School Infrastructure NSW

Community Communication Strategy

Gledswood Hills Public School – Stage 2

SSD-8378

Version	Date of Review
0.1	12/3/2023
0.2	24/3/2023
1	4/4/2023
2	13/4/2023

Contents

Document purpose

School Infrastructure NSW (SINSW) consults and engages with communities and stakeholders throughout the development of a school project. This engagement helps to inform the design of the school project and provides an opportunity to share and address potential constraints and impacts during construction.

The Gledswood Hills Public School stage 2 upgrade has been approved as a modification to the existing state significant development application (SSD) and has been assessed by the Department of Planning and Environment (DPE). Consent for SSD-8378 was provided on 21/09/2018.

For more information visit the DPE web page on the SSD.

This CCS has been developed to comply with condition B9

Community Communication Strategy

B9   A Community Communication Strategy must be prepared to provide mechanisms to facilitate communication between the Applicant, the relevant Council and the community (including adjoining affected landowners and businesses, and others directly impacted by the development), during the design and construction of the development and for a minimum of 12 months following the completion of construction.

The Community Communication Strategy must:

> *(a) identify people to be consulted during the design and construction phases;*
>
> *(b) set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the development;*
>
> *(c) provide for the formation of community-based forums, if required, that focus on key environmental management issues for the development;*
>
> *(d) set out procedures and mechanisms:*
>
> > *(i) through which the community can discuss or provide feedback to the Applicant;*
> >
> > *(ii) through which the Applicant will respond to enquiries or feedback from the community; and*
> >
> > *(iii) to resolve any issues and mediate any disputes that may arise in relation to construction and operation of the development, including disputes regarding rectification or compensation.*

The Community Communication Strategy must be submitted to the Planning Secretary for approval no later than two weeks before the commencement of any work.

Work for the purposes of the development must not commence until the Community Communication Strategy has been approved by the Planning Secretary, or within another timeframe agreed with the Planning Secretary.

This CCS outlines SINSW's commitment to:

- *Consider and manage stakeholder and community expectations as integral to the successful delivery of the project.*

- *Inform affected stakeholders, such as the local community or road users about construction activities.*

- *Enable the open and proactive management of issues and communications.*

This CCS will be implemented through the construction phase of the project, and for 12 months following construction completion.

Plan review

The CCS will be revised as required to address any changes in stakeholders or the project management or complaints handling process. This will be done in close consultation with the SINSW Senior Project Director, appointed Project Management company and/or contractor and SINSW Community Engagement Manager.

Approval

The CCS is reviewed and approved by the SINSW Senior Project Director, in close consultation with School Performance, with final endorsement from the SINSW Community Engagement Senior Manager.

Table 1: List of SSD requirements and where they are addressed in this CCS

SSD-8378 B9	The Community Communications Strategy addresses this in section
a) *identify people to be consulted during the design and construction phases;*	▪ Section 3
b) *set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the development;*	▪ Section 4.2
c) *provide for the formation of community-based forums, if required, that focus on key environmental management issues for the development;*	▪ Section 5
d) set out procedures and mechanisms: i. *through which the community can discuss or provide feedback to the Applicant;* ii. *through which the Applicant will respond to enquiries or feedback from the community;* iii. *to resolve any issues and mediate any disputes that may arise in relation to construction and operation of the development, including disputes regarding rectification or compensation.*	▪ Section 6

1.   Context

The first stage of the Gledswood Hills Public School project was delivered and handed over in 2020 including:

- 24 flexible learning spaces catering for up to 600 students.
- a new and upgraded hall.
- a library.
- special programs rooms.

The Gledswood Hills Public School Stage 2 works will deliver:

- 20 new innovative and flexible learning spaces
- Extension to the existing car park

For more information on the project, visit the project web page on the School Infrastructure NSW website.

2.   Community engagement objectives

SINSW's goal is that our school infrastructure meets the needs of a growing population and enables flexible learning and teaching. This CCS has been developed to achieve the following community engagement objectives:

a)   Promote the benefits of the project.

b)   Build key school community stakeholder relationships and maintain goodwill with impacted communities.

c)   Manage community expectations and build trust by delivering on our commitments.

d)   Provide timely information to impacted stakeholders, schools and broader communities.

e)   Address and correct misinformation in the public domain.

f)   Reduce the risk of project delays caused by negative third party intervention.

g)   Leave a positive legacy in each community.

3.   Stakeholders

The stakeholder list below summarises who will be informed and consulted during the construction phase via ongoing face to face meetings, communications collateral and digital engagement methods.

Table 2: Stakeholders

Stakeholders	Interest and involvement
School community a) Principal b) Teachers c) Students d) Staff e) Parents and carers	a) Safe pedestrian and traffic access to the temporary school during construction. b) Construction impacts and how these will be minimised. c) Quality of infrastructure and resources upon project completion. d) How to access the new school once completed. e) Increase play space at the school once project is complete by removing demountables.
Local community	a) Noise and truck movements during construction. b) Increased traffic and congestion on nearby streets including:

Stakeholders	Interest and involvement

	a. The Hermitage Way
	
	    b. Paramoor St
	
	    c. Providence Dr
	
	    d. Seville CCT
	
	c) Local traffic and pedestrian safety.
	
	d) Changed traffic conditions during pick-up and drop-off.
	
	e) Shared use of school facilities and amenities.

Adjoining affected landowners and businesses • Country Club Gledswood Hills • Sekusui house – local developer • Neighbours along Paramaoor St, Providence Dr, Seville Cct and The Hermitage way.	a) Noise and truck movements during construction. b) Increased traffic and congestion on nearby streets. c) Local traffic and pedestrian safety. d) Changed traffic conditions during pick-up and drop-off. e) Shared use of school facilities and amenities . f) Environmental impacts during construction.
Local Members of Parliament: a) State – Sally Quinell Member for Camden b) Federal - Dr Mike Freelander Member for Macarthur	a) Meeting the economic, social and environmental objectives of state and federal governments. b) Delivering increased public education capacity on time. c) Delivering infrastructure which meets expectations. d) Addressing local issues such as traffic, congestion and public transport solutions.
Government agencies and peak bodies: a) Transport for NSW b) Fire and Rescue NSW c) NSW Department of Education d) NSW Department of Planning and Environment e) NSW Environmental Protection Authority f) NSW Rural Fire Service g) Sydney Water h) NSW Heritage Council i) NSW Office of Environment and Heritage j) NSW Department of Premier and Cabinet	a) Traffic and congestion on the local road system. b) Adequate public transport options and access. c) Ensuring new infrastructure meets standard requirements for safety and fire evacuation. d) Ensuring the development is compliant. e) Ensuring the development does not impact heritage items. f) Easing overcrowding in local schools.
Local Council – Camden Council ▪ Mayor Cr Theresa Fedeli ▪ Deputy Mayor, Cr Paul Farrow ▪ CEO/ General Manager Ron Moore ▪ Councillors	a) Schedule for construction and opening of school. b) Plans for enrolled students during the operation of the temporary school. c) Impacts to the local community including noise, congestion and traffic.

Stakeholders	Interest and involvement
• Ashleigh Cagney • Peter McLean • Eva Campbell • Russell Zammit • Cindy Cagney • Usha Dommaraju • Lara Symkowiak	d) Shared use of community spaces. e) Providing amenities to meet increase population density. f) Copies of information distributed to local residents. g) Processes and protocols in place to manage interactions with local residents.
Nearby public schools • Barramurra Public School • Camden Public School • Camden South Public School • Cobbity Public School • Currans Hill Public School • Elderslie Public School • Harrington Park Public School • Leppington Public School • Mawarra Public School • Mt Annan Public School • Narellan Public School • Narellan Vale Public School • Oran Park Public School • New primary school in Gregory Hills (temp school now open as Gregory Hills Public School) • Rossmore Public School • Spring Farm Public School	a) Potential impact on school resources. b) Potential impact on current students. c) Implications for teaching staff. d) Possible impacts on enrolments. e) Opportunities to view the new facilities.
Community groups • Facebook group run by local parents – "Gledswood Hills / Gregory Hills Needs A High School!!!" • Local childcare and preschool centres	• Impacts on the surrounding community including roads, facilities, playing fields etc. • Shared use of school facilities and amenitie.s • Potential for economic opportunities. • Interest in project timing and how well the project caters to needs of the community.
Project Reference Group (names not disclosed) • Project members • Principal of high school and public school • Director Educational Leadership Parent/Community representative	• Schedule for construction, progress and opening of school. • Inform plans for the operation of the temporary school. • Impacts to the local community including noise, congestion and traffic.
Interested Aboriginal Parties	• Recognition and respect for Aboriginal heritage

Stakeholders	Interest and involvement
Gledswood Hills Public School shares a boundary with three Local Aboriginal Land Councils (LALC) • Thawaral Local Aboriginal Land Council (TLALC – Dharawal people) • Gandangarra Local Aboriginal Land Council (GLALC – Dharawal people) • Deerubbin Local Aboriginal Land Council (DLALC – Dharug people)	and culture. • Protection of culturally significant objects or sites. • Considering educational and support needs of ATSI students. • Relationships between the Aboriginal Community and the project. • Compliance with statutory requirements in relation to Aboriginal heritage protection.

4. Engagement approach

The key consideration in delivering successful outcomes for this project is to make it as easy as possible for anyone with an interest to find out what is going on. In practice, the communications approach across all levels of engagement will involve:

a) Using uncomplicated language.

b) Taking an energetic approach to engagement.

c) Encouraging and educating whenever necessary.

d) Engaging broadly including with individuals and groups that fall into harder to reach categories.

e) Providing a range of opportunities and methods for engagement.

f) Being transparent.

g) Explaining the objectives and outcomes of planning and engagement processes.

In addition to engagement with Government departments and agencies and local council, community engagement will continue for the project during construction in two streams:

a) School-centric involvement from school communities (including students, parents/caregivers, teachers, admin staff) unencumbered by broader community issues, and

b) Broad community involvement unencumbered by school community wants and needs. Broad community stakeholders include local residents, neighbours and local action groups.

4.1. General community input

Members of the general public impacted by the construction phase are able to enquire, provide feedback and complain about environmental impacts via the following channels:

a) School Infrastructure NSW 1300 community information line 1300 482 651 published on all communications material, including project site signage

b) School Infrastructure NSW email address schoolinfrastructure@det.nsw.edu.au published on all communications material, including project site signage

c) Project webpage 'contact us' form

d) During information booths and information sessions held at the school or local community meeting place, and advertised on our website and via letterbox drops.

Refer to Section 6.5 of this document for detail on our enquiries and complaints process. The contractor contact details for afterhours complaints and enquiries are available on the Project Webpage at Page 7 of the Construction Environmental Management Plan:
https://www.schoolinfrastructure.nsw.gov.au/content/dam/infrastructure/projects/g/gledswood-hills-new-primary-school/2023/april/B14_Construction_Environmental_Management_Plan_Gledswood_Hills_PS_-_Revision_1_27.03.23.pdf

A number of tools and techniques will be used to keep stakeholders and the local community involved as summarised in Table 3 below.

For reference, project high level milestones during the delivery phase include:

a) Site establishment/early works (may be complete prior to this CCS being implemented as part of SSD conditions of approval)

b) Commencement of main works construction.

c) School Term before project is completed.

d) Project completion.

e) First day of school following project completion / official opening.

Table 3: School Infrastructure NSW Communications Tools

Communications Tool	Description of Activity	Frequency
1300 community information line	The free call 1300 482 651 number is published on all communication materials and is manned by SINSW. All enquiries that are received are referred to the appointed Community Engagement Manager and/or Senior Project Director as required and logged in our CRM. Once resolved, a summary of the conversation is updated in the CRM.	Throughout the life of the project and accessible for 12 months post completion
Advertising (print)	Advertising in local newspapers may be undertaken prior to significant construction activities, major disruptions and opportunities to meet the project team or find out more at a face to face event.	At project milestones
Call centre scripts	High level, project overview information may be provided to external organisations who may receive telephone calls enquiring about the project, most namely stakeholder councils.	Throughout the project when specific events occur or issues are raised by stakeholders
Community contact cards	These are business card size with all the SINSW contact information. The project team/ contractors are instructed to hand out contact cards to stakeholders and community members enquiring about the project. Cards are offered to school administration offices as appropriate. Directs all enquiries, comments and complaints through to our 1300 number and School Infrastructure NSW email address.	Throughout the life of the project and available 12 months post completion
CRM database	All projects are created in SINSW's Customer Relationship Management system at project inception. Interactions, decisions and feedback from stakeholders are captured, and monthly reports generated. Any enquiries and complaints are to be raised in the CRM and immediately notified to the Senior Project Director, Project Director and Community Engagement Manager.	Throughout the life of the project and updated for 12 months post completion
Display boards	A0/A1 size full colour information boards to use at info sessions or to be permanently displayed in appropriate places (school admin office for example).	As required
Door knocks	Provide timely notification to nearby residents of upcoming construction works, major impacts such as changes to pedestrian movements, temporary bus stops, expected impacts and proposed mitigation. Provide written information of construction activity and contact details.	As required prior to periods of significant construction impacts
FAQs	Set of internally approved answers provided in response to frequently asked questions. Used as part of relevant stakeholder	Throughout the life of the project

Communications Tool	Description of Activity	Frequency
	and community communication tools. These are updated as required, and included on the website if appropriate.	
Information booths	Information booths are held locally and staffed by a project team member to answer any questions, concerns or complaints on the project. Information booths may be held both at the school/ neighbouring school, as well as the broader community: a) School information booths are held at school locations at times that suit parents and caregivers, with frequency to be aligned with project milestones and as required. b) Community information booths are usually held at local shopping centres, community centres and places that are easily accessed by the community. They are held at convenient times, such as out of work hours on weekdays and Saturday's. Collateral to be provided include community contact cards, latest project notification or update, with internal FAQs prepared. All liaison to be summarised and loaded in the CRM.	At project milestones and as required
Community information sessions	Information sessions are a bigger event than an info booth, held at a key milestone or contentious period. We have more information on the project available on display boards/ screens and an information pack handout – including project scope, planning approvals, any impacts on the school community or residents, project timeline, FAQs. Members from the project and communications team will be available to answer questions about the project. These events occur after school hours on a week day. All liaison summarised and loaded on the CRM.	As required
Information pack	A 4-page A4 colour, fold out flyer that can include information about the project scope, progress, FAQs, timeline and next steps. To be distributed at info sessions or at other bigger events/ milestones in hard copy and also made available electronically.	As required
Media releases/events	Media releases are distributed upon media milestones. They promote major project milestones and activities and generate broader community awareness.	Media milestones during construction period may include: a) Planning approval granted b) Construction contract tendered c) Construction contract awarded d) Sod turning opportunity e) Handover /

Communications Tool	Description of Activity	Frequency
		Official opening
Notifications and updates	A4 printed in colour that can include FAQs if required Notifications are distributed under varying templates with different headings to suit different purposes: a) **Works notification** are used to communicate specific information/ impacts about works, impacts and mitigations. b) **Project update** is used when communicating milestones and higher level information to the wider community i.e. project announcement, concept design/DA lodgement, construction award, completion. Includes the project summary, information booths/ sessions if scheduled, progress summary and contact info.	As required according to the construction program. Distributed (refer construction works notification distribution methodology in Section 6.4 via letterbox drop to local residents and via the school community prior to construction activities or other milestones throughout the life of the project. Specific timings indicated in table 5 – Section 6.
Photography and videography	Images may be used in notifications, on the website, at information sessions and in presentations. Once the project is complete, SINSW will organise photography of external and internal spaces to be used for a range of communications purposes.	Project completion (actual photography and video of completed project) Prior to project completion - artist impressions, flythrough, site plans and construction progress images may be used.
Presentations	Details project information for presentations to stakeholder and community groups.	As required
Priority correspondence	Ministerial (and other) correspondence that is subject to strict response timeframes. Includes correspondence to the Premier, Minister, SINSW and other key stakeholders. SINSW is responsible for drafting responses as requested within the required timeframes.	As required
Project Reference Group	SINSW facilitated Project Reference Group sessions providing information on the design, construction activities, project timeframes, key issues and communication and engagement strategies.	Meets every month or as required. PRG during the delivery phase is generally reduced or retired.
Project signage	A0 sized, durable aluminium signage has been installed at Gledswood Hills Public School. Provides high level information including project scope, project image and SINSW contact information.	Throughout the life of the project and installed for 12 months post completion

Communications Tool	Description of Activity	Frequency
	Fixed to external fencing/ entrances etc. that are visible and is updated if any damage occurs.	
Site visits	Demonstrate project works and progress and facilitate a maintained level of interest in the project. Includes media visits to promote the reporting of construction progress.	As required
School Infrastructure NSW email address	Provide stakeholders and the community an email address linking direct to the Community Engagement team. Email address (schoolinfrastructure@det.nsw.edu.au) is published on all communications materials.	Throughout the life of the project
School Infrastructure NSW website	A dedicated project page for Gledswood Hills Public School stage 2 is located on the SINSW website - https://www.schoolinfrastructure.nsw.gov.au/projects/g/gledswood-hills-new-primary-school1.html	Updated at least monthly and is live for at least 12 months post completion of the project
Welcome pack/ thank you pack	At project completion the following flyers are utilised: ▪ **Welcome pack** – project completion for school community provided on the first day/week they are returning to school when new facilities are opening, or attending a new school. Includes project overview, map outlining access to the school and key locations, FAQs, contact information. ▪ **Thank you pack** – tailored to the local residents to thank them for their patience and support of the project.	Project completion only

4.2.   Construction works notification distribution methodology

Construction works notifications will be distributed to targeted properties in the vicinity of the project. These properties have been identified as part of the technical studies and plans submitted as part of the planning and assessment approval pathway and post approval requirements. Specifically, the notification distribution map at **Figure** 1 below has been prepared through an analysis of the potential project impacts and requirements identified in:

- the acoustic assessment supporting the SSD application - *Appendix D_ Acoustic Report _Rev C_*
- the transport assessment supporting the SSD application, including
    o *Appendix 16_ Construction Traffic Plan*
    o *Appendix 17_ Traffic Report*
    o *Appendix 18_ Memo on Estimated Traffic Volumes*
    o *Appendix D_ Traffic Report _Rev G*
- the Construction Environmental Management Plan, including the:
    o Construction Noise and Vibration Management Sub Plan
    o Construction Traffic and Pedestrian Management Sub Plan.

This methodology has been used to identify the anticipated construction impacts identified for this project. It does not include an arbitrary distribution area due to the robust impact analysis that has been carried out during planning and assessment phase of the project.

The distribution area may be altered:

- to address specific construction activities where the impact/s affect fewer or greater properties, depending on the nature of the work
- where ongoing monitoring shows more widespread impacts to that predicted in the environmental impact assessment
- if complaints are received outside of the distribution area
- if there is an approved project modification in the future that results in more widespread impacts

- at the discretion of School Infrastructure NSW.

Additional project updates and notifications will also be distributed when communicating milestones and higher-level information to the wider community such as construction contract award and project completion. Such updates and notifications may not detail construction impacts and may be distributed to a greater number of addresses to widely publicise the project's achievements.

Figure 1: Map of construction works notification distribution area

The below details the showing nearest sensitive receivers that may be impacted by construction, including noise. These stakeholders will receive notifications for unplanned out of hours works before undertaking the activities or as soon as is practical afterwards. This will also consider residents that may be impacted by heavy vehicle movements and other non-site-specific impacts (e.g. truck movements).
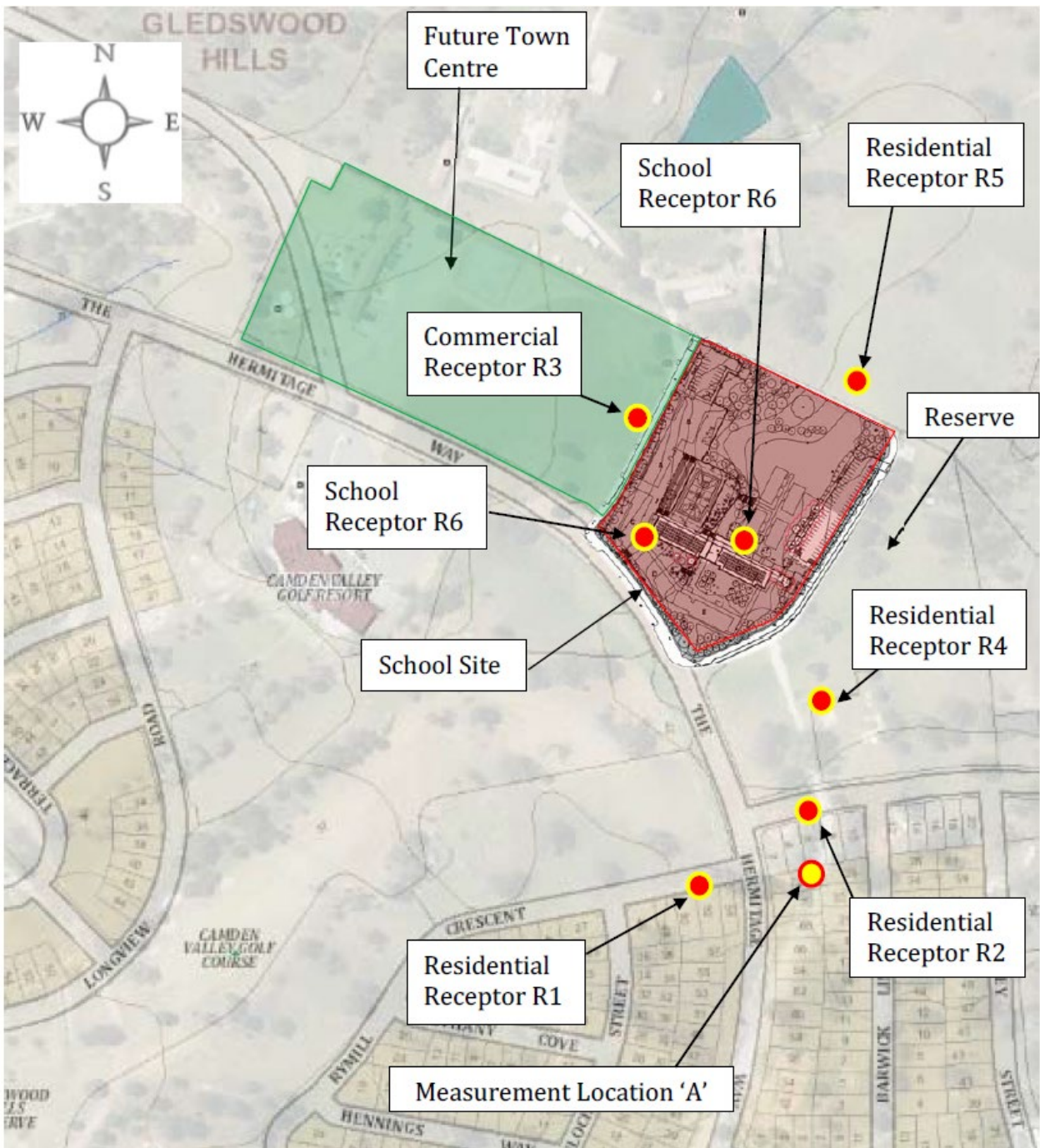
Figure 2: Location Plan Gledswood Hills Public school

5.   Engagement Delivery Timeline

The following engagement delivery timeline maps tailored communications tools and activities by key milestone.

Table 4: Engagement timeline

Project Phase / milestone	Target Audiences	Proposed communication tools / activities / purpose as per Table 3	Timing / implementation
Prior to SSD approval – consultation during planning and design development	Local community School community, including principal, teachers, staff, and P&C Adjoining property owners Camden Council Local Member Aboriginal Elders	Planning updates and project updates	Completed 2018
SSD approval – consult community on construction mitigation measures	Local residents	Project Update Distributed through letter box drop	Mid-April 2023
Site Establishment	Local community School community, including principal, teachers, staff, and P&C Adjoining property owners Camden Council Local Member Aboriginal Elder	Project Update, Works Notifications, and Project signage. Distributed through letter box drop, school newsletter and social media. Onsite sod turn event, smoking ceremony	Site establishment to begin mid-late April 2023
Main Construction works, including but not limited to: a) Remediation b) Works commenced c) Key impact periods – noise, dust, traffic, vibration	Local community School community, including principal, teachers, staff, and P&C Adjoining property owners	Project Update, Works Notifications, and Project signage. Distributed through letter box drop, school newsletter and social media. Info Booth – mid 2023	Late April - Early May 2023 (at key construction events as required, as per our notification process in Table 5)
Term prior to project completion	Local community School community, including principal, teachers, staff, and P&C Adjoining property owners	Site tours and activities to support familiarisation	Early 2024
Handover and welcome to upgraded school	Local community		Mid 2024

Project Phase / milestone	Target Audiences	Proposed communication tools / activities / purpose as per Table 3	Timing / implementation
	School community, including principal, teachers, staff, and P&C Adjoining property owners		
Opening	Local community School community, including principal, teachers, staff, and P&C Adjoining property owners	Official opening ceremony	Mid -Late 2024
Post-opening, for 12 months following operation	All	Website remains live Project signage remains installed 1300 phone and email still active, and CRM still maintained for complaints and enquiries.	Mid 2025

6. Protocols

6.1. Media engagement

SINSW manages all media relations activities, and is responsible for:

a) Responding to all media enquiries and instigating all proactive media contact.

b) Media interviews and delegation to SINSW media spokespeople who are authorised to speak to the media on behalf of the project

c) Informing the Minister's Office and SINSW project team members and communications representatives of all media relations activities in advance and providing the opportunity to participate in events where possible.

6.2. Site visits

SINSW, in partnership with the Department of Education Schools Performance, organises and hosts guided project site tours and media briefings as required by the Minister's Office. The Project Team will ensure the required visitor site inductions are undertaken and that all required Personal Protective Equipment (PPE) is worn.

For media site visits and events, SINSW creates, or contributes to, the production of an event pack. This will include an event brief, media release, speaking notes and Q&As.

6.3. Social, online and digital media

SINSW initiates and maintains all social and online media channels. These channels may include the Department's Facebook and Twitter, and SINSW's LinkedIn and website.

6.4. Stakeholder and community notification process

Notification letters or project updates will be distributed to the community and stakeholders in advance of any activity with the potential to cause impacts.

Depending on the work activity and stakeholder, notifications are primarily distributed via letterbox drop, via the school, electronically via email, as well as uploaded to the SINSW project webpage. If appropriate, notification may also be delivered in person via door knocks, or via phone call or text message, or one-on-one briefings.

Notifications will be written in plain English and will:

- outline the reason that the work is required
- outline the location, nature, and duration of the proposed works
- outline date/s of work, where practicable
- outline work hours
- include a diagram that clearly indicates the location of the works, where required
- include a 1300 community contact number, project email address and website details
- Provide details for a translation service, where required.

Table 5 below outlines minimum notification periods that will be targeted for work activities with the potential to impact sensitive receivers. All notification periods prescribed within development approvals or by approving bodies will be adhered to.

Regular construction updates regarding the general work program and significant milestones will also be provided to the school community and neighbouring properties throughout construction.

The contractor will provide SINSW with the information necessary to meet the notification requirements and target timeframes contained, where practicable.

Table 5: Target community notification periods

Notification period	Work activity
Same day (or as soon as practical)	Major incident, emergency works/unforeseen events
	Unplanned out of hours work (notification provided to affected residents by the contractor before undertaking the works or as soon as practical)
	Unexpected hazardous material find or incident (e.g. asbestos, lead, chemical spill or other harmful material)
7 days	Start of works or site establishment
	Works outside of the site boundary
	Planned out of hours work or change to approved work hours
	Planned investigation and remediation of hazardous materials including asbestos
	Phase of high noise generating works including demolition, tree removal, rock breaking, rock hammering, piling or similar
	Major traffic or pedestrian access changes including parking impacts, detours, and road diversions/closures
	Operational changes for the school community including to school drop-off points, entry and exit points, bus stops, and play space
3 months	Major impacts to school community, including relocation to temporary school, changes to student intake area or similar

6.5. Enquiries and complaints management

SINSW manages enquiries (*called interactions in our Customer Relationship Management (CRM) software, Darzin*), and complaints in a timely and responsive manner.

Prior to project delivery, a complaint could be related to lack of community consultation, design of the project, lack of project progress, etc.

During project delivery (construction), a complaint is defined as in regards to construction impacts – *such as* – safety, dust, noise, traffic, congestion, loss of parking, contamination, loss of amenity, hours of work, property damage, property access, service disruption, conduct or behaviour of construction workers, other environmental impacts, unplanned or uncommunicated disruption to the school.

If a phone call, email or face-to-face complaint is received during construction, it will be acknowledged within 2 working days and logged in our CRM, actively managed, closed out and resolved by SINSW within 10 days, where practicable. Where complaints are unable to be resolved within this timeframe the complainant will be provided with regular updates regarding the complaint resolution process.

A 24-hour contact number for the project site manager will be displayed at the site and can be shared with the community as necessary for any urgent issues that need to be addressed on site, outside of business hours.

As per our planning approval conditions, a complaints register is updated monthly, or as required by the planning authority, and is publicly available on the project's webpage on the SINSW website.

If the complainant is not satisfied with SINSW's response, and they approach SINSW for rectification, the process will involve a secondary review of their complaint as per the outlined process.

Complaints will be escalated when:

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

Complaints will be first escalated to the Senior Manager, Community and Engagement or Director of Communications for SINSW as the designated complaints handling management representatives for our projects. Further escalation will be made to the Executive Director, Office of the Chief Executive to mediate if required.

If a complaint still cannot be resolved by SINSW to the satisfaction of the complainant, we will advise them to contact the NSW Ombudsman - https://www.ombo.nsw.gov.au/complaints.

Table 6 below outlines target timeframes for responding to enquiries and complaints, through each correspondence method:

Table 6: Complaint and enquiry response time

Complaint	Acknowledgement times	Response times
Phone call during business hours	At time of call.	Complaint to be closed out within 10 days, where practicable. If not possible, continue contact, escalate internally as required, and provide the complainant with regular updates until resolved.
Phone call after hours*	Within two (2) hours of receiving message upon returning to office.	Complaint to be closed out within 10 days, where practicable. If not possible, continue contact, escalate internally as required, and provide the complainant with regular updates until resolved.
Email during business hours	At time of email (automatic response)	Complaint to be closed out within 10 days, where practicable. If not possible, continue contact, escalate internally as required, and provide the complainant with regular updates until resolved.
Email outside of business hours	At time of email (automatic response)	Complaint to be closed out within 10 days, where practicable. If not possible, continue contact, escalate internally as required, and provide the complainant with regular updates until resolved.
Interaction/ Enquiry		
Phone call during business hours	At time of call.	Interaction to be logged and closed out within 10 days, where practicable.
Phone call after hours	Within two (2) hours of receiving message upon returning to office.	Interaction to be logged and closed out within 10 days, where practicable.

Complaint	Acknowledgement times	Response times
Email during business hours	At time of email (automatic response)	Interaction to be logged and closed out within 10 days, where practicable.
Email outside of business hours	At time of email (automatic response)	Interaction to be logged and closed out within 10 days, where practicable.
Letter	N/A	Interaction to be logged and closed out within 10 days following receipt, where practicable.

The below diagram outlines our internal process for managing complaints.

Figure 2 - Internal Complaints Process
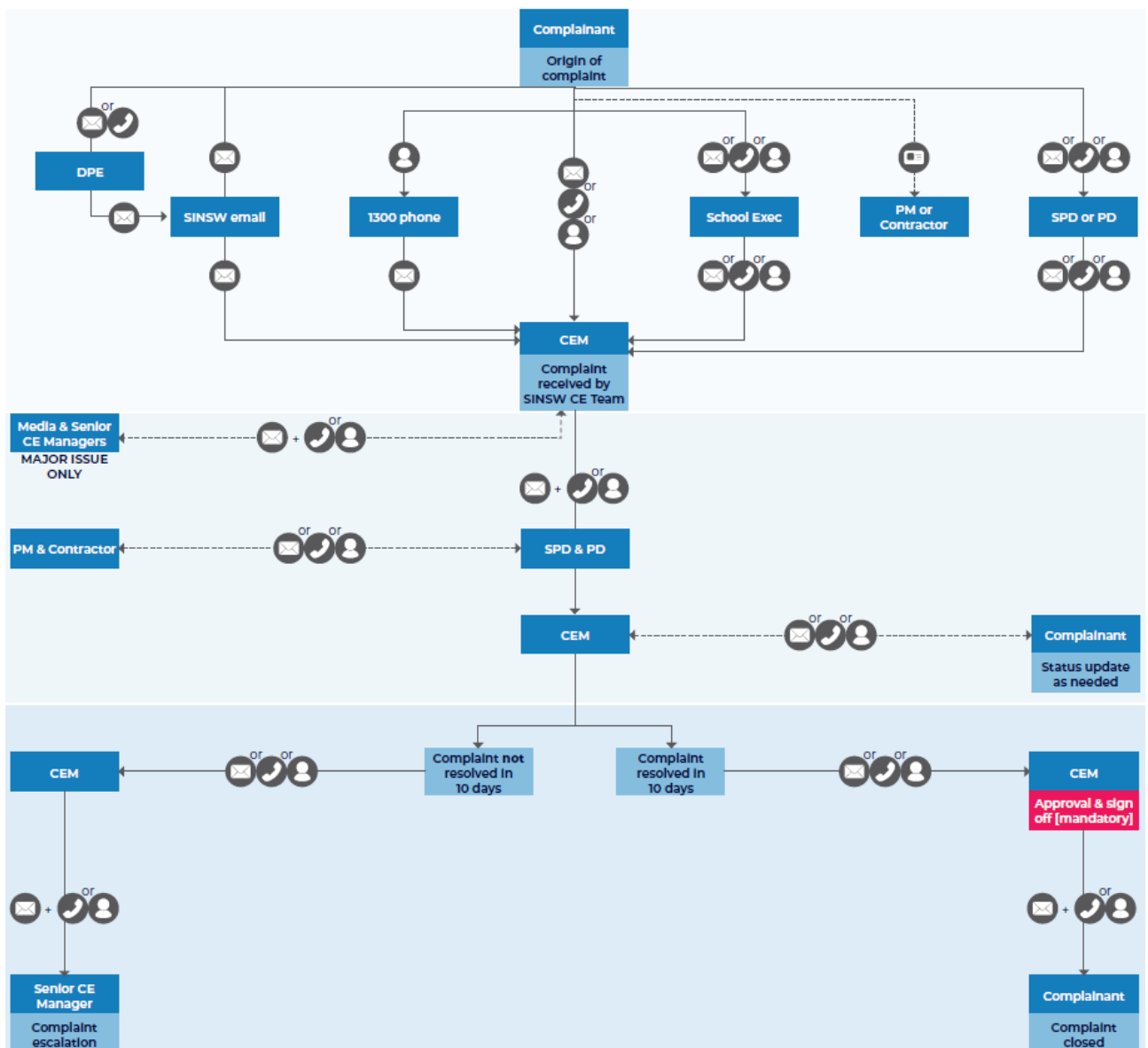
6.5.1. Disputes involving compensation and rectification

School Infrastructure NSW is committed to working with the school and broader community to address concerns as they arise. Where disputes arise that involve compensation or rectification, the process for resolving community enquiries and complaints will be followed to investigate the dispute. Depending upon the results of the investigation, School Infrastructure NSW may seek legal advice before proceeding.0

6.6.   Incident management

An incident is an occurrence or set of circumstances that causes or threatens to cause material harm and which may or may not be or cause a non-compliance. Material harm is harm that:

(a)   involves actual or potential harm to the health or safety of human beings or to the environment that is not trivial; *or*

(b)   results in actual or potential loss or property damage of an amount, or amounts in aggregate, exceeding $10,000, (such loss includes the reasonable costs and expenses that would be incurred in taking all reasonable and practicable measures to prevent, mitigate or make good harm to the environment).

6.6.1.   Roles and responsibilities following an incident

In the event of an incident, once emergency services are contacted, the incident must be immediately reported to the SINSW Senior Project Director who will inform:

a)   SINSW Executive Director

b)   SINSW Community Engagement Manager

c)   SINSW Senior Manager, Community Engagement

d)   SINSW Communications Director

SINSW Communications Director will:

a)   Lead and manage all communications with the Minister's office in the event of an incident, with assistance as required

b)   Direct all communications with media to the SINSW Media Manager in the first instance for management

c)   Notify all other key project stakeholders of an incident.

The school and local community will be notified within 24 hours in the event of an incident, as per our notification timelines in Table 5.

The SINSW Senior Project Director will issue a written incident notification to Department of Planning & Environment (DPE) and Local Council (if required) immediately following the incident to set out the location and nature of the incident.

This must be followed within seven days following the incident of a written notification to the Department of Planning and Environment that:

(a)   identifies the development and application number;

(b)   provides details of the incident (date, time, location, a brief description of what occurred and why it is classified as an incident);

(c)   identifies how the incident was detected;

(d)   identifies when SINSW became aware of the incident;

(e)   identify any actual or potential non-compliance with conditions of consent;

(f)   describes what immediate steps were taken in relation to the incident;

(g)   identifies further action(s) that will be taken in relation to the incident; and

(h)   provides the contact information for further communication regarding the incident (the Senior Project Director).

Within 30 days of the date on which the incident occurred or as otherwise agreed to by the Planning Secretary, SINSW will provide the Planning Secretary and any relevant public authorities (as determined by the Planning Secretary) with a detailed report on the incident addressing all requirements below:

(a)   a summary of the incident;

(b)   outcomes of an incident investigation, including identification of the cause of the incident;

(c)   details of the corrective and preventative actions that have been, or will be, implemented to address the incident and prevent recurrence; and

(d)   details of any communication with other stakeholders regarding the incident.

6.7. Reporting process

Throughout the project, data will be recorded on participation levels both face to face and online, a record of engagement tools and activities carried out in addition to queries received and feedback against emerging themes.

Stakeholder and community sentiment will be evaluated throughout to ensure effectiveness of the engagement strategy and to inform future activities.

A monthly report is prepared for all SINSW projects, which includes but is not limited to:

a) Stakeholder engagement reporting – numbers of forums, participation levels and a summary of the outcomes Community sentiment reporting – outputs of all community engagement activities, including numbers in attendance at events, participation levels and feedback received against broad themes

b) Online activity – through the project website.