▪ Business forum (four per year) ▪ Community information centre (CIC) staff member ▪ Notifications ▪ Manage community information line ▪ Manage community email address ▪ Manage community postal address ▪ Daily complaint reports to the Principal's Representative and the Environmental Protection Authority (EPA) ▪ Monthly reporting ▪ Community information displays (including advertisement and invitations to attend) ▪ Daily monitoring of media/blogs (add to Consultation Manager and send ad-hoc to the Principal's Representative) ▪ Ad-hoc written notifications and door knocks relating to emergency Works ▪ Monthly video, still photography and time-lapse footage. ▪ Monthly reporting. <p>Critical Design Review (CDR) – 100% Completion</p> <ul style="list-style-type: none"> ▪ Monthly community email updates ▪ Quarterly construction updates ▪ CMCG meetings as required ▪ Weekly meetings with the Principal's Representative ▪ Community forum (four per year) ▪ Business forum (four per year) ▪ Community information centre (CIC) staff member ▪ Notifications for site investigations ▪ Manage community information line ▪ Manage community email address ▪ Manage community postal address ▪ Daily complaint reports to the Principal's Representative and the Environmental Protection Authority (EPA) ▪ Monthly reporting ▪ Ad-hoc written notifications and door knocks relating to emergency works <ul style="list-style-type: none"> ▪ Monthly video, still photography and time-lapse footage ▪ Monthly reporting.

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PHASE TIMING		ISJV COMMUNITY LIAISON ACTIVITIES	
CONSTRUCTION PHASE		Early Works <ul style="list-style-type: none"> CMCG meetings as required Weekly meetings with the Principal's Representative Community forum (four per year) Business forum (four per year) Community information centre (CIC) notifications Manage community information line Manage community email address Manage community postal address Daily complaint reports to the Principal's Representative and the Environmental Protection Authority (EPA) Community information displays (including advertisement and invitations to attend) Ad-hoc written notifications and door knocks relating to emergency Works Monthly video, still photography and time-lapse footage Quarterly newsletter updates Monthly community email updates Targeted email updates as required Web page updates as required Social media updates, two per fortnight Site inductions Business door knocks, as required Crisis / critical incident management Hoarding banners and site signage Monthly reporting. 	
		Principal Works – <ul style="list-style-type: none"> CMCG meetings as required Weekly meetings with the Principal's Representative Community forum (four per year) Business forum (four per year) Community information centre (CIC) Notifications Manage community information line Manage community email address Manage community postal address Daily complaint reports to the Principal's Representative and the Environmental Protection Authority (EPA) Community information displays (including advertisement and invitations to attend) Ad-hoc written notifications and door knocks relating to emergency Works Monthly video, still photography and time-lapse footage Quarterly newsletter updates Monthly community email updates Targeted email updates as required Webpage updates as required Social media updates, two per fortnight Site inductions Business door knocks as required Crisis / critical incident management Hoarding banners and site signage Monthly reporting. 	

PHASE	TIMING	ISJV COMMUNITY LIAISON ACTIVITIES
COMMISSION AND HANDOVER PHASE		<ul style="list-style-type: none"> ▪ CMCG meetings as required ▪ Weekly meetings with the Principal's Representative ▪ Community forum (four per year) ▪ Business forum (four per year) ▪ Community information centre (CIC) ▪ Notifications ▪ Manage community information line ▪ Manage community email address ▪ Manage community postal address ▪ Daily complaint reports to the Principal's Representative and the Environmental Protection Authority (EPA) ▪ Monthly reporting ▪ Community information displays (including advertisement and invitations to attend) ▪ Ad-hoc written notifications and door knocks relating to emergency Works ▪ Monthly video, still photography and time-lapse footage ▪ Quarterly newsletter updates per construction zone ▪ Monthly community email updates per construction zone ▪ Targeted email updates as required ▪ Webpage updates as required ▪ Social media updates as required ▪ Site inductions ▪ Business door knock and intercept surveys – quarterly (2) ▪ Crisis / critical incident management ▪ Hoarding banners and site signage ▪ Monthly reporting.

5.12 Community Liaison Reporting Processes and Procedures

ISJV commits to regular reporting of all contacts and incidents on a monthly basis in accordance with Appendix 23 of the Project Deed. In particular, all monthly reports will be structured as outlined and according to the requirements of 23.1.3 Community Engagement Reports Appendix 23 SVC Contractor Documentation Schedule Complaints and Enquiries Management and Procedures.

ISJV commits to manage all complaints and enquiries in accordance with the requirements of Construction complaint management system in the Deed. The key requirement of the Deed is the establishment of a Complaints Management System consistent with ISO 10002 (formerly AS 4269 *Complaints handling*) prior to the commencement of early works. The system will be maintained for the duration of construction activities. Working closely alongside the construction team we will adopt a continuous improvement process linked to our Project Quality Plan (PQP) to avoid repetition of similar complaint types.

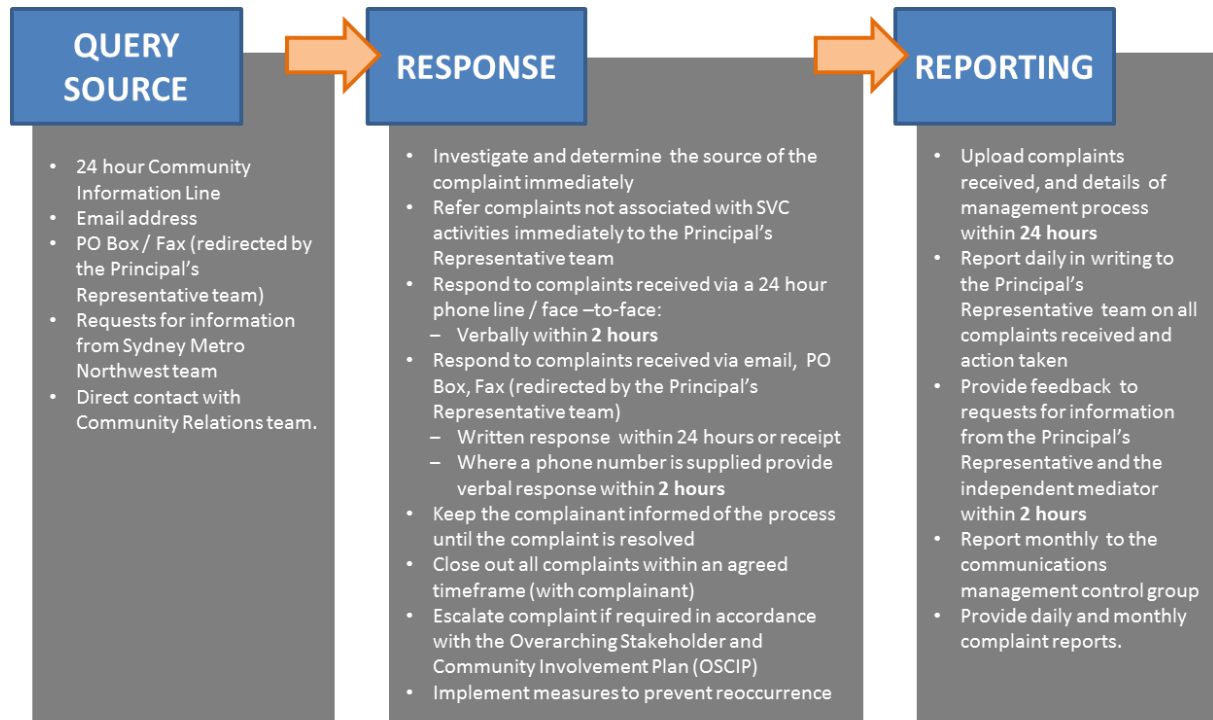
The specific activities to be undertaken by the ISJV team in managing complaints and enquiries from the community are outlined in Appendix 2.

Figure 5-3 below provides a summary overview of the process for managing complaints and enquiries for the SVC works.

Figure 5-3: Overview of management process for complaints and enquiries

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5.13 Media Management and Procedures Figure 5-4 outlines the ISJV process for the management of media enquiries. This process is consistent with the requirements of section 8.17 Media Management in the OSCIP and section 23.1.3 Community Engagement Reports of Appendix 23 of the Deed.

Figure 5-4: Overview of media management and procedures

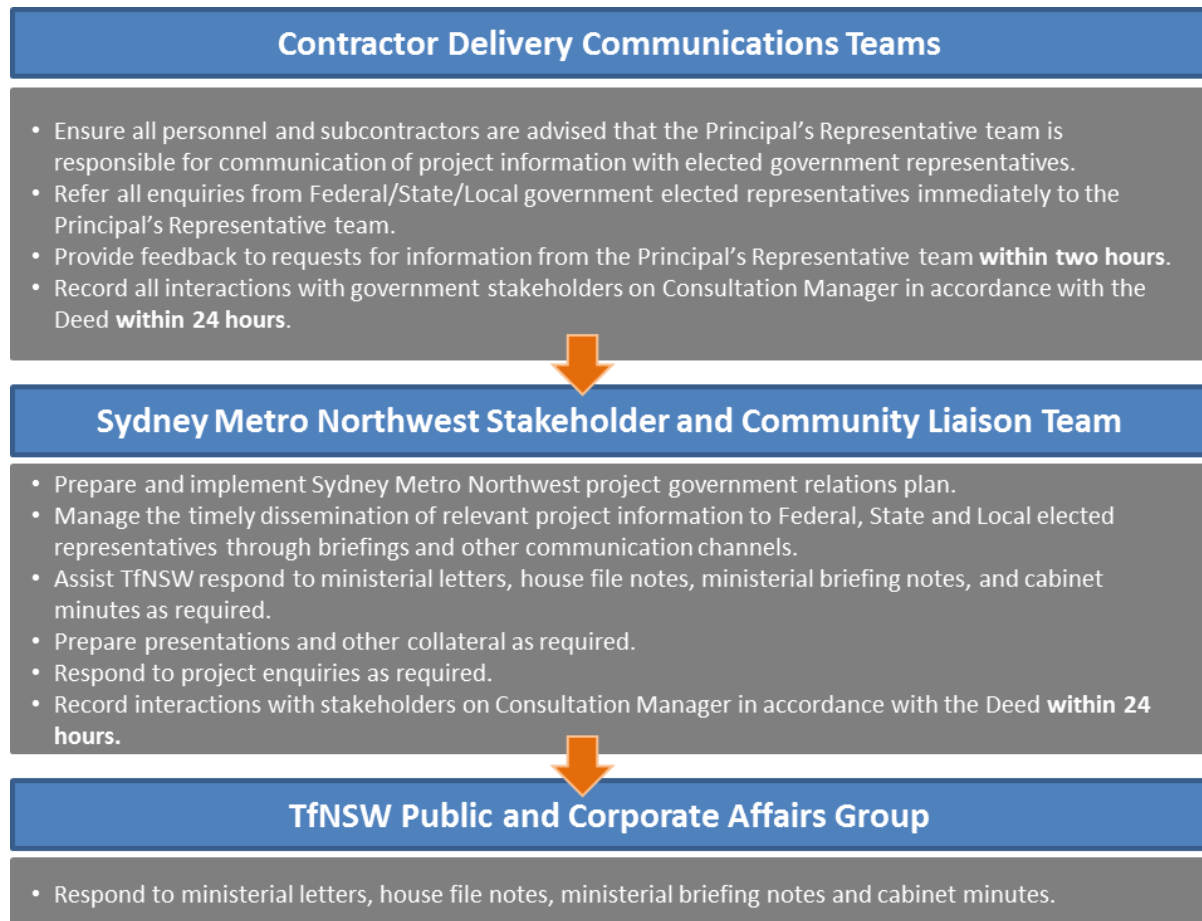


*arrows reflect interaction between parties

5.13 Government Relations Management and Procedures

Figure 5-5 outlines the ISJV process for the management of government relations. This process is consistent with the requirements of section 8.18 Government Relations in the OSCIP.

Figure 5-5: Overview of government relations management and procedures

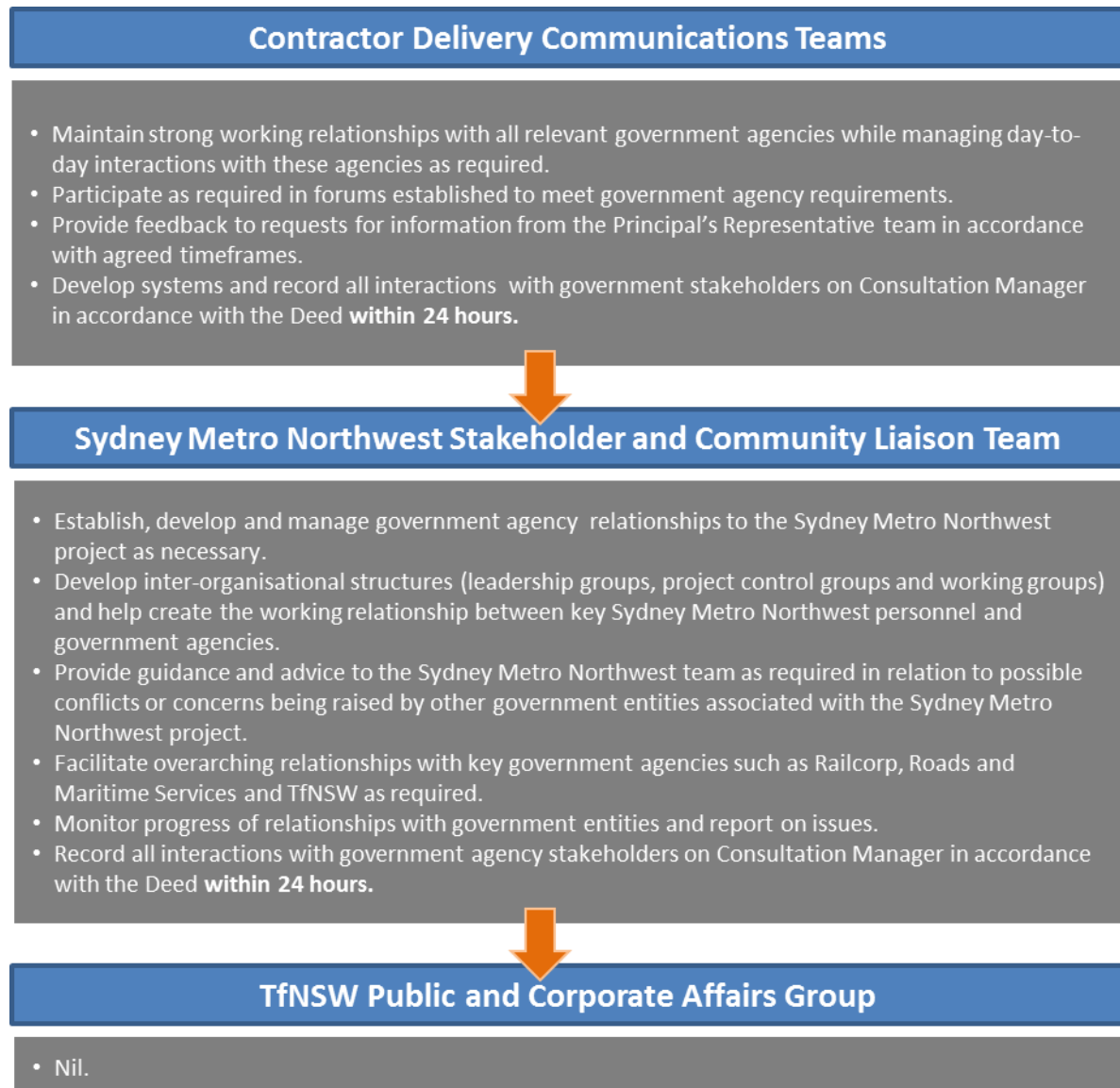


*arrows reflect interaction between parties

5.14 Government Agency Relations Management and Procedures

Figure 5-6 outlines the ISJV process for the management of government agency relations. This process is consistent with the requirements of section 8.19 Government Agency Relations in the OSCIP.

Figure 5-6: Overview of government agency relations management and procedures

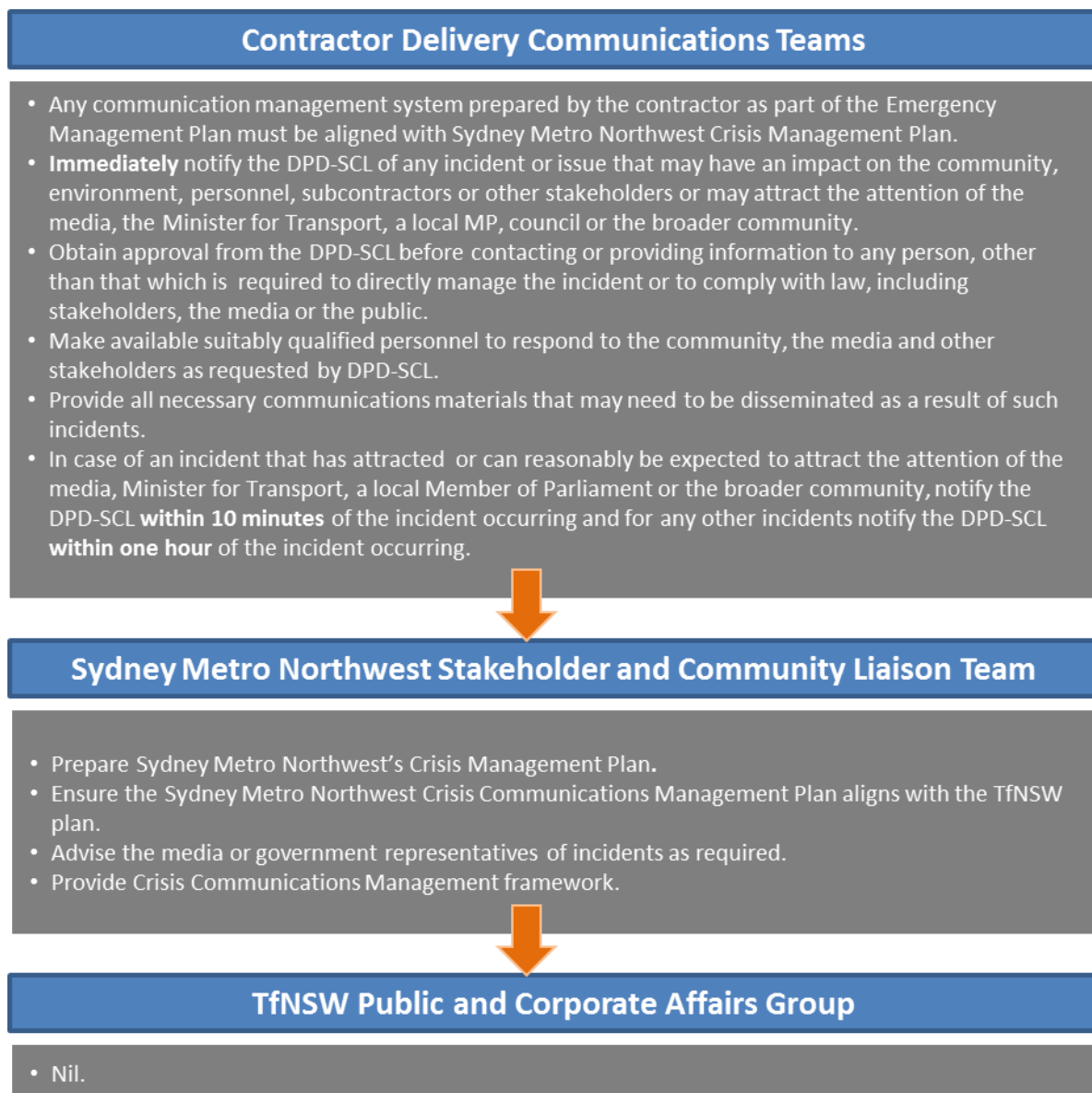


*arrows reflect interaction between parties

5.15 Incident and Emergency Communications Management and Reporting Procedures

Figure 5-7 outlines ISJV's process for the management and reporting of incidents and emergencies. This process is consistent with the requirements of section 8.20 Emergency Communications in the OSCIP.

Figure 5-7: Overview of emergency communications management and procedures



*arrows reflect interaction between parties

5.16 Subcontractor Compliance Policies and Procedures

Site inductions will be undertaken with members of the ISJV and subcontractor teams at regular intervals and as required for new personnel. These inductions will take two forms, outlined below.

5.16.1 Toolbox Talks

One of the main avenues for conveying issues to construction personnel in a timely manner will be through toolbox meetings. Toolbox talks will be scheduled on a regular basis, at least once per fortnight for each work section or group.

In addition to covering all topics in relation to safety and environmental management, toolbox talks may cover stakeholder and community relations concerns and considerations.

5.16.2 Community Relations Awareness Training

As ambassadors for the project all members of the project team and subcontractors working on the project are required to undertake compulsory induction training, which includes community liaison awareness training. Key elements of the induction training are contained in 4.4.2 Training Awareness and Confidence in the SVC Safety Management Plan and include:

- Outline of community involvement obligation on all team members.
- Community inquiry and complaints handling procedures – requirement to inform the SVC stakeholder and community liaison team of stakeholder interactions
- Contact details for stakeholder queries and complaints.

5.17 Monitoring and Evaluation Activities

In keeping with the requirements of the OSCIP and the Deed, ISJV will establish continuous evaluation, monitoring and reporting systems. The purpose of monitoring and evaluation is to verify and validate the successful delivery of stakeholder and community liaison activities and to review and change the approach to these activities, where required.

In accordance with Schedule 35 – Performance and Compliance Incentive Payment Schedule of the Deed, the following KPI's have been set specifically in relation to the communication and stakeholder management. Each month, ISJV will measure our performance against these set KPIs.

KPI

Complaint close out:

Determined by the average score from a quarterly survey of stakeholders. The survey will cover satisfaction of affected stakeholders with the consultation process (as identified in the document entitled "North West Rail Link SCL-02 Overarching Stakeholder and Community Involvement Plan (Version 2.0)", (as listed in Appendix 15 to the SWTC as reference document No. 6). The survey will be undertaken by the Principal and will cover:

- a) Quality of material provided;
- b) Level of information provided about the SVC Contractor Activities; and-
- c) Interaction with SVC Contractor's stakeholder and community liaison team

Avoidable complaints:

Where avoidable complaints are identified in the construction complaints management system.

Figure 5-8 provides an overview of our approach to the monitoring and evaluation process. It demonstrates that evaluation is a process, not a product, and is integrated into all stages of programming the community liaison activities (designing, monitoring, and reflecting on success). The information generated can be utilised to adaptively manage the consultation methodology (formative), and to communicate / report, discuss, theorise and redesign.

Figure 5-8: Approach to monitoring and evaluation of community liaison activities



The monitoring and evaluation process established will capture and report on qualitative and quantitative evaluation measures, for example:

- Frequency and types of consultation and profile of those involved
- Positive and negative feedback (logged through Consultation Manager)
- Take-up of consultation and engagement process, to assess suitability of the activities
- Quality, accuracy and legibility of communications material presented.

Table 5-7 provides an overview of the sample indicators for internal monitoring of the success of community liaison activities.

Table 5-7: Sample indicators for monitoring and evaluation activities

Objective	Target	Strategy	Indicator	Target
Timely response to all stakeholder enquiries and complaints	As per the requirements of Construction complaint management system in the Deed (refer to Figure 5-3)	Adhere to the requirements of The Deed	Number (and percentage) of responses provided within time limit	100%
Documentation of responses and actions	As per the requirements of Consultation Manager data entry procedure in the Deed	Adhere to the requirements of The Deed	All responses and actions documented	100%
Quality – information and experience and satisfaction	<ul style="list-style-type: none"> • All interested stakeholders have opportunities to participate in consultation • All interested stakeholders have opportunities to lodge feedback and complaints • Stakeholders advised how their feedback would be used 	<ul style="list-style-type: none"> • Adherence to CLIP • Provision of feedback / satisfaction forms to stakeholders during liaison activities 	<ul style="list-style-type: none"> • High levels of participation across identified stakeholder groups • High levels of stakeholder satisfaction 	90%
Appropriateness – for stakeholder, needs, level of interest/ impact and expectations	<ul style="list-style-type: none"> • Feedback and complaints were adequately considered and informed construction activities • Responses addressed issues and concerns raised • Liaison activities met stakeholder requirements and expectations 	<ul style="list-style-type: none"> • Adherence to CLIP • Monitoring and analysis of issues and responses in line with The Deed • Provision of feedback/ satisfaction forms to stakeholders during consultation activities 	<ul style="list-style-type: none"> • Alignment of issues and responses • High levels of stakeholder satisfaction with response mechanisms 	90%

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Appendix 1

Sydney Metro Northwest – Surface and Viaduct Civil Works



Appendix 1. Stakeholder and Community Liaison Activities

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Table A1-1 details the stakeholder and community liaison activities ISJV will undertake and the alignment of those activities with the OSCIP (dated 19 July 2013).

Table A1-1: ISJV stakeholder and community liaison activities

Tool	ISJV responsibility
Community and stakeholder interaction	
Stakeholder liaison	<ul style="list-style-type: none"> • Provide a person at all times that any activities are being performed on any construction zone to answer questions, concerns, complaints or enquires in relation to activities • Provide a 24/7 mechanism for response to complaints and enquires in line with the complaints management procedure • Work closely with the Principal's Representative team to coordinate consultation activities with the community and other stakeholders. This coordination includes organising meetings with the community and stakeholders or accompanying the Principal's Representative team as required to discuss work in progress, upcoming work or any issue in connection with activities • Provide a staff member working full time from the CIC • Contact the Principal's Representative team immediately in relation to any community protests • ISJV will 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 Sydney Metro Northwest Stakeholder and Community Liaison Strategy • Comply with the Sydney Metro Northwest Stakeholder and Community Involvement Plan • Comply with the Sydney Metro Northwest Style Guidelines.
Meetings with stakeholders and the community	<ul style="list-style-type: none"> • Coordinate (with the Principal's Representative team) consultation activities with stakeholders and the community • Organise meetings with stakeholders and the community, or accompany the Principal's Representative team, to discuss activities including work in progress and upcoming work or any issues in connection with the activities • Advise the Principal's Representative team of the timing, purpose and attendees for all meeting with stakeholders and the community. Principal's Representative must be invited to attend and be allowed to participate in all meetings with stakeholders and the community • Advise the Principal's Representative team of the need for any consultation activities before they are organised and, where required, the Principal's Representative team will lead or be involved in these activities • Provide relevant materials for presentation and / or distribution at stakeholder and community meetings to the Principal's Representative team • Provide appropriate personnel to attend stakeholder and community meetings organised by the Principal's Representative team

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Tool	ISJV responsibility
	<p>(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</p> <ul style="list-style-type: none"> Record all meetings on Consultation Manager in accordance with Consultation Manager data entry procedure in the Deed within 24 hours.
Stakeholder presentations and forums	<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.
Community phone enquiries	<ul style="list-style-type: none"> Suitably qualified personnel to respond to complaints 24 hours 7 days a week Manage and respond to calls and emails redirected from the Principal's Representative 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 2 hours unless otherwise agreed Respond to written correspondence (letters/faxes) within 24 hours Respond to community emails within 24 hours Provide feedback to requests for information from the Principal's Representative team within 2 hours Refer enquiries from identified stakeholders to the relevant Principal's Representative Refer enquiries not associated with contractor activities to the Principal's Representative team immediately or to another contractor in accordance with Contractor interface protocols in the Deed Record all interactions with stakeholders on Consultation Manager in accordance with Consultation Manager data entry procedure in the Deed within 24 hours Report to the Principal's Representative on a monthly basis in accordance with Contractor monthly reporting requirements in the Deed.
Community complaints	<ul style="list-style-type: none"> Provide a 24/7 mechanism for response to complaints and enquires Develop and implement procedures for managing and resolving stakeholder and community complaints directed to the contractor in accordance with construction complaint management system in the Deed Refer complaints not associated with contractor activities to Principal's Representative team immediately Investigate and determine the source of a complaint immediately, including an immediate call to the complainant (when received by

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Tool	ISJV responsibility
	<p>phone)</p> <ul style="list-style-type: none"> • Provide an initial response to all complaints within 2 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 2 hours if a phone number is provided) • Provide a written response to letters/faxes within 24 hours (or verbally within 2 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 Principal's Representative team within 2 hours • Comply with all reasonable directions from the Principal's Representative or the Independent Mediator in relation to the resolution of an escalated complaint • Take all reasonable actions and implement all reasonable measures to prevent the reoccurrence of the complaint • Close out complaints within agreed timeframe (with complainant) • Escalate complaints in accordance with construction complaint management system in the Deed • Report to the Principal's Representative and Environment Protection Authority (EPA) on a daily basis in accordance with Construction Complaint Management System in the Deed • Record all complaints on Consultation Manager in accordance with Consultation Manager data entry procedure in the Deed within 24 hours.
Community information sessions	<ul style="list-style-type: none"> • Attend information sessions if requested by the Principal's Representative (both community relations and technical staff 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 Principal's Representative team within 2 hours.
Crisis communications	<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 Sydney Metro Northwest's Crisis Communications Management Plan • 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

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Tool	ISJV responsibility
	<ul style="list-style-type: none">• Make available suitably qualified personnel to respond to the community, the media and other stakeholders as requested by the DPD-SCL• Provide all necessary communications materials that may need to be disseminated as a result of such incidents• In the case of an incident that has attracted or can reasonably be expected to attract the attention of the media, the Minister for Transport, a local Member of Parliament, or the broader community, 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.
School engagement program	<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 as required for use in the school engagement program• Ensure staff members interacting with children undertake a 'Working with Children Check'• Record all interactions with schools on Consultation Manager in accordance with SCL-03 Consultation Manager data entry procedure within 24 hours.

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Tool	ISJV responsibility
Site inductions	<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 the items contained in 4.4.2 Training Awareness and Confidence in the SVC Safety Management Plan, including :<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 Principal's Representative team with five business days to approve inductions.
Community information centre	<ul style="list-style-type: none">• Assist with the development and production of appropriate interactive displays about contractor activities for inclusion in the community information centre. 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 a suitably qualified and experienced, full-time community relations personnel to provide information and assistance to drop-in

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Tool	ISJV responsibility
	visitors and arranged visits by community and school groups during centre operating hours.
Community and business-based forums	<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 (further detail is provided in the SCIP and in section 3.6 of the BMP) • Hold 4 community and 4 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 Sydney Metro Northwest Style Guidelines and Public material approvals protocol in the Deed • Submit all materials to the Principal's Representative for approval 5 days prior to printing in accordance with SCL-11 Public material approvals protocol in the Deed • 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 in the Deed within 24 hours.
Sydney Metro Northwest and government interface	
Communications Management Control Group	<ul style="list-style-type: none"> • The Stakeholder and Community Relations Manager and relevant team members (from each contractor team) to attend all meetings as requested 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 • Exchange information and coordinate communication and consultation activities with other contractors and the Principal's

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Tool	ISJV responsibility
	<p>Representative</p> <ul style="list-style-type: none"> Advise the Principal's Representative 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.
Government relations	<ul style="list-style-type: none"> Ensure all personnel and subcontractors are advised that the Principal's Representative 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 zone by a government representative Refer all enquiries from Federal/State/Local government elected representatives to the Principal's Representative within 2 hours Ensure relevant senior staff are available to provide the Principal's Representative 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.
Government agency relations	<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 Principal's Representative 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.
Site visits	<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 the Principal's Representative 48 hours prior to proposed site visits by community members or stakeholders Assist in the organisation of site visits required by the Principal's Representative and provide all site inductions, site transport, and safety equipment necessary Give access to Sydney Metro Northwest visitors for regular, periodic visits Hold at least four on-site community events every year or as required by the project team.

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Tool	ISJV responsibility
Plans, systems and reporting	
Stakeholder and community plans	<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 active communications management. The plan will include: <ul style="list-style-type: none"> – Site-specific Stakeholder and Community Involvement Plans – Site-specific Business Management Plans • 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 • Not start work until the Stakeholder and Community Involvement Plans comply with the relevant Deed • Update the Stakeholder and Community Involvement Plans every 6 months (throughout the duration of construction) and submit to the Principal's Representative for review • Issue each version of the Community Liaison Implementation Plan in electronic format and upload onto the Sydney Metro Northwest website • Develop all plans in accordance with the relevant Deed.
Stakeholder database	<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.
Communications material	
Approval of public materials	<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 Sydney Metro Northwest Style Guidelines (Co-branding) • Ensure content complies with TfNSW Editorial Style Guidelines • Provide the Principal's Representative with five business days to approve public materials

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Tool	ISJV responsibility
	<ul style="list-style-type: none">• Provide PDF format of all final materials for Sydney Metro Northwest website• Ensure that all staff and subcontractors are aware of and abide by SCL-11 Public material approvals protocol.
Notifications	<ul style="list-style-type: none">• Proactively notify stakeholders and the community of current and upcoming activities with the potential to impact• 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 Community notification procedures and Sydney Metro Northwest Style guidelines in the Deed• Ensure content complies with TfNSW Editorial style guidelines• Submit all notifications to the Principal's Representative for approval 5 business days prior to distribution date• 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 Sydney Metro Northwest project webpage• Record all notifications on Consultation Manager in accordance with Consultation Manager data entry procedure in the Deed within 24 hours.
Advertisements	<ul style="list-style-type: none">• Prepare and publish advertisements relating to works that are required to comply with the law and approvals• Advertise in local newspapers 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

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Tool	ISJV responsibility
	<ul style="list-style-type: none"> • Prepare and arrange approvals for advertisements in accordance Community notification procedures, Sydney Metro Northwest Style guidelines and Public material approvals protocol in the Deed • Ensure content complies with TfNSW Editorial style guidelines • Submit all notifications to the Principal's Representative for approval 5 business days prior to distribution date • Record advertisements on Consultation Manager in accordance with Consultation Manager data entry procedure in the Deed within 24 hours
Newsletters	<ul style="list-style-type: none"> • Provide input to the Sydney Metro Northwest 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 SydneyMetro Northwest Style Guidelines (Co-branding) • Provide the Principal's Representative 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 zone • Provide PDF format of all final materials for Sydney Metro Northwest website • Record newsletter on Consultation Manager in accordance with SCL-03 Consultation Manager data entry procedure within 24 hours • Provide a copy of all newsletters to the Environmental Representative.
Project Milestone/ Newsletter Email	<ul style="list-style-type: none"> • Provide input to the overarching Project Milestone/Newsletter Emails as requested by the Principal's Representative • 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 Principal's Representative 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

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Tool	ISJV responsibility
Community email/written correspondence	<ul style="list-style-type: none"> • Provide a copy of all updates to the Environmental Representative. • Manage and respond to email/written correspondence redirected** from the Principal's Representative team and those received directly at all times during construction hours • Provide an initial response to email/written correspondence (letters/faxes) within 24 hours • Provide feedback to requests for information from the Principal's Representative within two hours • Refer enquiries from identified stakeholders to the relevant Sydney Metro Northwest Place Manager • Refer enquiries not associated with contractor activities to the Principal's Representative 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 Principal's Representative on a monthly basis in accordance with the relevant deed.
Marketing and promotional opportunities	<ul style="list-style-type: none"> • Not commit to a marketing or promotional opportunity or develop marketing or promotional materials that relate to the Sydney Metro Northwest or the contractor's activities without the prior approval of the Principal's Representative, 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. • Submit any marketing and promotional opportunities and draft marketing/promotional materials to the Principal's Representative for approval at least 10 business days prior to the activity occurring or the distribution date or print deadline of any materials • Recognise and identify the Sydney Metro Northwest's role in any promotional material or award submissions that it develops in relation to any contractor's activities

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Tool	ISJV responsibility
	<ul style="list-style-type: none"> • Not participate in any public displays, local events or open days without prior approval from DPD-SCL
Branding and logos	<ul style="list-style-type: none"> • Comply with SCL-04 Sydney Metro Northwest Style Guidelines (Co-branding) and the Deed as outlined in SWTC CI 3.13.11, for co-branding on: <ul style="list-style-type: none"> – Construction site signage – Vehicles – Public materials approved for distribution by the Principal's Representative – Reports – Clothing and personal protection equipment.
Issues and media management	<ul style="list-style-type: none"> • Refer all media enquiries to the Principal's Representative 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 zone by a media representative • Provide feedback to requests for information from the Principal's Representative 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 Principal's Representative to organise official media events • Include opportunities for media events in the Community Liaison Implementation Plan • Advise the Principal's Representative 20 days prior to significant project milestones to enable the Principal's Representative 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.
Photography and video recordings	<ul style="list-style-type: none"> • Accommodate regular, periodic visits to construction zones for the purpose of photography and videography for promotional purposes by the Principal's Representative or their representatives • Provide time lapse photography of the site that is suitable for uploading to the Sydney Metro Northwest website • Provide digital photographs and video recordings of a professional quality (minimum 300dpi) on a monthly basis • Images and recordings must be suitable for use in publications, project communications and promotions of a broader nature and for

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Tool	<p>ISJV responsibility</p> <ul style="list-style-type: none">enlargement and use in display materials• Ensure release forms are signed by all persons captured in photographs or videos and forms returned to the Principal's Representative.
Websites	<p>Sydney Metro Northwest project website</p> <ul style="list-style-type: none">• TfNSW will manage the Sydney Metro website with updates provided by ISJV as required.•<ul style="list-style-type: none">– TfNSW to manage Sydney Metro Northwest website, contractor to supply material as requested. <p>Contractor website</p> <ul style="list-style-type: none">• Establish and maintain a 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 is to be published on the website.
Social media	<ul style="list-style-type: none">• Manage Sydney Metro Northwest social media platforms in accordance with SCL-15 Social Media Policy• Provide at least two social media updates per fortnight.. Provide photos and videos of completed and current construction, community and environmental management activities• Provide responses for any social media platform enquiries within 2 hours of receiving the enquiry• Provide any information reasonably requested• Coordinate social media updates where construction works and contractors overlap.
Site signage and hoarding banners	<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 Principal's Representative

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Tool	ISJV responsibility
	<ul style="list-style-type: none">• Produce vinyl banners around future station footprints and shade cloth banners around remaining construction zones• Prepare and install way finding signage to direct pedestrians, commuters and vehicles around the construction zones• Prepare safety, site or other signage required to comply with Law in accordance with SCL-04 Sydney Metro Northwest 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 Principal's Representative.
Fact sheets	<ul style="list-style-type: none">• Submit draft content as requested• Ensure content complies with TfNSW Editorial Style Guidelines.



Appendix 2. Complaints Management System

A2 1. SYDNEY METRO NORTHWEST SURFACE AND VIADUCT CIVIL WORKS (SVC) COMPLAINTS AND ENQUIRIES MANAGEMENT AND PROCEDURES

a. OVERVIEW OF COMPLAINTS AND ENQUIRIES PROCESS

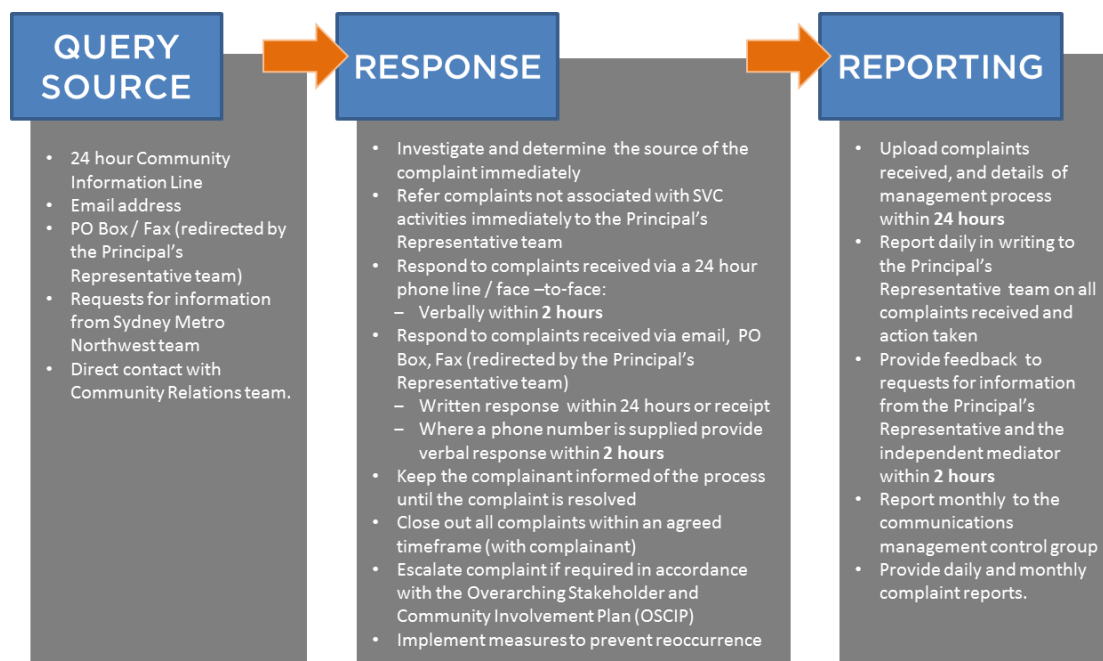
ISJV commits to manage all complaints and enquiries associated with the SVC in accordance with the requirements of SCL-05 Construction Complaints Management System.

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

The key requirement of the Project Deed, as outlined in SCL-05 Construction Complaints Management System, is the establishment of a Complaints Management System consistent with ISO 10002 (formerly AS 4269 *Complaints handling*) prior to the commencement of early works. The system will be maintained for the duration of construction activities.

Figure A2-1 below provides a summary overview of the process for managing complaints and enquiries for the SVC works.

Figure A2-1: Overview of management process for complaints and enquiries



b. RECEIVING AND MANAGING COMPLAINTS

Complaints management responsibilities

The specific activities to be undertaken by ISJV in receiving and managing complaints and enquiries from the community are outlined in Table A2-1 below:

Table A2-1: Overview of ISJV responsibilities for complaints and enquiries

ISJV responsibilities in receiving and managing community complaints:

Response	<ul style="list-style-type: none"> Respond to all phone calls forwarded by the 24/7 call centre from the community information line (1800 019 989), all complaints are to be responded to within 2 hours, and all out of hours enquiries are to be responded to the following day. Develop and implement procedures for managing and resolving stakeholder and community complaints directed to the contractor in accordance with SCL-05 Construction Complaints Management System Refer complaints not associated with contractor activities to the Principal's Representative immediately Investigate and determine the source of a complaint immediately, including an immediate call to the complainant (when received by phone) Provide an initial response to all complaints within 2 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 2 hours if a phone number is provided) Provide a written response to letters/faxes within 24 hours (or verbally within 2 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 Principal's Representative or the Independent Mediator within 2 hours Comply with all reasonable directions from the Principal's Representative or the Independent Mediator in relation to the resolution of an escalated complaint Take all reasonable actions and implement all reasonable measures to prevent the reoccurrence of the complaint Close out complaints within agreed timeframe (with complainant) Escalate complaints in accordance with SCL-05 Construction Complaints Management System.
Reporting	<ul style="list-style-type: none"> Log all complaints into Consultation Manager within 24 hours using the complaint management template Report to the Principal's Representative on a daily basis in accordance with SCL-05 Construction Complaints Management System Record all complaints on Consultation Manager in accordance with SCL-03 Consultation Manager data entry procedure within 24 hours Daily and monthly complaints reporting to EPA and the Principal's Representative Submit monthly complaints report to the Principal's Representative.

c. CLASSIFICATION OF COMPLAINTS

On the Sydney Metro Northwest project, complaints fall into two categories for reporting purposes:

- Unavoidable complaints
- Avoidable complaints.

The definition of avoidable and unavoidable complaints is outlined in Table A2-2 below:

Table A2-2: Complaint definitions

Type	Definition
Unavoidable complaints	Unavoidable complaints include a stakeholder's opposition to the project or government policy or complaints about issues that are within planning approval.
Avoidable complaints	Complaints about issues outside planning approval or a commitment that has been given to the community or stakeholders. These commitments may be contained in staff inductions or written notifications.

d. DETERMINING AN UNAVOIDABLE COMPLAINT

When categorising a complaint as 'unavoidable' evidence should be referred to in the complaint notes about why the complaint has been categorised this way.

A detailed list of the evidence required to categorise a complaint as 'unavoidable' can be found in SCL-05 Construction Complaints Management System.

e. RESPONDING TO COMPLAINTS

Receiving complaints

ISJV is responsible for managing complaints on SVC activities. Sydney Metro Northwest has established the following tools for receiving enquiries and complaints from the community in relation to the SVC works.

- 24 hour Community Information Line: 1800 019 989
- Email: skytrain@metronorthwest.com.au
- Website: sydneymetro@metronorthwest.com.au
- Community Information Centre: Shop 490 Castle Towers Shopping Centre, Castle Hill

When engaging with a complainant, telephone contact should be made where a phone number is provided. All team members should exercise the telephone techniques outlined in SCL-22 Management of the community information line, to establish the nature of the complaint and the needs of the complainant. This includes:

- Active listening
- Reducing barriers
- Open and closed questioning
- Summarising the call
- Confirming level of satisfaction with the actions and timeframes.

The specific key messages to be used in managing complaints are provided in section 4.1 of this document.

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f. REFERRING COMPLAINTS

Complaints must be referred to the most appropriate person as soon as they are received.

ISJV is responsible for managing complaints relating to early works and construction site specific complaints.

All other complaints should be referred to the appropriate member of the Principal's Representative as outlined in section 4.2 of SCL-05 Construction Complaints Management System.

Responding to complaints

The following figures A2-2 and A2-3 outline the procedures for responding to complaints related and unrelated to the to the SVC works.

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Figure A2-2: Procedure for responding to complaints related to SVC works

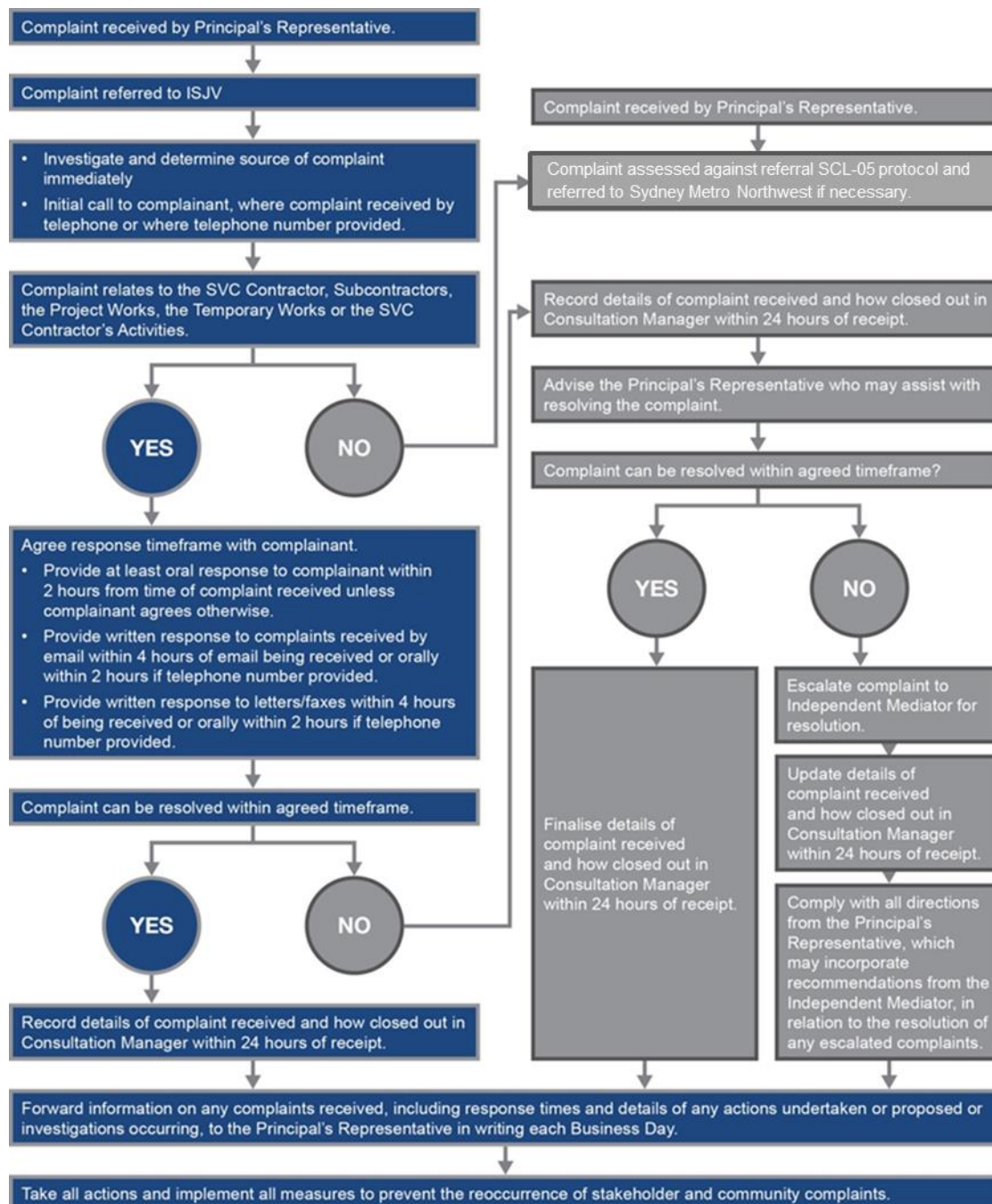
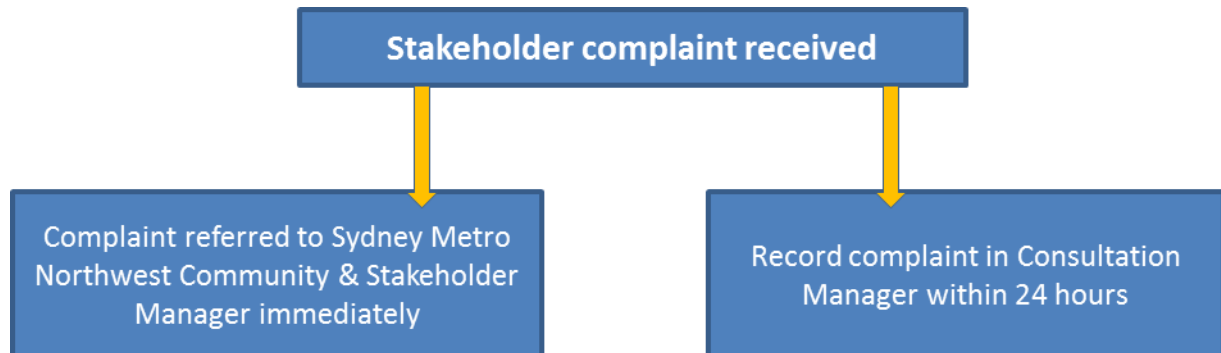


Figure A2-3: Procedure for responding to complaints not related to SVC



ESCALATING COMPLAINTS

Complaints should be escalated when the complaint cannot be resolved using the procedure outlined above, within a timeframe agreed to by the complainant.

Complaints should also be escalated under the following circumstances:

- An activity generates three complaints within a 24-hour period (separate complainants).
- Any construction site receives three different complaints within a 24-hour period.
- A single complainant reports three or more complaints within a three day period.
- A complainant threatens to escalate their issue to the media or government representative.
- The complaint was avoidable.

In the first instance, complaints in need of escalation should be referred to the Principal's Representative as the designated complaints handling management representative for the project. If the complaints handling management representative for the project is unable to resolve the complaint, it should be escalated to the project Independent Mediator.

ROLE OF THE INDEPENDENT MEDIATOR

The Independent Mediator is available to act as a neutral third party to help resolve complaints, when they are not able to be resolved using the procedure outlined in SCL-05 Construction Complaints Management System, within a timeframe agreed to by the complainant.

In addition the Independent Mediator will:

- Assist in negotiating a mutually acceptable agreement between the complainant, the Sydney Metro Northwest project team and the SVC contractor team
- Make recommendations about the resolution of individual complaints
- Ensure the recommendations have been implemented by the project team once they have been approved
- Keep a record of all complaints which have been referred to them and the actions taken to manage those complaints; and
- Provide reports of these actions to the Director General on request.

g. RECORDING COMPLAINTS

All complaints will be recorded using a unique complaints reference number or identifier code. The code is created using the date (Year/Month/Day) and first four letters of the complainant's surname (or 'ANON' where the stakeholder does not want their contact details recorded).

Complaints can be recorded using the stakeholder complaint form. All complaints will then be recorded in Consultation Manager in accordance with SCL-03 Consultation Manager data entry procedure, and the related forms filed.

The minimum requirement for information required in a complaint is outlined in SCL-05 Construction Complaints Management System.

h. REPORTING OF COMPLAINTS

ISJV commits to regular reporting of all contacts and incidents on a monthly basis in accordance with Appendix 23 of the Project Deed. In particular, all monthly reports will be structured as outlined and according to the requirements of 23.1.3 Community Engagement Reports Appendix 23 SVC Contractor Documentation Schedule. In addition ISJV commits to reporting complaints to the appropriate Sydney Metro Northwest representatives and the Environmental Protection Authority on a daily basis. Reporting complaints to the Environmental Protection Authority is at the discretion of the ISJV appointed representatives to the Environmental Protection Authority. The complaints will be reported to the relevant representatives at ISJV being the Environment Manager and the Project Director, who will take appropriate action as required under Environment Protection Licence No 20454. The Stakeholder and Community Manager cannot report complaints to the Environmental Protection Authority but will report complaints to the relevant appointed person/s at ISJV.

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The following table provides an outline of ISJV reporting responsibilities:

Table A2-3: ISJV reporting responsibilities

Frequency	Reporting to	Format
Daily reporting Sydney Metro Northwest	<p>Report daily on complaints received to the following team members:</p> <ul style="list-style-type: none"> • Sydney Metro Northwest DPD, Stakeholder and Community Liaison • Sydney Metro Northwest Senior Manager, Stakeholder and Community Liaison • Sydney Metro Northwest Environmental Representative • Sydney Metro Northwest Principal Manager, Sustainability • Relevant Sydney Metro Northwest Stakeholder and Community Liaison Contract Manager. 	<p>The Daily Complaints Report must as a minimum address and detail: Information on complaints received</p> <ul style="list-style-type: none"> • Types of complaints ('Avoidable' or 'Unavoidable') • Response times • Details of any actions undertaken or proposed or investigations occurring. • Daily reports should be issued regardless of the number of complaints received. If no complaints are received contractors are still required to issue a 'Nil complaints' report.
Daily reporting Environmental Protection Authority (EPA)	<p>Report daily on environmental complaints received to the EPA.</p>	<p>Details of reporting requirements are outlined in the ISJV Environmental Protection Licenses.</p>
Monthly reporting to Sydney Metro Northwest	<p>All complaints should be reported on a monthly basis to:</p> <ul style="list-style-type: none"> • Sydney Metro Northwest DPD, Stakeholder and Community Liaison • Sydney Metro Northwest Senior Manager, Stakeholder and Community Liaison • Relevant Sydney Metro Northwest Stakeholder and Community Liaison Contract Manager. 	<ul style="list-style-type: none"> • Report must as a minimum address and detail: • Number of complaints received • Types of complaints ('Avoidable' or 'Unavoidable') • Status of the complaints • Issues raised • Action taken to resolve or proposed actions.



Appendix 3. Notification Pro-Forma

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Map of night works – Windsor Road, Rouse Hill.



For more information, please contact the Community Information Line on **1800 019 989** (operating 24 hours a day, seven days a week) or email us at skytrain@metronorthwest.com.au

Or visit the Sydney Metro Northwest website at sydneymetro.info/northwest for continuing updates and information.

Thank you for your patience and cooperation while we carry out this important work.

ABOUT THE PROJECT

The Sydney Metro Northwest will be delivered as part of Sydney's Rail Future – a customer-focused plan to modernise our trains. Over the coming decades, an extra 200,000 people will move into the region, taking its population above 600,000.

New automated single-deck trains will deliver a fast, safe and reliable service.

There will be no need for a timetable – customers will just turn up and go, with a train every four minutes in the peak period.

The project includes 15 kilometres of tunnels between Bella Vista and Epping, a four kilometre skytrain viaduct section and the conversion of the existing Epping to Chatswood rail link to the new rapid transit system.

ABOUT THE SKYTRAIN

ISJV has been contracted to build the four kilometre elevated skytrain component of the Sydney Metro Northwest, between Bella Vista and Rouse Hill.

The works will include:

- Building a new bridge over Windsor Road at Rouse Hill
- Surface construction work, including railway embankments and cutting

On completion, the skytrain will incorporate stations at Kellyville and Rouse Hill.

The skytrain is a critical part of the Sydney Metro Northwest, which will improve access to jobs and services for existing communities and new growth areas in the north west of Sydney.



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Appendix 4. Urban Design and Corridor Landscape Plan

A4-1 URBAN DESIGN AND CORRIDOR LANDSCAPE PLAN

Introduction

Condition C44 forms part of the conditions of approval accorded by NSW Department of Planning and Infrastructure. C44 states the requirements of the proponent, Salini Impregilo, in preparing and implementing an Urban Design and Corridor Landscape Plan for the Surface Viaduct Civil Works project. Community consultation on the C44 plan is a requirement by Transport for NSW and was undertaken by the Salini Impregilo community relations team over a one month period between mid-July-mid August 2014.

Consultation process

Feedback from members of the community was gathered through a survey and in discussion with members of the community and local businesses at a series of community events. The survey specifically sought feedback on the design principles for the skytrain, namely:

- An elegant design: to ensure that the viaduct is a well-proportioned structure that integrates with the local environment
- A landmark design: to create a defining feature for the north west
- A design that minimises impacts:
 - Centralised electrical wiring, to reduce visual clutter
 - Best practice acoustic walls, to contain noise from train operations
 - Careful design and location of the skytrain piers, to reduce impacts on the environment and important heritage items, including protecting the White Hart Inn site.

The three main questions raised in the survey asked which of the design principles are most important to achieve, whether there were any other principles that should guide the design of the skytrain, and the preferred methods for community consultation.

The survey was made available at four business and community forums held between 24 July-2 August 2014 and distributed in a monthly community email update, circulated on 8 August 2014. To support community participation in the surveys, panels containing infographics on the sky train design were displayed for review at the forums.

Consultation feedback

More than 30 residents and local business representatives provided feedback on the design, via the survey or in discussion with members of the Community relations team at the events. The following themes were evident in the feedback provided by members of the community.

Minimisation of noise:

Consideration was accorded to the mitigation of noise disturbances, the community identified that acoustic sound walls along the viaduct would be beneficial for nearby residents.

Visual amenity:

There were a number of recommendations for the design to improve privacy for neighbouring residents, including the use of plantings. There were also queries about the height of piers and the visual impact of overhead wiring. The use of graffiti prevention paints and surfaces was regarded as important to maintain a high quality appearance. Overall, there was a preference for the Skytrain to be a light grey colour.

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Landmark design:

Respondents conveyed a preference for a design which integrates into the local environment and is landscaped. They also wanted to ensure that important heritage items, including the White Hart Inn site, are protected through the careful location of the skytrain piers. There were some queries about opportunities for public art, lighting projections and installations along the viaduct deck and piers. Respondents recognized the appeal of the cable stay bridge and commented on its likeness to the Anzac Bridge in inner Sydney.

Operations:

There were a number of queries about train operations, particularly relating to passenger and community safety and evacuation procedures in the case of an emergency (e.g. breakdown) along the skytrain.

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North West Rail Link skytrain

Community and business link forums, July-August 2014

Feedback form

1. Main opportunities

In your opinion, what are some of the main opportunities for your local area related to the delivery of the North West Rail Link?

2. Design principles

In designing the skytrain, Salini Impregilo's team has been guided by the following design principles:

- An **elegant design**: to ensure that the viaduct is a well-proportioned structure that integrates with the local environment
- A **landmark design**: to create a defining feature for the north west
- A design that **minimises impacts**:
 - Centralised electrical wiring, to reduce visual clutter
 - Best practice acoustic walls, to contain noise from train operations
 - Careful design and location of the skytrain piers, to reduce impacts on the environment and important heritage items, including protecting the White Hart Inn site.

a. In your opinion, which of these design principles are most important to achieve?

b. In your opinion, are there any other principles that should guide the design of the skytrain? If so, what are these?

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3. Keeping you informed

- a. What are your preferred methods for community consultation (please rank, with 1 your most preferred option):

- ☐ Community/business link forums
- ☐ Community newsletters
- ☐ Community emails
- ☐ Website
- ☐ Other (please specify): _____

- b. To sign-up to our regular email updates, please supply your contact details below:

Name: _____

Address: _____

Email: _____

Phone no.: _____

For further information, please visit www.northwestrail.com.au or contact the skytrain Community Relations team via:

- Community information line – 1800 019 989
- Community information email address – skytrain@northwestrail.com.au
- Community information centre at 299 Old Northern Road, Castle Hill (open Monday-Friday 10am-6pm).

Thank you for your feedback