

Transport for NSW (TfNSW), NSW Trains, State Transit Authority (STA) and Sydney Trains are taking a coordinated approach to ensure stakeholders across all areas of Sydney are well informed of the 2017 timetable changes.

Stakeholders will be given targeted information and communication will be staged to ensure alignment with the media and marketing campaigns. This will avoid confusion, reinforce messages already in the public domain and provide stakeholders with information that is specifically relevant to them. The approach will first seek to educate stakeholders about More Trains More Services (MTMS) (to align with messaging from the media campaign) and then inform stakeholders, and customers via stakeholder channels, about the changes and where to go for further information (to align with messaging from the marketing campaign).

In most instances TfNSW will lead the stakeholder communications. However, where a government transport operator has the most relevant service and/or an existing relationship, they will take the lead.

The general stakeholder approach will seek to 'inform' by providing balanced information about the changes and allowing for enquiries and comments. Throughout the engagement it will be important to be upfront with stakeholders that the engagement is an 'inform' process and not a 'consult' or 'involve' process. This will avoid the expectation that stakeholders may be able to provide input to influence and change the timetable. The IAP2 public participation spectrum over page demonstrates that 'inform' is the most appropriate level of engagement when a decision is made or largely made and engagement is unlikely to change the outcome.

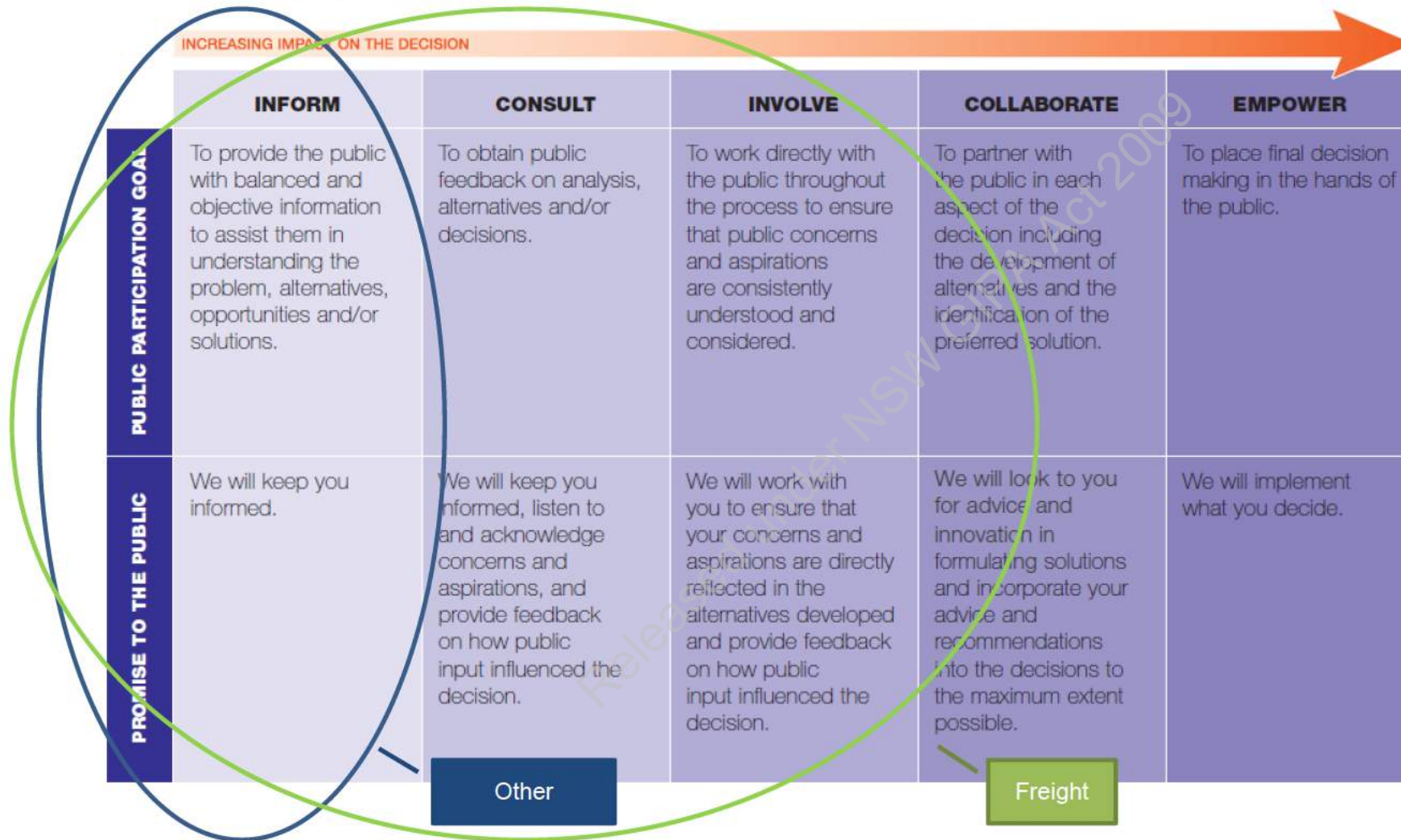
Using an 'inform' approach requires information to be balanced and substantial enough that stakeholders fully understand the changes so that there are no surprises once the timetable comes into effect.

Using an 'inform' approach also requires that information is distributed broadly and two-way channels are available for stakeholders to 'call out' any issues or concerns and ask for further information. It is also useful to conduct follow up phone calls to check for understanding.

Building on the Inform aspect of the IAP2 spectrum, the rail freight operator engagement program has evolved to Consult, and Involve this group in key decisions relating to the Standard Working Timetable. Stakeholders have been provided with draft timetables. Consultation has involved face to face meetings to review scheduled paths with stakeholders. Revisions have been considered in light of passenger and regional service commitments as well as the maintenance needs of the network.

IAP2'S PUBLIC PARTICIPATION SPECTRUM

The IAP2 Federation has developed the Spectrum to help groups define the public's role in any public participation process. The IAP2 Spectrum is quickly becoming an international standard.



1.2 Stakeholder matrix and action plan

Stakeholder group	Purpose	Collateral requirements	Action	Who	When
Key influencers/opinion leaders <ul style="list-style-type: none"> Tourism Transport Forum NRMA Committee for Sydney NSW Business Chamber Sydney Business Chamber Western Sydney Business Chamber 	Build support for MTMS and prepare opinion leaders as spokespeople	MTMS talking points	Call stakeholders: <ul style="list-style-type: none"> Give briefing Assess need for face to face or further phone briefing with SME 	Mark Keogh Matthew Vane-Tempest Scott MacKillop (Assess within the team who has the most appropriate relationships)	Early September
Impacted and interested stakeholders <ul style="list-style-type: none"> NSW Government Secretaries NSW Health Department of Education Association of Independent Schools Catholic Education Commission Department of Family and Community Services Department of Planning and Environment Greater Sydney Commission Office of Local Government Select Councils MPs 	Build support and generate awareness to reach customers via stakeholder channels	<ul style="list-style-type: none"> Existing collateral – i.e. factsheets, networks map, MTMS video Presentation for NSW secretaries meeting (in conjunction with Tim Reardon's Office) Tailored presentations as required 	Call stakeholders: <ul style="list-style-type: none"> Give briefing Assess stakeholder communication channels Assess useful engagement opportunities to attend i.e. Westmead Precinct meeting led by the NSW Health 	Mark Keogh Matthew Vane-Tempest Scott MacKillop (Assess within the team who has the most appropriate relationships) Michelle Delaat to conduct follow up liaison and work with Nathan Ross, Fleur Johnson and Mark Keogh to assess opportunities for engagement.	Mid – Late September
Broader stakeholders <ul style="list-style-type: none"> Broader councils Big land users i.e. Sydney Markets Business associations Business chambers Transport providers Welfare/disability groups Tertiary education Private hospitals Parent and teacher groups Peak bodies Advocacy groups i.e. '2 more trains for Singleton' 	Disseminate information to stakeholders and channels	Existing collateral – factsheets, networks map and marketing campaign content	Email relevant information to stakeholders: Ask stakeholders to call/email for further information	Michelle Delaat	October

Stakeholder group	Purpose	Collateral requirements	Action	Who	When
Impacted and interested stakeholders <ul style="list-style-type: none"> Rail Freight Operator <u>Customers</u> 	<p>To raise awareness of MTMS and the changes required to the network.</p> <p>Encourage their support of freight operators by sharing plans and addressing supply chain constraints</p>	<p>^Letter</p> <p>^accompany timetable distribution to operators as a resource for their customers</p>	<p>1.0 Provide rail freight operators with a letter resource to send to their customers advising of the timetable changes.</p>	<p>Justin McGuire (reviewer)</p> <p>Ken Farms</p> <p>Linton Osman</p> <p>Mark Keogh (approver)</p>	<p>22 September</p>
Impacted and interested stakeholders <ul style="list-style-type: none"> Rail Freight Operators 	<p>Input into the timetable planning to support their business objectives and align to TfNSW's contractual obligations to support freight train movements 'operators will have role in informing paths within the timetable to support freight movements.'</p>	<p>MTMS talking points and the principals applied to the development of the SWTT. In addition to discussions relating to the Access Agreements and Operations Protocols</p>	<p>2.0 1 to 1 operator meetings coordinated with key cluster reps and stakeholders to cover operational matters related to Operations Protocols.</p> <p>3.0 Issue email to Operators reminding them of timetable feedback deadline</p> <p>3.1 Web copy – Freight timetable changes – key messages published on the Transport website</p> <p>4.0 Issue email requesting five year plan request (Access Agreement clause)</p>	<p>Justin McGuire (approver)</p> <p>Linton Osman</p> <p>Ken Farms</p> <p>David Frame</p> <p>Laura Fernandez*</p> <p>*Sydney Trains with various operational reps – coordinated by FA&P</p> <p>Ken Farms</p> <p>Fleur Johnson</p> <p>Linton Osman (approver)</p> <p>Justin McGuire</p> <p>David Spiteri John Karaboulis – TBC (approver)</p>	<p>1-31 August</p> <p>27 August</p> <p>27 August</p>

			5.0 ^Send email to Freight Operators with attached freight and passenger timetable (^attach freight customer letter – explaining network changes – customer resource)	Linton Osman Fleur Johnson	22 September
		Meeting slides	7.0 1 to 1 operator meetings to outline short term/longer plans for the network – high level	Ken Farms Leigh Zaghet Mark Keogh (approver)	20 October
			8.0 Timetable 'Go Live' announced via email	Linton Osman Mark Keogh (approver)	20 November
			9.0 New Access Agreements activated – email issued and timeline of engagement activity scheduled for 2018	Justin McGuire David Spiteri/ John Karaboulis – TBC (approver) Ken Farms Linton Osman Leigh Zaghet Mark Keogh (approver)	30 November

*Activity outlined is subject to change



Transport
for NSW

More Trains, More Services

Communications and Stakeholder
Engagement Plan

Contents

1 Purpose	4
2 Overview	5
3 Engagement objectives	6
4 Strategic approach	7
4.1 Key milestones and objectives	9
5 Approach to key stakeholder groups	12
6 Summary of audience groups	13
6.1 Audience groups	13
7 Key messages	15
7.1 Strategic positional statements	15
7.2 Delivering Government commitments and Government's Vision	16
7.3 Delivering customer benefits across the system	16
7.4 Engagement process	17
8 Communications tools and channels	18
8.1 Principles that will guide communication and engagement	18
8.2 Stakeholder analysis	18
8.3 Tools and channels	20
9 Marketing campaign	23
9.1 Public Transport awareness campaign	23
9.2 Campaign objectives	23
9.3 Campaign channels	23
10 Media relations	24
10.1 Objectives	24
10.2 Media risk and planned responses	25
11 Key customer impacts	27
12 Monitoring and evaluation	28
Appendix A: Go-to-Market Scope	29
Appendix B: 2017 Timetable Milestones Timeline	30
Appendix C: Media announcements	31

Revision Status

Revision No	Status	Description	Author / Reviewer / Approver	Date
1.0	Draft	Initial draft for comment	Connie Choy	June 2017

Document Approval

Prepared by:	Connie Choy, Stakeholder Engagement Officer	Date:	23 June 2017
Reviewed by:	Dalin Alejandrino, Senior Stakeholder Engagement Officer	Date:	27 June 2017
Approved by:	Fleur Johnson, Communications Manager	Date:	

1 Purpose

Transport for NSW (TfNSW) will introduce a new train timetable in late November 2017 (also internally referred to as the 2017 Standard Working Timetable or 2017 Timetable). This is a key first step in delivering a suite of planned public transport reforms outlined in The More Trains, More Services Communications and Stakeholder Engagement Strategy, March 2017.

The 2017 Timetable is the next major timetable change since the 2013 rewrite. It will affect most of Sydney Trains' network and have some flow on effects for NSW TrainLink, buses, ferries and freight services.

Already, large parts of the network are reaching capacity, and with an extra million people expected to call Sydney home in the next ten years, the number of people using the train network in Sydney will almost double by 2026.

The latest load data shows that five of the 15 train lines are running over the average 135 per cent of seating capacity in the morning peak. In addition to crowding for customers, when trains get this full, it starts to impact journey times and reduces reliability.

In early December 2016, the NSW Government announced the More Trains, More Services program to address the capacity issues. More Trains, More Services is the State's biggest ever program of work to reduce crowding on the train network through hundreds of extra services, better infrastructure and new trains for Sydney. Sydney is growing and we need to act now to make sure we have the services we need to cater for communities in the future.

The purpose of this Communications and Stakeholder Engagement Plan (CSEP) is to set out the program for engagement with key stakeholders leading up to the launch of the 2017 Timetable. This document does not address the campaign strategy for the implementation phase. Rather, as with previous large-scale timetable changes, this document outlines the engagement plan for the rail service planning stage, with the objective of working collaboratively to develop the new timetable and resolve potential issues and unintended consequences for further consideration. Communications and stakeholder engagement are integral to achieving this objective.

2 Overview

Over the last six years, the NSW Government has put on more train services and made travelling by train safer, easier, more reliable and cleaner than ever before.

Customer satisfaction is at an all-time high, and patronage will grow by more than 20 per cent over the next few years.

With Sydney set to grow to the size of New York or London by the middle of the century, we are investing now to ensure we can meet the demand for train services well into the future.

Along with building a new metro train network we are delivering the \$1.5 billion More Trains, More Services (MTMS) program that will increase services, add new trains and upgrade and modernise our complex train network.

It's a step towards operating the system like other world-class metro train networks and will deliver services that meet our customers' needs and changing travel patterns.

The 2017 Timetable puts the customer at the centre of the design and aims to deliver:

- More express services where the demand is greatest
- More evenly spaced services
- More consistent stopping patterns
- Frequencies that match the level of service demand
- Better balanced passenger loads.

3 Engagement objectives

The objective of this CSEP is to facilitate the successful implementation of the new timetable and to ensure customers understand they have been central to the development of the proposed timetable, i.e. the timetable is designed around delivering an optimum outcome for customers, within the constraints of the network.

We will position and communicate the 2017 Timetable as a positive change for customers, designed using customer principles as part of reforms to meet changing demands on Sydney's train network, and facilitating expected growth in future patronage.

A separate and comprehensive Go-To-Market program has been developed to communicate the implementation of the 2017 Timetable intended for October 2017.

4 Strategic approach

The strategic approach is to build an understanding of the benefits and changes of the timetable, inform stakeholders of how the current service patterns they experience will change, and give them the opportunity to provide comment.

Engagement will build upon the existing relationships between Transport for NSW, Sydney Trains, and NSW TrainLink by working collaboratively on the proposed timetable changes and the potential impacts on train operators and its customers.

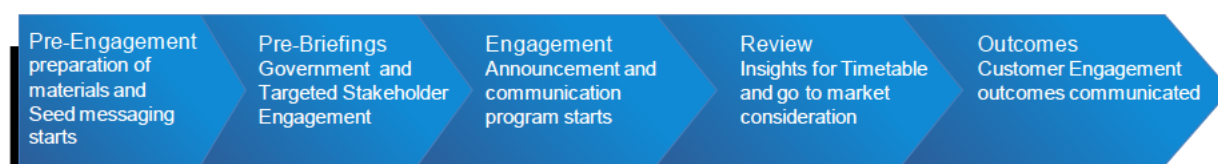
To ensure media, stakeholder, community and customer activities are undertaken at the appropriate times, a five-phased approach has been outlined below.

Table 1: Communications and engagement timeline

PHASE	TIMEFRAME	ACTIVITY
1	October 2016 to December 2016	MTMS program announcement Communication of key service changes and projects.
2	January 2017 to August 2017	Commence stakeholder engagement Communication of key service changes and projects.
3	March 2017 to July 2017	2017 timetable information campaign – 3 September Continue key stakeholder engagement.
4	May 2017 to July 2017	Communication of key service changes for 2017. Includes presentations to MO
5	August 2017 to October 2017	2017 timetable launch and customer information campaign

The strategy has been prepared to align with MTMS program deliverables including rail service planning, timetable production and handover to operators (Sydney Trains). This will allow timely, effective and proactive communication of important information to stakeholders, the community and the media. The strategy also identifies appropriate opportunities to engage with stakeholders and customers.

The strategy is to engage, educate and listen via a five-stage process:



PHASE	TIMEFRAME
1	Pre-Engagement: All communications and stakeholder engagement materials will be prepared. Where appropriate, provide messaging to commence positioning the new timetable.
2	Pre-Briefings: Provide pre-briefings to targeted stakeholders at appropriate timing to ensure understanding and build support ahead of broader stakeholder engagement.
3	Engagement: More Trains, More Services program launched to raise awareness of upcoming changes in late 2017. Communicate the changes, explain the benefits and surface any issues. This will be followed by communicating the detailed timetable to the public in September 2017 solely to tease out unintended consequences of the timetable.
4	Review: Analyse feedback received and summarise key issues. Conduct supplementary research where needed. Identify potential areas for revision, consideration and response of the 2017 Timetable.
5	Outcomes: Following determination of the response, communicate the results of the engagement program and the outcomes as appropriate.

The strategic approach recommended enables TfNSW to consult with key stakeholders to allow any significant issues to surface and be considered while the timetable is still undergoing operational design and review. Providing stakeholders with a more robust detailed timetable at a later date provides confidence to TfNSW that the detailed timetable is reflective of feedback while still providing transparency to stakeholders.

The methodology is to work in collaboration with the key stakeholders during the timetable design phase to understand and agree on the level of engagement required for an integrated approach. The success of the 2017 Timetable will be centred on identifying key stakeholder groups, including representation from freight operators, to provide feedback into the proposed timetable and the changes for each train line.

Although consultation with stakeholders through workshops will involve relevant departments and key agencies, consultation with a wider reach beyond State and local government

agencies, and to seek advice and information from a variety of community sectors, will be essential to achieving desired outcomes.

4.1 Key milestones and objectives

Key milestones and objectives for each stage are set out in the following table.

STAGES	KEY MILESTONES	OBJECTIVES	DURATION
Pre-engagement	<p>Changes and benefits of principles and concepts identified</p> <p>Key messages approved</p> <p>Survey questions approved</p> <p>All collateral materials approved (e.g. brochures, Q&A's etc.)</p> <p>Online Feedback Mechanism set up</p> <p>Engagement Plan finalised for each key audience</p>	<p>Frame the key messages for this program and define the links to the broader reform messages</p> <p>Ensure internal alignment on the scope, nature and timing of the engagement process within TfNSW</p> <p>Secure Ministerial approval</p> <p>Prepare material required for engagement activity</p>	2 months
Pre-Briefings	<p>MP's briefed</p> <p>MP packs distributed</p> <p>Targeted Stakeholders proactively briefed in advance of commencement</p> <p>All Stakeholders engagement sessions scheduled</p>	<p>Prioritised communications for targeted stakeholder groups, including MPs, key government agencies, interest groups and other key stakeholders, for early identification and clearing of issues and concerns.</p>	3-4 weeks
Engagement	<p>September 2017</p> <p>Media Release and Media pack</p> <p>Website, social media go live</p> <p>Stakeholder letters sent</p> <p>All stakeholder meetings held</p> <p>Staff and call centre briefings</p>	<p>Engagement with stakeholder groups including Chambers of Commerce, Commuter Councils, Private Operators, Freight and Transport interest groups</p> <p>Communication activities & public information of principles and concepts released through media channels, staff volunteers at stations to promote the proposed timetable to provide on-line survey & field customer reaction and</p>	4 weeks

STAGES	KEY MILESTONES	OBJECTIVES	DURATION
Review		<p>questions.</p> <p>Manage public perception of changes and benefits and identification of emerging issues.</p>	
	<p>October 2017</p> <p>Media Release and Media pack</p> <p>Website, social media go live</p> <p>Stakeholder letters sent</p> <p>Staff and call centre briefings</p>	<p>Communication activities of detailed timetable released through media channels, staff through volunteers at stations to promote the proposed timetable to provide on-line feedback mechanism & field customer reaction and questions.</p> <p>Manage public perception</p> <p>Identify unintended consequences to improve the 2017 timetable</p>	4 weeks
	<p>All feedback sorted. Early analysis completed and summarised in report.</p> <p>Further research needs identified and supplementary research conducted.</p> <p>Final report produced with intended response.</p>	<p>Identify issues from November consultation to assist in timetable design</p> <p>Identify unintended consequences in September 2017 consultation and gather feedback to inform final development phase.</p> <p>Insights gathered for “go to market” phase</p>	8 weeks (4 weeks Aug - Sep and 4 weeks in Nov)
Communicate Outcomes	<p>Website updated and next steps explained</p> <p>Stakeholders notifications and Media release/s ready</p>	<p>Close feedback loop and transparently communicate outcomes and responses</p>	2 weeks

Throughout the process, the strategy will be to:

- Show how the 2017 Timetable puts the customer at the centre: i.e. position the 2017 Timetable as the best solution available now to meet the needs of customers within the constraints of the system and available resources.

- Link the 2017 Timetable to the longer-term plan: Demonstrate this is the first major step in an ambitious and far-reaching set of changes to improve the delivery of public transport services.
- Create a positive public perception and manage customer/stakeholder expectations through the dissemination of clear, relevant, timely and accurate information.
- Anticipate local issues and manage them locally where relevant to ensure main messages of reform remain positive.
- Target stakeholder and community groups with tailored messages about the proposed timetable changes and the benefits to them, building support and advocacy.
- Proactively identify stakeholders impacted by the proposed change, engage with them and provide structured opportunities for comment and feedback.
- Surface and frame potential issues and unintended consequences at an early stage, put them in perspective, provide assurance that they will be given proper consideration and manage expectations of the likely outcome.
- Gain insights that will inform the communication approach for the implementation phase.

5 Approach to key stakeholder groups

Stakeholders will be engaged in a two stage process which involves firstly communicating the principles and concepts of the changes, explain the benefits and surface any issues. This will be followed by communication to the public about the detailed timetable in September 2017 to prepare them/raise awareness of the timetable change.

The engagement approach to key audience groups will start with prioritised and proactive communications with targeted stakeholder groups, including MPs, key government agencies, interest groups and other key stakeholders, for early identification and clearing of issues. The aim of this approach is to manage stakeholder's perception of the integrity of the engagement process, identify stakeholder advocacy and to manage any early concerns and messaging. Key groups will be engaged generally up to four weeks prior to the announcement of the engagement period. Ministerial direction will be sought on electing targeted stakeholders and when to engage.

Upon the Minister's announcement of the commencement of the engagement period, TfNSW will engage with the general public (customers) through various communication channels such as the 131 500 hotline and the NSW Government's More Trains, More Services website and customer query mailbox.

The engagement approach to the key audience groups will be similar with the exception that detailed timetables will be made available to the public with the aim of identifying unintended consequences for further improvements to the timetable.

6 Summary of audience groups

6.1 Audience groups

A summary of the key audience groups and approaches is provided below. Appendix A provides a comprehensive matrix of stakeholders, areas of interest, potential issues, and the management strategy and engagement rationale for each audience. A separate detailed media plan and communication tools and channels are set out later in this engagement plan.

STAKEHOLDER GROUPS	ENGAGEMENT APPROACH	PURPOSE OF ENGAGEMENT	TIMING
Government and Members of Parliament	MP briefings at Parliament or at electorates Distribute MP packs	Education of proposals and early identification and management of potential issues Distribute MP briefing packs	Approximately 3 – 4 weeks before announcement (with Ministerial direction)
Peak Community Bodies and Transport Special Interest, Industry and Business Interests groups	Stakeholder letters with Stakeholder Pack Presentations (either grouped or one-on-one)	Education of proposals Identify third party advocates to maximise promotion of government reforms and proposed changes Identification and management of potential issues / questions / perceptions and messaging Collect feedback	Approximately 2 days before announcement of targeted special interest groups Ongoing throughout the 4 week engagement period
Regional NSW, Freight, Board of School Studies, Community Service Organisations	Stakeholder letters with Stakeholder Pack Presentations (either grouped or one-on-one)	Education of proposals Identify third party advocates to maximise promotion of government reforms and proposed changes Identification and management of potential issues /	Approximately 2 days before announcement of targeted groups Ongoing throughout the 4 week engagement period

STAKEHOLDER GROUPS	ENGAGEMENT APPROACH	PURPOSE OF ENGAGEMENT	TIMING
		questions / perceptions and messaging Collect feedback	
Customers and general public	Communication channels such as brochures, posters via MPs and volunteer wayfinding staff, 131 500 and other Transport websites, social media, 'Meet the Manager' hotspot management	Education of the proposals Identification and management of potential issues / questions / perceptions and messaging Collect feedback	On announcement
Employees	Internal communication channels	Feedback and issues of the 2017 timetable	On announcement
Government and Members of Parliament	MP briefings at Parliament or at electorates Distribute MP packs	Education of proposals and early identification and management of potential issues Distribute MP briefing packs	Approximately 3 – 4 weeks before announcement (with Ministerial direction)

7 Key messages

There will be a three level messaging hierarchy. The intent is to reinforce the macro context of the 2017 Timetable changes to all audiences, then deliver tailored information on Regional and Line changes and benefits, as well as localised impacts for themselves and their area of interest.



Core messages (all audiences):

- We are delivering the \$1.5 billion More Trains, More Services (MTMS) program that will increase services, add new trains and upgrade and modernise our complex train network.
- Timetable changes in late 2017 will enable us to deliver these much-needed improvements that this city's rail system needs to keep our customers moving.

Regional level:

- Region and Line Messages will focus on macro changes and messages applicable to the region (weighted by significance of changes and benefits).

Local level:

- Localised Messages and impacts will focus on station impacts (weighted by significance of changes and benefits).

7.1 Strategic positional statements

Over the last six years, we've put on more train services and made travelling by train safer, easier, more reliable and cleaner than ever before.

Customer satisfaction is at an all-time high, and patronage is growing two to three times faster than our population.

With Sydney set to grow to the size of New York or London by the middle of the century, we are investing now to ensure we can meet the demand for train services well into the future.

Along with building a new metro train network we are delivering the \$1.5 billion More Trains, More Services (MTMS) program that will increase services, add new trains and upgrade and modernise our complex train network.

It's a step towards operating the system like other world-class metro train networks and will deliver services that meet our customers' needs and changing travel patterns.

The new timetable will deliver more services, offer a more consistent service pattern and be easier for customers to understand.

7.2 Delivering Government commitments and Government's Vision

This timetable delivers the Government's More Trains More Services program which is a coordinated program that will provide rail customers with more frequent and more express services, delivered by more modern trains and enabled through infrastructure upgrades.

The commitments and priorities of the program include:

- Express services from Parramatta - deliver four additional express trains between Parramatta and the City in the busiest hour of the AM peak.
- Better connecting Western Sydney - Ensure the T1 Western Line, the network's busiest, can operate reliability at 20 trains per hour.
- Integrating South West Rail Link - Complete integration of the South West Rail Link with the wider network.
- Sydney Metro Northwest - Integrate Sydney Metro Northwest with the rail network by creating a seamless interchange with City services at Chatswood.

7.3 Delivering customer benefits across the system

Over the next three years, the More Trains More Services program will deliver:

- Extra peak hour express services between Parramatta and Sydney CBD
- New trains added to the suburban network that will spend less time in maintenance and more time on the tracks
- Upgraded rail infrastructure to allow our ageing and complex network to operate at an even greater capacity, including better signalling systems, power supply upgrades and train station improvements.

The SWTT is integral to delivering the commitments under the More Trains More Services program. Changes to the current SWTT will be essential to accommodate and include the commitment for more frequent and more express services as well as integrating services from Sydney Metro Northwest and the South West Rail Link.

7.4 Engagement process

Communication and engagement objectives include:

- Identifying the changes of the program for internal and external stakeholders, community and customers.
- Minimising customer and stakeholder criticisms about the quality of engagement on operational and timetable changes.
- Building an understanding of the benefits of the changes as well as the operational constraints.
- Providing a proactive approach to managing issues and assisting customer acceptance of changes to their daily travel patterns.
- Achieving positive stakeholder reporting on the realisation of government commitments.
- Promptly respond to and appropriately address enquiries and complaints about the program.

We will do this by:

- Ensuring coordination between transport agencies
- Delivering well communicated service changes
- Preparing customers and stakeholders for the service changes well ahead of delivery times
- Conveying the principle that operational decisions are based on evidence
- At the start-up of the changes, physically assisting customers with their changed journeys.

Communication tools include:

- Program webpage (via Transport for NSW Project webpage)
- Fact sheets
- Media releases
- Dedicated email address to receive enquiries.

Tailored Regional, Line and local station messaging will be drawn out of identification of benefits (and impacts) of each Line in the proposed timetable changes, as details become available.

8 Communications tools and channels

8.1 Principles that will guide communication and engagement

The principles that we will use to guide communication and engagement on the program include:

- **Proactive** - Communicate with relevant stakeholders and customers. Ensure they remain informed through the provision of timely, relevant and targeted information.
- **Inclusive** - Ensure all customers including those from non-English speaking backgrounds and key stakeholders have easy access to information about the program to ensure there are 'no surprises'.
- **Transparent and accountable** - Record, publish and make information publicly available. Ensure that stakeholders and customers are provided with information on the decision making processes and constraints when developing and delivering new timetables.
- **Responsive** - Respond in an effective manner to individual concerns. Ensure every reasonable effort is made to resolve issues to the satisfaction of all involved in the shortest time possible.
- **Sensitive** - Make every reasonable effort to understand needs and minimise impacts and inconvenience to stakeholders, customers and the wider community.
- **Reliable** - Honour all commitments and be consistent in communication and interaction with stakeholders and customers.
- **Organised** - Record engagement activities to ensure that all issues are properly dealt with and documented for future reference.

8.2 Stakeholder analysis

A range of stakeholders likely to be interested and/or be personally impacted by the 2017 SWTT are listed below. Ongoing identification and analysis of project stakeholders is critical to determine the timing of communications and any community engagement activities. The following table outlines high level stakeholder categories and interest in the program.

STAKEHOLDER GROUP	INTEREST OR ISSUE
<ul style="list-style-type: none">• Rail customers• Suburban passengers• Intercity passengers• Freight operators• Freight customers	<ul style="list-style-type: none">• Timely, high frequency, reliable services• Sufficient number of freight paths
<ul style="list-style-type: none">• Education providers• Students and parents• Welfare groups	<ul style="list-style-type: none">• Travel to schools is clearly understood, including any changes to journeys• Rail travel supports the needs of disadvantaged groups

STAKEHOLDER GROUP	INTEREST OR ISSUE
<ul style="list-style-type: none"> • Elected representatives • Members of Parliament • New local governments – councillors 	<ul style="list-style-type: none"> • Timely, high frequency, reliable services • Local government election in March 2017 (new councils). • Local issues
<ul style="list-style-type: none"> • NSW Government agencies 	<ul style="list-style-type: none"> • Timely, efficient, reliable services • Well communicated changes – customer care • Services particularly for mobility impaired, shift workers, disadvantaged groups • Community events are well supported
<ul style="list-style-type: none"> • Peak groups with a focus on transport, freight, the economic development of Sydney and Western Sydney 	<ul style="list-style-type: none"> • Timely, high frequency, reliable services • Services supporting employment travel
<ul style="list-style-type: none"> • Operational transport staff • Sydney Trains • NSW TrainLink • State Transit Authority of NSW • Freight operational staff • Transport Management Centre 	<ul style="list-style-type: none"> • Changes are clearly communicated to customers • Staff believe they have good support in commencing the new timetables
<p>Key land users and employers such as:</p> <ul style="list-style-type: none"> • Sporting stadiums • Universities and TAFEs • Westfields and other major retail centres • Flemington Markets • Hospitals 	<ul style="list-style-type: none"> • Timely, high frequency, reliable services • Later peak periods to accommodate these venues and customer offerings • Community events are well supported •
<ul style="list-style-type: none"> • Businesses • Business Council of New South Wales • Business Chambers • Australian Hotels Association (NSW) • Clubs NSW • Restaurant and Caterers (NSW) 	<ul style="list-style-type: none"> • Timely, high frequency, reliable services • Later peak periods to accommodate these venues and customer offerings •
<ul style="list-style-type: none"> • Transport interest groups 	<ul style="list-style-type: none"> • Timely, high frequency, reliable services. • Variety of local issues depending on locality

It is recognised that stakeholders and their interests will vary at different phases of the program.

8.3 Tools and channels

A variety of communication tools will be used to educate specific audiences and encourage advocacy:

- Communicating the background to the Timetable and the high level changes and benefits
- Advising of the Customer Engagement process and how to participate
- Providing tailored changes and benefits information (and messages) dependent upon the area of interest.

Below is a list of the communication tools that will be developed and their application.

TOOLS AND CHANNELS	DELIVERY AND USE	RESPONSIBILITY
<p>Members of Parliament Packs</p> <ul style="list-style-type: none"> • Fact sheet: <ul style="list-style-type: none"> - project summary - engagement approach - feedback channels • Network Map • Network Map with Electorate boundary detailed overlay • Details of stakeholder and community groups we intend to target • Media release & Ministerial announcement 	<p>Member of Parliament Packs provide a comprehensive overview of the 2017 timetable principles and concepts as well providing the MP with the specific impacts, communication materials and suggested messages for use in the individual electorate. This enables the MP to proactively address constituent's queries, be involved in the process and encourage participation in customer engagement within their electorates.</p>	RPD
<p>Prioritised Stakeholder Briefings</p> <ul style="list-style-type: none"> • Pre engagement targeted meetings • Stakeholder letter • Network Map • Media release & Ministerial announcement • Targeted presentations as required 	<p>Stakeholder Briefing Packs to priority Stakeholders provide a comprehensive overview of the proposed Timetable changes.</p>	RPD

TOOLS AND CHANNELS	DELIVERY AND USE	RESPONSIBILITY
<p>Customer Communications</p> <ul style="list-style-type: none"> 131 500 Call Centre (capturing customer feedback) with possible use of IVR. Use of TfNSW real estate including: <ul style="list-style-type: none"> Sheetbill Posters/Station Posters 'Pink people' a combination of specially contracted staff and Sydney Trains staff for on-ground information <p>Digital banners and/or tiles with selected messages on TfNSW websites:</p> <ul style="list-style-type: none"> www.131500.com.au <p>Sydney Trains websites are:</p> <ul style="list-style-type: none"> www.sydneystains.info www.nswtrainlink.info <p>Niche rail websites for consideration and not managed by Corporate & External Communications are:</p> <ul style="list-style-type: none"> www.railsafe.org.au www.transportheritagensw.com.au 	<p>Customer Communications will provide high level message of the changes and benefits of the principles and concepts of the timetable design, encouraging advocacy and advising customers to take plan their trip. Customers are invited to provide feedback online for consideration before the detailed timetable is publicly released in October 2017.</p> <p>Printed communications will provide background to the timetable changes, mention high level changes and benefits and advise customers to provide feedback for consideration before the detailed timetable is provided to customers in October 2017. In addition to brochures for distribution via staff wearing pint t-shirts ('pink people'), TfNSW real estate will be used e.g. posters displayed at stations, secondary messaging in other campaigns and materials where appropriate. This will be complemented by online promotion through digital channels.</p> <p>TfNSW social media channels will be monitored with the possibility of "engaging in conversations with customers" still being determined:</p> <ul style="list-style-type: none"> Twitter 131 500 trains (Twitter 131500 buses and Twitter 131500 ferries will not be used) Twitter 131500 (currently just directs to trains, busses and ferries twitter pages) <p>Transportinfo131 500</p>	<p>CSD Campaigns/ Marketing</p> <p>Sydney Trains NSW TrainLink</p> <p>Sydney Trains Transport Heritage NSW</p>
Internal Communications		RPD

TOOLS AND CHANNELS	DELIVERY AND USE	RESPONSIBILITY
<ul style="list-style-type: none"> • High level staff messaging through internal communications (email/newsletter/website) • Staff briefing Q&As • Team briefings • Sector specific roadshows • Staff pocket guide 	<p>Internal Communications will share the background of the Timetable project and its role as part of wider reforms. There will be focus on the purpose of the Customer Engagement process to encourage staff advocacy.</p> <p>Messaging will occur via the TfNSW intranet and will include online Q&As.</p> <p>Team briefings will be requested and channelled through Business Managers.</p> <p>A printed staff pocket guide will be available for station staff and primary customer-facing staff.</p>	<p>Sydney Trains/ TfNSW</p>

9 Marketing campaign

9.1 Public Transport awareness campaign

This Public Transport Awareness campaign will be in market from mid-October 2017 to mid-December 2017

Where possible the advertising is planned to coincide with project milestones (Refer to Appendix B: 2017 Timetable Milestones Timeline) that are defined in the go-to-market program which aligns multiple deliverables for different streams. The key messages are reliant on the finalisation of timetable data.

This campaign will reach culturally and linguistically diverse audiences and special interest groups, including:

- Arabic, Mandarin, Cantonese, Vietnamese, Greek, Italian and Korean speaking communities will benefit most from in-language communications due population size, lower English proficiency levels and proximity to high impact zones. The advertising will include messages about timetables in-language.
- Disability Groups – outreach will include briefing and engagement with key disability groups and service providers.
- Schools - will be engaged via Transport's existing relationships through Opal ticketing and concessions.
- Seniors – will be engaged thorough Transport's established relationships. Engagement will include outreach with the likes of Seniors Card, Retirement Villages Association and the Combined Pensions and Superannuants Association.

9.2 Campaign objectives

1. Raise awareness across Greater Sydney of when the Timetable changes are occurring
2. Ensure messaging is understood and customers understand the changes taking place
3. Increase the use of customers using the digital trip planning tools to plan their trip in advance of the changes taking place
4. Maintain positive sentiment towards public transport, during and after the campaign has taken place.

9.3 Campaign channels

The Marketing and Campaigns team will ensure the public is well aware of the timetable change via a number of modes and through different collateral. Refer to Appendix A: Go-to-Market Scope.

10 Media relations

10.1 Objectives

The TfNSW media team will deliver an integrated media relations campaign throughout the engagement Program, as set out below. The overall objective is to manage customer and stakeholder expectations through a proactive campaign that delivers key messages about the wider scope, specifications and broad impacts of the new timetable.

Stage 2 (Pre-briefing)

The aim will be to set the stage for the release of the timetable information package by releasing a number of media stories relating to the More Trains, More Services program in a co-ordinated and strategic way with the approval from both the Executive Director of RSDO and the Minister's Office.

Stage 3 (Engagement)

The engagement phase will focus on positioning the timetable as a positive change for customers by focusing strongly on the timetable's customer benefits. Managing stakeholder perceptions will also continue to be a priority.

The media campaign during the engagement phase will be aligned with the stage on consultation and tailored geographically to engage state and metropolitan media with broader messaging and regional and local media with messages relevant to their areas.

The focus will be on providing information to stakeholders in order to minimise negative coverage of less desirable trade-offs made so the general improvements can be enjoyed by the majority. Key trade-offs will be identified and released to the media in the context of the broader general improvements. This will reduce the likelihood of these issues impacting on coverage of the timetable itself, when the impact on the customer's perception of the timetable is likely to be much greater.

Until the detailed timetable is released in October 2017, a focus of media activity during stage three is likely to be controlling the release of information and limiting it to what has already been released and providing appropriate media opportunities to reinforce key messages

Stage 4 (Review)

Media activity during this phase will focus on providing responses to media enquiries and requests. The key issues that have surfaced will be summarised and framed to assist in the communication of outcomes once they are determined. While media outlets might seek more detailed information about the timetable, responses will focus on the principals and provide general commentary only.

Stage 5 (Outcomes)

Media during this phase will focus on communicating the availability of the new timetable and explaining the latest version incorporates feedback received during both engagement pushes during stage three of the campaign.

Refer to Appendix C: Media announcements for the proposed media stories to be released via the Minister of Transport's office.

10.2 Media risk and planned responses

A summary of anticipated media issues and an overview of the approach to providing a response is outlined below.

ISSUES AND RISKS	RESPONSE
Issues relating to individual lines and stations including: Reduction in services to certain stations Changes in services to certain stations Changes in services requiring some customers to change travel patterns	Explain challenge of balancing extraordinarily complex timetable designed for the more than 400,000 customers who use the network every day. Explain trade off of service change and most convenient way to overcome it. Frame the service change in terms of the benefits for other customers on the line and the overall network benefits of the timetable.
Perception that changes and improvements are not significant enough	Explain limitations of current network and infrastructure and planned improvements in terms of government policy.
Perception that engagement process was not communicated extensively	Outline multiple communication channels and release of information to the media before process started. Provide anonymous examples of feedback received.
Criticism of engagement process	Outline extent of engagement and stakeholder categories targeted. Provide anonymous examples of feedback received.
What steps are in place to make sure this timetable does not fail when implemented?	Explain what went wrong with previous timetables and then address in terms of the new timetable's features.

ISSUES AND RISKS	RESPONSE
<p>Criticism train timetable is not being developed in conjunction with bus, ferry and light rail timetables to achieve integration.</p>	<p>Explain that Trains are the backbone of the NSW transport system. We need to get this timetable right and then we can start work to better integrate buses, ferries, light rail and trains. Creating the rail timetable first then integrating other transport modes' timetables will achieve the best result for customers.</p>
<p>Criticism of greatly increased need to interchange across the network.</p>	<p>Outline the need for customers to interchanging between services is common on the train networks around the world which would be held up as examples of best practice.</p> <p>Explain Interchanging allows for networks to run as efficiently as possible. We are designing the network so the majority of times customers need to interchange, it will only involve crossing a platform.</p>

11 Key customer impacts

The most significant issues caused by the introduction of the 2017 timetable will relate to:

- **Westmead**
- **Merrylands to Canley Vale**
- **Burwood**
- **Padstow and Riverwood**
- **Harris Park, Granville and Auburn**
- **Campbelltown to Macquarie Fields**
- **Lidcombe and Clyde**
- **Punchbowl, Belmore and Marrickville**
- **Marayong to Richmond**

A station hot spots report is currently being prepared by Rail Program Delivery. The report will be shared with internal stakeholders and updated in this CSEP once finalised.

12 Monitoring and evaluation

Following the formal engagement period, TfNSW will monitor stakeholder and community issues and evaluate the insight received from the various channels such as the dedicated email, call centre. Monitoring will take place through:

- Media monitoring – number and nature of positive/neutral and negative stories
- Monitoring of insights from operating agencies, 131500 and the Strategic Coordination & Customer Relations Branch (i.e. correspondence).
- Stakeholder, customer and community insight via the TfNSW Community Engagement Officers, Stakeholder Insight.

A summary of the insight collected from the above monitoring activities and from the online survey will be provided to the Timetable Development and Integration Section for analysis and consideration for improvements to the 2017 timetable.

Any changes to the timetable will be assessed by the TfNSW Product Committee and submitted for Ministerial consideration and approval.

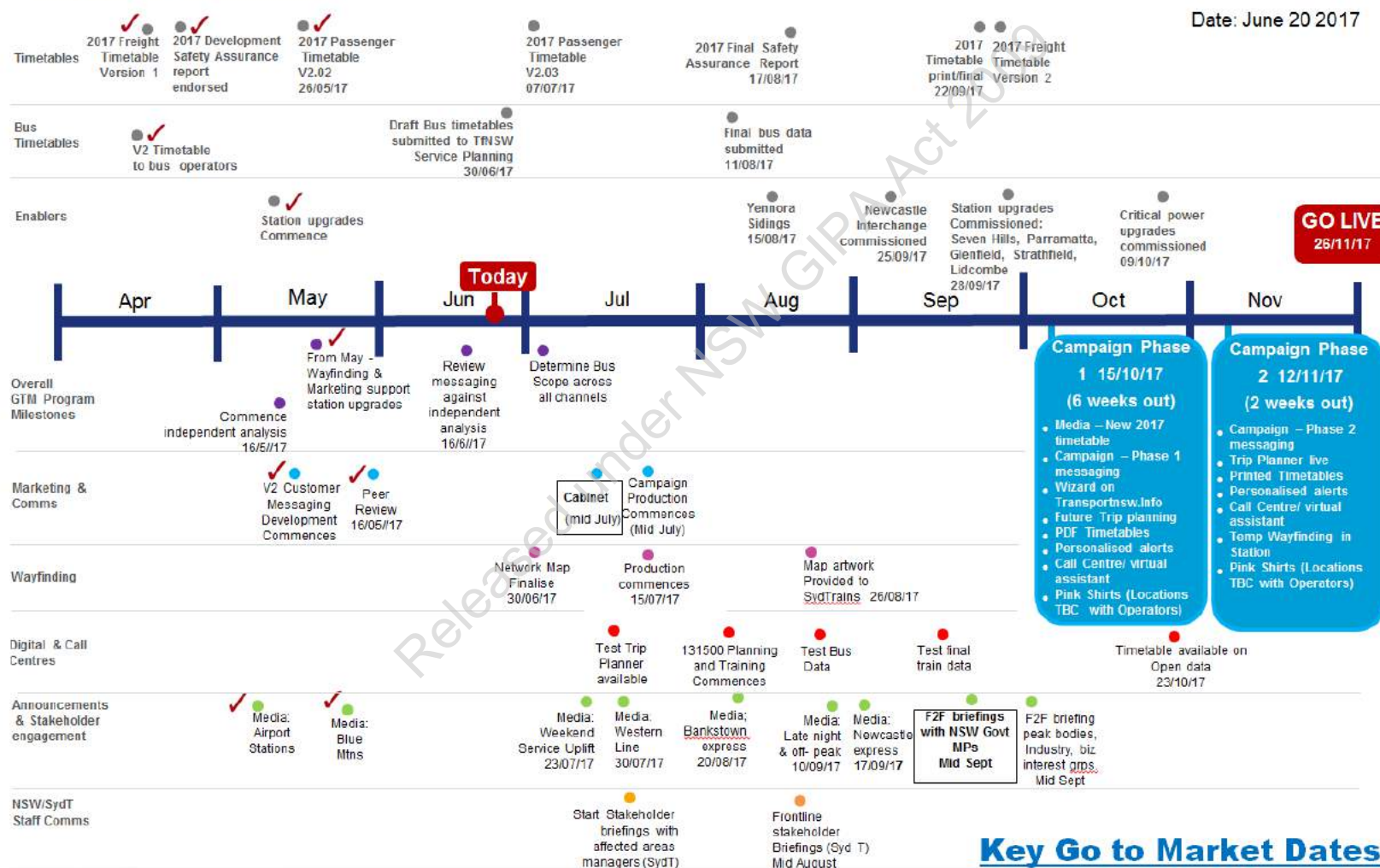
At the completion of the engagement, a review of the outcomes against the engagement objectives will be undertaken and lessons learnt documented.

Appendix A: Go-to-Market Scope

	Go To Market Program Team	Public Affairs and Communications	Marketing and Campaigns	Digital Customer Information	Wayfinding	RSDO/ Service Planning and Development	Operator
Deliverables	<ul style="list-style-type: none"> Program Management Risk Registers Working Group Coordination 	<ul style="list-style-type: none"> Media management Announcements Q and A Stakeholder Engagement (with RSDO) 	<ul style="list-style-type: none"> Paid Advertising Campaign Local Area Marketing On-mode marketing DVAs Printing Timetables Info Centres 	<ul style="list-style-type: none"> Digital timetable communication tool Transportnsw.info trip planner Transportnsw.info Dynamic Timetables Twitter Handles Opal Travel app Third Party Apps 131 500 Google 	<ul style="list-style-type: none"> Station and stop signage Digital wayfinding Customer information business rules Temporary signage Network maps Line diagrams Station upgrade signage 	<ul style="list-style-type: none"> MTMS Communications strategy (RSDO) Station by station key messages (RSDO) SME Input Proof reading/ SME checking of messages Stakeholder Engagement (with Public Affairs) 	<ul style="list-style-type: none"> Customer Management Strategies Operational readiness Installation Distribution of materials on-mode (Maps, posters) Station Pop up stands (pink shirts) Staff training
Lead	Customer Services Division (TfNSW)	Customer Services Division (TfNSW)	Customer Services Division (TfNSW)	Customer Services Division (TfNSW)	Customer Services Division (TfNSW)	Infrastructure and Services (TfNSW)	Operators
Support	Infrastructure and Services (TfNSW) Operators	Infrastructure and Services (TfNSW) Operators	Infrastructure and Services (TfNSW) Operators	Infrastructure and Services (TfNSW) Operators	Infrastructure and Services (TfNSW) Operators	Customer Services Division (TfNSW) Operators	Customer Services Division (TfNSW) Infrastructure and Services (TfNSW)

Appendix B: 2017 Timetable Milestones Timeline

Key Project Dates



Key Go to Market Dates

Appendix C: Media announcements

ANNOUNCEMENT DATE	TOPIC	DETAIL	STRATEGIC APPROACH	DUE AT MO
Late June/early July	Weekend services uplift	The NSW Government will deliver the biggest uplift to weekend train services in over a decade to cope with surging demand on Sydney's rail network in recent years.	Major Ministerial announcement. Media Release, Q and As, fact sheet, website update, video for social.	Material with MO. Awaiting an announcement date.
Late July TBC	Rail Line rework unlocks better connections and more services	Train customers, from Penrith to the Inner West can look forward to hundreds of extra services, better connections and more reliable trips when the new timetable is introduced later this year.	Major Ministerial announcement. Media Release, Q and As, fact sheet, website update, video for social, animation and release of new network map.	Material due to MO by 21 July
August TBC	Express Bankstown Line services	T3 Bankstown Line customers will benefit from faster services between Liverpool and the CBD.	Major Ministerial announcement. Media release, Q and As, fact sheet, website update, video for social.	Material due to MO by late July
September TBC	Late night and off peak improvements	Headline service details for MTMS uplift in late night and off-peak services across the network.	Major Ministerial announcement. Media release, Q and As, fact sheet, website update, video for social.	Material due to MO by late August
September TBC	Newcastle express trial	Transport for NSW will trial a Newcastle-Central express service from late this year which will cut return trips by around 20 minutes	Possible Minister/Parli Sec announcement. Media Release, Q and As, fact sheet, website update, video for social	Material due to MO by late August

ANNOUNCEMENT DATE	TOPIC	DETAIL	STRATEGIC APPROACH	DUE AT MO
w/c 16 October	New timetable for October 2017	<p>New timetable announced and will start 26 November.</p> <p>Customers can view the changes through online apps and trip planners.</p>	Media release, Q&As, fact sheet, website update, video, media kits, stakeholder briefing kits, station marketing collateral, and advertising campaign. Separate local media opportunities.	Material due to MO by mid-September
w/c 20 November	New train timetable starts today	More services for customers as new timetable starts today.	Media release, Q&As, fact sheet, website update, and video. Separate local media opportunities.	Material due to MO by mid-October