Michael Cassel
Planning Secretary
Department of Planning and Environment
Locked Bag 5022
Parramatta NSW 2124

Attn: Shiraz Ahmed / Rob Sherry

6 July 2022

Dear Mr Cassel

Upgrades to John Palmer Public School (SSD-23330227): Submission of Community Communication Strategy in accordance with Condition B11

I refer to SSD Application SSD-23330227, upgrades to John Palmer Public School, approved on the 20 May 2022.

In accordance with condition B11 of the Development Consent (below), the Applicant has prepared a Community Communication Strategy.

Community Communication Strategy

B11.   No later than 48 hours before the commencement of construction, a Community Communication Strategy must be submitted to the Planning Secretary for information. The Community Communication Strategy must 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.
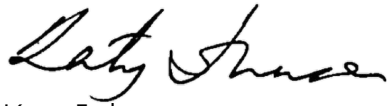
The Community Communication Strategy must:
(a)   identify relevant and people to be consulted during the design and construction phases;
(b)   set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the development;
(c)   provide for the formation 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 has been reviewed by the Project Team and the Statutory Planning Team at School Infrastructure NSW.

The Department of Education hereby submits a copy of the Community Communication Strategy to the Planning Secretary for information.

Yours sincerely

Katy Johnson
Project Director
Schools Infrastructure NSW

School Infrastructure NSW

Community Communication Strategy

John Palmer Public School

SSD - 23330227

Version	Date of Review
1.0	21/6/22
2.0	1/7/2022

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 constrataints and impacts during construction.

A Consultation Report outlining the consultation and engagement during this planning phase of the project is submitted as part of the State Significant Developement application. This Community Communications Strategy (CCS) provides an overview of how SINSW will continue to communicate and consult with the community during construction of the project.

The Consultation Report is available on the planning portal https://pp.planningportal.nsw.gov.au/major-projects/projects/upgrades-john-palmer-public-school

The John Palmer Public School upgrade is classified as a state significant development, and has been assessed by the Department of Planning and Environment (DPE). Consent was provided on 20 May 2022.

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

This Community Communication Strategy (CCS) has been developed to Comply with condition B11:

Community Communication Strategy

B11. No later than 48 hours before the commencement of construction, a Community Communication Strategy must be submitted to the Planning Secretary for information. The Community Communication Strategy must 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; through*

   ii. *which the Applicant will respond to enquiries or feedback from the community;*

   iii. *for complaints handling, including details of how to enquire about the development or to make a complaint and response timeframes; and*

   iv. *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.*

e) *include any specific requirements about traffic, noise and vibration, visual impacts, amenity, flora and fauna, soil and water, contamination and heritage.*

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 Schools Operations and 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

State Significant Developments B11	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) set out procedures and mechanisms:
 	
   i. *through which the community can discuss or provide feedback to the Applicant; through*
 	
   ii. *which the Applicant will respond to enquiries or feedback from the community;*
 	
   iii. *for complaints handling, including details of how to enquire about the development or to make a complaint and response timeframes; and*
 	
   iv. *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

d) *include any specific requirements about traffic, noise and vibration, visual impacts, amenity, flora and fauna, soil and water, contamination and heritage.*	▪ Section 4.2

1.   Context

The John Palmer Public School upgrade is a February 2019 Election Commitment to "deliver more spaces for local students in new permanent air-conditioned classrooms and upgraded core facilities".

The proposed development seeks to upgrade John Palmer Public School. The upgrade consists of the following alterations and additions:

- Construction of a new three storey building facing The Ponds Boulevard which will accommodate 29 Permanent Learning Spaces and 1 new staff room;
- Construction of a one storey new library building;
- Relocation of service access to staff car park off The Ponds Boulevard, including alterations to the existing car park to accommodate service vehicle;
- One-storey extension to and refurbishment of existing School Hall building. The School Hall extension will accommodate ancillary spaces for Out of Hours School Care;
- Building Block D will be re-purposed from an existing library to special program spaces and administration;
- Refurbishment of Building F to provide 1 new support unit;
- Minor additions and internal refurbishments to Building A;
- Removal of all 20 existing demountable classroom buildings once alterations and additions have been completed; and
- Ancillary works to support the alterations and additions including landscaping and service provision.

For more information on the project, visit the project https://www.schoolinfrastructure.nsw.gov.au/projects/j/john-palmer-public-school-upgrade.html

The upgrade is classified as a state significant development, and has been assessed by the Department of Planning and Environment (DPE). Consent was provided on 20 May 2022

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

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
Local Members of Parliament: ▪ Federal – Member for Greenway - Hon Michelle Rowland ▪ State – Member for Blacktown - Mr Stephen Bali	▪ Meeting the economic, social and environmental objectives of state and federal governments ▪ Delivering increased public education capacity on time ▪ Delivering infrastructure which meets expectations ▪ Addressing local issues such as traffic, congestion and public transport solutions
Government agencies and peak bodies: ▪ Transport for NSW ▪ Roads and Maritime Services NSW ▪ Fire and Rescue NSW ▪ NSW Department of Education ▪ NSW Department of Planning, Industry and Environment ▪ NSW Environmental Protection Authority ▪ NSW Rural Fire Service ▪ Sydney Water ▪ NSW Heritage Council ▪ NSW Office of Environment and Heritage ▪ NSW Department of Premier and Cabinet	▪ Traffic and congestion on the local road system ▪ Adequate public transport options and access ▪ Ensuring new infrastructure meets standard requirements for safety and fire evacuation ▪ Ensuring the development is compliant Ensuring the development does not impact heritage items ▪ Easing overcrowding in local schools
Local Council - Blacktown ▪ Mayor - Tony Bleasdale ▪ Deputy Mayor, Councillor Brad Bunting Councillors ▪ Councillor Moninder Singh ▪ Councillor Julie Griffiths ▪ Councillor Michael Stubley ▪ Councillor Kushpinder Kaur ▪ Councillor Allan Green ▪ Councillor Kathie Collins ▪ Councillor Susai Benjamin ▪ Councillor Carol Israel ▪ Councillor Bob Fitzgerald ▪ Councillor Peter Camilleri	▪ Schedule for construction and opening of school ▪ Plans for enrolled students during the operation of the temporary school ▪ Impacts to the local community including noise, congestion and traffic ▪ Shared use of community spaces ▪ Providing amenities to meet increase population density ▪ Copies of information distributed to local residents ▪ Processes and protocols in place to manage interactions with local residents

Stakeholders	Interest and involvement
▪ Councillor Livingston Chettipally	
School community ▪ Principal ▪ Teachers ▪ Staff ▪ Parents and carers ▪ Students	▪ Safe pedestrian and traffic access to the temporary school during construction ▪ Construction impacts and how these will be minimised ▪ Quality of infrastructure and resources upon project completion ▪ How to access the upgraded school once completed

Local community
▪ The Ponds and surrounding suburbs
	▪ Noise and truck movements during construction
	▪ Increased traffic and congestion on nearby streets including:
	    • The Ponds Boulevarde
	    • Jetty St
	    • Pebble Crescent
	• Local traffic and pedestrian safety
	• Changed traffic conditions during pick-up and drop-off
	• Shared use of school facilities and amenities

Potential joint use partners • Axiom 2 – PPP • Spotless • Early Child Learning Centre	• Facilities Management • Maintenance Management • Safety Management • Traffic and access to the school site • Impact during construction
Nearby public schools ▪ Riverbank Public School ▪ Kellyville Ridge Public School ▪ The Ponds Public School	• Impact on school resources • Impact on current students • Implications for teaching staff • Possible impacts on enrolments • Opportunities to view the new facilities

Adjoining affected landowners and businesses
▪ The Ponds Shopping Centre (and retailers)
▪ The Ponds Community Hub
▪ Nearby residents including:
    • 104-96 The Ponds Boulevard.
    • 94-78 The Ponds Boulevard.
    • 13-79 Jetty Street.
    • 1-15 Pebble Crescent.
    • 17-31 Pebble Crescent.
	▪ Noise and truck movements during construction
	▪ Increased traffic and congestion on nearby streets
	▪ Local traffic and pedestrian safety
	▪ Changed traffic conditions during pick-up and drop-off
	▪ Environmental impacts during construction

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 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)   1300 482 651 number that is published on all communications material, including project site signage

b)   School Infrastructure NSW email address (schoolinfrastructure@det.nsw.edu.au) that is 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 at before on our website and via letterbox drops.

Refer to Section 6 of this document for detail on our enquiries and complaints process.

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

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

Communications Tool	Description of Activity	Frequency
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 Infrastruture 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 and community communication tools. These are updated as required, and included on the website if appropriate.	Throughout the life of the project
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 for the broad 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.	At project milestones and as required

Communications Tool	Description of Activity	Frequency
	All liaison to be summarised and loaded in the CRM.	
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 / 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 4.2) 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.

Communications Tool	Description of Activity	Frequency
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 contruction 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 solution, 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 John Palmer Public School. Provides high level information including project scope, project image and SINSW contact information. Fixed to external fencing/ entrances etc. that are visible and is updated if any damage occurs.	Throughout the life of the project and installed for 12 months post completion
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 the John Palmer Public School upgrade is located on the SINSW website - https://www.schoolinfrastructure.nsw.gov.au/projects/j/john-palmer-public-school-upgrade.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	Project completion only

Communications Tool	Description of Activity	Frequency
	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.	

4.2. Construction works notification distribution methodology

Construction works notifications will be distributed to potentially affected properties in the vicinity of the project. These properties have been identified using 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 U - Noise & Vibration Impact Assessment*
- the transport assessment supporting the SSD application - *Appendix O - Transport Impact Assessment*
- 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 nearest sensitive receivers to the site have been identified below.

Receiver 1: Residences to the east of the site at 104-96 The Ponds Boulevard.

Receiver 2: Residences to the east of the site at 94-78 The Ponds Boulevard.

Receiver 3: Residences to the south of the site located at 13-79 Jetty Street.

Receiver 4: Residences to the west of the site located at 1-15 Pebble Crescent.

Receiver 5: Residences to the west of the site located at 17-31 Pebble Crescent.

Details of the site location and surrounding receivers are detailed in below figure. More information can be found in the *Construction Noise and Vibration Management Sub Plan.*

Table 4. Site Map, Measurement Locations and Surrounding Receivers

5.   Engagement Delivery Timeline

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

Table 5: Engagement timeline

Project Phase / milestone	Target Audiences	Proposed communication tools / activities / purpose as per Table 3	Timing / implementation
Main Construction work Stage 1 (new library refurbishment of building F and existing hall) Work activites include but not limited to: ▪ Site establishment ▪ Earthworks ▪ Remediation (if required) ▪ Crane installation ▪ Refurbishment ▪ Key impact periods – noise, dust, traffic, vibration	School community including students, staff, parents/carers, and adjoining property owners.	▪ Letter box drop ▪ School Newsletter ▪ Social media ▪ Information Sessions ▪ Works notifications ▪ Media releases ▪ Project signage ▪ Project update/information pack ▪ Project Reference Group meetings	July 2022 – Late 2022 (at key construction events as required, as per our notification process in Table 6)
Stage 2 works (new 3 storey building and refurbishment of Building A and D) ▪ Site establishment ▪ Earthworks ▪ Remediation (if required) ▪ Earthworks ▪ Site ▪ Key impact periods – noise, dust, traffic, vibration	School community including students, staff, parents/carers, and adjoining property owners.	▪ Letter box drop ▪ School Newsletter ▪ Social media ▪ Information Sessions ▪ Works notifications ▪ Media releases ▪ Project signage ▪ Project update/information pack ▪ Project Reference Group meetings	July 2022- Mid 2023
Term prior to project completion	School community including students, staff, parents/carers, and adjoining property owners.	▪ Letter box drop ▪ School Newsletter ▪ Social media ▪ Information Sessions ▪ Works notifications ▪ Media releases ▪ Project signage	Stage 1 – late 2022 Stage 2 – Mid 2023

Project Phase / milestone	Target Audiences	Proposed communication tools / activities / purpose as per Table 3	Timing / implementation
		▪ Project update/information pack	
Handover and welcome to new school	School community including students, staff, parents/carers	School Newsletter, social media.	Mid 2023
Opening	School community including students, staff, parents/carers	Official opening ceremony	Mid 2023
Post-opening	All	Website remains live Project signage remains installed 1300 phone and email still active, and CRM still maintained for complaints and enquiries.	(at least 12 months post construction completion)

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 Operations and 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 6 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 6: 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, 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 2 to 5 business 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 website page on the SINSW website.

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.

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 – and agree with caller estimated timeframe for resolution.	Complaint to be closed out within 2 business days. 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 2 business days. 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 2 business days. 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 2 business days. 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 diagram outlines our internal process for managing complaints.

Figure 2 - Internal Complaints Process

SINSW to update to include complaints coming from DPE or other external agency

- ○ Community complains to DPE/EPA and refers to SINSW
  - DPE to refer complaint to existing SINSW channels (email and 1300)
    - ▪ Privacy concerns, may not provide contact details.
    - ▪ DPE to provide accurate description.
  - If contact details provided > SINSW needs to respond direct
  - If no contact details > SINSW needs to respond to DPE.

COMPLAINTS MANAGEMENT PROCESS FLOW CHART
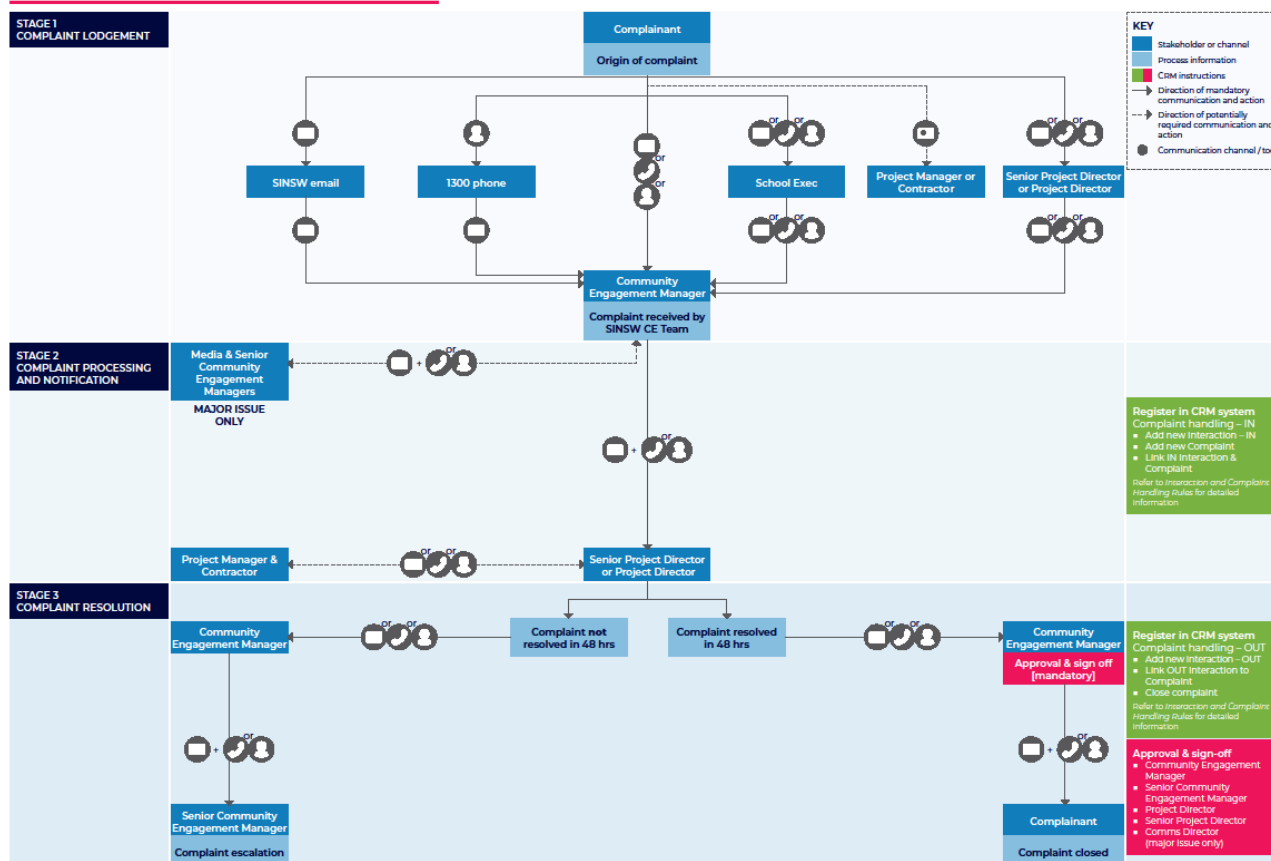
6.5.1. Disputes involving compensation and rectification

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.

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.

Reporting will include but not be 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.