

Sydney Metro

Overarching Community Communications Strategy

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Review Requirements

This document should be reviewed and reissued annually, or as required.

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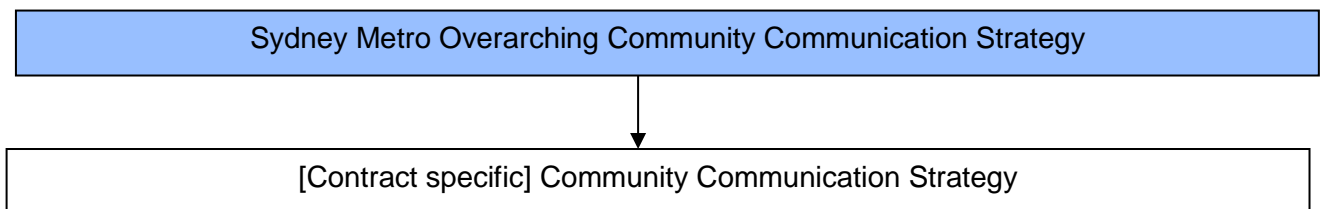
1 About this plan

This Overarching Community Communication Strategy (OCCS) has been prepared to guide Sydney Metro’s approach to stakeholder and community liaison **during construction and to address the requirements of each projects planning approval**. The OCCS will be implemented throughout the construction of Sydney Metro and 12 months following the completion of construction.

The Sydney Metro Delivery Office is responsible for coordinating the construction of Sydney Metro. The project teams are responsible for implementing this strategy across their contractor teams to ensure a coordinated approach to stakeholder and community liaison across the entire program of work.

The plan sits under the *Sydney Metro Communication and Engagement Strategy* as outlined in Figure 1 below. The plan outlines the approach for subsequent strategies to be delivered by Sydney Metro construction contractors’ stakeholder and community liaison teams.

Figure 1 Where this plan sits in the hierarchy



1.2 Outline

This Strategy will guide each projects interactions with stakeholders and the community and will outline the:

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

1.3 Conditions of Approval

Each Project’s approval has requirements around preparing and implementing a Community Communication Strategy (previously known as Stakeholder and Community Involvement Plan under the North West Rail Link planning approval). This document fulfils this requirement at an overarching level. Each contractor team will develop a Community Communication Strategy relevant to their portion of the project.

2 Accountabilities

The Executive Director, Communication and Engagement is accountable for this document. Accountability includes authorising the document, monitoring its effectiveness and performing a formal document review.

The Executive Director, Communication and Engagement has delegated responsibility for implementing this plan to the Principal Manager, Project Communication (Northwest) and Director, Communications (City & Southwest)..

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

2.1 Reviewing this plan

This document should be reviewed and reissued annually, or as otherwise endorsed by the Environmental Representative.

2.2 Relationship to other plans

This plan is supported by the Sydney Metro Integrated Management System's Communication and Engagement Management Plan and the procedures and processes outlined in Section 8.

3 Our approach

3.1 Transport for NSW approach

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

3.2 Sydney Metro approach

Our approach to communication and engagement is to:

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

Our aim is to:

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

3.3 Program objectives

The primary objectives for Sydney Metro are to:

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

Our shared project objectives are to:

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

3.4 Our relationships

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

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

4 Stakeholder identification

4.1 Definition

Stakeholders are persons or groups affected by, or with an interest in Sydney Metro.

4.2 Sydney Metro stakeholders

Table 1 Our stakeholders

Sector	Stakeholders	Responsibility
Community	Residents and residents groups Businesses and business groups Property owners Business owners Land owners Interest groups Education and religious facilities Transport users	<ul style="list-style-type: none"> • Principal Manager, Communication and Engagement • Principal Manager, Public Communications • Principal Manager, Public Affairs • Manager, Community Information Centre • Principal Manager, Project Communications (Northwest) • Director, Communications (City & Southwest) • Contractor community relations team (during construction)
	Peak community groups	<ul style="list-style-type: none"> • Principal Manager, Stakeholder Management
Government	NSW Minister for Transport	<ul style="list-style-type: none"> • Program Director
	State elected members and their electoral offices Local elected members Local Council General Managers/CEOs	<ul style="list-style-type: none"> • Executive Director, Communication and Engagement • Principal Manager, Stakeholder Management
	NSW government departments and agencies	<ul style="list-style-type: none"> • Principal Manager, Strategic Partnerships • Strategic Partnerships Advisors • Contractor community relations team (during construction)
	Council officers Emergency services <ul style="list-style-type: none"> • Police • Ambulance • NSW Fire and Rescue • Rural Fire Services • State Emergency Services 	<ul style="list-style-type: none"> • Project teams • Strategic Partnerships Advisors • Contractor community relations team (during construction)

Sector	Stakeholders	Responsibility
Service providers	Sydney Water Power utilities Telecommunication providers	<ul style="list-style-type: none"> • Strategic Partnerships Advisors • Contractor teams (during construction) • Project teams
Industry	Academic institutions Contractors Peak bodies Transport associations Transport experts Unions	<ul style="list-style-type: none"> • Principal Manager, Stakeholder Management
Media	<ul style="list-style-type: none"> • All media 	<ul style="list-style-type: none"> • Transport for NSW • Executive Director, Communication and Engagement • Principal Manager, Public Affairs

5 Known issues

5.1 Understanding the issues

The Sydney Metro team has collected information on stakeholder and community issues regarding the construction and operation of our projects through:

- Calls to the information lines and emails to the community email accounts
- Visits to the Community Information Centres, including mobile displays at community events and shopping centres
- Community Information Sessions and Stalls
- Submissions during Environmental Assessment exhibitions
- Meetings, doorknocks and other interactions with stakeholders and the community by the project teams.

5.2 Key issues

Key issues include (but are not limited to):

- Design
 - Tunnel alignment and route selection
 - Station facilities include parking, park n ride, kiss n ride, bicycle facilities etc
 - Station and precinct design
 - Visual impacts
 - Upgrade and conversion of existing lines
- Operation
 - Fares and ticketing
 - Noise and vibration
 - Types of trains
 - Timetables and service
- Noise and Vibration
 - Working hours
 - Demolition and construction
 - Trenching
 - Property damage
- Flora and Fauna

- Tree trimming and tree removal
- Loss of habitat
- Impacts to the natural environment
- Waste and contamination
 - Asbestos removal
 - Spoil removal
 - Hazardous waste and contamination
- Traffic and access
 - Loss of parking or parking on local roads
 - Increase traffic levels and heavy vehicle movements
 - Footpath closures/diversion
 - Road closures/diversion and interruptions to property access
 - Impacts to existing public transport arrangements
- Air Quality
 - Dust
 - Exhaust
- Social and economic
 - Planned or unplanned interruption to utilities
 - Property acquisition
 - Property values
 - Impacts on local businesses operations
 - Impacts to land uses and community facilities
- Heritage
- Consultation
- Cumulative impacts
 - Neighbouring projects
 - Adjacent stages of Sydney Metro
- Safety and site security
- Other construction generated impacts.

5.3 Managing the impacts and issues

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

- The implementation of this strategy
- Working closely with their Environmental Representative, and
- Implementing their:
 - Environmental Management Framework
 - Compliance Tracking Program
 - Environmental Management System.

6 Communication tools

The following is a list of tools that will be implemented throughout the life of the projects. This list is not exhaustive and other tools may be used by the contractor delivery teams with approval from the Executive Director, Communication and Engagement.

Responsibilities for implementing these tools are outlined in section 8.

Table 2 Sydney Metro communications tools

Tool	Explanation and purpose
Community contact tools	
Community information line	<p>This allows stakeholders and the community to have access to the project teams 24 hours a day during construction. All communication materials and the website will include the community information line number.</p> <p>During construction, calls will be redirected to relevant contractors as required.</p>
Community email address	<p>This allows stakeholders and the community to have access to the project teams. All communication materials and the website will include the community email address.</p> <p>During construction, emails will be redirected to relevant contractors as required.</p>
Community post box	<p>This central postal address allows stakeholders and the community to have access to the project teams.</p> <p>The website will include a central Sydney Metro community postal address.</p> <p>Correspondence will be redirected to relevant project teams and contractors as required.</p>
Information tools	
Program newsletters	<p>A biannual update (or as required) will be issued by the Sydney Metro team (to provide updates on the entire program).</p> <p>The newsletter must be made available on the Sydney Metro website, and as a minimum, distributed to local stakeholders including neighbouring residents and businesses.</p>
Contractor newsletters	<p>A site-specific quarterly update will be issued by each contractor for each construction site.</p> <p>The update must be site-specific and contain information on:</p> <ul style="list-style-type: none"> • Construction progress • Upcoming construction stages and milestones • Environmental management achievements • Community involvement achievements • Three month look-ahead • Community contact information. <p>The newsletter must be made available on the Sydney Metro website; hard</p>

Tool	Explanation and purpose
	<p>copies available at the Community Information Centre; and as a minimum, and delivered to local stakeholders including neighbouring residents and businesses within a 500m radius of the site.</p> <p><i>The Environmental Representative should receive a copy of all newsletters.</i></p>
<p>Program email updates</p>	<p>Project updates</p> <p>Email updates will sent by the Sydney Metro team to inform stakeholders and the community as required about the progress of the program to subscribers.</p> <p>These email updates are intended to supplement, not replace, newsletters or notifications.</p> <p>Stakeholders should be offered the opportunity to register to receive these updates on the Sydney Metro website and via public materials produced for Sydney Metro.</p>
<p>Contractor email updates</p>	<p>Contractors will distribute site specific monthly community update emails for each construction site.</p> <p>The emails will inform the community of the progress of the project and key milestones or activities taking place during the following month.</p> <p>These email updates are intended to supplement, not replace, newsletters or notifications.</p> <p>Stakeholders should be offered the opportunity to register to receive these updates via public materials produced for the project.</p> <p><i>The Environmental Representative should receive a copy of all email updates.</i></p>
<p>Fact sheets</p>	<p>Fact sheets will be used as required to explain key aspects of Sydney Metro and the projects to the community and our stakeholders.</p> <p><i>The Environmental Representative should receive a copy of all factsheets produced by contractors.</i></p>
<p>Photography and videography</p>	<p>Photos and videos will be used to record the construction process and assist with explaining aspects of Sydney Metro to stakeholders.</p> <p>Images and footage must be used in notifications, newsletters, on the Sydney Metro website, presentations and reports as required.</p>
<p>Site signage and hoarding banners</p>	<p>Site signage and hoarding banners will identify Sydney Metro, explain the project need and provide contact information.</p>
<p>Translation services</p>	<p>The following translation services are provided:</p> <ul style="list-style-type: none"> • The Sydney Metro website is translatable into 58 different languages using the Google translate function at the bottom of the home page • All printed materials include contact details for the TIS translation service • Translated Sydney Metro fact sheets are available on the Sydney Metro website in Arabic, Greek, Chinese (simplified), Chinese (traditional), Korean and Hindi • Advertisements are placed in community language newsletters where appropriate.

Tool	Explanation and purpose
Online tools	
Sydney Metro website	<p>Information about the project will be uploaded to the Sydney Metro website. The website will be referenced in all communication materials as a source of information and will be updated on a regular basis. Information will include:</p> <ul style="list-style-type: none"> • Description of the Sydney Metro • Project information including: <ul style="list-style-type: none"> – Description, current status and timing – Newsletters – Notifications – Up-to-date project information – Graphics and images on the project background and progress – Copies of relevant reports – Photos, images and maps – Links to documents as required under the relevant projects Conditions of Approval – A link to Sydney Metro contractor webpages. • Contact information.
Contractor webpage	<p>Each contractor will establish and maintain a web site to upload and maintain information required to be published to comply with the relevant projects Conditions of Approval. Including copies of community, environmental, sustainability, transport, traffic and noise and vibration reports and plans. This website will be for information purposes only and will not contain any promotional materials regarding Sydney Metro. A link will be provided to the Sydney Metro website.</p>
Social media	<p>Social media for example Facebook, Twitter and Instagram will be used to provide updates to stakeholders. Stakeholders should be offered the opportunity to join social media feeds via public materials produced for Sydney Metro.</p>
Face to face and interactive tools	
Community information centre	<p>The community information centre is currently open at Shop 490, Castle Tower Shopping Centre, Castle Hill. Opening hours are:</p> <ul style="list-style-type: none"> • Monday to Friday 9am-5pm <p>The centre has displays including maps, photographs and videos to provide information to visitors about the project.</p>
Mobile information displays	<p>Mobile information displays at community events and shopping centres will used to provide information about Sydney Metro, seek stakeholder and community views and encourage submissions during exhibitions. During the construction, displays will be used to explain to stakeholders and the community the current stage of construction and what they can expect.</p>

Doorknock meetings	Individual doorknock meetings will be used as required to discuss the potential impacts of Sydney Metro with highly impacted stakeholders, especially residents and businesses directly impacted by construction work.
Meetings with individuals or groups	Stakeholder meetings will be used as required to discuss Sydney Metro, project activities including work in progress and upcoming work or any issues in connection with the activities. Meetings will also be used to discuss the potential impacts of Sydney Metro and, where relevant, mitigation strategies to offset impacts.
Site visits	Site visits will be used where appropriate to inform select stakeholders about the progress of Sydney Metro and any key milestones or activities taking place.
Presentations and forums	Presentations and forums will be used where appropriate to inform stakeholders about the progress of Sydney Metro and any key milestones or activities taking place.
Community and business based forums	Forums will be arranged by contractors (in accordance with project Conditions of Approval) to focus on key environmental management issues relating to contractor activities with highly impacted community and business stakeholders.
Project notifications	
Emergency works – notification letter	<p>An emergency works* – notification letter will be used to advise properties immediately adjacent to or impacted by emergency works, within two hours of commencing work.</p> <p>Notifications must be delivered by doorknock, issued on Sydney Metro letterhead and include the following:</p> <ul style="list-style-type: none"> • Scope of work • Location of work • Hours of work • Duration of activity • Type of equipment to be used • Likely impacts including noise, vibration, traffic, access and dust • Mitigation measures • Contact information. <p><i>The Environmental Representative should receive a copy of all notifications.</i></p> <p><i>*Work required to repair damaged utilities and/or make an area safe after an incident outside standard construction hours.</i></p>
7 day notification - Community Signage	<p>Signage will be used to advise the community and stakeholders, no earlier than 7 days prior, of any activity with the potential to impact. This includes:</p> <ul style="list-style-type: none"> • Work in public areas such as a park • Making changes to pedestrian routes • Impacting on cycle ways • Changing traffic conditions • Disrupting access to bus stops. <p>Signage could include A-frames, mobile VMS, hoarding or similar and be placed at either end of the corridor of work.</p>

	<i>The Environmental Representative should be advised of all notification signage.</i>
7 day - Traffic alert email	<p>The 7 day - Traffic alert email will be used to advise key traffic and transport stakeholders of traffic and access arrangements, no earlier than 7 days prior, to changes. Recipients should include:</p> <ul style="list-style-type: none"> • Relevant authorities • Transport operators (including bus, coach and taxi operators). <p>Notification audience and content will be guided by the Traffic and Transport Liaison Group and Traffic Management Plans.</p> <p><i>The Environmental Representative should receive a copy of all notifications.</i></p>
7 day – Utility notification	<p>The 7 day – Utility notification will be used to notify relevant utility service authorities, no earlier than 7 days prior, of utility service work.</p> <p><i>The Environmental Representative should receive a copy of all notifications.</i></p>
7 day notification letter	<p>The 7 day notification letter will be used to advise the community and stakeholders, no earlier than 7 days prior, of any activity with the potential to impact. This includes:</p> <ul style="list-style-type: none"> • Start of construction • Significant milestones • Changes to scope of work • Night works • Changes to traffic conditions • Modifications to pedestrian routes, cycle ways and bus stops • Out of hours work • Changes to residential or business access • Changes or disruptions to utility services • Investigation activities. <p>Notifications will be issued on Sydney Metro letterhead and include the following:</p> <ul style="list-style-type: none"> • Scope of work • Location of work • Hours of work • Duration of activity • Type of equipment to be used • Likely impacts including noise, vibration, traffic, access and dust • Mitigation measures • Project contact information. <p>The Environmental Representative should receive a copy of all <i>notifications</i>.</p>
Advertisements	<p>Display advertisements will be used to notify the community prior to the start of construction, update on construction activity, notify of exhibitions and events and announce Sydney Metro and project milestones.</p> <p>Statutory advertisements will be used to fulfil the requirements of the relevant projects' Conditions of Approval, any licences and that required by law.</p> <p>Advertisements in local newspapers (that cover the geographical areas of the contractors activities) will be used to notify of significant traffic management</p>

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

7 Structure

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

The structure and roles of the Sydney Metro team is as follows:

7.1 Roles

7.1.1 TfNSW Public Affairs and Engagement team

TfNSW will manage media for the project.

7.1.2 Sydney Metro

Communication and Engagement team

The Sydney Metro Communication and Engagement team is currently made up of the following staff:

- Executive Director, Communication and Engagement
 - Project Support Officer
- Principal Manager, Communication and Engagement
- Principal Manager, Strategic Partnerships
 - Strategic Partnership Advisors
 - Strategic Partnerships Officer
- Principal Manager, Public Affairs
 - Public Affairs Officers
- Principal Manager, Public Communications
 - Manager, Community Information Centre
 - Community Liaison Officers
 - Public Communications Officer, Digital and Marketing
 - Graphic Design Officers Public Communications Manager, Events and Education
 - Education Officer
 - Assistant Events Manager
 - Principal Manager, Stakeholder Management
 - Stakeholder Management Advisor

Northwest Project Communications team

- Principal Manager, Project Communications
 - Contract Liaison Officers

City and Southwest Project Communications team

- Director, Communications
 - Communications Advisor
 - Place Managers
 - Contract Liaison Officers

7.2 Sydney Metro team key accountabilities and deliverables

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

7.2.1 Communication and Engagement

- Defines, develops and implements the strategic direction of Sydney Metro in respect of all communication and engagement activities.
- Sets the overarching strategies for communication and engagement across the Program.
- Oversees communication and engagement within the Projects to ensure quality and consistency.

7.2.2 Stakeholder Management

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

7.2.3 Public Affairs

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

7.2.4 Public Communication

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

7.2.5 Strategic Partnerships

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

7.2.6 Project Communication teams

- Develop and implement project communication plans.
- Develop external facing project communication collateral.
- Proactively identify potential issues and work cooperatively to develop agreed management strategies.
- Manage the delivery contractors.

7.3 Contractor delivery communication teams

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

- Complying with all Sydney Metro Procedures, Processes, Protocol and Plans.
- Developing construction specific community liaison implementation plans.
- Inducting all contractors and sub-contractors in community relations issues and expectations.
- Managing day-to-day relationships with directly affected stakeholders as specified and developing good relationships with project neighbours.
- Advocating community and stakeholder interests to Sydney Metro Project Communication Teams.
- Responding to community enquiries and complaints.
- Preparing public materials such as construction notifications, general notifications, site signage, traffic alerts as specified.
- Recording all interactions with stakeholders and the community in Consultation Manager.
- Proactively communicating with stakeholders and the community including doorknocks and targeted correspondence about construction work.
- Documenting the projects progress through photography and videography.
- Providing content to Sydney Metro for public materials, media and government responses.
- Monitoring and achieving KPIs as specified in contracts.
- Providing detail for reporting of monitoring results and business impacts as part of the Compliance Tracking Program and in accordance with the relevant projects Conditions of Approval.

8 Responsibilities

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

8.1 Stakeholder liaison

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

Table 3 Responsibility for stakeholder liaison

Role	Responsibility
Sydney Metro Communication and Engagement team	<ul style="list-style-type: none"> • Prepare, manage and implement the Sydney Metro Overarching Community Communication Strategy (this plan). • Prepare, manage and implement the Sydney Metro Brand Style Guidelines. • Comply with the Transport for NSW Editorial Style Guide.
Sydney Metro Project Communications team	<ul style="list-style-type: none"> • Manage contractor delivery communication teams. • Ensure contract delivery teams fulfil the requirements of the relevant Contract. • Implement the Sydney Metro Overarching Community Communication Strategy (this plan). • Ensure contractor deliverables comply with the Sydney Metro Brand Style Guidelines and Transport for NSW Editorial Style Guide.
Contractor delivery communication teams	<ul style="list-style-type: none"> • Appoint suitably qualified and experienced community relations personnel to fulfil the stakeholder and community relations requirements of the relevant contract. • Provide a person that is available at all times that any activities are being performed on any construction site to answer any questions, concerns, complaints or enquires in relation to activities. • Work closely with the relevant Sydney Metro Project Communications team to coordinate consultation activities with the community and other stakeholders. This coordination includes organising meetings with the community and stakeholders or accompanying the relevant Sydney Metro Project Communications team, as required, to discuss work in progress, upcoming work or any issue in connection with activities. • Contact relevant Sydney Metro Project Communications team immediately in relation to any community protests.

Role	Responsibility
	<ul style="list-style-type: none"> • 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 Overarching Community Communication Strategy. • Comply with the Sydney Metro Brand Style Guidelines. • Comply with the Transport for NSW Editorial Style Guide.

8.2 Stakeholder database

The stakeholder databases used within TfNSW are Consultation Manager and inSight. Both are web-based programs used for the collection and recording of stakeholder and community contact and correspondence.

Table 4 Responsibility for Communications Management System

Role	Responsibility
TfNSW Public Affairs and Engagement	<ul style="list-style-type: none"> • Forward any enquiries to the Sydney Metro Communication and Engagement team. • Operate and manage the TfNSW Consultation Manager Enterprise system. • Operate and manage the TfNSW inSight system. • Update and maintain Consultation Manager with accurate contact details to ensure easy identification and rapid distribution of information. • Set-up and annual maintenance fees.
Sydney Metro Communication and Engagement team	<ul style="list-style-type: none"> • Manage the Sydney Metro databases within the TfNSW Consultation Manager Enterprise system. • Prepare Consultation Manager data entry procedure. • Record interactions with key stakeholders on the inSight System.
Sydney Metro Project Communications team	<ul style="list-style-type: none"> • Implement Consultation Manager data entry procedure. • Record all interactions with stakeholders on Consultation Manager in accordance with Consultation Manager data entry procedure within 48 hours. • Record any actions resulting from these contacts in Consultation Manager in accordance with Consultation Manager data entry procedure within 48 hours. • Update and maintain Consultation Manager with accurate contact details to ensure easy identification and rapid distribution of information. • Record interactions with key stakeholders on the inSight System.
Contractor delivery communication teams	<ul style="list-style-type: none"> • Record all interactions with stakeholders on Consultation Manager in accordance with Consultation Manager data entry procedure within 48 hours.

Role	Responsibility
	<ul style="list-style-type: none"> Record any actions resulting from these contacts in Consultation Manager in accordance with Consultation Manager data entry procedure within 48 hours. Update and maintain Consultation Manager with accurate contact details to ensure easy identification and rapid distribution of information.

8.3 Community Communication Strategies

This Strategy has been prepared to guide the Sydney Metro approach to stakeholder and community liaison. A number of sub-strategies are required to guide stakeholder liaison during the life of the projects.

Table 5 Responsibilities for Community Communication Strategies

Role	Responsibility
TfNSW Public Affairs and Engagement	<ul style="list-style-type: none"> Develop TfNSW's Community Engagement Policy.
Sydney Metro Communication and Engagement team	<ul style="list-style-type: none"> Develop the Overarching Community Communication Strategy (this document). Undertake on-going review, amendment and updating of the Overarching Community Communication Strategy.
Sydney Metro Project Communications team	<ul style="list-style-type: none"> Implement the Overarching Community Communication Strategy (this document). Ensure project contractors develop a Community Communication Strategy for the specific portion of the project in accordance with the relevant Conditions of Approval and relevant Contract. Submit plans to the Director-General (as required by the Conditions of Approval).

Contractor delivery communication teams	<ul style="list-style-type: none"> • Develop the Community Communication Strategy* in accordance with the relevant contract. The Strategy should provide a clear framework, including policies, processes and procedures for proactive communications management and to assure that stakeholder and community relations are effectively managed in accordance with the relevant Projects' Conditions of Approval. The plan should include: <ul style="list-style-type: none"> – Site-specific sub-plans for each construction site – a Business Management Plan. • The Business Management Plan should provide a clear framework, including policies, processes and procedures for proactive communications management for each construction site, and assure that impacts on businesses are minimised. • Review and reissue the Strategy every six months. • Submit a copy of the Community Communication Strategy to the Sydney Metro Project Communications team for review within the timeframes outlined in the relevant contract. Make any changes to the Strategy as requested by the Sydney Metro Project Communications team prior to implementation. • Not start work until the Community Communications Strategy is certified. • Issue each version of the Strategy in .pdf web accessible format that complies with the Level AA accessibility requirements in the Web Content Accessibility Guidelines (WCAG 2.0) for upload to the Sydney Metro website. <p><i>*Sydney Metro Northwest contractors will continue to prepare Stakeholder and Community Involvement Plans as required under their original North West Rail Link planning approval.</i></p>
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8.4 Communications Management Control Group

The role of the Communications Management Control Group is to:

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

Table 6 Responsibilities for the communications management control group

Role	Responsibility
Sydney Metro Communication and Engagement team	<ul style="list-style-type: none"> • Develop and review Terms of Reference for the Communications Management Control Group.
Sydney Metro Project Communications team	<ul style="list-style-type: none"> • Manage the Communications Management Control Group in accordance with the Terms of Reference. • Convene the Communications Management Control Group prior to the commencement of any contractor activities.

Role	Responsibility
	<ul style="list-style-type: none"> • Arrange fortnightly meetings (or less frequently if required). • Invite as required, community relations representatives from other large infrastructure projects where cumulative impacts are likely. • Invite the Environmental Representative.
Contractor delivery communication teams	<ul style="list-style-type: none"> • Attend fortnightly meetings (or less frequently if required). • The Senior Manager, Stakeholder and Community Relations and relevant team members (as requested) must attend all meetings. • 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 (including a two week and four week look ahead), 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 Sydney Metro Project Communications team. • Advise the Sydney Metro Project Communications team of other community relations representatives from other large infrastructure projects where cumulative impacts are likely, who would benefit from attending.

8.5 Meetings with stakeholders and the community

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

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

Table 7 Responsibilities for meetings

Role	Responsibility
Sydney Metro Project Communications team	<ul style="list-style-type: none"> • Record all meetings on Consultation Manager in accordance with Consultation Manager data entry procedure within 48 hours. • Record interactions with key stakeholders on the inSight System.
Contractor delivery communication teams	<ul style="list-style-type: none"> • Work with the Sydney Metro Project Communications team to coordinate consultation activities with stakeholders and the community.

Role	Responsibility
	<ul style="list-style-type: none"> • Organise meetings with stakeholders and the community, or accompany the Sydney Metro Project Communications team, to discuss activities including work in progress and upcoming work or any issues in connection with the activities. • Advise the Sydney Metro Project Communications team of the timing, purpose and attendees for all meeting with stakeholders and the community seven days prior to them taking place. The Project Communications team must be invited to attend and be allowed to participate in all meetings with stakeholders and the community. • Advise the Sydney Metro Project Communications team of the need for any consultation activities before they are organised. • Provide relevant materials for presentation and/or distribution at stakeholder and community meetings to the Sydney Metro Project Communications team. • Provide appropriate personnel to attend and participate in stakeholder and community meetings organised by the Sydney Metro Project Communications team (including after-hours) as required. The personnel must be adequately informed and suitably qualified to participate and be able to take the lead during the meeting in detailing the progress of the project works and activities and in the resolution of stakeholder and community issues. • Record all meetings on Consultation Manager in accordance with Consultation Manager data entry procedure within 48 hours.

8.6 Notifications

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

Table 8 Responsibilities for community and stakeholder notifications

Role	Responsibility
Sydney Metro Communication and Engagement team	<ul style="list-style-type: none"> • Approve program key messages used in project notifications.
Sydney Metro Project Communications team	<ul style="list-style-type: none"> • Approve notifications within five business days. • Ensure layout complies with Sydney Metro Brand Style Guidelines. • Ensure content complies with TfNSW Editorial Style Guide. • Upload all notifications to Sydney Metro website.
Contractor delivery communication teams	<ul style="list-style-type: none"> • Proactively notify stakeholders and the community of current and upcoming activities with the potential to impact. • Will not start work until required notification timeframes have

Role	Responsibility
	<p>been given.</p> <ul style="list-style-type: none"> • Produce and distribute all community notifications relating to contractor activities. • Ensure layout complies with Sydney Metro Brand Style Guidelines. • Ensure content complies with TfNSW Editorial Style Guide. • Provide the Sydney Metro Project Communications team with five business days to approve all notifications. • 7 day notification letter - Provide written notification to neighbouring residents and businesses 7 days before starting any activity with the potential to impact. • 7 day notification, community signage - Provide signage notification to advise the community and stakeholders 7 days before starting any activity with the potential to impact. • Emergency works, notification letter - Provide written notification and undertake doorknocks of properties immediately adjacent to or impacted by emergency works within two hours. • 7 day - Traffic alert email - Issue traffic alert 7 days before changes to traffic and access arrangements by email to all key traffic and transport stakeholders. • 7 day – Utility notification - Provide notification to relevant authorities 7 days before starting work on utility services. • Distribute notifications to all affected commercial and residential properties within a minimum of 500m radius of the construction site. • Record all notifications on Consultation Manager in accordance with Consultation Manager data entry procedure within 48 hours. • Provide a copy of all notifications to the Environmental Representative. • Provide final materials in .pdf format that comply with the Level AA accessibility requirements in the Web Content Accessibility Guidelines (WCAG 2.0) for uploading to the Sydney Metro website on the day they are delivered or released to the public.

8.7 Advertisements

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

Table 9 Responsibilities for advertising

Role	Responsibility
Sydney Metro Communication and Engagement team	<ul style="list-style-type: none"> • Produce and distribute program display advertisements. • Ensure layout complies with Sydney Metro Brand Style Guidelines. • Ensure content complies with TfNSW Editorial Style Guide. • Prepare and approve program advertisements. • Approve program key messages used in project advertisements.
Sydney Metro Project Communications team	<ul style="list-style-type: none"> • Approve advertisements from Contractor delivery communication teams within five business days. • Produce and distribute project display advertisements. • Ensure layout complies with Sydney Metro Brand Style Guidelines. • Ensure content complies with TfNSW Editorial Style Guide. • Record advertisements on Consultation Manager in accordance with Consultation Manager data entry procedure within 48 hours. • Upload materials to Sydney Metro website.
Contractor delivery communication teams	<ul style="list-style-type: none"> • Provide content for overarching display advertisements on a monthly basis. • Prepare and publish advertisements relating to works that are required to comply with the Law and Approvals. • Advertise in local newspapers (that cover the geographical areas of the contractors activities) of significant traffic management changes, detours, traffic disruptions and work outside any working hours contained in the environmental documents at least 7 days before any detour, disruption or change occurs. • Ensure layout complies with Sydney Metro Brand Style Guidelines. • Ensure content complies with TfNSW Editorial Style Guide. • Provide the Sydney Metro Project Communications team with five business days to approve advertisements. • Record advertisements on Consultation Manager in accordance with Consultation Manager data entry procedure within 48 hours. • Provide final materials in .pdf format that comply with the Level AA accessibility requirements in the Web Content Accessibility Guidelines (WCAG 2.0) for uploading to the Sydney Metro website on the day they are delivered or released to the public.

8.8 Newsletters

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

Table 10 Responsibilities for newsletters

Role	Responsibility
Sydney Metro Communication and Engagement team	<ul style="list-style-type: none"> • Produce and distribute biannual overarching program newsletters. • Approve all program newsletters. • Approve program key messages used in project newsletters. • Ensure layout complies with Sydney Metro Brand Style Guidelines. • Ensure content complies with TfNSW Editorial Style Guide. • Record newsletter on Consultation Manager in accordance with Consultation Manager data entry procedure within 48 hours. • Upload newsletters to Sydney Metro website.
Sydney Metro Project Communications team	<ul style="list-style-type: none"> • Provide project content for inclusion in program newsletters. • Approve all Contractor newsletters according to within five business days. • Ensure layout complies with Sydney Metro Brand Style Guidelines. • Ensure content complies with TfNSW Editorial Style Guide. • Upload newsletters to Sydney Metro website.
Contractor delivery communication teams	<ul style="list-style-type: none"> • 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. • Distribute newsletters to all affected commercial and residential properties within a minimum of 500m radius of the construction site. • 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. • Ensure layout complies with Sydney Metro Brand Style Guidelines. • Provide the Sydney Metro Project Communications team with five business days to approve newsletters. • Ensure content complies with TfNSW Editorial Style Guide. • Distribute to all affected commercial and residential properties and as a minimum to properties within a 500 metre radius of the construction site. • Provide final materials in .pdf format that comply with the Level AA accessibility requirements in the Web Content Accessibility Guidelines (WCAG 2.0) for uploading to the Sydney Metro website on the day they are delivered or released to the public.

Role	Responsibility
	<ul style="list-style-type: none"> Record newsletter on Consultation Manager in accordance with Consultation Manager data entry procedure within 48 hours. Provide a copy of all newsletters to the Environmental Representative.

8.9 Project Milestone/Newsletter Email

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

Table 11 Responsibilities for Project Milestone/Newsletter Email

Role	Responsibility
Sydney Metro Communication and Engagement team	<ul style="list-style-type: none"> Produce and distribute overarching Project Milestone/Newsletter emails for the program. Approve program key messages used in project emails. Ensure content complies with TfNSW Editorial Style Guide. Record Project Milestone/Newsletter Emails on Consultation Manager in accordance with Consultation Manager data entry procedure within 48 hours.
Sydney Metro Project Communications team	<ul style="list-style-type: none"> Provide project content for inclusion in program emails. Ensure content complies with TfNSW Editorial Style Guide. Approve local Project Milestone/Newsletter Emails to be sent by contractors within five business days. Record Project Milestone/Newsletter Emails on Consultation Manager in accordance with Consultation Manager data entry procedure within 48 hours.
Contractor delivery communication teams	<ul style="list-style-type: none"> Prepare and send local – site specific Project Milestone/Newsletter Emails. Ensure content complies with TfNSW Editorial Style Guide. Provide the Sydney Metro Project Communications team with five business days to approve a Project Milestone/Newsletter Email. Record local – site specific Project Milestone/Newsletter Email on Consultation Manager in accordance with Consultation Manager data entry procedure within 48 hours. Provide a copy of all updates to the Environmental Representative.

8.10 Marketing and promotional opportunities

Table 12 Responsibilities for marketing and promotion

Role	Responsibility
Sydney Metro Communication and Engagement team	<ul style="list-style-type: none"> • Manage all marketing and promotional opportunities. • Approve any marketing and promotional material within ten business days.
Sydney Metro Project Communications team	<ul style="list-style-type: none"> • Refer any approval requests from the contractors to the Sydney Metro Communication and Engagement team.
Contractor delivery communication teams	<ul style="list-style-type: none"> • Must not commit to a marketing or promotional opportunity or develop marketing or promotional materials that relate to the Sydney Metro or the contractor's activities without the prior approval of Sydney Metro Project Communications team, including: <ul style="list-style-type: none"> – Signage – Displays – Media articles – Advertisements – Internal newsletters, websites and publications – Presentations at conferences and internal company events – Technical papers – Photographs – Sponsorships – Award submissions – Website text and graphics – Case studies or other corporate materials. • Provide the Sydney Metro Project Communications team with ten business days to approve any marketing and promotional opportunities and draft marketing/promotional materials. • Recognise and identify the Sydney Metro's role in any promotional material or award submissions that it develops in relation to any contractor's activities. • Must not participate in any public displays, local events and open days without prior approval from Sydney Metro Project Communications team.

8.11 Stakeholder presentations and forums

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

Table 13 Stakeholder presentations and forums

Role	Responsibility
Sydney Metro Communication and Engagement team	<ul style="list-style-type: none"> Attend and deliver presentations and forums. Approve program key messages used in project presentations and forums.
Sydney Metro Project Communications team	<ul style="list-style-type: none"> Attend and deliver presentations and forums. Prepare PowerPoint presentations or any materials required in accordance with Sydney Metro Brand Style Guidelines. Ensure content complies with TfNSW Editorial Style Guide. Record all presentations and forums on Consultation Manager in accordance with Consultation Manager data entry procedure within 48 hours.
Contractor delivery communication teams	<ul style="list-style-type: none"> Attend presentations and forums where requested. Provide materials including photographs, machinery and other items as requested within five business days. Provide suitably qualified and experienced personnel to attend and/or assist with the delivery of presentations and forums where required.

8.12 Community email/written correspondence

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

Table 14 Responsibilities for community emails/written correspondence

Role	Responsibility
TfNSW Public Affairs and Engagement	<ul style="list-style-type: none"> Manage 131 500 Forward any emails/written correspondence regarding Sydney Metro to the Sydney Metro Communication and Engagement team Sydney Metro Communication and Engagement team or relevant contractors.
Sydney Metro Project Communications team	<ul style="list-style-type: none"> Establish project email addresses. Manage emails to the community email account and redirect to appropriate team members or contractors. Provide an initial response to email/written correspondence (letters/faxes) within 48 hours. Sydney Metro Project Communications team members to maintain relationships with directly affected community during a transition of relationships to contractors. Lead or be involved in any consultation activities arising from

Role	Responsibility
	<p>community enquiries as notified by the contractor.</p> <ul style="list-style-type: none"> Record all interactions with stakeholders on Consultation Manager in accordance with Consultation Manager data entry procedure within 48 hours.
Contractor delivery communication teams	<ul style="list-style-type: none"> Manage and respond to email/written correspondence redirected from the Sydney Metro Project Communications team and those received directly at all times during construction hours. Provide an initial response to email/written correspondence (letters/faxes) within 48 hours. Provide feedback to requests for information from the Sydney Metro Communication and Engagement team Sydney Metro Communication and Engagement team within two hours. Refer enquiries not associated with contractor activities to Sydney Metro Project Communications team immediately. Record all interactions with stakeholders on Consultation Manager in accordance with Consultation Manager data entry procedure within 48 hours. Report to the Sydney Metro on a monthly basis in accordance with the relevant contract.

8.13 Community phone enquiries

Calls will be redirected to relevant contractors as required.

Table 15 Responsibilities for community phone enquiries

Role	Responsibility
TfNSW Public Affairs and Engagement	<ul style="list-style-type: none"> Manage the TfNSW community information line. Forward any phone enquiries regarding Sydney Metro to the Sydney Metro Communication and Engagement team Sydney Metro Communication and Engagement team or relevant contractors.
Sydney Metro Communication and Engagement team	<ul style="list-style-type: none"> Manage Sydney Metro 24-hour call centre.
Sydney Metro Project Communications team	<ul style="list-style-type: none"> Redirect calls related to construction to the relevant contractor. Sydney Metro Project Communications team members to maintain relationships with directly affected community during a transition of relationships to contractors. Manage calls to the community information line and redirect to appropriate team members or contractors. Provide at least an oral response to calls forwarded from the community information line within two hours unless otherwise agreed. Lead or be involved in any consultation activities arising from

Role	Responsibility
	community enquiries as notified by the contractor. <ul style="list-style-type: none"> Record all interactions with stakeholders on Consultation Manager in accordance with Consultation Manager data entry procedure within 48 hours.
Contractor delivery communication teams	<ul style="list-style-type: none"> Answer all phone calls from the community information line during construction hours (calls to be answered by a team member, not an answering machine). Provide a message service for calls received outside construction hours. Manage and respond to calls redirected from the Sydney Metro Project Communications team and those received directly at all times during construction hours. Provide at least an oral response to calls forwarded from 1800 community information line within two hours unless otherwise agreed. Provide feedback to requests for information from the Sydney Metro Communication and Engagement team Sydney Metro Communication and Engagement team within two hours. Refer enquiries not associated with contractor activities to Sydney Metro Project Communications team immediately. Record all interactions with stakeholders on Consultation Manager in accordance with Consultation Manager data entry procedure within 48 hours. Report to the Sydney Metro on a monthly basis in accordance with the relevant contract.

8.14 Community complaints

Complaints will be redirected to relevant contractors as required.

All complaints made by the community and stakeholders should be managed in accordance with the Sydney Metro Construction Complaints Management System.

Table 16 Responsibilities for community complaints

Role	Responsibility
TfNSW Public Affairs and Engagement	<ul style="list-style-type: none"> Manage TfNSW call centre. Forward any complaints regarding Sydney Metro to the relevant Sydney Metro Project Communications team or relevant contractor.
Sydney Metro Communication and Engagement team	<ul style="list-style-type: none"> Manage Sydney Metro 24-hour call centre. Develop procedures for managing and resolving stakeholder and community complaints directed to Sydney Metro (Sydney Metro Construction Complaints Management System).

Environmental Representative	<ul style="list-style-type: none"> • City & Southwest <ul style="list-style-type: none"> – Assist in resolving complaints in accordance with this Strategy. • Notify the Secretary if a complaint cannot be resolved.
Acoustic Advisor	<ul style="list-style-type: none"> • City & Southwest <ul style="list-style-type: none"> – Assist in resolving complaints in accordance with this Strategy. • Notify the Secretary if a complaint cannot be resolved.
Community Complaints Commissioner (known as the Independent Mediator on Sydney Metro Northwest)	<ul style="list-style-type: none"> • Follow-up on any complaint where a member of the public is not satisfied with the response.
Sydney Metro Project Communications team	<ul style="list-style-type: none"> • Implement the Sydney Metro Construction Complaints Management System. • Forward relevant complaints to contractors immediately. • Investigate and determine the source of a complaint immediately, including an initial call to the complainant (when received by phone or where a telephone number was provided or available on Consultation Manager). • Provide an initial response to all complaints within two hours (where a phone number is provided or available on Consultation Manager) from the time of the complaint unless the enquirer agrees otherwise. • Provide a written response to emails within 24 hours (or verbally within two hours if a phone number is provided or available on Consultation Manager). • Provide a written response to letters/faxes within 24 hours (or verbally within two hours if a phone number is provided or available on Consultation Manager). • Keep the complainant informed of the process until the complaint is resolved. • Close out complaints within agreed timeframe (with complainant). • Escalate complaints in accordance with this document. • Record all complaints on Consultation Manager in accordance with Consultation Manager data entry procedure within 24 hours. Details should include how it was managed and closed out.
Contractor delivery communication teams	<ul style="list-style-type: none"> • Answer all phone calls transferred by the call centre from the community information line (calls to be answered by a team member 24/7, not an answering machine while construction activities are occurring). • Develop and implement procedures for managing and resolving stakeholder and community complaints directed to the contractor in accordance with the Sydney Metro Construction Complaints

Management System and the relevant projects' Conditions of Approval.

- Refer complaints not associated with contractor activities to the Sydney Metro Project Communications team **immediately**.
 - Investigate and determine the source of a complaint **immediately**, including an **initial** call to the complainant (when received by phone or where a telephone number was provided or available on Consultation Manager).
 - Provide an initial verbal response to all complaints **within two hours** (where a phone number is provided or available on Consultation Manager) from the time of the complaint unless the enquirer agrees otherwise.
 - Provide a written response to emails within **24 hours** (or verbally **within two hours** if a phone number is provided or available on Consultation Manager).
 - Provide a written response to letters/faxes within **24 hours** (or verbally **within two hours** if a phone number is provided or available on Consultation Manager).
 - Keep the complainant informed of the process until the complaint is resolved.
 - Provide feedback to requests for information from the Sydney Metro Project Communications team or the **Community Complaints Commissioner within two hours**.
 - Comply with all directions from the Sydney Metro Project Communications team or the **Community Complaints Commissioner** in relation to the resolution of an escalated complaint.
 - Take all actions and implement all measures to prevent the reoccurrence of the complaint.
 - Close out complaints within agreed timeframe (with complainant).
 - Escalate complaints in accordance with this document.
 - Report to the Sydney Metro Project Communications team and the Environmental Representative on a **daily basis**.
 - Record all complaints on Consultation Manager in accordance with Consultation Manager data entry procedure **within 24 hours**. Details should include how it was managed and closed out.
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8.15 Community information sessions

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

Table 17 Responsibilities for community information sessions

Role	Responsibility
Sydney Metro Communication and Engagement team	<ul style="list-style-type: none"> • Approve program materials.
Sydney Metro Project Communications team	<ul style="list-style-type: none"> • Plan, book and execute community information sessions. • Upload invitation to community information sessions on Sydney Metro website. • Prepare invitations, information banners and associated community material in accordance with Sydney Metro Brand Style Guidelines. • Ensure content complies with TfNSW Editorial Style Guide. • Record all invitations, advertisements and information sessions on Consultation Manager in accordance with Consultation Manager data entry procedure within 48 hours.
Contractor delivery communication teams	<ul style="list-style-type: none"> • Attend information sessions if requested by Sydney Metro (both community relations and technical experts may be required). • Provide materials to support community information including photographs, machinery and other items as required. • Following information sessions, provide feedback to requests for information from the Sydney Metro Communication and Engagement team within two hours.

8.16 Branding and logos

All branding and logos must be consistent with and comply with the Sydney Metro Style Guidelines. The guidelines include provisions for co-branding.

Table 18 Responsibilities for branding and logos

Role	Responsibility
TfNSW Public Affairs and Engagement	<ul style="list-style-type: none"> • All issues relating to TfNSW branding. • Maintain TfNSW Style Guide.
Sydney Metro Communication and Engagement team	<ul style="list-style-type: none"> • All issues relating to Sydney Metro branding. • Prepare and manage Sydney Metro Brand Style Guidelines. • Use the TfNSW logo according to the TfNSW Style Guide. •
Sydney Metro Project Communications team	<ul style="list-style-type: none"> • Prepare Project Communication materials in accordance with the Sydney Metro Brand Style Guidelines. • Develop and approve materials in accordance with Sydney Metro

Role	Responsibility
	Brand Style Guidelines.
Contractor delivery communication teams	<ul style="list-style-type: none"> • Comply with Sydney Metro Brand Style Guidelines for co-branding on: <ul style="list-style-type: none"> – Construction site signage – Hoarding and site fencing – Cranes, barges and floating pontoons – Vehicles – Public materials approved for distribution by the Sydney Metro Project Communications team. – Reports – Clothing and personal protection equipment – Other structures.

8.17 Issues and Media management

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

Table 19 Responsibilities for media management

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

<p>Sydney Metro Project Communications team</p>	<ul style="list-style-type: none"> • Provide project information to assist Sydney Metro Communication and Engagement team in responding to media enquiries. • Obtain approval from the relevant Project Director prior to releasing information to be used in responding to media enquiries.
<p>Contractor delivery communication teams</p>	<ul style="list-style-type: none"> • Refer all media enquiries to Sydney Metro media team within 2 hours. • Ensure all personnel and subcontractors are advised not to make any statement (oral or written) or provide any video, photographs or illustrations to the media regarding contractor activities without the prior permission of the Executive Director, Communication and Engagement. • Obtain approval, in writing, from the Executive Director, Communication and Engagement before allowing access to the construction site by a media representative. • Ensure the Manager, Public Affairs assists in the management of media relations 24 hours a day, 7 days a week. • Provide feedback to requests for information from the Sydney Metro Project Communications team, including providing a holding statement within 30 minutes and full responses within 2 hours of the enquiry/contact being made. During an ongoing event, including during an emergency or crisis, updates must be provided every hour. • Provide eight weeks written notice of the dates for starting construction activities and dates for completion to enable the Sydney Metro Project Communications team to organise official media events. • Include opportunities for media events in the Community Liaison Implementation Plan. • Advise the Sydney Metro Project Communications team 20 days prior to significant project milestones to enable the Sydney Metro Project Communications team to organise official media events. • Record all interactions with the media (contact, project related articles [paper or web-based] and online discussions [blogging]) on Consultation Manager in accordance with Consultation Manager data entry procedure within 48 hours.

8.18 Government relations

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

Table 20 Responsibilities for government relations

Role	Responsibility
TfNSW Public Affairs and Engagement	<ul style="list-style-type: none"> Respond to ministerial letters, house file notes, ministerial briefing notes, and cabinet minutes.
Sydney Metro Communication and Engagement team	<ul style="list-style-type: none"> Prepare and implement Sydney Metro project government relations plan. Manage the timely dissemination of relevant project information to State and Local elected representatives through briefings and other communications channels. Assist TfNSW respond to ministerial letters, house file notes, ministerial briefing notes, and cabinet minutes as required. Prepare presentations and other collateral as required. Respond to project enquiries as required. Record interactions with stakeholders on Consultation Manager in accordance with Consultation Manager data entry procedure within 48 hours.
Sydney Metro Project Communications team	<ul style="list-style-type: none"> Provide project information to assist Sydney Metro Communication and Engagement team in responding to government enquiries. Obtain approval from the relevant Project Director prior to releasing information to be used in responding to government enquiries.
Contractor delivery communication teams	<ul style="list-style-type: none"> Refer all enquiries from elected representatives to Sydney Metro Project Communications team within 2 hours. Ensure all personnel and subcontractors are advised that the Sydney Metro Project Communications team is responsible for communication of project information with elected government representatives. Ensure all personnel and subcontractors are advised not to make any statement (oral or written) or provide any video, photographs or illustrations to the elected government representative regarding contractor activities without the prior permission of the Executive Director, Communication and Engagement. Ensure the Manager, Public Affairs assists in the management of media relations 24 hours a day, 7 days a week. Provide feedback to requests for information from the Sydney Metro Project Communications team, including providing a holding statement within 30 minutes and full responses within 2 hours of the enquiry/contact being made. During an ongoing event, including during an emergency or crisis, updates must be provided every hour.

Role	Responsibility
	<ul style="list-style-type: none"> • Obtain approval, in writing, from the Executive Director, Communication and Engagement before allowing access to the construction site by a government representative. • Ensure relevant senior staff are available to provide the Sydney Metro Project Communications 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 Consultation Manager data entry procedure within 48 hours.

8.19 Strategic Partnerships

Table 21 Responsibilities for strategic partnerships

Role	Responsibility
Sydney Metro Communication and Engagement team	<ul style="list-style-type: none"> • Develop Government Strategic Partnership Framework • Establish, develop and manage strategic partnership relationships related to Sydney Metro as necessary. • Develop the inter-organisational structures (leadership groups, project control groups and working groups) and help create the working relationships between key Sydney Metro personnel, government agencies and other strategic partners. • Provide guidance and advice to the Sydney Metro Project Communications team as required in relation to possible conflicts or concerns being raised by strategic partners associated with Sydney Metro. • Facilitate overarching relationships with key government agencies such as Railcorp, Roads and Maritime Services and TfNSW as required. • Monitor progress of relationships with strategic partners and report on issues. • Record all interactions with strategic partners on Consultation Manager in accordance with Consultation Manager data entry procedure within 48 hours.
Sydney Metro Project Communications team	<ul style="list-style-type: none"> • Provide project information to assist Sydney Metro Communication and Engagement team in responding to strategic partner enquiries. • Obtain approval from the relevant Project Director prior to releasing information to be used in responding to strategic partner enquiries.

Contractor delivery communication teams	<ul style="list-style-type: none"> • Maintain strong working relationships with all relevant strategic partners while managing day-to-day interactions as required. • Participate as required in forums established to meet strategic partnership requirements. • Provide feedback to requests for information from the Sydney Metro Project Communications team in accordance with agreed timeframes. • Develop systems and record all interactions with government stakeholders on Consultation Manager in accordance with Consultation Manager data entry procedure within 48 hours.
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8.20 Crisis communications

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

Table 22 Crisis Communications

Role	Responsibility
TfNSW Public Affairs and Engagement	<ul style="list-style-type: none"> • Prepare and manage coordination of Agency Crisis Communications Plan.
Sydney Metro Communication and Engagement team	<ul style="list-style-type: none"> • Prepare and manage a Sydney Metro Crisis Communications Plan. • Ensure the Sydney Metro Crisis Communications Plan aligns with the TfNSW plan. • Advise the media or government representatives of incidents as required. • Attend and participate in formal incident and crisis communication exercises when they are conducted by the contractor.
Sydney Metro Project Communications team	<ul style="list-style-type: none"> • Immediately notify the Executive Director, Communication and Engagement of any incident or issue. • Obtain approval from the Executive Director, Communication and Engagement before contacting or providing information to any person. • Attend and participate in formal incident and crisis communication exercises when they are conducted by the contractor.
Contractor delivery communication teams	<ul style="list-style-type: none"> • Any communication management system prepared by the contractor as part of the Emergency Management Plan should align with Sydney Metro's Crisis Communications Plan. • Immediately notify the Principal Manager, Project Communications (Northwest) or Director, Communications (C&SW) 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

Role	Responsibility
	<p>Minister for Transport, a local MP, council or the broader community.</p> <ul style="list-style-type: none"> • Obtain approval from the Principal Manager, Project Communications (Northwest) or Director, Communications (C&SW) before contacting or providing information to any person, other than that which is required to directly manage the incident or to comply with Law, including stakeholders, the media or the public. • Make available suitably qualified and experienced personnel to support the Principal Manager, Project Communications (Northwest) or Director, Communications (C&SW) in responding to the community, the media and other stakeholders. • 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 Principal Manager, Project Communications (Northwest) or Director, Communications (C&SW) within 10 minutes of the incident occurring and for any other incidents notify the Principal Manager, Project Communications (Northwest) or Director, Communications (C&SW) within one hour of the incident occurring. • Invite Principal Manager, Project Communications (Northwest) or Director, Communications (C&SW) and the Executive Director, Communication and Engagement to attend and participate in formal incident and crisis communication exercises when they are conducted.

8.21 Construction site access

Construction site access will be required where appropriate to inform select Sydney Metro community and stakeholders about the progress of the project and any key milestones or activities taking place.

Table 23 Responsibilities for site visits

Role	Responsibility
TfNSW Public Affairs and Engagement	<ul style="list-style-type: none"> • Undertake site specific induction. • Abide by all safety requirements. • Wear appropriate PPE.
Sydney Metro Communication and Engagement team	<ul style="list-style-type: none"> • Undertake site specific induction. • Abide by all safety requirements. • Wear appropriate PPE.

Sydney Metro Project Communications team	<ul style="list-style-type: none"> • Undertake site specific induction. • Abide by all safety requirements. • Wear appropriate PPE.
Contractor delivery communication teams	<ul style="list-style-type: none"> • Provide an Events and Public Affairs assistance to assist Sydney Metro coordinate access to construction sites. • Arrange access for TfNSW and their visitors to attend construction site, with a minimum of 2 hours' notice. • Provide a dedicated safety escort, safety induction safety equipment and site transport for visitors. • Accommodate project milestone events, bus tours and public events. • Provide support services as outlined in the contract to help facilitate project milestone events, bus tours and public events. • Obtain approval from the Sydney Metro Project Communications team before organising any site visits by community members or other stakeholders. • Provide written notice to Sydney Metro Project Communications team 48 hours prior to proposed site visits by community members or stakeholders. • Assist in the organisation of site visits required by the Sydney Metro Project Communications team and provide all site inductions, site transport, and safety equipment necessary.

8.22 Photography and video recordings

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

Table 24 Responsibilities for photography and video recordings

Role	Responsibility
TfNSW Public Affairs and Engagement	<ul style="list-style-type: none"> • Maintain TfNSW image library.
Sydney Metro Communication and Engagement team	<ul style="list-style-type: none"> • Maintain image and video library. • Approve any request to use images or videos from the library. • Upload suitable images and video to the website as soon as they are received. • Ensure release forms are signed by all persons captured in photographs or videos. • Manage release forms. • Approve contractor footage specifications.
Contractor delivery communication teams	<ul style="list-style-type: none"> • Accommodate weekly visits to construction sites and on equipment, for including access for the purpose of photography or videography for promotional and documentary purposes. • Provide a dedicated safety escort, safety induction safety

Role	Responsibility
	<ul style="list-style-type: none"> equipment and site transport. • Supply captured photographs and recorded footage. • Prepare a footage specification. • Engage video, photography and time lapse providers and provide photography and video showing the status of construction work and major milestones. • Provide digital photographs and video recordings of a professional quality (minimum 300 dpi) on a monthly basis. • Images and recordings must be suitable for use in publications, project communications and promotions of a broader nature and for enlargement and use in display materials. • Ensure release forms are signed by all persons captured in photographs or videos and forms returned to the Sydney Metro Project Communications team.

8.23 Animations

Animations will be produced to help explain the project.

Table 25 Responsibilities for animations

Role	Responsibility
Sydney Metro Communication and Engagement team	<ul style="list-style-type: none"> • Produce animation for public use. • Approve animations prepare by contractors for public release.
Contractor delivery communication teams	<ul style="list-style-type: none"> • Supply high quality, high definition animations for public use.

8.24 Website

Information about each project will be uploaded to Sydney Metro website. The website will be referenced in all communication materials as a source of information and will be updated throughout the life of each project. In addition, contractors will host webpages for uploading of materials as outlined below.

Table 26 Responsibilities for the Sydney Metro website

Role	Responsibility
TfNSW Public Affairs and Engagement	<ul style="list-style-type: none"> • Provide links to the Sydney Metro website.
Sydney Metro Communication and Engagement team	<ul style="list-style-type: none"> • Maintain the Sydney Metro website. • Ensure content complies with TfNSW Editorial Style Guide and the Level AA accessibility requirements in the Web Content Accessibility Guidelines. • Upload copies of all public materials and reports to the website as soon as they are received.

Role	Responsibility
	<ul style="list-style-type: none"> • Approve website content and publish. • Maintain website for 12 months following project completion.
Sydney Metro Project Communications team	<ul style="list-style-type: none"> • Provide project information for the Sydney Metro website.
Contractor delivery communication teams	<ul style="list-style-type: none"> • Ensure content complies with TfNSW Editorial Style Guide and the Level AA accessibility requirements in the Web Content Accessibility Guidelines. <p>Sydney Metro project website</p> <ul style="list-style-type: none"> • Provide the following information for the Sydney Metro website in electronic format: <ul style="list-style-type: none"> – Copies of public communication material related to the contractor’s activities, that has been published or publicly distributed by contractor – A copy of the Community Communication Strategy. – Photos of completed and current construction, community, environmental and sustainability management activities. – Time lapse photography and video (updated at least monthly). – Responses required for online discussion forum enquiries. – Any other information requested by Sydney Metro Project Communications team. <p>Contractor website</p> <ul style="list-style-type: none"> • Establish and maintain a new web site or maintain a page on an existing website during the performance of the contractor’s activities to publish and maintain up to date electronic information relating to the contractor’s activities including: <ul style="list-style-type: none"> – Employment or supplier opportunities – Information required to be published to comply with the Projects’ Conditions of Approval. – Copies of environmental, sustainability, transport, traffic and noise and vibration reports. • No other electronic information including any graphics or photographs are to be published on the website.

8.25 Social media

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

Table 27 Responsibilities for social media

Role	Responsibility
TfNSW Public Affairs and Engagement	<ul style="list-style-type: none"> • Develop and manage TfNSW Use of Social Media Policy.
Sydney Metro Communication and Engagement team	<ul style="list-style-type: none"> • Comply with TfNSW Use of Social Media Policy. • Oversee management of all Sydney Metro social media

Role	Responsibility
	<p>platforms.</p> <ul style="list-style-type: none"> • Maintain administrator rights for all Sydney Metro social media portals.
Sydney Metro Project Communications team	<ul style="list-style-type: none"> • Provide project information for social media channels.
Contractor delivery communication teams	<ul style="list-style-type: none"> • Comply with TfNSW Use of Social Media Policy. • Provide at least three 180 character social media updates each week with accompanying images or videos about construction progress or unexpected changes to the construction program. • During business hours, provide responses for any social media platform enquiries forwarded by TfNSW within two hours of receiving the enquiry. • Outside of business hours, provide a written response within two hours of the start of next business day.

8.26 School engagement program

A school engagement program will be developed to educate primary and high school students on Sydney Metro.

Table 28 Responsibilities for school engagement program

Role	Responsibility
Sydney Metro Communication and Engagement team	<ul style="list-style-type: none"> • Establish and coordinate the school engagement program. • Ensure staff members interacting with children undergo the 'Working with Children Check' as required by the NSW Commission for Children and Young People. • Prepare materials for schools in accordance with Sydney Metro Brand Style Guidelines. • Ensure content complies with TfNSW Editorial Style Guide. • Record all interactions with schools on Consultation Manager in accordance with Consultation Manager data entry procedure within 48 hours.
Contractor delivery communication teams	<ul style="list-style-type: none"> • Provide information and photographs for inclusion in the education program. • Provide personnel to support the education program. • Ensure staff members interacting with children undergo the 'Working with Children Check' as required by the NSW Commission for Children and Young People. • Record all interactions with schools on Consultation Manager in accordance with Consultation Manager data entry procedure within 48 hours.

8.27 Site inductions and training

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

Table 29 Responsibilities for site inductions

Role	Responsibility
TfNSW Public Affairs and Engagement	<ul style="list-style-type: none"> • Participate in all site inductions as required.
Sydney Metro Communication and Engagement team	<ul style="list-style-type: none"> • Participate in all site inductions as required.
Project Communication teams	<ul style="list-style-type: none"> • Approve induction materials within ten business days • Participate in all site inductions as required.
Contractor delivery communication teams	<ul style="list-style-type: none"> • Ensure personnel and Subcontractors' personnel are adequately inducted and trained on the stakeholder and community liaison requirements. • 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 Principal Manager, Project Communications (Northwest) or Director, Communications (C&SW) prior to use. • Induction should provide particular focus on: <ul style="list-style-type: none"> – Incident management – Incident reporting – Community enquiries – Complaints – Media enquiries – Government enquiries. • Regularly update site induction to address any actions taken in response to: <ul style="list-style-type: none"> – Stakeholder and community complaints – Changes to the Community Communication Strategy. • Periodically carry out further inductions of persons previously inducted to ensure communications procedures remain clear. • Provide the Sydney Metro Project Communications team with ten business days to approve inductions.

8.28 Community information centre and mobile displays

A community information centre has been established to provide a drop-in point of contact with the project team. From time-to-time, mobile displays will be used.

Table 30 Responsibilities for community information centre and mobile displays

Role	Responsibility
Sydney Metro Communication and Engagement team	<ul style="list-style-type: none"> • Maintain and operate the community information centre and mobile displays. • Provide staff to provide information and assistance to drop-in visitors and arranged visits by community and school groups. • Approve content for interactive displays produced by the contractors within 20 business days. • Provide mobile display services to the Sydney Metro Project Communications teams.
Sydney Metro Project Communications teams	<ul style="list-style-type: none"> • Provide project content for use in the Community Information Centre and mobile displays.
Contractor delivery communication teams	<ul style="list-style-type: none"> • Provide suitably qualified and experienced experts team members to attend the Community Information Centre or mobile Community Information Centre at least twice per week (including weekends and out of office hours) to take part in education or group presentations, or special community engagement events. • Hold weekly briefings for community information centre staff on the progress construction and current or emerging issues. • Develop and install interactive displays for use by community information centre visitors • Prepare a specification for the development and production of the interactive displays. • Provide the Sydney Metro Communication and Engagement team 20 business days to review, amend and approve the specification and the interactive display concepts, and provide feedback throughout all stages of its production. • The interactive displays must include 3D visualisation of the construction process, graphical information, simulations of construction activities and operation, photographs and videos, pieces of equipment, details of environmental protection work and sustainability initiatives; • Develop and produce appropriate interactive displays within six months of the date of the contract and update on a quarterly basis.

8.29 Community and business-based forums

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

Table 31 Responsibilities for community and business-based forums.

Role	Responsibility
Sydney Metro Project Communications team	<ul style="list-style-type: none"> • Approve all materials in accordance with Sydney Metro Brand Style Guidelines. • Ensure content complies with TfNSW Editorial Style Guide.
Contractor delivery communication teams	<ul style="list-style-type: none"> • Provide for the formation of community-based and business-based forums that focus on key environmental management issues, as outlined in the Project Planning Approval. • Prepare any material for the forums in accordance with Sydney Metro Brand Style Guidelines. • Ensure content complies with TfNSW Editorial Style Guide. • Ensure appropriate mechanisms are in place to capture stakeholder feedback. • Record all forums on Consultation Manager in accordance with Consultation Manager data entry procedure within 48 hours.

8.30 Site signage and hoarding banners

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

Table 32 Responsibilities for site signage and hoarding banners

Role	Responsibility
Sydney Metro Communication and Engagement team	<ul style="list-style-type: none"> • Prepare hoarding designs in accordance with Sydney Metro Brand Style Guidelines. • Update hoarding designs every 12 months to keep public messaging up-to-date. • Design signage that provides the community with details of the Sydney Metro community information line for hoardings and fencing that are constructed by the contractors. • Provide hoarding designs in Abode file format. • Approve hoarding design print proofs within 5 business days.
Sydney Metro Project Communications team	<ul style="list-style-type: none"> • Approve contractor site signage within 5 business days. • Ensure design is in accordance with Sydney Metro Brand Style Guidelines. • Ensure content complies with TfNSW Editorial Style Guide.

Contractor delivery communication teams	<ul style="list-style-type: none"> • Arrange for the production and installation of site hoarding and fencing banners including vinyl (on solid hoarding), shade cloth or other material on the external face of any hoarding or fence within 30 days of site establishment. • Submit installation plans for all hoardings or fencing banners, including shade cloth or other material on the external face of any hoarding or fence to the Principal Manager, Project Communications (Northwest) or Director, Communications (C&SW) for approval and allow 5 business days for approval. • Submit print proofs to the Principal Manager, Project Communications (Northwest) or Director, Communications (C&SW) for approval and allow 5 business days for approval. • Replaced hoarding banners every twelve months or when damaged. • Provide viewing holes in the hoardings. • Carry out daily inspections for graffiti and unauthorised advertising and remove or cover any such graffiti or unauthorised advertising identified within the following timeframes: <ul style="list-style-type: none"> – offensive graffiti must be cleaned or covered within 24 hours; – highly visible yet non-offensive graffiti must be cleaned or covered within 1 week; – graffiti that is neither offensive nor highly visible must be cleaned or covered during normal operations within one month; and – any advertising material must be removed or covered within 24 hours.
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8.31 Fact sheets

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

Table 33 Responsibilities for fact sheets

Role	Responsibility
Sydney Metro Communication and Engagement team	<ul style="list-style-type: none"> • Develop, produce and distribute fact sheets as required and include photos, maps and other illustrations in accordance with Sydney Metro Brand Style Guidelines. • Approve the use of key messages in project fact sheets. • Ensure content complies with TfNSW Editorial Style Guide. • Upload fact sheets to Sydney Metro website.

<p>Sydney Metro Project Communications teams</p>	<ul style="list-style-type: none"> • Develop, produce and distribute fact sheets as required and include photos, maps and other illustrations in accordance with Sydney Metro Brand Style Guidelines. • Ensure content complies with TfNSW Editorial Style Guide. • Upload fact sheets to Sydney Metro website. • Approve contractor fact sheets.
<p>Contractor delivery communication teams</p>	<ul style="list-style-type: none"> • Submit draft content to the Principal Manager, Project Communications (Northwest) or Director, Communications (C&SW) for approval. • Ensure content complies with TfNSW Editorial Style Guide.

9 Sydney Metro overarching implementation plan

The following outlines the implementation plan to be delivered by the Sydney Metro Communication and Engagement and Project Communications teams. Responsibility is assigned to the following team members:

- Principal Manager – Communication and Engagement (PM-C&E)
- Principal Manager, Public Communications (PM-PC)
- Principal Manager, Project Communications Northwest (PM-PC NW)
- Director, Communications City & Southwest (D-C C&SW)
- Principal Manager, Stakeholder Management (PM-SM)
- Principal Manager, Strategic Partnerships (PM-SP)

Table 34 Overarching implementation plan

Activity	Audience	Responsibility	Timing
*Required Conditions of Approval			
*Prepare and implement Overarching Community Communication Strategy	Sydney Metro Project Communications team Delivery contractors	PM-C&E	Established in 2012 and reviewed every 6 months
*Submit Overarching Community Communication Strategy to Secretary (DPE)	Secretary (DPE) Community and stakeholders	PM-PC NW D-C C&SW	As required by project specific CoA
*Set-up community information line (for enquiries and complaints)	All stakeholders	PM-PC NW D-C C&SW	First established 2011
*Set-up community email address	All stakeholders	PM-PC NW D-C C&SW	First established 2011

Activity *Required Conditions of Approval	Audience	Responsibility	Timing
*Set-up community postal address	All stakeholders	PM-PC NW D-C C&SW	First established 2011
*Set-up and maintain project webpage	All stakeholders	PM-PC	First established 2011
*Provide community contact details (phone, email and postal address).	All stakeholders Project website	PM-PC NW D-C C&SW	First established 2011
Set-up community information centre	All stakeholders	PM-PC	First established 2011
Set-up and maintain communications management system (Consultation Manager)	Sydney Metro Project Communications team Delivery contractors	PM-C&E	First established 2011
*Advertisement - Community contact details (phone, email, post and website)	All stakeholders Relevant local newspapers	PM-PC NW D-C C&SW	Prior to construction starting on each portion
*Establish and maintain complaints register (Consultation Manager)	Sydney Metro Project Communications team Delivery contractors Secretary (DPE) Community Complaints Commissioner	PM-PC NW D-C C&SW	First established 2011
*Establish complaint mediation system.	All stakeholders	PM-PC NW D-C C&SW	Prior to construction starting on each portion
Local elected member briefings	Local elected members in affected Council areas	PM-SM	As required
MP briefings	MPs in affected electoral areas	PM-SM	As required

Activity *Required Conditions of Approval	Audience	Responsibility	Timing
Ministerial briefings	Minister for Transport	ED – C&E	As required
Government agency briefings	Various	PM-SP	As required
Biannual Program Update Newsletter	Deliver to properties within the letterbox delivery zone Email to interested stakeholders registered in Consultation Manager. Local elected members in affected Council areas MPs in affected electoral areas	PM-PC	Biannually
Quarterly Program Update Email	Email to interested stakeholders registered in Consultation Manager Local elected members in affected Council areas MPs in affected electoral areas	PM-PC	Quarterly
Community information displays	All stakeholders	PM-PC NW D-C C&SW	As required
Invitation to information displays	Deliver to properties within the letterbox delivery zone Email to interested stakeholders registered in Consultation Manager. Local elected members in affected Council areas MPs in affected electoral areas	PM-PC NW D-C C&SW	2 weeks prior to information display
Advertisement for Community Information Display	All stakeholders	PM-PC NW D-C C&SW	2 weeks and 1 week prior to information display

Activity <small>*Required Conditions of Approval</small>	Audience	Responsibility	Timing
Video and photography	Sydney Metro website Sydney Metro Project Communications team	PM-PA	Monthly
Social media	All stakeholders utilising our social media platforms.	PM-PC	Daily updates once construction starts.
School engagement program	All registered schools	PM-PC	Established in 2013
Presentations and forums	As required	PM-PC	As required
Hoarding banners and site signage	All stakeholders	PM-PC	As required
Fact sheets	All stakeholders	PM-PC	As required

Appendix A Environmental Representative endorsement letter

Mr Stuart Hodgson
Principal Manager,
Program Sustainability Environment & Planning
Sydney Metro
Transport for NSW
PO Box 588
NORTH RYDE BC NSW 1670

23 October 2017

Ref: 170108_OCCS_CMS

Dear Stuart

RE: Endorsement of Sydney Metro Overarching Community Communications Strategy

Thank you for providing the following documents for Environmental Representative (ER) review and endorsement as required by the Condition of Approval A24 (d) of the Sydney Metro City & Southwest project (SSI – 15_7400 January 9 2017).

- Sydney Metro City & Southwest Overarching Community Communications Strategy (Rev 5.2, 21 September 2017)

This document supersedes Revision 5.4 previously endorsed on 15 March 2017 with the changes being:

- *Removal of reference to 'Federal Government' stakeholders (the CSSI is required to deal with local and state only); and*
- *An administrative update to the position title for the Director, Communications (C&SW) formerly Principal Manager, Project Communications (C&SW)*

As an approved ER for the Sydney Metro City & Southwest project, I have reviewed and this document and consider them appropriate for continued implementation as an overarching program for managing community information, consultation and involvement, and well as complaint management across the Sydney Metro City & Southwest project.

Yours sincerely



Jo Robertson
Environmental Representative – Sydney Metro – City and South West