# Community Engagement Plan

*Hunter River High School*

**Community Engagement Objectives**

School Infrastructure NSW's (SINSW) mission is to provide school infrastructure solutions by working collaboratively with all our stakeholders to create learning environments across NSW that serve our future needs and make us all proud.

This Community Engagement Plan has been developed to achieve the following community engagement objectives:
- Promote the benefits of the project
- Build key schools community stakeholder relationships and maintain goodwill with impacted communities
- Manage community expectations and build trust by delivering on our commitments
- Provide timely information to impacted stakeholders, schools and broader communities
- Address and correct misinformation in the public domain
- Reduce the risk of project delays caused by negative third party intervention
- Leave a positive legacy in each community.

# Contents

# 1. Community Engagement Plan

## 1.1. Community Engagement Objectives

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This Community Engagement Plan has been developed to achieve the following community engagement objectives:

- Promote the benefits of the project

- Build school community stakeholder relationships and maintain goodwill with impacted communities

- Manage community expectations and build trust by delivering on our commitments

- Provide timely information to impacted stakeholders, schools and broader communities

- Address and correct misinformation in the public domain

- Reduce the risk of project delays caused by negative third party intervention

- Leave a positive legacy in each community.

## 1.2. Project overview

The NSW Government is investing $7.9 billion over the next four years, continuing its program to deliver 215 new and upgraded schools to support communities across NSW.

SINSW has been established by the NSW Government to deliver its multi billion dollar schools investment program.

The Hunter River High School (HRHS) project will include alterations and upgrades of existing buildings, the addition of new buildings and associated work, with the scope being finalised after assessment of Master Plan options in consultation with stakeholders. The proposed scope comprises:

- Provide 8 new teaching spaces and associated support spaces in the new building .

- Upgrade approximately 4 buildings with new teaching spaces to provide stronger teaching outcomes for the school

- Removal of all demountable buildings from the site

- Include roadworks and bus bays (improve safety and functioning of site)

- Include upgrade of outdoor areas (including sporting fields, school transtioning and civil spaces?)

**Image 1: Location of the school**



**Image 2: Letterbox distribution around school site**

## 1.3.    Heatherbrae Community

*Based on 2016 Census data.*

*Suburb surrounding project area*

- **Population**: 512 people with 55.5% male and 44.5% female, and 5.3% identifying as Aboriginal or Torres Strait Islander

- **Age composition**: The median age of the population is 54, and the percentage of children (0-14 years of age) is 8.7%

- **Family composition**: 18.1% of the population are couple families with children, and 17.3% are single parent households

- **Owners versus renters:** the precinct comprises of homeowners, either outright or mortgaged, at 25.8% with a percentage of renters at 14.8%

- **Employment**: 55.1% of the population is employed full time with the top occupation 'Technicians and Trades Workers'

- **Languages spoken at home**: English only speaking households make up 86.3% and the other top languages spoken at home are Urdu 2.2%, Tagalog 0.8%, Italian 0.6%, Serbo-Croatian/Yugoslavian 0.6% and Benagali 0.6%.

*Local Government Area statistics*

| | |
|---|---|
| **Population** | 69,556 people<br>49.4% male and 50.6% female<br>4.8% identifying as Aboriginal or Torres Strait Islander<br>1.48 persons per hectare<br>17% have a university qualific ation |
| **Family Composition** | 38.3% of households are couples with children<br>44.2% couples without children<br>16.4% single parent families |
| **Dwelling Composition** | 81.9% occupied private dwellings |
| **Level of Vehicle Ownership** | 91.5% of households reported one or more vehicles |
| **Owners vs Renters** | 38.6% of households fully own their home<br>31.3% households with a mortgage<br>26.2% renters |
| **Languages spoken at home** | 89.5%% are identified as English speaking only.<br>The other top languages spoken at home are 0.2% Italian, 0.2% Spanish, 0.2% German, 0.2% French, 0.2% Greek. |

The data demonstrates a moderate percentage of family households in the suburb, as well as a moderate level of homeowners. This suggests that people are planning to live in the area for a considerable period.

This project will generate significant interest within the surrounding community. This could be from families with future students attending the school, or from those potentially impacted by construction.

Ensuring that the community and other stakeholders (local government members and businesses) are kept well informed in a way that is accessible as well as culturally appropriate, is critical in managing their expectations.

## 1.4.    Contacts and stakeholder database

A stakeholder database is required for each project, appropriate to the phase of the project. Once approved, it should be inputed into Darzin.This should include contact information for:

- Relevant government departments involved in the delivery of this project

- Council contacts including but not limited to the General Manager, planning, health and safety, environment and

parks/open space officers

- Project Reference Group participants

- Local Principal(s) outside of the PRG

- School community representatives (outside of the PRG)

- Local community interest groups

- Businesses/community groups that are impacted

- Residents and interested third parties (this information will be obtained over the life of the project)

- Suggested catchment area for notification distribution i.e. letterbox drops

**Table 1 – Key project personnel**

| Name | Title | Email | Phone |
|------|-------|-------|-------|
| - David Wheeler | - SINSW Senior Project Director | - David.wheeler26@det.nsw.edu.au | - 0429 363 422 |
| - Mina Gadelrab | - SINSW Project Director | - Mina.gadelrab@det.nsw.edu.au | - 0436 287 097 |
| - Chris Aspen | - Project Manager (APP) | - Chris.Aspen@app.com.au | - 0403 424 341 |
| - Simon Davies | - Project Manager (APP) | - Simon.Davies@app.com.au | - 0418 485 649 |
| - Timothy Field | - Project Manager (APP) | - Timothy.Field@app.com.au | - 0481 540 031 |
| - Rae Wetering de Rooy | - SINSW Community Engagement Manager | - Rae.WeteringdeRooy@det.nsw.edu.au | - 0424 509 894 |
| - Tim McCallum | - DoE School ED | - Timothy.mccallum@det.nsw.edu.au | |
| - Patricia Bowen | - DoE School DEL | - Patricia.Bowen@det.nsw.edu.au | - 0434 384 870 |
| - Deb Dibley | - DoE School Principal | - Deborah.Dibley@det.nsw.edu.au | - 0408 249 279 |

**Project Reference Group**

A non-technical Project Reference Group (PRG) will be established comprising of the School Director, Asset Management Unit representatives (local and regional), Architect and Project Manager, all of whom understand the local context and/or key drivers of the project.

Its primary functions are to:

- act as a conduit between the project and the community providing informed feedback to the group

- endorse various stages of the project, including the design.

PRG meetings will occur on an "as needs" basis and this may require initial meetings every two weeks during the key design phases to ensure that the proposed design considers the requirements of all users and meets the SINSW's education and learning needs.

All discussions at PRG meetings are confidential.

**Table 2 – Stakeholders**

| Stakeholder group | Stakeholder interest in project | Communications and engagement tools | Contact information |
|---|---|---|---|
| School community | | | |
| ▪ Principal Representative | ▪ Project progress – achievement of project milestones<br>▪ Design of upgraded school<br>▪ Operational aspects of school (class sizes, uniforms, name, zoning etc)<br>▪ Management and mitigation of construction impacts<br>▪ Stakeholder relationships<br>▪ Quality project communications and stakeholder engagement/ consultation, wherever possible | Project updates<br>PRG meetings<br>Information sessions | Via principal<br>Deb Dibley 0408 249 279 |
| ▪ Local Schools Director (Chair) | ▪ Impacts on students<br>▪ Quality and opportunities of new facilities<br>▪ Transitioning to school and its associated impacts (fees, class sizes, uniform, name)<br>▪ Student well-being, including postural concerns relating to future-focused learning environments<br>▪ Design of school including safety | Project updates<br>PRG meetings<br>Information sessions | Patricia Bowen 0434 384 870 |
| ▪ Public School Principal | ▪ Pedestrian & traffic safety<br>▪ Quality of new resources & facilities<br>▪ The use of shared community spaces<br>▪ Removal of existing demountable structures | Project updates<br>PRG meetings<br>Information sessions<br>One-on-one meetings | Deb Dibley 0408 249 279 |

| Stakeholder group | Stakeholder interest in project | Communications and engagement tools | Contact information |
|---|---|---|---|
| | ▪ Increased quality of buildings & facilities during a period of minimal growth in student numbers<br>▪ Matching the existing number of teaching spaces (37)<br>▪ Protection of trees & heritage items | | |
| Teachers<br>Staff<br>Parents and carers<br>Students | ▪ Pedestrian and traffic safety<br>▪ Quality of new resources and facilities<br>▪ Removal of existing demountable structures<br>▪ Increased quality of buildings and facilities<br>▪ The use of shared community spaces<br>▪ Matching the existing number of teaching spaces (27)<br>▪ Protection of trees | Project website<br>Project FAQs<br>Project updates/ school newsletter announcements<br>Information evening for parents<br>Information session for teachers<br>Information booth at the school | School Principal: as above<br><br>President of the P&C: |

| Nearby public schools | | | |
|---|---|---|---|
| ▪ Raymond Terrace Public School | ▪ Potential inpact on school resources, current students and teaching staff | Project updates<br>Information sessions | (02) 4987 2083<br>raymondter-p.school@det.nsw.edu.au |
| ▪ Irrawang Public School | ▪ The change to future focused learning, and how this may impact school readiness | Newspaper Advertisements<br>Project website | (02) 4987 2600<br>irrawang-p.school@det.nsw.edu.au |
| ▪ Irrawang High School | ▪ Provisions at the new school for children with additional needs | | 02 4987 4687<br>irrawang-h.school@det.nsw.edu.au |
| ▪ Millers Forest Public School | ▪ Impacts to other nearby schools due to change in enrolments arising from future enforcement of new catchment boundaries | | 02 4987 2520<br>millersfor-p.school@det.nsw.edu.au |

| Stakeholder group | Stakeholder interest in project | Communications and engagement tools | Contact information |
|---|---|---|---|
| ▪ Grahamstown Public School | | | 02 4987 6510 <br> grahamstow-p.school@det.nsw.edu.au |
| ▪ Woodberry Public School | | | 02 4966 2044 <br> woodberry-p.school@det.nsw.edu.au |
| ▪ Francis Greenway High School | | | 02 4964 1282 <br> francisgre-h.school@det.nsw.edu.au |
| ▪ Mount Kanwary Public School | | | 02 4987 2596 <br> mtkanwary-p.school@det.nsw.edu.au |
| ▪ Tarro Public School | | | 02 4966 1255 <br> tarro-p.school@det.nsw.edu.au |
| ▪ Beresfield Public School | | | 02 4966 1146 <br> beresfield-p.school@det.nsw.edu.au |
| ▪ Thornton Public School | | | 02 4964 1369 <br> thornton-p.school@det.nsw.edu.au |
| **Pre schools in the local area (5km radius from school) - feeder preschools subject to finalised catchment area** | | | |
| ▪ Bright Start Early Learning Heatherbrae | ▪ Quality and opportunities of new facilities <br> ▪ School zoning | Project updates <br> Information sessions | 02 4983 1012 |
| ▪ Community Kids Heatherbrae Early Education Centre | ▪ Transitioning to new school and its associated impacts (fees, class sizes, uniform, name) | | 1800 411 604 |
| ▪ Raymond Terrace Early Education Centre | ▪ Student well-being, including postural concerns relating to future-focused learning | | 02 4987 1588 |

| Stakeholder group | Stakeholder interest in project | Communications and engagement tools | Contact information |
|---|---|---|---|
| ▪ Lakeside Creative Minds Early Learning and Preschool | environments<br>▪ Design of new school including safety | | ▪ 02 4983 1609 |
| ▪ St Nicholas Early Education Raymond Terrace | | | ▪ (02) 4979 1110 |
| ▪ Raymond Terrace Community Pre-School | | | ▪ (02) 4987 2515 |
| ▪ TLC Early Learning Centre | | | ▪ (02) 4987 6660 |
| ▪ Irrawang Public School Preschool | | | ▪ (02) 4987 2403 |
| ▪ The Learning Terrace Child Care Centre and Preschool | | | ▪ 1800 580 580 |
| ▪ Yarrawong Childrens Centre | | | ▪ (02) 6393 8080 |
| ▪ Trinity Preschool Orange Inc | | | ▪ (02) 6362 6394 |
| **Local stakeholders** | | | |
| Local Residents | ▪ Construction impacts including noise, dust, traffic, vibration<br>▪ Truck movements, parking impacts<br>▪ Pedestrian safety<br>▪ Contaminated material removal<br>▪ Possible shared use/ after hours use of school facilities<br>▪ Contaminated material removal (none known to date) | Media releases<br>Project updates<br>Information sessions/booths<br>Information booths<br>Website updates<br>SINSW hotline and email | |

| Stakeholder group | Stakeholder interest in project | Communications and engagement tools | Contact information |
|---|---|---|---|
| | ▪ Protection of trees<br><br>▪ Use of school facilities and amenities after hours<br><br>▪ Asthetics of the buildings | | |
| Adjoining landowners<br><br>• 35 Elkin Avenue<br>• 34 Elkin Avenue<br>• 33 Elkin Avenue<br>• 32 Elkin Avenue<br>• 31 Elkin Avenue<br>• 30 Elkin Avenue<br>• 29 Elkin Avenue<br>• 28 Elkin Avenue<br>• 27 Elkin Avenue<br>• 26 Elkin Avenue<br>• 25 Elkin Avenue<br>• 24 Elkin Avenue<br>• 23 Elkin Avenue<br>• 22 Elkin Avenue<br>• 21 Elkin Avenue<br>• 20 Elkin Avenue<br>• 19 Elkin Avenue<br>• 18 Elkin Avenue<br>• 17 Elkin Avenue<br>• 16 Elkin Avenue<br>• 15A Elkin Avenue<br>• 14 Elkin Avenue<br>• 13 Elkin Avenue<br>• 12 Elkin Avenue<br>• 11 Elkin Avenue<br>• 10 Elkin Avenue | • Planning considerations (eg noise during construction)<br>• Shared use of community facilities and amenities<br>• Increased congestion and traffic for residents and businesses,<br>• Managing expectations of new residents<br>• Providing accurate information to new residents regarding upcoming construction and school opening<br>• Local traffic and pedestrian safety<br>• Changed traffic conditions during pick-up and drop-off<br>• Public domain upgrades | Works notifications<br><br>Media releases<br><br>Project updates<br><br>Information sessions/booths<br><br>Information booths<br><br>Website updates<br><br>SINSW hotline and email | |

| Stakeholder group | Stakeholder interest in project | Communications and engagement tools | Contact information |
|---|---|---|---|
| • 9 Elkin Avenue<br>• 8 Elkin Avenue<br>• 7 Elkin Avenue<br>• 6 Elkin Avenue<br>• 5 Elkin Avenue<br>• 4 Elkin Avenue<br>• 3 Elkin Avenue<br>• 2 Elkin Avenue<br>• 218 Adelaide Street<br>• 216 Adelaide Street<br>• 214 Adelaide Street<br>• 212 Adelaide Street<br>• 210 Adelaide Street<br>• 208 Adelaide Street | | | |
| **Businesses**<br>• Spirit Soul Massage<br>• Envirocycle<br>• ATCO Structures & Logistics<br>• Guzman y Gomez-Heatherbrae<br>• Terrace Boating & Leisure Centre<br>• Battery Kingdom<br>• KFC Raymond Terrace | • Shared use of community facilities and amenities<br>• Managing expectations of new residents<br>• Providing accurate information to new residents regarding upcoming construction and school opening<br>• Local traffic and pedestrian safety<br>• Changed traffic conditions during pick-up and drop-off | SINSW website<br><br>Information session at school<br><br>Door knocks (once construction due to commence)<br><br>Works notifications (once construction commences)<br><br>SINSW phone and email<br><br>Project updates as required<br><br>Letterbox drop<br><br>Doorknocks<br><br>Advertising in local media (budget permitting)<br><br>Project updates | |

| Stakeholder group | Stakeholder interest in project | Communications and engagement tools | Contact information |
|---|---|---|---|
| | | Information sessions | |
| | | Information booths | |
| | | Informed of project milestones | |
| **Community Groups** | | | |
| Lower Port Stephens Chamber of Commerce and Industry | ▪ Potential impact of traffic on Elkin Avenue or local streets at peak hours during construction | Project update<br><br>Email<br><br>Newspaper advertising<br><br>Project website | (02) 4983 1921 |
| **Local Members of Parliament** | | | |
| Federal – Member for Paterson: Meryl Swanson MP<br><br><br>State– Member for Port Stephens: Kate Washington MP | ▪ Addressing local issues<br><br>▪ Delivering the school upgrade to meet expectations<br><br>▪ Meeting NSW Government objectives | Local member will be informed of upcoming Milestones<br><br>Ministerial briefings<br><br>Media releases | 02 4983 2401<br><br>meryl.swanson.mp@aph.gov.au<br><br><br>(02) 4987 4455<br><br>portstephens@parliament.nsw.gov.au |
| **Government agencies and peak bodies** | | | |
| ▪ NSW Department of Education (including School | ▪ Delivery of project on time and on budget<br><br>▪ Interest in project being well-received by local | Project team interaction<br><br>Briefings | |

| Stakeholder group | Stakeholder interest in project | Communications and engagement tools | Contact information |
|---|---|---|---|
| Infrastructure NSW) | community and stakeholders | | |
| ▪ NSW Department of Planning and Environment (DPE) | ▪ Adherence to planning process and assessment of environmental impacts<br>▪ Compliance with planning approval conditions of consent | Project team interaction | |
| ▪ NSW Environmental Protection Authority | ▪ Project impacts – environmental | Project team interaction | |
| ▪ NSW Department of Premier and Cabinet | ▪ Delivery of project on time and on budget<br>▪ Interest in project being well-received by local community and stakeholders | Project team interaction | |
| ▪ Fire and Rescue NSW<br>▪ NSW Rural Fire Service | ▪ Project impacts – water pressure | Project team interaction | |
| ▪ Sydney Water | ▪ Project impacts – water, wastewater, stormwater | Project team interaction | |
| Local Council – Port Stephens Council | | | |
| ▪ Mayor– Ryan Palmer<br><br>▪ General Manager – Wayne Wallis | ▪ Project scope and program<br>▪ Shared use of facilities<br>▪ Timeline for construction and occupation of new facilities<br>▪ Local impacts e.g. noise, traffic – e.g. if deliveries of materials or heavy equipment access to the school site was to occur via Elkin Avenue | Project team interaction | 0402 749 467<br>mayor@portstephens.nsw.gov.au |

## 1.5. Stakeholder and community risk assessment

Infrastructure inevitably impacts, benefits and is shaped by the communities and precincts it is located within or passes through. Local communities play an important role in planning and delivering our major infrastructure projects. With a significant delivery program underway, it is critical that community engagement is coordinated and consistent.

SINSW is committed to engaging with all stakeholders and community members who have an interest in or may be impacted by our projects. Proactive, early and consistent engagement will build and maintain positive and enduring relationships, as well as identify issues early and manage the potential spread of project misinformation.

CE Managers are required to develop a project communications risk register in close consultation with the Senior Project Director using the template below and guidance in Appendix B. A summary of issues raised by the community to date can be included as an introduction statement.

To assess and respond to risk, CE Managers are required to develop a detailed risk assessment that:

- Identifies and assesses stakeholder or community impacts/issues through design, construction and delivery phases
- Identifies and assesses impacts or risks by stakeholder or community groups or individuals
- Plans to proactively minimise risk
- Distributes clear, accurate and timely information
- Listens and responds to themes arising from enquiries and complaints activating a proactive risk management strategy
- Evaluates and improves engagement areas as required.


Examples of Project risks that could occur are provided below:

- Not obtaining necessary project approvals in a timely manner
- An increased number of complaints from stakeholders and the community
- Adverse media coverage that damages the NSW Government's, SINSW or partner government department agency's reputations
- An inability to accept/buy-in to the project and a decreased willingness to accept or be patient with short-term disruptions during construction
- Delays to construction due to stakeholder and community opposition
- Impacts to roads, parking or public transport users causing frustration to those impacted
- Impacts to the environment including tree removal, or impacts to public open space
- Health and safety concerns such as contamination or remediation works
- Heritage impacts
- Impacts to staff or students through relocation.


Each stakeholder and community audience (groups and individuals) will need to be risk assessed against their level of interest and influence in the project as follows:

- Government departments involved in the delivery of this project
- Council contacts including but not limited to the General Manager, planning, health and safety, environment and parks/open space officers
- Project Reference Group participants
- Local Principal(s)
- Schools community representatives
- Local community interest groups
- Businesses/community groups that are impacted
- Residents and interested third parties (this information will be obtained over the life of the project).

**Table 3 - Communications and Engagement Risk Register**

| Project Phase | Risk Description | Risk Grading Category | Likeligood | Consequence | Rating | Riak Strategy | Action/Mitigation Control | Action Owner |
|---|---|---|---|---|---|---|---|---|
| Design | Inappropriate or inadequate stakeholder management and engagement:<br><br>Inadequate engagement leading to limited consultation with communities present in the area resulting in absent community support. | Community | Possible | 3 – Moderate | Medium | Mitigate | Clear messaging to parents, teachers, students through regular planning and project updates | RWR, APP & Delivery Team |
| Construction | Disruption to business continuity, construction and delivery has the potential to disrupt teaching, general and critical school activities due to complex project stages, extensive demolition, exclusion zones for HAZMAT removal, service upgrades. | Community | Possible | 3 – Moderate | Medium | Mitigate | Work closely with APP and Project Team to stay across staging plan to keep community well informed through timely distribution of Works Notifications. | RWR, APP & Delivery Team |

| Project Phase | Risk Description | Risk Grading Category | Likeligood | Consequence | Rating | Riak Strategy | Action/Mitigation Control | Action Owner |
|---|---|---|---|---|---|---|---|---|
| Construction | Risk of nearby residents and community being disturbed by ongoing works - noise and general construction hinderances | Community | Possible | 3 – Moderate | Medium | Mitigate | Work closely with APP and Project Team to stay across staging plan to keep community well informed through timely distribution of Works Notifications. | RWR |
| Construction | Traffic volumes increase the pressure on the transport network surrounding the site beyond limits, resulting in congestion both during construction and post construction. Important to ensure pedestrian/student safety. | Community | Possible | 3 – Moderate | Medium | Mitigate | Proactively communicate to local residents the results of traffic surveys/plans/estimates to demonstrate minimal impact. Liaise with school administration to encourage parents to transfer children quickly. | RWR, APP & Delivery Team |
| Post construction | Benefits of project not realised by local business and wider community. | Community | Possible | 3 – Moderate | Medium | Mitigate | Strong stakeholder engagement throughout project. | RWR |

| Project Phase | Risk Description | Risk Grading Category | Likeligood | Consequence | Rating | Riak Strategy | Action/Mitigation Control | Action Owner |
|---|---|---|---|---|---|---|---|---|
| All | Risks of community not agreeing with the scope or design of the project | Community | Possible | 3 – Moderate | Medium | Tolerate | Strong stakeholder engagement throughout project.<br><br>Develop holding lines to deploy in the event of media interest or parent contact with politicians. | Delivery Team<br>RWR |
| Construction | Risk of disruption of neighbouring properties as schools are located in residential zones. | Community<br>Reputation | Likely | 3 – Moderate | Medium | Mitigate | Proactive and frequent communication with stakeholders, liaise with construction contractors to accommodate reasonable mitigation requests. | Delivery Team |
| Construction | Groundtesting for contamination brings back positive results | Community | Possible | 3 – Moderate | Medium | Mitigate | Proactively communicate RAP (Remediation Action Plan) to community to alleviate concerns | RWR |

## 1.6. Communication and engagement tools and activities

Typical communication/consultation plans for SINSW capital works projects will include but not be limited to, two distinct streams of consultation with the:

▪ School community for existing schools or surrounding schools for new school projects, and

▪ Broader local community.

This allows

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

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

CE Managers are required to use a range of engagement tools tailored to stakeholder and community groups and their specific communication and engagement requirements by selecting from the table below. Note the mandatory requirements which will need to be included for each project.

Note that ALL external communication about a project MUST be approved and aligned with the brand and collateral toolkit.

Any liaison with the Local Member or media must go via the CE Manager and will be managed by SINSW.

**Table 4- Communication and engagement tools and activities**

| Communications Tool | Description of Activity |
|---|---|
| **1300 community information line** <br><br> **(Mandatory requirement)** | A free call community information line (1300 482 651) providing access to the community engagement team during business hours. <br><br> This number is published on all communication materials and is staffed by SINSW. <br><br> All enquiries that are received will be directed to the relevant CE Manager to be recorded and resolved in the CRM. |
| **Advertising (print)** <br><br> **(Mandatory requirement booked by SINSW)** | Advertising in local newspaper to advertise major disruptions and/or events such as information booths. <br><br> All general project advertising is paid for by SINSW project team, managed by SINSW CE team and booked through media buying and planning agency, Blaze. |
| **Call centre scripts** | High level, project overview information provided to external organisations who may receive telephone calls enquiring about the project, most namely stakeholder councils. |
| **Community contact cards** <br><br> **(Mandatory requirement)** | These are business card size with all the SINSW contact information, and are kept at SINSW head office. <br><br> The project team/ contractors will hand out contact cards to stakeholders and community members enquiring about the project. Cards should also be offered to school administration offices as appropriate. Directs all enquiries, comments and complaints through one centralised point. |
| **CRM database** <br><br> **(Mandatory requirement)** | All projects are created in SINSW's Customer Relationship Management system – Darzin - at project inception. <br><br> Interactions, complaints, resolutions to be captured, and weekly reports generated. <br><br> Any issues or complaints are to be raised in the CRM and immediately notified to the Senior Project Director, Project Director and Community Engagement Manager. |
| **Display boards** | A0 or A1 size full colour information boards to use at info sessions or to be permanently displayed in appropriate places (school admin office for example). |

| | |
|---|---|
| **Door knocks** <br><br> **(Mandatory requirement)** | Provide timely notification to nearby residents of upcoming construction works, changes to pedestrian movements, temporary bus stops, expected impacts and proposed mitigation. <br><br> Provide written information of construction activity and Project Team contact details. <br><br> There is a 'We missed you' template available for use. |
| **Face-to-face meetings/briefings** | Activities include meeting, briefings and "walking the site" to engage directly with key stakeholders, directly impacted residents and business owners and the wider community. |
| **FAQs** <br><br> **(Mandatory requirement)** | Set of approved answers provided in response to frequently asked questions. Used as part of relevant stakeholder and community communication tools. These should be updated as required, and included on the website if appropriate. |
| **Information booths** <br><br> **(Mandatory requirement)** | Information booths are held locally, staffed by a project team member to answer any questions, concerns or complaints on the project. <br><br> Info booths should be scheduled from the early stages of the project. <br><br> Information booths are to be held both at the school/ neighbouring school, as well for the broad community: <br><br> ▪ 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. <br><br> ▪ Community information booths are usually held at local shopping centres, community centres and places that are easily accessed by the community. They are to be held at convenient times, such as out of work hours on weekdays and Saturdays. <br><br> Collateral to be provided include calling cards, latest project notification or update, with internal FAQs prepared. <br><br> All liaison to be summarised and loaded in the CRM. <br><br> Notice of at least 7 days to be provided. |
| **Information sessions (drop in)** | Information sessions are a bigger event than an info booth, held at a key milestone or contentious period. We will 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. <br><br> Members from the project and communications team will be available to answer questions about the project. The architect could also be invited depending on the project stage to answer questions from a design perspective. <br><br> These events should occur after school hours on a week day (from 3pm – 7pm to cover working parents). <br><br> All liaison will need to be summarised and loaded on the CRM. <br><br> Notice of at least 7 days to be provided. <br><br> NB - This is not a town hall style meeting. |
| **Information pack** | A 4 page fold out flyer that can include: <br><br> ▪ Project scope <br><br> ▪ Project update <br><br> ▪ FAQs <br><br> ▪ Contact information <br><br> ▪ Project timeline |

| | To be distributed at info sessions or at other bigger events/ milestones. |
|---|---|
| **Media releases/events (managed by SINSW)** <br> **(mandatory requirement)** | Media releases are distributed upon media milestones (see appendix A for milestones). They contribute to SINSW media activities to promote major project milestones and activities and generate broader community awareness. <br><br> SINSW is responsible for all media management. <br><br> Media milestones are as follows: <br><br> ▪ Project announcement <br> ▪ Concept design completed <br> ▪ Planning approval lodged <br> ▪ Planning approval granted <br> ▪ Construction contract tendered <br> ▪ Construction contract awarded <br> ▪ SOD turning opportunity <br> ▪ Handover <br> ▪ Official opening |
| **Newsletters** | Available in hard copy and electronic format. A monthly or quarterly newsletter providing updated information on project scope, benefits, construction progress, achievement of project milestones and other project related issues of interest. <br><br> Similar to an info pack in content, but used for larger projects as a regular high level update for the community. |
| **Notifications** <br> **(Mandatory item)** | A4, single or double sided, printed in colour that can include FAQs if required <br><br> Should be distributed as required according to the project construction program and our minimum notification periods outlined in Appendix C. <br><br> Notifications can be distributed under varying templates with different headings to suit different purposes: <br><br> ▪ **Works notification** are used to communicate specific information/ impacts about a project to a more targeted section of the community. This template doesn't have an image so it can be more appropriately targeted for matters like hazardous material. <br><br> ▪ **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. Always includes the project summary, information booths/ sessions if scheduled, progress summary and contact info. <br><br> ▪ **Summer works notification** is used for the purpose of communicating works to occur over Christmas/early January shutdown and advising possible delays in response times. |
| **Photography, time-lapse photography and videography  (managed by SINSW)** | Captures progress of construction works and chronicles particular construction activities. Images to be used in notifications, newsletters and report, on the website and Social Media channels, at information sessions and in presentations. <br><br> Once the project is complete, SINSW will organise photography of external and internal spaces to be used for a range of communications purposes. |
| **Presentations** | Details project information for presentations to stakeholder and community groups. <br><br> There is a template to be used. |

| | |
|---|---|
| **Priority correspondence (Managed by SINSW)** | 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. |
| **Project Reference Group (Mandatory requirement)** | SINSW facilitated Project Reference Group sessions providing information on the design solution, construction activities, project timeframes, key issues and communication and engagement strategies. |
| **Project signage (mandatory requirement, managed by SINSW)** | A0 sized, printed in aluminium composite for durability.<br><br>Provides high level information including project scope (if public), project image (if approved), generic image (if not approved) and SINSW contact information.<br><br>Fixed to external fencing/ entrances etc. that are visible.<br><br>A school may have multiple signs. |
| **Site visits (managed by SINSW and Schools Ops)** | 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. |
| **School Infrastructure NSW email address (mandatory requirement)** | 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. |
| **Website (Managed by SINSW) (mandatory requirement)** | A dedicated project page located on the SINSW website.<br><br>CE Manager to liaise with the project team to provide monthly updates to SINSW about the works including scope, impacts, stakeholder and community engagement activities or events, video and photography. |
| **Welcome pack/ thank you pack (Mandatory requirement)** | At project completion the following flyers are utilised:<br><br>▪ Welcome pack –a 2 to 4 page A4 flyer which is provided to the school community 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.<br><br>▪ Thank you pack –a 2 to 4 page A4 flyer tailored to the local residents to thank them for their patience and support of the project. |

**Approval of communications materials**

Once the External Project Manager is happy with proposed draft collateral, the SINSW C&E Manager, Senior Project Director and Project Director, and Schools Operations & Performance Director Educational Leadership and Principal are responsible for reviewing and approving all communications prior to print and distribution to ensure accuracy, consistency and alignment with SINSW key messages.

The approval process will be facilitated by the C&E Manager and is:

▪ C&E Senior Manager or Director of Communications

▪ SINSW Senior Project Director

▪ SINSW Project Director

▪ Schools Operation and Performance, Director Educational Leadership

▪ School Principal or Principal's Representative

▪ Final check from C&E Senior Manager or Director of Communications.

*Please note that for any contentious or high impact communications, the Executive Director of School Operations will also need to approve.*

Agencies will:

- Adhere to established SINSW approval processes

- Develop a comprehensive list of project key messages for early approval by SINSW

- Utilise established SINSW templates and adhere to brand guidelines (refer to brand collateral book provided in draft form) and be consistent with standard SINSW messaging and tone of voice as per examples in Table 1.7

- Educate the project team about communications approval protocols and the role they play.

Please note that approval timeframes vary depending on the type of works activity.

## 1.7. End to end engagement

The tables within this section broadly outline the planning and delivery phases through to opening.

| | Preliminary Investigation | | | Options Analysis | | Options Decision | | Recommended Scope of works | | NEXT PHASE |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| | Program Planning | Project Planning | Approval & Registration | Consultation Internal & External agencies | Risk analysis & Agreements | Schools Community Planning options | Strategic Business Case assurance | INSW assurance | Final Schools Community Plan | |
| | Complete Preliminary Infrastructure Plans (PIPs). Annual Program* of CP projects developed. Signed off by ED's & CEO. | PRG formed. Initial Project Plan drafted with risks and C&E plan. | Initial SC Project Plan approved. Annual program updated and details registered with INSW. | Consult internally & externally with government organisations, non government organisations & peak bodies. | Investigate opportunities for PP & or Joint Use Project Agreements partnerships. | Scenarios analysed using the SPA tool which includes a risk assessment and CBA. | Strategic Business Case developed, Peer Review and approval of Project Scope Definition. Communications Plan (SCP) template proposed by PM, reviewed and approved by SPD & CEM. Community response analysed & reported. Sign off by ED's & CEO. | Gate 1 Review conducted recommendation incorporated & INSW risk rating issued. | Post Gateway Strategic Business Case updated for community response for final approval and SCP released on the DoE website. | |
| **Engagement Targets** | *School Directors, Govt Agencies and decision makers (confidential discussions).* | | | *Test with Schools Directors/Govt, Agencies and decision makers (confidential discussions).* | | *Community response, School decision makers e.g. PRG (confidential decision).* | | *School community decision makers e.g. PRG (confidential discussions).* | | |
| **Messaging** | *We are undertaking early investigations and analysis.* | | | *We're working with out stakeholders to test our analysis and preliminary findings.* | | *We're discussing the best solution.* | | *These are the proposed solutions for the School Community for the long term.* | | |
| **Tools** | *Internal workshop, key message and narrative developed.* | | | *MP briefing (as required), DPE engagement, Internal project steering meetings.* | | *Preliminary scope explained, community engagement activities defined (incl. local council, stakeholder groups).* | | *High level announcement on the web, media advising update and progress dates.* | | |

| SCHOOL INFRASTRUCTURE DELIVERY | Infrastructure Planning | Scope Defined | Public Approval Process | Delivery Commencement | Construction | Opening |
|---|---|---|---|---|---|---|
| | Tender called | Concept design | Development Application (DA) | DA Approval | Works commenced | Final completion |
| | Appointment of project team | Schematic design | DA Submission and Exhibition / Community Communications Strategy (CCS) prepared by CEM & approved by SPD (SSD only) | Enabling works / Contractor appointed | Construction milestones completed | Principal appointed |
| | School reference group established (ongoing) | | Business case sign off | Detailed design | Structures complete | Official opening |
| **Engagement Targets** | MPs, MO, Govt Agencies, Schools Director, Council, Schools Community, neighbours, media | MPs, MO, Govt Agencies, Schools Director, Council, Schools Community, neighbours, media | MPs, MO, Govt Agencies, Schools Director, Council, Schools Community, neighbours, media | MPs, MO, Govt Agencies, Schools Director, Council, Schools Community, neighbours, media | MPs, MO, Govt Agencies, Schools Director, Council, Schools Community, neighbours, media | MPs, MO, Govt Agencies, Schools Director, Council, Schools Community, neighbours, media |
| **Messaging** | This is a funded project – we have hit the "go" button | We're in the process of 2 way communication to understand local context and obtain local feedback | We've listened and are about to lodge a development application | The DA has been approved, Project is progressing well and is on track… | It's happening | It's here |
| **Tools** | ▪ Induction with Schools Director<br>▪ Comms activity plans for large/contentious projects<br>▪ Website update<br>▪ Media release<br>▪ Community engagement activities<br>▪ Darzin<br>▪ Activity Reporting | ▪ Website update<br>▪ Media release<br>▪ Community engagement activities<br>▪ MP reporting<br>▪ Designs made public | ▪ Website update<br>▪ Media release<br>▪ Community engagement activities<br>▪ MP reporting<br>▪ Public exhibition process<br>▪ Detail released about scope | ▪ Website update<br>▪ Media release<br>▪ Community engagement activities<br>▪ MP reporting | ▪ Website update<br>▪ Media release<br>▪ Community engagement activities and notifications<br>▪ MP reporting<br>▪ Sod turning opportunity<br>▪ For SSD projects complaints register published monthly | ▪ Official opening event with Premier/Misister/MP<br>▪ Media release<br>▪ Website update (incl school website page)<br>▪ Images, videos etc. |

**1.8.    Key messages**

The following key messages should guide all written and verbal communications by the project team. These messages have been designed to support the public approval process, delivery commencement and construction phases of the project. These messages will need to be reviewed and updated as the project moves into subsequent phases, and upon evaluation of how the messages are being received and interpreted.

- The Hunter River High School (HRHS) project will include alterations and upgrades of existing buildings, the addition of new buildings and associated work, with the scope being finalised after assessment of Master Plan options in consultation with stakeholders.

- The scope includes:

  - Provide a new double height gymnasium at the South Eastern side of the school helping to define a new prominent presence to the community.

  - Upgrade the front entry to the school in its current location, with an extension to allow admin and staff to be co-located within one building

  - Remodel of vehicular transport to the school including dedicated bus bays to alleviate congestion and ensure student safety.

  - Upgrade to sports fields and other groundworks including carpark for community use during weekend sports.

  - Upgrade to dedicated learning spaces including new movement studio, food tech and visual arts.

**About the school infrastructure program**

- The NSW Government is investing $7.9 billion over the next four years, continuing its program to deliver 215 new and upgraded schools to support communities across NSW.

| Project Phase / milestone | Key messages (to be tailored according to audience and updated as project progresses) |
|---|---|
| Early planning | Early works will begin in early [update per timeline]<br><br>Early works include erecting fencing and signage, setup of construction site facilities, preparation of construction area, and establishment of site access points<br><br>Main construction works are scheduled to commence in late [update per timeline]<br><br>Health and safety is our highest priority<br><br>Works will be scheduled and managed to minimise impacts to the community where possible<br><br>Here is how you can speak with the project team about construction activity |
| Establishment of Governance | We are working closely with Government Departments, Agencies and school communities to investigate schools infrastructure solutions to meet the needs of the community<br><br>Engagement with the wider community will take place in line with the governance strategy |

| Project Phase / milestone | Key messages (to be tailored according to audience and updated as project progresses) |
|---|---|
| | Establish key points of contact |
| Project announced<br><br>▪ Tenders called<br><br>▪ Appointment of project team<br><br>▪ Business case approved | A project is underway to upgrade Hunter River High School. The project will deliver [outline per scope]<br><br>The timetable for delivery is [outline]<br><br>Following the completion of the concept design, statutory approvals have now been achieved<br><br>The project is forecast to be completed by [provide updated timetable]<br><br>Here is how you can get involved<br><br>We are committed to working together with our school communities and other stakeholders to deliver the best possible learning facilities for students. Your feedback on this exciting project is important to us<br><br>Regular updates will be provided to the school and local community throughout the project<br><br>Community information booths have been scheduled to provide an opportunity to speak with members of the project team<br><br>A major upgrade to Hunter River High School is underway<br><br>Today, the construction contract was awarded to [insert company name]<br><br>The NSW Government's [project $ value] project will deliver:<br><br>[update per scope]<br><br>Early construction works are scheduled to commence in January 2021<br><br> Here is how you can speak with the project team about construction activity |
| Design<br><br>(Scope defined) | A project is underway to upgrade Hunter River High School. The project will deliver [outline per scope]<br><br>The timetable for delivery is [outline]<br><br>The concept design has been completed. The project team will now continue to develop the design in consultation with the school community<br><br>A development application will be lodged with council and publicly displayed [provide timetable]<br><br>The project is forecast to be completed by [provide updated timetable]<br><br>Here is how you can get involved<br><br>We are committed to working together with our school communities and other stakeholders to deliver the best possible learning facilities for students. Your feedback on this exciting project is important to us |

| Project Phase / milestone | Key messages (to be tailored according to audience and updated as project progresses) |
|---|---|
| | Regular updates will be provided to the school and local community throughout the project<br><br>Community information booths have been scheduled to provide an opportunity to speak with members of the project team |
| Design<br><br>(DA process) | TBC |
| Project approval | TBC |
| Construction tender<br><br>(Delivery commencement) | TBC |
| Construction<br><br>(contract awarded) | A major upgrade to Hunter River High School is underway<br><br>Today, the construction contract was awarded to [insert company name]<br><br>The NSW Government's [project $ value] project will deliver:<br><br>[update per scope]<br><br>Early construction works are scheduled to commence in [insert date]<br><br>Here is how you can speak with the project team about construction activity |
| Construction<br><br>(Site establishment) | Main construction works are scheduled to start [insert date]<br><br>This is how you may be impacted [insert high level description of impact]<br><br>Health and safety is our highest priority<br><br>Where possible, works will be scheduled and managed to minimise impacts to the community<br><br>Here is how you can speak with the project team about construction activity<br><br>The timetable for delivery is [update per timeline] |
| Construction<br><br>(Special activity/risk) | [Insert activity] is scheduled to occur on [date]. This is how you may be impacted [insert description of impact]<br><br>OR |

| Project Phase / milestone | Key messages (to be tailored according to audience and updated as project progresses) |
|---|---|
| | We have discovered [insert risk] on site. This is how it will be managed in accordance with health and safety guidelines and approval conditions |
| | Health and safety is our highest priority |
| | Here is how you can speak with the project team about construction activity |
| Construction<br><br>(Progress update) | Main construction works are ongoing<br><br>The project is progressing<br><br>Key upcoming activities include [insert high level description]<br><br>Here is how you can speak with the project team about construction activity<br><br>The timetable for delivery is [update per timeline] |
| Construction<br><br>(Pre-completion) | TBC |
| Completion | A major upgrade of Hunter River High School is nearing completion<br><br>The scheduled date for completion is [insert date]<br><br>Key upcoming activities include [insert high level description]<br><br>Appreciation to local residents and school community for patience and support throughout construction<br><br>Here is how you can speak with the project team about construction activity |
| Opening | A major upgrade of Hunter River High School has been completed<br><br>The NSW Government's [project $ value] project has delivered:<br><br>[update per scope]<br><br>Appreciation to all those who contributed to the educational future of our community |

## 1.9. Communications and Engagement Plan

*The table below should be used as guidance and developed to consider engagement activities against each phase of the project. Utilise tools outlined in section 1.4.1. Please update this action plan regularly as the project moves through the process. Once in construction, use the construction program and regular liaison with the project team to plan the construction communications actions, as per our notification process (Appendix C).*

| Project Phase / milestone | Target Audiences | Proposed communications tools and activities as per Table 2.5.1 | Timing / implementation | Persons responsible |
|---|---|---|---|---|
| Preliminary investigations / options analysis / options decisions/ recommended scope of works | Government Departments and Agencies, Schools Director and decision makers (confidential discussions) | Internal workshops<br><br>DPE info session attendance (if required)<br><br>Assurance phase submission development | | |
| Early planning | Government Departments/ Agencies, Council GM /Officers | Briefing / MOUs | | |
| Establishment of Governance | School community decision makers | Briefings<br><br>(Regular updates to be provided over the course of the project) | | |
| Project announced<br><br>Business case addendum approved | All | Council briefing (incl. Schools Director)<br><br>Media release<br><br>Notification<br><br>Website update<br><br>Info booth<br><br>FAQs | | |
| Infrastructure planning<br>▪ Tenders called<br>▪ Appointment of project team | All | Media release (managed by SINSW Media Team) | | |
| Scope defined<br>▪ Concept design | All | Media release (managed by SINSW Media Team)<br><br>Info booth/s | | |

| Project Phase / milestone | Target Audiences | Proposed communications tools and activities as per Table 2.5.1 | Timing / implementation | Persons responsible |
|---|---|---|---|---|
| ▪ Schematic design | | Website update Project update FAQs updated | | |
| Public approval process<br>▪ DA<br>▪ DA submission and exhibition | All | Media release (managed by SINSW Media Team) Info booth/s Website update Project update FAQs updated | | |
| Early works commencement<br>▪ DA approval<br>▪ Enabling works<br>▪ Contractor appointed | All | Media release (managed by SINSW Media Team) Notifications Advertising Website update FAQs updated | | |
| Main works construction commencement | All | Media release (managed by SINSW Media Team) Notifications Door knocks Advertising Website update Info booth/session FAQs updated | | |

| Project Phase / milestone | Target Audiences | Proposed communications tools and activities as per Table 2.5.1 | Timing / implementation | Persons responsible |
|---|---|---|---|---|
| Construction phase | School community<br><br>Local community | Door knocks<br><br>Works notification<br><br>Website Update | | Community Engagement |
| Sod turn and site inspection | | | | |
| School term prior to project completion | School community<br><br><br><br><br>Local community | Info session -<br>▪ Information pack<br>▪ Display boards<br>Project upate | | Community Engagement |
| Handover to the school community | School community<br>Local community | Media release (managed by SINSW Media Team)<br><br>Welcome pack<br><br>Thank you pack<br><br>Photography/ videography | | Community Engagement<br><br><br><br>Media Team |
| Opening (official ceremony) | All | Media release (managed by SINSW Media Team)<br><br>Official opening ceremony | | Community Engagement<br><br><br>School Operations |

## 1.10. Communications activity plan – January 2020 through May 2020

| Date | Activity | Who |
|---|---|---|
| | Liaise with principal, project team to develop more extensive reactive messaging (ie Q&A and holding lines) for these topics:<br>• What they can and can't say.<br>• Focus on the project process | PRG and SINSW Community Engagement Manager |

| | | |
|---|---|---|
| | <ul><li>Scope to meet service needs</li><li>Interest in Hall</li><li>Consultation process – what can and can't people provide input into/comment on?</li><li>Explain that there has been significant consultation and vigorous discussion via the PRG who represent the school community and advise what the school's needs are.</li></ul><br>Consider a Project Update ensuring it is different to Decemver PU. | |
| | <ul><li>Engage local MP, Kate Washington</li><li>Engage Councillors</li><li>Design concept completed</li><li>Design concepts presented to use group</li><li>Stakeholder feedback from presentation circulated to SINSW executive (and key external stakeholders)</li></ul> | SINSW Project Team & Community Engagement Manager |
| | <ul><li>Business case lodged</li></ul> | SINSW Project Team |
| | <ul><li>Business case approved</li><li>Markets – Info stand</li></ul> | NSW Treasury<br><br>SINSW Project Team & Community Engagement Manager |

# Appendix A – Media & digital engagement, site visits and events

**i.  Media engagement**

SINSW will manage **ALL** media relations activities, and is responsible for:

- Responding to all media enquiries and instigating all proactive media contact.
- Media interviews and delegation to SINSW media spokespeople who are authorised to speak to the media on behalf of the project.
- 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.

Contractors and external PM will be provided with a media and stakeholder protocol document including contact cards once engaged by SINSW.

**ii. Current media opportunities that apply for every project include but are not limited to:**

- Project announcement
- Concept design completed
- Planning approval lodged
- Planning approval granted
- SOD turning opportunity
- Construction contract tendered
- Construction contract awarded
- Construction completion
- Official opening

**iii.  Site visits**

SINSW in partnership with Schools Operations and Performance organises and hosts guided project site tours and media briefings as required by the Minister's Office. The CE Manager in collaboration with 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.

Key opportunities for promotional activities and media events include:

**iv.  Social, online and digital media**

SINSW initiates and maintains all social and online media channels. These channels can include Facebook, Twitter, LinkedIn and the website.

# Appendix B – Risk management procedure

**Step One – IDENTIFY**

The following steps are to be followed to identify all potential risks that may impact upon the project:

- Review the risk register template that has been completed by the project team and assess all listed risks for communications and engagement issues
- Identify additional communications specific risks and add these to the risk register

**Step Two – ASSESS**

Risk categorisation

Identity the risk consequence category as one of the below. In the instance where the risk may impact more than one category **and includes reputation risk**, duplicate the risk and add 'reputation risk' to the risk category.

- Time
- Benefits
- Quality
- Safety
- Cost

## Determination of the risk likelihood

| Rating | Likelihood | Description | Probability |
|--------|-----------|-------------|-------------|
| 5 | Almost Certain | The event is expected to occur; almost inevitable. | > 95% to 100% |
| 4 | Likely | The event is highly likely to occur; not surprised if it happens. | > 70% to 94% |
| 3 | Possible | The event may occur at some time. | > 30% to 69% |
| 2 | Unlikely | The event may occur but not anticipated; surprised if it happens. | > 5% to 29% |
| 1 | Rare | The event may occur in exceptional circumstances. | < 5% |

## Determination of the risk consequence

Consequence is the likely impact of the risk upon the projects, if it were to occur. The criteria to assess consequence is detailed below:

Risks related to Community Engagement are likely to fall in the categories below, with associated consequences outlined below.

| Risk category | Consequence 1 | Consequence 2 | Consequence 3 | Consequence 4 | Consequence 5 |
|---------------|---------------|---------------|---------------|---------------|---------------|
| Reputation | Limited adverse local community media coverage; limited amount of ministerial interest | Minor, adverse local community media coverage; minor ministerial interest | Short-term state-wide or extensive local negative media coverage; in depth ministerial interest, reporting and follow up | Extensive and extended state-wide and/or national media coverage; negative Minister, government and stakeholder discussion at a parliamentary level | Severe change to the public perception of the department, significant cost, time and effort for full recovery |

| Risk category | Consequence 1 | Consequence 2 | Consequence 3 | Consequence 4 | Consequence 5 |
|---|---|---|---|---|---|
| External Stakeholders / Community | Low-level tension, with all issues satisfactorily resolved with consultation and negotiation | Minor tension, with most issues satisfactorily resolved with consultation and negotiation | Moderate friction, miscommunications, expressed concerns, some issues unresolved | Major issues requiring significant cost, time and effort to resolve and/or cannot be resolved | Severe issues requiring significant cost, time and effort to resolve and/or cannot be resolved |

## Determination of the risk rating

The Risk Rating (both Initial and Residual Risk Rating) is achieved by plotting the Likelihood and Consequence ratings on the matrix below to determine the Risk Rating. This rating is performed automatically within the TReign. Project Management system.

| | | | | | |
|---|---|---|---|---|---|
| **Almost Certain – 5** | Medium | Medium | High | High | High |
| **Likely – 4** | Low | Medium | Medium | High | High |
| **Possible – 3** | Low | Medium | Medium | Medium | High |
| **Unlikely – 2** | Low | Low | Medium | Medium | Medium |
| **Rare – 1** | Low | Low | Low | Medium | Medium |
| | **1 – Insignificant** | **2 – Minor** | **3 – Moderate** | **4 – Major** | **5 – Critical** |

## Facilitate open risk discussion

The Project Manager is responsible for facilitating open and honest risk discussion during the Project Coordination Meetings. The aim of this discussion is to identify what can go wrong and to ensure that any new risks identified are added to the project risk register.

**Step Three – RESOLVE**

## Determine risk strategy

Once a risk has been assessed and a risk rating determined, then the most appropriate risk strategy should be considered. The four risk strategies are outlined in the table below

| Strategy | Action to be taken |
|---|---|
| Mitigate | Develop actions/options to reduce the likelihood and/or consequence of the risk. |
| Transfer | Outsource the activity causing the risk or insure the risk. |
| Avoid | Remove the activity causing the risk and seek alternative. |
| Tolerate | Take no further action other than to monitor or put plans in place to reduce the consequence in case it occurs. |

**Determine risk mitigations**

Once a risk strategy has been identified, then the most appropriate risk mitigations should be identified and action owners assigned.

**Calculate residual risk rating**

Once a risk mitigation has been developed, the residual risk rating should be calculated. To calculate the residual risk rating, follow Figure 5: Detailed Risk Assessment procedure steps 1 to 5.

**Monitor completion of actions**

The Project Manager should regularly monitor any identified actions to be undertaken to ensure their completion and update the risk register fortnightly as a minimum.

# Appendix C – Notification process

Notifications are SINSW's prescribed notification requirement (called works notifications or project updates as per Table 1.4.1) and are the primary mechanism to inform the community and key stakeholders about key milestones and the impact of school construction on the local area. Notifications provide advance warning of activities and planned disruptions, allowing stakeholders and community members to plan for the impacts and make alternative arrangements where required.

CE Managers advise the project team of the relevant notification requirements and timeframes to be met.  The CE team obtains the information necessary to meet these timeframes by:

▪ Having oversight of the project delivery program

▪ Visiting site as required

▪ Attending and participating in construction meetings, planning meetings, and workshops.

Notifications are distributed in person via door knocks and electronically via email. Locally based signage, fact sheets, media and advertising will also be used, where appropriate.

| Works activity | Minimum community notice period* |
|---|---|
| Notification to communities following major incident | Same day |
| Emergency works/unforeseen events | Same day |
| Contamination management and notification | Within 48 hours |
| Upcoming works notification (minimum disruption) | 5 – 7 days |
| Invitation/notification of community event (e.g. info booth or info session) | 5 – 7 days |
| Notifications regarding traffic changes, parking impacts, road closures, major detours | 10 – 14 days |
| Pedestrian route changes and other impacts | 10 – 14 days |
| Notifications regarding operational changes for the school community (school drop-off points, entry and exit points) | 10 - 14 days |
| Major construction impacts (out of hours/ significant noise/ demolition) | 10 – 14 days |
| Major impacts to school community e.g. relocation to temporary school | 6 months |
| | *Note that some Council's DA conditions may require additional notice. |

# Appendix D – Interactions and complaints management

SINSW manages enquiries (called interactions in our CRM, 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, 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, they must be logged in our CRM, actively managed, closed out and resolved by SINSW within 24-48 hours.

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

If a complaint 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

The below table summarises timeframes for responding to enquiries and complaints, through each correspondence method:

| Complaint | Acknowledgement times | Response times |
|---|---|---|
| Phone call during business hours | At time of call – and agree with caller estimated timeframe for resolution. | Complaint to be closed out within 48 hours.<br><br>If not possible, continue contact, escalate as required and resolve within 7 business days. |
| Phone call after hours | Within two (2) hours of receiving message upon returning to office. | Following acknowledgement, complaint to be closed out within 48 hours. If not possible, continue contact, escalate as required and resolve within 7 business days. |
| Email during business hours | At time of email (automatic response) | Complaint to be closed out within 48 hours. If not possible, continue contact, escalate internally as required and resolve within 7 business days. |
| Email outside of business hours | At time of email (automatic response) | Complaint to be closed out within 48 hours (once return to business hours). If not possible, continue contact, escalate internally as required and resolve within 7 business days. |
| **Interaction/ Enquiry** | | |
| Phone call during business hours | At time of call – and agree with caller estimated timeframe for response. | Interaction to be logged and closed out within 7 business days. |

| | | |
|---|---|---|
| Phone call after hours | Within two (2) hours of receiving message upon returning to office. | Interaction to be logged and closed out within 7 business days. |
| Email during business hours | At time of email (automatic response) | Interaction to be logged and closed out within 7 business days. |
| Email outside of business hours | At time of email (automatic response) | Interaction to be logged and closed out within 7 business days. |
| Letter | N/A | Interaction to be logged and closed out within 10 business days following receipt. |

The below diagrams outline the internal process for managing interactions and complaints.

# INTERACTION MANAGEMENT PROCESS FLOW CHART – INTERNAL

**STAGE 1**
**INTERACTION**

- Interaction originates from community member
- PM and Construction Contractor to advise community member to make direct contact with SINSW if approached
- The Interaction is only deemed to be 'received' by SINSW CE Team when it has been passed to the CEM
- Social media is not routinely monitored or used by SINSW Community Engagement Team; it is only used reactively in special circumstances

**Community Member**
**Origin of interaction**

Social media | SiNSW email | 1300 phone | School Exec | PM or Contractor | SPD or PD

**CEM**
**Interaction received by SINSW CE Team**

**STAGE 2**
**INTERACTION PROCESSING AND NOTIFICATION**

- CEM has the responsibility to register the interaction and task in Darzin
- CEM to seek advice from SPD and PD as required
- The SPD and PD will liaise with the PM and Construction Contractor as required

PM & Contractor ← SPD & PD

**STAGE 3**
**INTERACTION RESOLUTION**

- If the Interaction cannot be resolved in seven days, the CEM is to pass to Senior CE Manager, who will develop a strategy for resolution and escalate within SINSW as required
- CEM has the responsibility to close the Interaction in Darzin
- CEM has the responsibility of seeking approval and sign-off of complaint response and all associated communications materials

**Interaction not resolved in 7 days** | **Interaction resolved in 7 days**
**Approval & sign off [mandatory]**

**Senior CE Manager**
**Complaint escalation**

**Community member**
**Complaint closed**

**KEY**
- Stakeholder or channel
- Process information
- CRM instructions
- Direction of mandatory communication and action
- Direction of potentially required communication and action
- communication channel / tool

**Darzin**
Interaction handling – IN
- Add new Interaction – IN
- Add new task
- Link IN Interaction & Task
Refer to Interaction and Complaint Handling Rules for detailed information

**Darzin**
Interaction handling – OUT
- Add new Interaction – OUT
- Link OUT Interaction to Task
- Close task
Refer to Interaction and Complaint Handling Rules for detailed information

**Approval & sign-off**
- CE Manager
- CE Senior Manager
- Project Director
- Senior Project Director
- Comms Director (major issue only)
- School Executive (major issue only, or if interaction received via School Executive)

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# COMPLAINTS MANAGEMENT PROCESS FLOW CHART – INTERNAL

**STAGE 1**
**COMPLAINT LODGEMENT**

- Complaint originates from community member ("complainant")
- PM and Construction Contractor to advise complainant to make direct contact with SINSW, via the 1300 phone or SINSW email, if approached
- The complaint is only deemed to be 'received' by SINSW CE Team when it has been passed to the CEM
- Social media is not routinely monitored or used by SINSW Community Engagement Team; it is only used reactively in special circumstances

**Complainant**
**Origin of complaint**

Social media | SiNSW email | 1300 phone | School Exec | PM or Contractor | SPD or PD

**CEM**
**Complaint received by SINSW CE Team**

**STAGE 2**
**COMPLAINT PROCESSING AND NOTIFICATION**

- CEM has the responsibility to register the complaint in Darzin and notify SPD and PD
- The complaint will be entered into Darzin by the Community Engagement Officer if it is received via the 1300 phone or SINSW email
- If the complaint is a Major Issue, the CEM must also notify the Media Manager and Senior Community Engagement Manager
- The SPD and PD will liaise with the PM and Construction Contractor as required

**Media & Senior CE Managers**
**MAJOR ISSUE ONLY**

PM & Contractor ← SPD & PD

**STAGE 3**
**COMPLAINT RESOLUTION**

- SPD and PD take the responsibility for resolving the complaint
- SPD and PD may ask for support from CEM, but it remains their responsibility to resolve
- If complaint cannot be resolved in 48 hrs, the CEM is to pass to Senior CE Manager, who will develop a strategy for resolution and escalate within SINSW as required
- CEM has the responsibility of seeking approval and sign-off of complaint response and all associated communications materials
- CEM has the responsibility to close the complaint in Darzin

**CEM** ← **Complaint not resolved in 48 hrs** | **Complaint resolved in 48 hrs** → **CEM**
**Approval & sign off [mandatory]**

**Senior CE Manager**
**Complaint escalation**

**Complainant**
**Complaint closed**

**KEY**
- Stakeholder or channel
- Process information
- CRM instructions
- Direction of mandatory communication and action
- Direction of potentially required communication and action
- communication channel / tool

**Darzin**
Complaint handling – IN
- Add new Interaction – IN
- Add new Complaint
- Link IN Interaction & Complaint
Refer to Interaction and Complaint Handling Rules for detailed information

**Darzin**
Complaint handling – OUT
- Add new Interaction – OUT
- Link OUT Interaction to Complaint
- Close Complaint
Refer to Interaction and Complaint Handling Rules for detailed information

**Approval & sign-off**
- CE Manager
- CE Senior Manager
- Project Director
- Senior Project Director
- Comms Director (major issue only)
- School Executive (major issue only, or if complaint received via School Executive)

It is the CE Manager's responsibility to:

- Follow the diagram as indicated in complaints process above and liaise with CE Senior Manager if escalation required

- Ensure adequate management of interactions and complaints during the project, following SINSW governance protocols and ensuring that any high level stakeholder enquiries or media enquiries are escalated to the SINSW Media team

- Draft responses to interactions and complaints relating to day-to-day operational aspects of the project, and coordinate all responses to be sent from the School Infrastructure email, following approval by SPD/PD

- Respond over the phone

- Document how the interaction or complaint was resolved in Darzin, and close it out as per process.

# Appendix E – Major incident and crisis management

A major incident is a potential or actual incident that:

- Poses significant harm to people, property, the environment or the local community.

- Threatens the safety or well-being of staff, community, students and other stakeholders and / or the integrity, performance, reputation of SINSW and its delivery partners.

- Requires assistance from external emergency services agencies and other service providers e.g. utilities, responsible for the operation of these services.

A major incident is NOT:

- A small-scale incident that can be managed by the Project Team for example, first aid injuries.

**Roles and responsibilities in a major incident**

In the event of a major incident, once emergency services are contacted, the incident must be immediately reported

to the SINSW Senior Project Director who will inform:

- SINSW Executive Director

- C&E Manager

- Senior Manager, C&E

- Communications Director

SINSW Communications Director will:

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

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

- Notify all other key project stakeholders of the emergency.

The school and local community will be **notified within 24 hours** in the event of a major incident, as per our notification timelines in Appendix C.

The SINSW Senior Project Director will issue a written incident notification to the relevant planning authority/ Local Council **within 7 days** of a major incident occurring outlining details of the incident and steps taken to resolve the issue.

# Appendix F – Branding

All materials produced for SINSW are created in line with the Department of Education branding guidelines.

The below table summarises the branding requirements for all SINSW communications materials.

**i.    Branding requirements***

| | NSW Waratah | SINSW phone number, email address and website | SINSW authorisation |
|---|---|---|---|
| Works notifications | ✓ | ✓ | ✓ |
| Project updates | ✓ | ✓ | ✓ |
| Signage | ✓ | ✓ | ✓ |
| Newsletters | ✓ | ✓ | ✓ |
| Information packs | ✓ | ✓ | ✓ |
| Welcome packs | ✓ | ✓ | ✓ |
| Display boards | ✓ | ✓ | ✓ |
| Print advertising | ✓ | ✓ | ✓ |
| Hoarding | ✓ | | ✓ |
| Shade cloth | ✓ | | ✓ |
| Frequently asked questions | ✓ | ✓ | ✓ |

# Appendix G – Reporting

All stakeholder and community interactions will be recorded using SINSW's nominated Customer Relationship Management System – Darzin* which will be used to track relationships and monitor incoming and outgoing interactions. Interactions types will include but are not limited to:

- Briefings

- Meetings

- Information booths

- Emails

- Letters

- Phone calls.

* NB. General informal correspondence between SINSW team members and stakeholders for the purpose of, for example, arranging meetings, will not be captured in Darzin.

Reports can be generated as requested by the project team. Reporting goes to the Executive on a monthly basis.