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School Infrastructure NSW

# Community Communication Strategy

## Kingscliff High School

Version	Date of Review
1.0	December 2021
2.0	22 June 2023 – updated to reflect new complaints process and minor corrections

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# Document Purpose

This Community Communication Strategy (CCS) has been developed to:

- Successfully consider and manage stakeholder and community expectations as integral to the successful delivery of the project.
- Outline interfaces with other disciplines, including safety, construction, design and environment, to ensure all activities are co-ordinated and drive best practice project outcomes.
- Inform affected stakeholders, such as the local community or road users about construction activities.
- Provide a delivery strategy which enables the open and proactive management of issues and communications.
- Highlight supporting procedures and tools to enable the team to deliver this plan effectively.
- Provide support for the broader communications objectives of School Infrastructure NSW (SINSW), including the promotion of the project and its benefits.

This Community Consultation Strategy (CCS) will be implemented through the design and construction phase of the project, and for 12 months following construction completion.

## Plan review

The CCS will be revised regularly to address any changes in the project management process, comments and feedback by relevant stakeholders, and any changes identified as a result of continuous improvement undertakings. 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 before being submitted to the Planning Secretary for approval.

**Table 1: List of SSD requirements and where they are addressed**

State Significant Development No. 8744305 Condition B10.	The Community Communications Strategy addresses this in section
<p>No later than 48 hours before the commencement of construction, a Community Communication Strategy must be submitted to the Planning Secretary for information.</p> <p>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.</p> <p>The Community Communication Strategy must:</p>	<p>The Community Communication Strategy was submitted to the Planning Secretary greater than 48 hours before construction.</p>
a) Identify people to be consulted during the design and construction phases	<ul style="list-style-type: none"> <li>▪ Section 4</li> <li>▪ Section 5</li> </ul>
b) Set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the development	<ul style="list-style-type: none"> <li>▪ Section 6</li> <li>▪ Section 7</li> <li>▪ Section 8.4</li> </ul>
c) Provide for the formation of community-based forums, if required, that focus on key environmental management issues for the development	<ul style="list-style-type: none"> <li>▪ Section 4</li> </ul>
d) Set out procedures and mechanisms:	

State Significant Development No. 8744305 Condition B10.	The Community Communications Strategy addresses this in section
i. Through which the community can discuss or provide feedback to the Applicant	<ul style="list-style-type: none"> <li>▪ Section 4, PRG</li> <li>▪ Section 6</li> <li>▪ Section 8.5</li> </ul>
ii. Through which the Applicant will respond to enquiries or feedback from the community; and	<ul style="list-style-type: none"> <li>▪ Section 8.5</li> </ul>
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.	<ul style="list-style-type: none"> <li>▪ Section 8.5</li> </ul>
Include any specific requirements around traffic, noise and vibration, soil and water, contamination, and heritage	<ul style="list-style-type: none"> <li>• Section 3</li> </ul>

## 1. Context

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. This is the largest investment in public education infrastructure in the history of NSW.

The NSW Department of Education is committed to delivering new and upgraded schools for communities across NSW. The delivery of these important projects is essential to the future learning needs of our students and supports growth in the local economy.

A project is underway to upgrade Kingscliff High School to provide the latest education facilities and cater for the growing local community. An initial early works program is underway, which will be followed by major construction of the State Significant Development (SSD) work.

Upgrades to Kingscliff High School will include:

- New and refurbished learning spaces
- A new creative and performing arts building
- A new library
- A new senior learning area
- Extended administration building to provide new staff areas
- Refurbished food technology kitchens to semi-commercial standard
- New covered outdoor learning area (COLA)
- New sports pavilion.

To ensure the school gains the benefits of new facilities as soon as possible, the upgrade is being delivered progressively. In addition to the early works already completed, further facilities will be ready for use by the school in early 2023, with the remainder ready for use in 2024.

The Kingscliff High School upgrade is classified as a SSD and assessed by the Department of Planning and Environment (DPE).

DPE's web page on the project is [here](#).

SINSW's web page on the project is [here](#).

### 1.1. The scope of this Development and this CCS

The Kingscliff High School upgrade is being delivered progressively to ensure the school remains operational during construction and to minimise disruption to learning. The scope of the upgrade at Kingscliff High School has been classified by the Department of Planning and Environment as a State Significant Development (SSD – 8744305) and includes the following:

- Construction of a new two-storey creative and performing arts hall (Building O) and single-storey amenities building
- New Covered Outdoor Learning Area (COLA) adjacent to existing hall (Building H) and associated alterations to Building H to provide new doors opening onto the COLA
- Alterations and additions to Buildings A, C and G to provide refurbished learning spaces, upgraded food technology unit, new seniors learning area and new staff administration facilities
- Associated works including reconfiguration of the existing car park, provision of new bicycle parking, landscaping and infrastructure upgrades, including to nearby pedestrian road crossing and footpaths.

Consent was provided for this development on Wednesday 3 November 2021. The Community Communications Strategy has been prepared for this development to satisfy SSD condition B10. For more information visit the DPE web page on the SSD component of the project. For more information visit the [DPE web page](#).

## **2. Community Engagement Objectives**

SINSW's goal is that our school infrastructure meets the needs of a growing population and enables future-focused learning and teaching.

This CCS has been developed to achieve the following community engagement objectives:

- Promote the benefits of the project
- Build key 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.

### **3. Key Messages**

Through each phase of the project, the key messages and means of engagement will be regularly reviewed, refined and updated. Information that is currently in the public domain is outlined below.

#### **3.1. High level messaging**

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. This is the largest investment in public education infrastructure in the history of NSW.

The NSW Department of Education is committed to delivering new and upgraded schools for communities across NSW. The delivery of these important projects is essential to the future learning needs of our students and supports growth in the local economy.

#### **3.2. Project messaging**

The below are specific Kingscliff High School project key messages. They will be tailored according to audience and updated as the project progresses.

##### **3.2.1. Project status**

The SSD application has been assessed by DPE and consent granted was on 3 November 2021.

##### **3.2.2. Project benefits**

Kingscliff High School is being upgraded to provide the latest education facilities and cater for the growing local community. The upgrade of Kingscliff High School will deliver:

- New and refurbished learning spaces in response to local demand for upgraded educational facilities and will deliver important public infrastructure that will benefit the whole community
- A new creative and performing arts (CAPA) building
- A new library
- A new senior learning area
- Extended administration building to provide new staff areas
- Refurbished food technology kitchens to semi-commercial standard
- New covered outdoor learning area (COLA)
- New sports pavilion
- Permanent and state of the art teaching facilities for students
- Improved environmental performing new buildings built to minimum 4-star Green Star certification standard..

##### **3.2.3. High-quality learning environment**

The project will provide flexible learning spaces that make use of the latest technology to enhance the learning experience for the next generation of students. Furthermore, the contemporary and sustainable facilities provide an outstanding working environment for school staff.

Flexible learning spaces are adaptable to accommodate small or large groups and facilitate students use of modern technology, while working independently and collaboratively.

##### **3.2.4. Environmental benefits**

The new school will be designed and built in accordance with current sustainability principles. SINSW is committed to environmentally conscious construction and maintenance practices and SINSW is registered for a minimum 4-star Green Star certification rating with the Green Building Council of Australia.

### **3.3. Construction phase**

#### **3.3.1. Safety**

School Infrastructure NSW is committed to ensuring that work is completed safely and efficiently and with minimal impact to the local community. Prior to construction starting, any hazardous material is required to be removed from the site. This work will be carried out in accordance with regulatory requirements including the provisions of SafeWork NSW.

#### **3.3.2. Traffic management**

The construction contractor has developed a Traffic and Pedestrian Management Plan to ensure that vehicle and pedestrian movements are managed with minimal disruption and ensuring safety to the local community. All construction vehicles (excluding worker vehicles) are to be contained wholly within the site, except if located in an approved on-street work zone, and vehicles must enter the site before stopping.

#### **3.3.3. Noise, vibration and dust**

Any activity that could exceed approved construction noise management levels will be managed in strict accordance with the *Protection of the Environment Operations Act 1997*.

Prior to construction, a Construction Noise Vibration Management Sub Plan (CNVMSP) will be developed to govern the management of noise and vibration during construction. Mitigation measures will be in place to manage noise and dust levels, including hoarding to minimise the effects of noise and dust and hosing down as required to ensure the safety of the school and local community.

Construction works, including the delivery of materials to and from the site, will take place between 7:00am and 6:00pm Monday to Friday and between 8:00am and 1:00pm on Saturdays. No night work is scheduled for this project and no work will occur on Sundays or public holidays.

Rock breaking, rock hammering, sheet piling, pile driving and similar activities may only be carried out between the following hours:

- (a) 9am to 12pm Monday to Friday
- (b) 2pm to 5pm Monday to Friday and
- (c) 9am to 12pm Saturday.

Activities may be undertaken outside of these hours if required:

- (a) by the Police or a public authority for the delivery of vehicles, plant or materials; or
- (b) in an emergency to avoid the loss of life, damage to property or to prevent environmental harm; or
- (c) where the works are inaudible at the nearest sensitive receivers; or
- (d) where a variation is approved in advance in writing by the Planning Secretary or his nominee if appropriate justification is provided for the works.

Notification of such activities must be given to affected residents before undertaking the activities or as soon as is practical afterwards.

#### **3.3.4. Soil and water**

SINSW is committed to the appropriate management of soil and water on the construction site will be managed in strict accordance with the *Protection of the Environment Operations Act, 1997*.

SINSW will comply with all Development Consent Conditions relating to soil and water management, and with all relevant mitigation measures listed in the Environmental Impact Statement (EIS).

Prior to construction, a Construction Environmental Management Plan (CEMP) will be prepared to govern the completion of all construction works. The CEMP will include a Construction Soil and Water Management Sub-Plan (CSWMSP) for the management of soil and water, be prepared in accordance with relevant guidelines and performance indicators, and submitted to the Planning Secretary.

A suitably qualified and experienced consultant will prepare the CSWMSP in consultation with Council and will:

- describe erosion and sediment control measures to be implemented during construction
- provide a plan of how construction works will be managed in wet-weather events
- detail off-site flows from the site to the surrounding area



- describe the measures to be taken to manage stormwater and flood flows for small and large sized events

Erosion and sediment controls will be installed and maintained in accordance with the “Blue Book” – *Managing Urban Stormwater: Soils and Construction (4<sup>th</sup> edition)*. These controls will be implemented prior to the commencement of any other site disturbance works. A stormwater management system will be developed by the contractor during construction.

Only approved soil and imported fill types will be used onsite in accordance with the consent conditions. Accurate records will be kept on the volume and type of fill used onsite.

### **3.3.5. Contamination**

Prior to construction, a Construction Environmental Management Plan (CEMP) will be prepared to govern the completion of all construction works. The CEMP will detail contamination management measures, be prepared in accordance with relevant guidelines and performance indicators, and submitted to the Planning Secretary.

A suitably qualified professional has undertaken geotechnical investigations to confirm the full nature and extent of the contamination at project site. The project site has been tested for contamination and is considered to be safe and suitable for the school upgrade.

The consent conditions require compliance with the following requirements:

- (a) Preparation of site investigations in accordance with relevant guidelines
- (b) Reports compliant with relevant site contamination schemes
- (c) Remediation Action Plan (if required).

The CEMP will include protocols for the management of unexpected contamination discovered during the course of construction works.

### **3.3.6. Heritage**

Prior to construction, a Construction Environmental Management Plan (CEMP) will be prepared to govern the completion of all construction works. The CEMP will detail measures to address unexpected finds for Aboriginal and non-Aboriginal heritage matters alongside an associated communication procedure, and submitted to the Planning Secretary.

In the event that relics of Aboriginal heritage or other heritage are discovered, all works in the immediate area will cease and consultation will occur with a suitably qualified archaeologist, registered Aboriginal representatives and Heritage NSW to determine an appropriate management strategy. Works may only recommence with the written approval of the Planning Secretary.

### **3.3.7. Disruptive works**

Construction work for the Kingscliff High School upgrade is underway and a construction compound has been established at the school. We will provide notice to the community prior to any disruptive work taking place on site.

### **3.3.8. Get involved**

School Infrastructure NSW are committed to working together with our school communities and other stakeholders to deliver the best possible learning facilities for students. For more information contact us via the details below.

- Email: [schoolinfrastructure@det.nsw.edu.au](mailto:schoolinfrastructure@det.nsw.edu.au)
- Website: [schoolinfrastructure.nsw.gov.au](http://schoolinfrastructure.nsw.gov.au)
- Phone: 1300 482 651.

## **3.4. Handover phase**

When the Kingscliff High School is near completion and at the handover phase, two key factors will be considered:

### **3.4.1. Traffic and access**

Once construction work on the Kingscliff High School upgrade has been completed School Infrastructure NSW will be in a position to confirm access provisions for the new school, including pick-up and drop-off arrangements.

## **3.5. Official school opening**

Once the upgrade of Kingscliff High School is completed on [date to be inserted], there will be an official opening.

School Infrastructure NSW will advise the school and local community that the project is complete and thank people for their patience and support.

#### 4. Stakeholders

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

**Table 2: Stakeholders**

Stakeholders	Interest and involvement
<p><b>Local Members of Parliament:</b></p> <ul style="list-style-type: none"> <li>▪ NSW Member for Tweed, Geoff Provest MP</li> <li>▪ Federal Member for Richmond, The Hon. Justine Elliot MP.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Meeting the economic, social and environmental objectives of state and federal governments</li> <li>▪ Delivering increased public education capacity on time</li> <li>▪ Delivering infrastructure which meets expectations</li> <li>▪ Addressing local issues such as traffic, congestion and public transport solutions.</li> </ul>
<p><b>Government agencies and peak bodies:</b></p> <ul style="list-style-type: none"> <li>▪ NSW Department of Education</li> <li>▪ NSW Department of Planning and Environment</li> <li>▪ NSW Department of Premier and Cabinet</li> <li>▪ Transport for NSW</li> <li>▪ NSW Rural Fire Service</li> <li>▪ Green Building Council of Australia</li> <li>▪ NSW Health</li> <li>▪ Transport for NSW</li> <li>▪ NSW Heritage Council</li> <li>▪ NSW Department of Premier and Cabinet.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Traffic and congestion on the local road system</li> <li>▪ Adequate public transport options and access</li> <li>▪ Ensuring new infrastructure meets standard requirements for safety and fire evacuation</li> <li>▪ Ensuring the development is compliant</li> <li>▪ Ensuring the development does not impact heritage items</li> <li>▪ Easing overcrowding in local schools.</li> </ul>
<p><b>Local Council – Tweed Shire Council</b></p> <ul style="list-style-type: none"> <li>▪ Councillors  <ul style="list-style-type: none"> <li>Clr Reece Byrnes (Deputy Mayor)</li> <li>Clr Rhiannon Brinsmead</li> <li>Clr Meredith Dennis</li> <li>Clr Nola Firth</li> <li>Clr James Owen</li> <li>Clr Warren Polglase</li> </ul> </li> <li>▪ Bureaucrats</li> <li>▪ Mayor, Clr Chris Cherry</li> <li>▪ General Manager, Troy Green</li> </ul>	<ul style="list-style-type: none"> <li>▪ Schedule for construction and opening of school</li> <li>▪ Plans for enrolled students during the operation of the temporary school</li> <li>▪ Impacts to the local community including noise, congestion and traffic</li> <li>▪ Shared use of community spaces</li> <li>▪ Providing amenities to meet increase population density</li> <li>▪ Copies of information distributed to local residents</li> <li>▪ Processes and protocols in place to manage interactions with local residents.</li> </ul>
<p><b>School community</b></p> <ul style="list-style-type: none"> <li>▪ Principal</li> <li>▪ Teachers</li> <li>▪ Staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ Safe pedestrian and traffic access to the temporary school during construction</li> <li>▪ Construction impacts and how these will be minimised</li> <li>▪ Quality of infrastructure and resources upon project</li> </ul>

Stakeholders	Interest and involvement
<ul style="list-style-type: none"> <li>▪ Parents and carers</li> <li>▪ Students</li> </ul>	<ul style="list-style-type: none"> <li>completion</li> <li>▪ How to access the new school once completed</li> <li>▪ Staff and student parking.</li> </ul>
<p><b>Local community</b></p> <ul style="list-style-type: none"> <li>▪ Oxford Street</li> <li>▪ Cambridge Court</li> </ul>	<ul style="list-style-type: none"> <li>▪ Noise and truck movements during construction</li> <li>▪ Increased traffic and congestion on nearby streets</li> <li>▪ Demand for on-street parking</li> <li>▪ Local traffic and pedestrian safety</li> <li>▪ Changed traffic conditions during pick-up and drop-off</li> <li>▪ Shared use of school facilities and amenities.</li> </ul>
<p><b>Nearby public schools</b></p> <ul style="list-style-type: none"> <li>▪ Kingscliff Public School</li> <li>▪ St Anthony's Catholic Primary School</li> <li>▪ Kingscliff Mini School</li> <li>▪ Cudgen Public School</li> <li>▪ Duranbah Public School</li> <li>▪ Bogangar Public School</li> <li>▪ Banora Point Public School</li> <li>▪ Lindisfarne</li> <li>▪ Banora Point Primary School</li> <li>▪ Banora Point High School</li> <li>▪ Terranora Public School</li> <li>▪ Caldera School</li> <li>▪ Centaur Primary School</li> <li>▪ St James Primary School</li> <li>▪ Tweed Heads South Public School</li> <li>▪ Tweed River High School</li> <li>▪ Pacific Coast Christian School.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Impact on school resources</li> <li>▪ Impact on current students</li> <li>▪ Implications for teaching staff</li> <li>▪ Possible impacts on enrolments</li> <li>▪ Opportunities to view the new facilities.</li> </ul>
<p><b>Community groups</b></p> <ul style="list-style-type: none"> <li>▪ Tweed Byron Local Aboriginal Land Council</li> </ul>	<ul style="list-style-type: none"> <li>▪ Consultation process</li> <li>▪ Communications and engagement</li> <li>▪ Protection of Aboriginal Heritage.</li> </ul>

## 5. Engagement Approach

The way that we engage may change temporarily, in compliance with any social distancing requirements and/or relevant and active NSW public health guidelines. Please refer to Appendix A for more details on alternative methods and tools that may be used where required. The table below outlines both traditional and alternative methods to be used in line with the changes.

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:

- Using plain English
- Taking an energetic approach to engagement
- Encouraging and educating whenever necessary
- Engaging broadly including with individuals and groups that fall into harder to reach categories
- Providing a range of opportunities and methods for engagement
- Being transparent
- Explaining the objectives and outcomes of planning and engagement processes.

In addition to engagement with Government Departments and Agencies and Council, two distinct streams of engagement will continue for the project as follows:

- School community for existing schools being upgraded, or surrounding schools for new schools, 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 and local action groups.

### 5.1. General community input

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

- Information booths and information sessions held at the school or local community meeting place, and may be advertised at least 7 days before in local newspapers, on our website and via letterbox drops, where appropriate
- 1300 number that is published on all communications material, including project site signage
- School Infrastructure NSW email address that is published on all communications material, including project site signage.

Refer to Section 8.5 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.

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

- Site establishment/early works
- Commencement of main works construction
- Term prior to project completion
- Project completion
- First day of school following project completion and
- Official opening.

**Table 3: School Infrastructure NSW Communications Tools**

Communications Tool	Description of Activity	Frequency
1300 community information line	<p>The free call 1300 482 651 number is published on all communication materials and is staffed by SINSW.</p> <p>All enquiries that are received are referred to the appointed C&amp;E Manager and/or Senior Project Director as required and logged in our CRM.</p> <p>Once resolved, a summary of the conversation is updated in the CRM.</p>	Throughout the life of the project and accessible for 12 months post completion
Advertising (print)	Advertising in local newspapers is undertaken where appropriate with at least 7 days' notice of 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 or periods of disruption or as required
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.	Throughout the project when specific events occur or issues are raised by stakeholders or as required.
Community contact cards	<p>These are business card size with all the SINSW contact information.</p> <p>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.</p> <p>Directs all enquiries, comments and complaints through to our 1300 number and School Infrastructure NSW email address.</p>	Throughout the life of the project and available 12 months post completion
CRM database	<p>All projects are created in SINSW's Customer Relationship Management system – Darzin - at project inception.</p> <p>Interactions, decisions and feedback from stakeholders are captured, and monthly reports generated.</p> <p>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.</p>	Throughout the life of the project and updated for 12 months post completion
Display boards	Large size full colour information boards to use at information sessions or to be permanently displayed in appropriate places (school admin office for example).	As required
Door knocks	<p>Provide timely notification to nearby residents of upcoming construction works, changes to pedestrian movements, temporary bus stops, expected impacts and proposed mitigation.</p> <p>Provide written information of construction activity and contact details.</p>	As required prior to periods of construction impacts
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.	As required

Communications Tool	Description of Activity	Frequency
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	<p>Information booths are held locally and staffed by a project team member to answer any questions, concerns or complaints on the project.</p> <p>Information booths are scheduled from the early stages of project delivery through to project completion.</p> <p>Information booths may be held both at the school, as well as off-site:</p> <ul style="list-style-type: none"> <li>▪ 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.</li> <li>▪ 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 Saturdays.</li> </ul> <p>Collateral to be provided include community contact cards, latest project notification or update, with internal FAQs prepared.</p> <p>All liaison to be summarised and loaded in the CRM.</p> <p>Notice of at least 7 days to be provided.</p>	As required
Information sessions (drop in)	<p>Information sessions are a bigger event than an information booth, held at a key milestone or contentious period. More information on the project will be 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, and FAQs.</p> <p>Members from the project and communications team will be available to answer questions about the project.</p> <p>These events occur after school hours on a week day (from 3pm – 7pm to cover working parents).</p> <p>All liaison summarised and loaded on the CRM.</p>	As required
Information pack	<p>A 4 page A4 colour, fold out flyer that can include:</p> <ul style="list-style-type: none"> <li>▪ Project scope</li> <li>▪ Project update</li> <li>▪ FAQs</li> <li>▪ Contact information</li> <li>▪ Project timeline.</li> </ul> <p>To be distributed at information sessions or at other bigger events/ milestones in hard copy and also made available electronically.</p>	As required

Communications Tool	Description of Activity	Frequency
Media releases/events	<p>Media releases are distributed upon media milestones. They promote major project milestones and activities and generate broader community awareness.</p>	<p>Media milestones include:</p> <ul style="list-style-type: none"> <li>▪ Project announcement</li> <li>▪ Concept design completed</li> <li>▪ Planning approval lodged</li> <li>▪ Planning approval granted</li> <li>▪ Construction contract tendered</li> <li>▪ Construction contract awarded</li> <li>▪ Works commencement / SOD turn opportunity</li> <li>▪ Handover</li> <li>▪ Official opening.</li> </ul>
Notifications and project updates	<p>A4, single or double sided, printed in colour that can include FAQs if required.</p> <p>Notifications are distributed under varying templates with different headings to suit different purposes:</p> <ul style="list-style-type: none"> <li>▪ <b>Works notifications</b> 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.</li> <li>▪ <b>Project update</b> 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.</li> </ul>	<p>As required according to the construction program.</p> <p>Distributed via letterbox drop to local residents, project website and via the school community at least 5-7 days prior to construction activities or other milestones throughout the life of the project. Specific timings indicated in table 5 – Section 8.</p>
Photography, time-lapse photography and videography	<p>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.</p> <p>Once the project is complete, SINSW will organise photography of external and internal spaces to be used for a range of communications purposes.</p>	<p>Project completion (actual photography and video of completed project).</p> <p>Prior to project completion - artist impressions, flythrough, site plans and construction progress images are used.</p>

Communications Tool	Description of Activity	Frequency
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.
Project signage	A0 sized, durable aluminium signage has been installed at Kingscliff High School.  Provides high level information including project scope, project image and SINSW contact information.  Fixed to external fencing/ entrances that are visible and updated if damaged.	Throughout the life of the project and installed for 12 months post completion
Site visits	Demonstrate project works and progress that facilitates and maintains interest in the project. Includes media visits to promote 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 Kingscliff High School upgrade is located on the SINSW website - <a href="https://www.schoolinfrastructure.nsw.gov.au/projects/k/kingscliff-high-school-upgrade.html">https://www.schoolinfrastructure.nsw.gov.au/projects/k/kingscliff-high-school-upgrade.html</a>	Updated as required 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 developed and distributed: <ul style="list-style-type: none"> <li>▪ <b>Welcome pack</b> – project completion for school community - 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.</li> <li>▪ <b>Thank you pack</b> – A 2 to 4 page A4 flyer tailored to the local residents to thank them for their patience and support of the project.</li> </ul>	Project completion only

## 5.2 Construction works notification distribution methodology

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



- the transport assessment supporting the SSD application
- the Construction Worker Transportation Strategy
- the acoustic assessment supporting the SSD application
- the Construction Environmental Management Plan, including the:
  - Construction Noise and Vibration Management Sub Plan
  - Construction Traffic and Pedestrian Management Sub Plan
  - Acoustic assessment supporting the SSD application.

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:

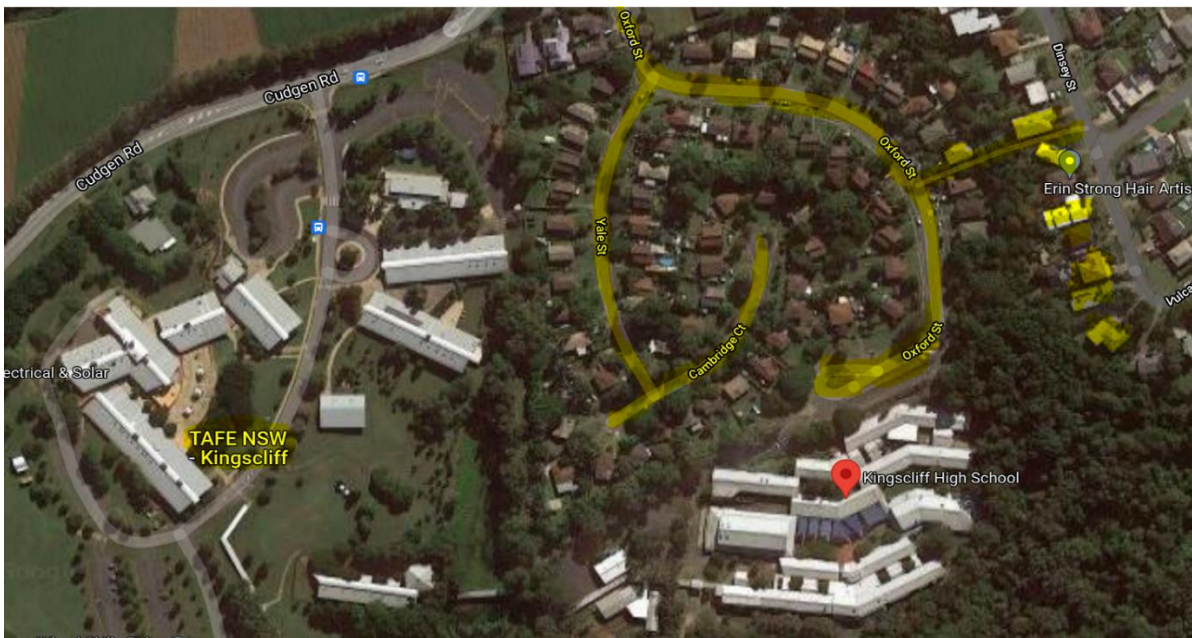
- To address specific construction activities where the impact/s affect fewer or greater properties, depending on the nature of the work
- Where ongoing monitoring shows more widespread impacts to that predicted in the environmental impact assessment
- If complaints are received outside of the distribution 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 project completion.

Such updates and notifications may not detail construction impacts and may be distributed to a greater number of addresses to widely publicise the project's achievements.

**Figure 1: Map of construction works notification distribution area**

The below map outlines the distribution area for project notifications that will be shared with adjoining neighbours.



## 6. Engagement Delivery Timeline

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

**Table 4: Engagement timeline**

Project Phase / milestone	Target Audiences	Proposed communication tools / activities / purpose as per Table 3	Timing / implementation
Appointment of construction contractor	All	Media release Website update Project update Information session	December 2020 (Main Works)  <i>COMPLETE</i>
Early construction works, including but not limited to: <ul style="list-style-type: none"> <li>Remediation</li> <li>Works commenced</li> <li>Key impact periods – noise, dust, traffic, vibration</li> </ul>	School community Local community Neighbouring organisations Local Council	Project update Works Notifications as required SINSW project Website updated Project Reference Group	February 2020  (at key construction events as required, as per our notification process in Table 5)  <i>In progress and ongoing</i>
Main construction works, including but not limited to: <ul style="list-style-type: none"> <li>Remediation</li> <li>Works commenced</li> <li>Key impact periods – noise, dust, traffic, vibration</li> </ul>	Local residents School community Adjoining affected landowners and businesses Local Council	Project update Works Notifications SINSW project Website updated	Late-2022 to -2024  (at key construction events as required, as per our notification process in Table 5)  <i>In progress and ongoing</i>
Term prior to project completion	School community Local community Neighbouring organisations Local Council Local Members of Parliament	SINSW website update Information session <ul style="list-style-type: none"> <li>display boards</li> <li>information pack</li> </ul> Notifications as required for remaining works	Term 2 2024
Handover and welcome to new school	All	Media release SINSW website update Photography and videography Welcome pack Thank you pack (residents and businesses)	Term 3-4 2024

Project Phase / milestone	Target Audiences	Proposed communication tools / activities / purpose as per Table 3	Timing / implementation
Opening	All	Official opening ceremony	TBC
Post-opening	All	Website remains live Project signage remains installed 1300 phone and email still active, and CRM still maintained for complaints and enquiries.	(12 months post completion)

## **7. Protocols**

### **7.1. Media engagement**

SINSW manages 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.

### **7.2. 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 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 FAQs.

### **7.3. Social, online and digital media**

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

### **7.4. Stakeholder and community notification process**

Notifications (titled works notifications or project updates as per Table 3) are SINSW's primary mechanism to inform the community and key stakeholders about 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. Depending on the work activity, works notifications may be distributed in person via door knocks, letterbox drops, the school, electronically via email, and will always be uploaded to the SINSW project webpage.

Stakeholder engagement and community notification 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 impacted hours
- Include a diagram that clearly indicates the location of the works, where required
- Include a 1300 community contact number, project email address and website details
- Provide details for a translation service, where required.

Table 5 outlines minimum notification periods for specific work activities that will be targeted for stakeholder and community notification. All notification periods prescribed within development approvals or by approving bodies will be adhered to. Regular project updates regarding the general work program will be also provided to nearby households and businesses throughout construction.

The contractor is required to provide SINSW with the information necessary to meet the notification requirements and target frameworks contained, where practicable.

**Table 5: Notifications periods**

Notification period	Work activity
<b>Same day</b> (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)
<b>7 days</b>	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
<b>3 months</b>	Major impacts to school community, including relocation to temporary school, changes to student intake area or similar

### 7.5. 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.

As per condition C1, signage will be prominently displayed at the boundaries of the Kingscliff High School work site. This signage will include details of the approved hours of work, the name of the builder, certifier, structural engineer and the site manager.

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 7 working 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.

As per our planning approval conditions, a complaints register is updated monthly 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 SINSW 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 outlines target timeframes for responding to enquiries and complaints, through each correspondence method:

**Table 6: Complaint and enquiry response time**

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

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

### 7.5.1. 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.

### 7.6. 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).

#### 7.6.1. 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:

- SINSW Executive Director
- SINSW CE Manager
- SINSW Senior Manager, CE
- SINSW Communications Director.

SINSW Communications Director will:

- Lead and manage all communications with the Minister's office in the event of an 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 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, and Environment (DPE) ([compliance@planning.nsw.gov.au](mailto:compliance@planning.nsw.gov.au)) and Local Council 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 ([compliance@planning.nsw.gov.au](mailto:compliance@planning.nsw.gov.au)) 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.

#### **7.7. 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:

- Stakeholder engagement reporting – number 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
- Online activity – through the project website and via social media
- Media monitoring – as part of the proactive media campaign
- Engagement risk register - to be updated regularly
- Complaints register – reported monthly and uploaded to SINSW project website.