



School Infrastructure NSW

Community Communication Strategy

Lindfield Learning Village

Glossary of terms

Term	Definition/ preferred term for public facing materials
Accessibility	Facilitate inclusivity and accessibility.
C&E	Communications and Engagement
CALD	Culturally and Linguistically Diverse - reference to when communities may have a significant language other than English where there is a requirement to translate communications materials.
COLA	The Covered Outdoor Learning Area (COLA) is an open sided shelter that supports a small to medium group.
Core facilities	Core facilities e.g. toilets and administration buildings which is reflected according to the size of a school.
DA	Development Application
Flexible learning spaces	<ul style="list-style-type: none"> • Learning spaces will be adaptable to accommodate small or large groups • Flexible learning spaces will adopt to changing technologies to meet the needs of evolving teaching techniques
Future focused	Flexible learning spaces that adopt to changing technologies to meet the needs of evolving teaching techniques. Future focused learning spaces are being used by teachers to test new ways of engaging students.
Home-base	A primary school classroom. Preferred term: flexible learning spaces.
MES	The Department of Education's Ministerial Executive Services
MO	Minister's Office
Multipurpose Space	Multipurpose Space is an adaptable area for gatherings of students, staff, parents and community.
OOSH	Out of School Hours
Project Team	SINSW allocated project resources and external consultants.
SINSW	School Infrastructure NSW
SSDA	State Significant Development Application
SSP	School for Specific Purposes
STEAM	Science, technology, engineering, arts and mathematics
STEM	Science, technology, engineering and mathematics
Teaching spaces	Form the basic core of secondary teaching and learning environments. This group of spaces is commonly used for teaching subjects which do not typically require specialist equipment or resources.

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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 SINSW, including the promotion of the project and its benefits.
- Lay out mechanisms for keeping the community informed for a minimum of 12 months past the completion of stage 1.

Table 1 - List of SSD requirements and where they are addressed

State Significant Development Requirements B21	The community communication strategy addresses this in section
Identify people to be consulted during the design and construction phase	Table 2 in section 5
Set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the development	Table 2 in section 5 and Table 3 in section 6
Provide for the formation of community-based forums, if required, that focus on key environmental management issues for the development	Project Reference Group in section 4
Set out procedures and mechanisms:	
<ul style="list-style-type: none"> • through which the community can discuss or provide feedback to the Applicant 	Error! Reference source not found. Section 7 and Appendix B Error! Bookmark not defined.
<ul style="list-style-type: none"> • through which the applicant will respond to enquiries or feedback from the community; and 	Figure 2 Enquiries and complaints process in section 7
<ul style="list-style-type: none"> • 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 7

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 Project Director, appointed Project Management Company and/or Contractor and SINSW Community Engagement Manager.

Approval

The CCS will be reviewed and approved by the SINSW Program 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.

1. CONTEXT

In 2014, the NSW Government announced that it would convert the former UTS Ku-ring-gai campus into a K-12 school.

The Lindfield Learning Village will deliver a new model of learning. Students will benefit from the consistency of an 'all through' learning model where they are able to progress based on their level of ability rather than their age. Project based, multidisciplinary learning will be a key feature and students will pursue an individualised learning pathway, which is responsive to their needs.

To date, the project has had a high level of interest and involvement from council, the Parents and Citizens Federation, school communities and residents living adjacent to the site and surrounding areas.

In 2014, extensive community and stakeholder consultation occurred on the best educational model for the Ku-ring-gai site.

Since 2015, the community has been actively involved in helping to shape the Lindfield Learning Village, with a particular focus on enrolment policy and to finalise the business case. In addition, consultation occurred with Ku-ring-gai Council on joint use opportunities. The community also had the opportunity to have their say through the planning approval process for the site, conducted in 2017.

Current status

Early works currently underway on the Lindfield Learning Village site include

- Removal of hazardous materials
- Strip out of replacement finishes
- New lift shafts and lifts
- Refurbishment of bathrooms/toilets
- Building services replacement
- Make good compliant door widths, access ramps and balustrades
- Cleaning and repair of external facade
- Repair of roof works.

Next steps

The Lindfield Learning Village is about to enter an exciting milestone by commencing external works, with SSD Approval granted on 24 October 2018. Works will continue into January 2019.

The Authority approved works will generally include:

- Road widening
- Footpath upgrades
- Traffic control devices
- Installation of signage

Access to adjacent residences throughout this period will be retained, in line with the traffic management plan that has been developed, in consultation with Roads and Maritime Services (RMS), Transport for NSW (TfNSW) and Ku-ring-gai Council.

2. COMMUNITY ENGAGEMENT OBJECTIVES

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

This 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 key messages

The NSW Government is spending \$6 billion over four years to deliver more than 170 new and upgraded schools. This includes an additional \$160 million spend in 2018/19 as part of the record \$747 million maintenance investment announced last year. This is the biggest investment in public school infrastructure in the history of NSW.

A project is underway to refurbish the former University of Technology Sydney (UTS) Ku-ring-gai site into a new k- 12 school. The project will include:

- Three new homebase schools within the building
- Upgrade to the existing theatre
- Upgrade to the existing sports hall
- Provision of a 40 space child care facility
- High quality technical spaces for science, engineering, hospitality, visual and performing arts, as well as music and film.

The project will be delivered in two stages to allow the school to grow while meeting the needs of increasing enrolments.

Stage 1 – estimated to be completed by the start of Term 1, 2019

This stage will involve construction of learning spaces and school facilities for up to 350 students.

Stage 2 – estimated to be completed in 2020

This stage will involve the expansion of the school facilities to provide additional capacity for more than 700 students for early 2020. Final works will involve construction of further administration facilities and completing any finishing touches on the school facilities and learning spaces.

Project status

- The contractor has completed site establishment including site security fencing
- Construction trades are currently being awarded to program requirements
- Demolition works and removal of hazardous materials has commenced
- Roof repair and upgrade package has been awarded.

In the short term, next steps include:

- Completion of site demolition and removal of hazardous material works
- Upgrade/ repairs to existing roof structure commenced
- Continued tender award to construction trades.

3.2. Educational model

The key elements of the education learning model being offered at Lindfield Learning Village include:

- An “all through” school
- Stage not age
- Home bases
- Project based multidisciplinary learning
- Student directed and individualised learning
- A flexible timetable
- Community, university and business links.

3.3. Project benefits

- Meeting the educational model proposed and supported by educators and the community
- Adaptively re-using a significant existing education facility resulting in lower capital investment costs
- Providing opportunities for partnerships with commercial operators and higher education institutions to provide a holistic pre-school, primary, secondary and research education solution together
- Enabling shared community use of DE assets
- Replaces demountables at Chatswood HS and Killara PS with permanent facilities

3.4. Local key messages

3.4.1 Enrolments closed – 2019

All first-round offers were made to students entering Kindergarten through to Year 10 in 2019 before the conclusion of Term 3, 2018.

Once the school receives all responses (accepting/ declining) from these first round offers, the Principal will be able to determine how many additional places can be offered to students on the waiting list. The students on this waiting list have already interviewed with the Principal, no new interviews will be held for 2019 enrolments.

When all available places are accepted, the school will notify all students who have been unsuccessful. All unsuccessful students will remain on the waiting list for 2020 intake.

Whilst there is no catchment area being implemented for 2019, preference was given to students living in the closest proximity to the school.

Families wishing to enrol their children for 2020 onwards can request a Future Enrolment Form by emailing lindfieldlearningvillage@det.nsw.edu.au.

For more information, questions or to make a comment regarding the Lindfield Learning Village project, please email us at schoolinfrastructure@det.nsw.edu.au

3.4.2 Traffic Management

The NSW Department of Education, Department of Planning and Environment, Roads and Maritime Services (RMS), Transport for NSW (TfNSW) and Ku-ring-gai Council have been and continue to work together in order to achieve the best possible outcomes for both the local and school communities.

The NSW Department of Education and Communities commissioned Arup to develop a Traffic and Transport Assessment for the proposed Lindfield Learning Village. As a part of this process, roads and intersections around the Learning Village were surveyed and assessed to best inform decisions made by the various agencies on how to tackle potential issues around traffic management once the school becomes operational.

Part of the assessment process was examining case studies of three schools near to the Learning Village which provided very useful information around travel behaviour and car occupancy rates.

Peak hour modelling was also carried out for the existing and future performance of key intersections around the Learning Village. It is predicted that local roads might experience more traffic in the peak but lower traffic volumes during off-peak periods, with the daily road volumes expected to be similar to when the UTS campus was operationally to the traffic management plan are alternate travel strategies, which reduce private vehicle use to alleviate road congestion. It is integral that sustainable travel alternatives are available and adopted by students and teachers alike. Students and staff will be encouraged to use alternatives such as school buses, public transport and 'Walking School Buses' to commute to and from school.

The NSW Department of Education is currently in discussion with RMS and TfNSW to explore opportunities to improve bus frequencies to create a multi modal service of trains and buses to the Learning Village.

The NSW Department of Education will continue to work in collaboration, and consultation, with Council and RMS on ways to best alleviate potential traffic issues when the Learning Village commences operation. We are holding a Community drop in session this Saturday 30 June from 1-3pm, which we invite you to attend. The sessions are an opportunity to learn more about the Lindfield Learning Village including the educational model, building design and construction where members of the project team will be on hand to speak to the community about the project and answer questions. Drop in any time between 1-3pm, at Lindfield Public School 218 Pacific Highway Lindfield.

3.4.3 Get involved

- We are committed to working together with our school communities and other stakeholders to deliver the best possible learning facilities for students.
- Your feedback is important to us. For more information contact the project team via the contact details below.
 - Email: schoolinfrastructure@det.nsw.edu.au
 - Site: schoolinfrastructure.nsw.gov.au
 - Phone: 1300 482 651

4. PROJECT TEAM GOVERNANCE

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 or surrounding schools for new school projects, and
- Broader local community.

This allows

- School-centric involvement from school communities (including students, parents/caregivers, teachers, admin staff) unencumbered by broader community issues, and
- Broad community involvement unencumbered by school community wants and needs. Broad community stakeholders include local residents, neighbours and local action groups.

Project Reference Group

The department's engagement process strives to engage with stakeholders, school communities and neighbours from planning, design and delivery, through to maintenance. As part of this process, a Project Reference Group (PRG) has been established with representatives from SINSW Project Team, the department's Schools Operations and Performance Executive Director (as required), Director, Asset Management Unit representative and impacted School Principal(s).

The PRG is scheduled to meet monthly. Input will be sought from the community at major milestones.

Specifically to communications and engagement related matters, the PRG will also:

- Provide a forum for discussion and exchange of information relating to the planning and delivery of the project
- Identify local issues and concerns to assist the project team with the development of mitigation strategies – to manage and minimise construction impacts to the schools communities and residents
- Act as a two-way communication link between the school community and the project team to provide feedback at meetings
- Provide an opportunity for advice on school engagement activities.

As per all department led delivery projects, the PRG will act as a consultative forum and not a decision-making forum for the planning and delivery of this school infrastructure.

The flow chart overleaf (Figure 1) maps how the department and SINSW will communicate both internally and externally.

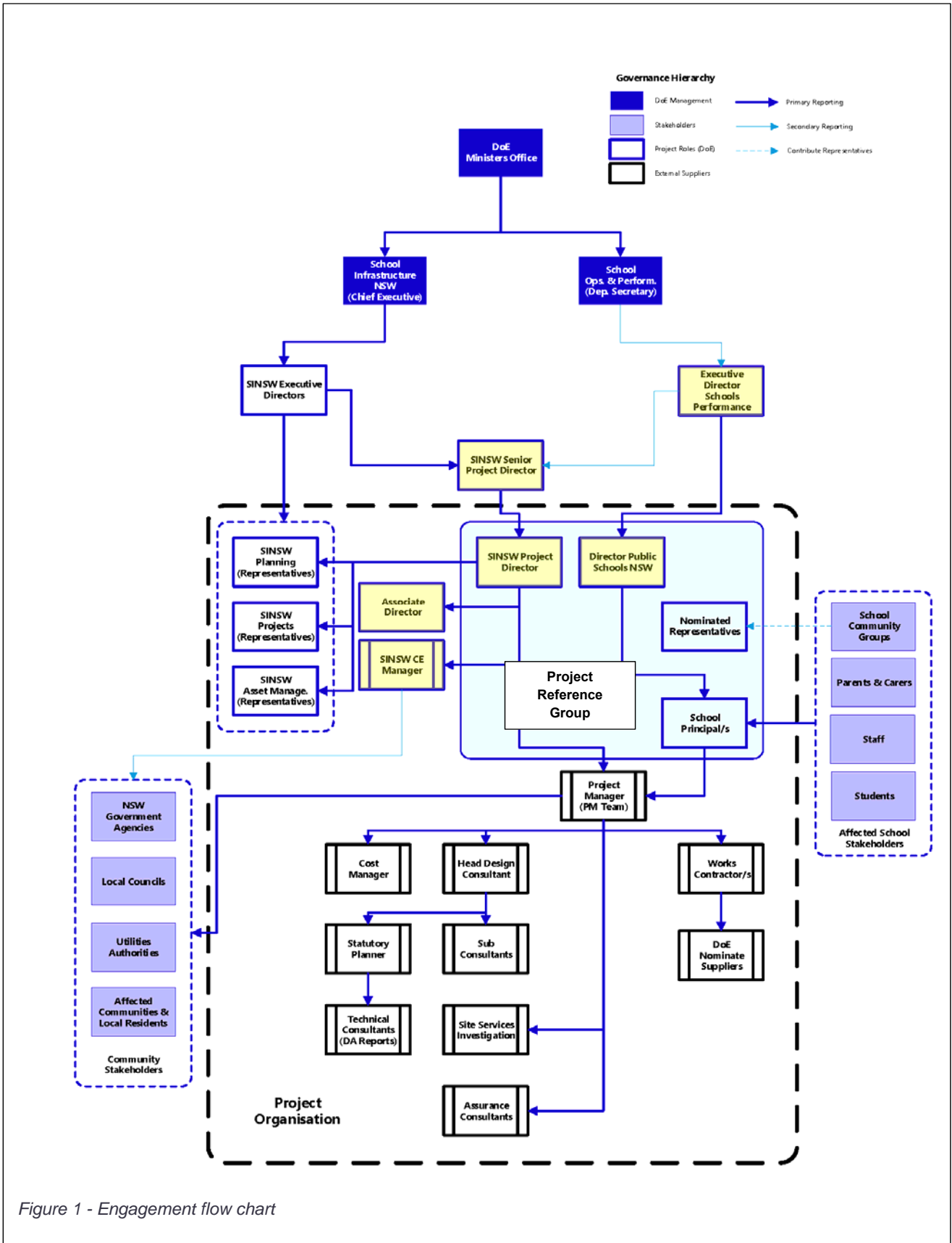


Figure 1 - Engagement flow chart

5. STAKEHOLDERS

The stakeholder list below summarises who will be consulted and when during the design and construction phase via ongoing face to face meetings, communications collateral and digital engagement methods. Please refer to Appendix B for details of tools used in community engagement.

Table 2

Stakeholders	Interest and involvement	Engagement type and timing
Local members for Lindfield: <ul style="list-style-type: none"> ▪ Federal - Member for Bradfield, Paul Fletcher ▪ State - Member for Davidson, Jonathon O'Dea 	<ul style="list-style-type: none"> ▪ 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 	<p>Briefing led by SINSW Exec and Project Director in partnership with SINSW Comms Directorate</p> <p>Updated on an ongoing basis throughout the project</p>
Government agencies and peak bodies: <ul style="list-style-type: none"> ▪ Transport for NSW ▪ Roads and Maritime Services NSW ▪ Fire and Rescue NSW ▪ NSW Department of Education ▪ NSW Department of Planning 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 	<ul style="list-style-type: none"> ▪ 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 over-crowding in local schools 	<ul style="list-style-type: none"> ▪ Internal workshops ▪ Briefings / Memorandum of Understanding (agreement)
Ku-ring-gai Council: <ul style="list-style-type: none"> ▪ Mayor Jennifer Anderson ▪ Deputy Mayor Callum Clarke ▪ Councillors 	<ul style="list-style-type: none"> ▪ Schedule for construction and opening of school ▪ Alternative plans for enrolled students ▪ Impacts to the local community including noise, congestion and traffic ▪ Shared use of community spaces ▪ Providing amenities to meet increase population density 	<ul style="list-style-type: none"> ▪ Internal workshops ▪ Briefings / Memorandum of Understanding (agreement) <p>Updated on an ongoing basis throughout the project</p>
Students enrolled in 2019	<ul style="list-style-type: none"> ▪ Concerns as to whether the school will open in 2019 and what alternative options have been discussed 	<ul style="list-style-type: none"> ▪ Access to 1300 482 651 helpline number and schoolinfrastructure@det.nsw.edu.au email address

Stakeholders	Interest and involvement	Engagement type and timing
	<ul style="list-style-type: none"> ▪ Safe pedestrian and traffic access to the school ▪ Quality of infrastructure and resources upon opening in 2019 ▪ Bushfire risk and evacuation plans ▪ Public transport options 	<ul style="list-style-type: none"> ▪ Project signage ▪ Media release, website update, ▪ Schools Community and local residents notification ▪ Info booth/information sessions <p>Updated on an ongoing basis throughout the project. Contact via phone and email possible 12 months past project completion.</p>
<p>School staff with contracts to begin in 2019</p>	<ul style="list-style-type: none"> ▪ Concerns as to whether the school will open in 2019 and what alternative options have been discussed ▪ Quality of infrastructure and resources upon opening in 2019 ▪ Bushfire risk and evacuation plans ▪ Public transport options and parking / access 	<p>As above</p>
<p>Community and advocacy groups:</p> <ul style="list-style-type: none"> ▪ North Shore P&C Foundation ▪ Northern Suburbs Football Association ▪ Lindfield Taekwondo ▪ Action for Public Transport NSW ▪ FOKE – Friends of Kur-ring-gai Environment 	<ul style="list-style-type: none"> ▪ Impacts of the new school on the surrounding community including roads, facilities, playing fields etc. ▪ Impacts of the new school on access and parking to Charles Bean Oval ▪ Impacts of new school on existing infrastructure and public transport capacity ▪ Impacts to heritage significance of the existing buildings ▪ Shared use of school facilities and amenities ▪ Concerns as to whether the school will open in 2019 and what alternative options have been discussed ▪ Delivering high-standard facilities and infrastructure ▪ Impacts of construction and operational on adjacent Lance Cove National Park including tree canopy, watercourses, wildlife and erodible soils ▪ Tree clearing around the project site 	<p>As above</p>
<p>Private sector:</p> <ul style="list-style-type: none"> ▪ Colliers International ▪ Defence Housing Australia (grouped as private sector due to the nature of their interest in the project) 	<ul style="list-style-type: none"> ▪ Shared use of community facilities and amenities ▪ Increased congestion and traffic for residents ▪ Managing expectations of new residents 	<p>As above</p>

Stakeholders	Interest and involvement	Engagement type and timing
	<ul style="list-style-type: none"> ▪ Providing accurate information to new residents regarding upcoming construction and school opening 	
<p>Local community – Lindfield and surrounding suburbs (see 9 Appendix A)</p>	<ul style="list-style-type: none"> ▪ 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 ▪ Shared use of school facilities and amenities ▪ Impacts to heritage significance of existing building 	<p>Will be informed at project milestones through newsletters and notifications.</p> <p>Encouraged to provide feedback via 1300 482 651 helpline number and schoolinfrastructure@det.nsw.edu.au email address.</p> <p>Will be informed of local impacts in timely fashion (see Table 4). Contact via phone and email possible 12 months past project completion.</p>
<p>Future students within the catchment</p>	<ul style="list-style-type: none"> ▪ Current enrolments – how do I enrol my child? What year's groups are you enrolling? ▪ If I enrol my child 2019, when will the LLV open? 	<p>As above</p>
<p>Nearby public schools</p> <ul style="list-style-type: none"> ▪ Lindfield Public ▪ Lindfield East Public ▪ Mowbray Rd Public ▪ Chatswood Public ▪ Chatswood High 	<ul style="list-style-type: none"> ▪ Potential impacts on: ▪ School resources ▪ Current students ▪ Teaching staff ▪ Impacts to other nearby schools due to change in enrolments 	<p>As above</p>
<p>Adjoining affected landowners and businesses</p> <ul style="list-style-type: none"> ▪ Crimson Hill ▪ Shout Ridge ▪ Dunston Grove 	<ul style="list-style-type: none"> ▪ 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 ▪ Shared use of school facilities and amenities ▪ Impacts to heritage significance of existing building ▪ Tree removal/ clearing 	<p>As above</p>

6. ENGAGEMENT DELIVERY TIMELINE

The following engagement delivery timeline maps communications tools and activities by key milestone. Please refer to Appendix B for details of tools used in community engagement.

Table 3

Project Phase / milestone	Target Audiences	Indicative timeline	Proposed communications tools and activities / purpose
Establishment of Governance	Schools community decision makers	<ul style="list-style-type: none"> Early 2016 	<ul style="list-style-type: none"> Establishment of PRG Confidentiality Agreement signed Terms of Reference agreed Presentation to PRG by SINSW Project Director At the discretion of the PRG, if required – notification to the schools community
Project announced Business case approved	Local Member ALL	<ul style="list-style-type: none"> Early 2016 	<ul style="list-style-type: none"> Briefing led by SINSW Exec and Project Director in partnership with SINSW Comms Directorate 1300 482 651 helpline number and schoolinfrastructure@det.nsw.edu.au email address Project signage Media release, website update, Local Member Report Schools Community and local residents notification Community survey (if required) Info booth
Infrastructure planning <ul style="list-style-type: none"> Tenders called Appointment of project team 	ALL	<ul style="list-style-type: none"> February 2016 	<ul style="list-style-type: none"> Media release, website update, Local Member Report Schools Community and local residents notification x 2 at key milestones
Scope defined <ul style="list-style-type: none"> Concept design Schematic design 	ALL	<ul style="list-style-type: none"> October 2016 	<ul style="list-style-type: none"> Media release, website update, Local Member Report Schools Community and local residents notification x 2 at key milestones Info booth (monthly during design phase)
Public approval process <ul style="list-style-type: none"> DA DA submission and exhibition 	ALL	<ul style="list-style-type: none"> 22 June to 7 August 2017 	<ul style="list-style-type: none"> Media release, website update, Local Member Report Schools Community and local residents notification x 2 at key milestones Drop-in session - prior to DA lodgement Info booth
Delivery commencement <ul style="list-style-type: none"> DA approval Enabling/preliminary works Contractor appointed 	ALL	<ul style="list-style-type: none"> 22 June 2018 	<ul style="list-style-type: none"> Media release, website update, Local Member Report Schools Community and local residents notification x 3 at key milestones Info booth
Construction <ul style="list-style-type: none"> Remediation Works commenced 	ALL	<ul style="list-style-type: none"> Early works commenced 27 July 2018 SSDA approval 26 October 2018 Throughout construction 	<ul style="list-style-type: none"> Media release, website update, Local Member Report (managed by SINSW Comms Directorate Team) Schools Community and local residents notification Drop-in session (as required at key milestones and/or to provide further information on the points below) Project specific notifications including: <ul style="list-style-type: none"> Site mobilisation Preliminary works Asbestos removal Start of construction Hours of work Traffic changes
Opening	ALL	<ul style="list-style-type: none"> Day 1 Term 1 2019 	<ul style="list-style-type: none"> Media release Official opening ceremony

7. PROTOCOLS

Media engagement

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

- Responding to all media enquiries and instigating all proactive media contact.
- Media interviews and delegation to SINSW media spokespeople who are authorised to speak to the media on behalf of the project
- Informing the Minister's Office and SINSW project team members and communications representatives of all media relations activities in advance and providing the opportunity to participate in events where possible.

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 Q&As.

Social, online and digital media

SINSW initiates and maintains all social and online media channels. These channels can include Facebook, Twitter, LinkedIn and the website. Agencies are required to provide information to SINSW Online Content Team for upload to the SINSW website.

Works notification process

Works notifications are SINSW's prescribed notification requirement that provide specific information about construction activities, such as what will be happening, when, and what the impacts will be. They are the primary mechanism to inform the community and key stakeholders about the impact of school construction on the local area. Works 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. Timeframes are highlighted below in Table 4.

For upcoming work activities, the Agency advises the project team of the relevant works notification and timeframes to be met. The team obtains the information necessary to meet these timeframes by:

- Having oversight of the project delivery program
- Visiting site as required
- Attending and participating in construction meetings, planning meetings, and Risk and Opportunity workshops.

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

Timing of community engagement

Table 4

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

**Note that some Council's DA conditions may require additional notice.*

Enquiries, incidents and complaints management

SINSW manages enquiries, incidents and complaints in a timely and responsive manner.

The Agency will use the information received to review our engagement approach, adjust practice and update communication materials, where required. A summary of the type and number of enquiries, incidents and complaints received is reported to SINSW via the project CRM weekly report.

It will be the Project Manager's responsibility to inform the SINSW Project Director, who will:

- Refer all significant enquiries and complaints relating to project purpose, scope, budget, policy and/or other sensitive matters to SINSW C&E Manager in the first instance.
- Ensure adequate management of queries received during the project, following SINSW governance protocols and ensuring that any high level stakeholder enquiries or media enquiries are escalated to the C&E Manager for management within SINSW.
- Respond to community enquiries, incidents and complaints relating to day-to-day operational aspects of the project, and coordinate all responses.
- Document how the enquiry, incident or complaint was resolved in the project CRM.

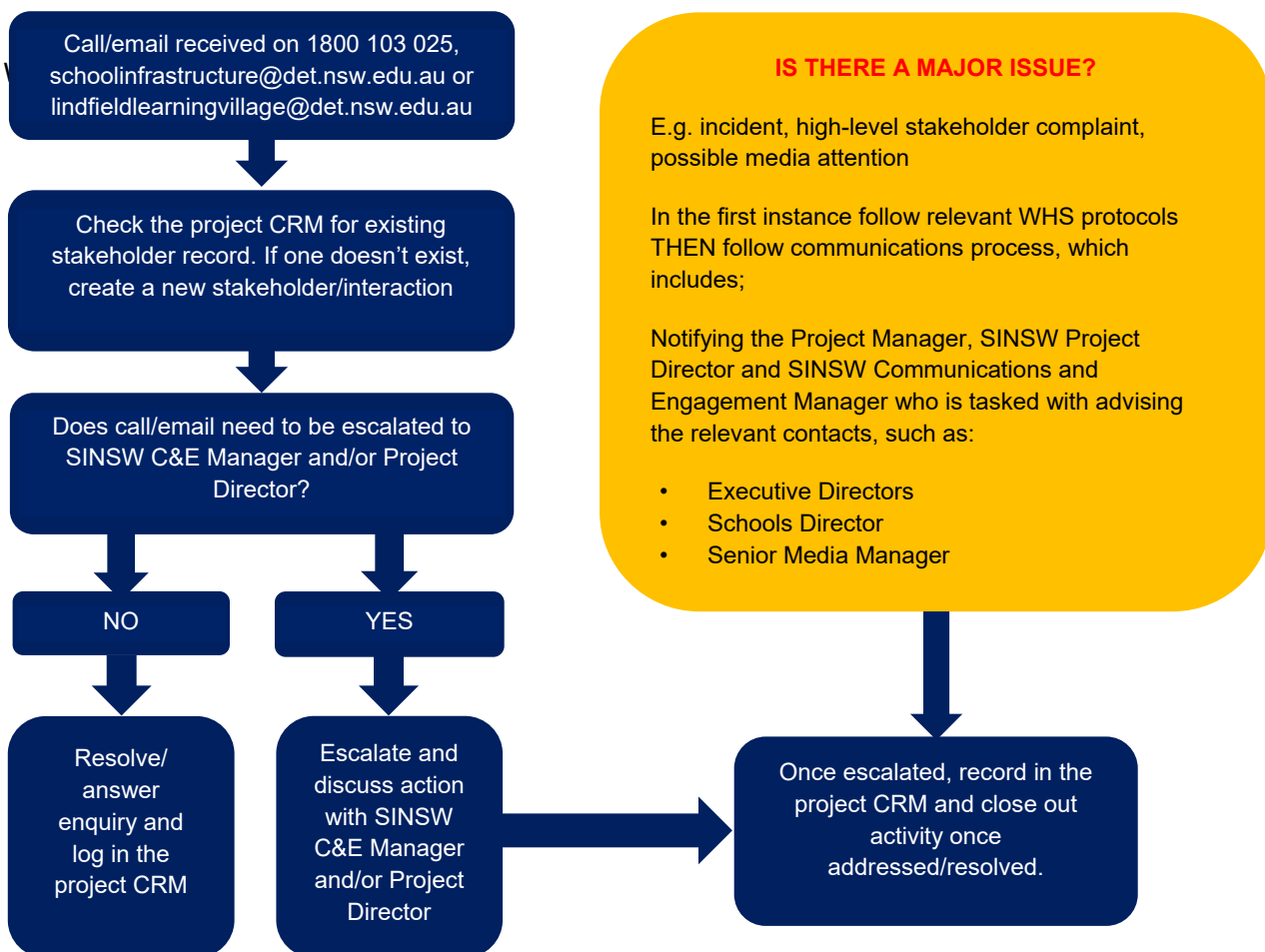


Figure 2 Enquiries and complaints process

The below table summarises SINSW enquiry, incident and/or complaint management process:

Table 5

Complaint, incident or enquiry	Acknowledgement times	Response times
Phone call during business hours	At time of call	Same day where possible. If not possible, continue contact and resolve within seven (7) days. Agree with caller timescale for resolution, depending on issue. To be resolved as per prescribed resolution requirements.
Phone call after hours	Within two (2) hours of receiving message upon returning to office	Same day where possible. If not possible, continue contact and resolve within seven (7) days. Agree with caller timescale for resolution, depending on issue. To be resolved as per prescribed resolution requirements.
Email	Within two (2) hours – automatic response email can acknowledge enquiries	Same day where possible. If not possible, continue contact and resolve within seven (7) days. Agree with caller timescale for resolution, depending on issue. To be resolved as per prescribed resolution requirements.
Letter	N/A	Up to 10 business days following receipt. To be resolved as per prescribed resolution requirements.

Process for resolving community enquiries and complaints

School Infrastructure NSW is committed to working with the school and broader community to address concerns as they arise through email correspondence, direct contact by phone and face to face. We will aim to provide a timely response to all matters received.

The three major stages in the process are:

1. Receive the enquiry
2. Investigate the enquiry
3. Resolve the enquiry.

Stage 1 – Receive the enquiry:

When receiving the enquiry we will actively listen to the stakeholder; empathise, understand and acknowledge their viewpoint; express regret if they have had a poor experience, and assure them steps will be taken to resolve their enquiry investigate and resolve their concerns.

Stage 2 – Investigate the enquiry:

Investigate the enquiry in order to gain sufficient information to resolve the enquiry. The information gathered is determined by the seriousness of the enquiry and what the stakeholder expects as an outcome.

Stage 3 – Resolve the enquiry:

The enquiry is escalated to the C&E Manager and/or the Project Director to provide appropriate level of information and guidance in order to resolve the enquiry, take any follow up action and/or escalate to Senior Project Director where required. Once required information and guidance is received, inform the stakeholder of the resolution and any action that will be taken as an outcome of their enquiry.

Complaint handling

School Infrastructure NSW will make every reasonable effort to understand all the relevant circumstances and information surrounding a complaint. Response to complaints is guided by the Department's Complaints Handling Statement <https://education.nsw.gov.au/about-us/rights-and-accountability/complaints-compliments-and-suggestions/correspondence-handling-statement>

If a complainant is not satisfied with a response they can use the Feedback Assist widget available on the School Infrastructure NSW webpage or they can seek a review from an independent organisation.

NSW Ombudsman

02 9286 1000

www.ombo.nsw.gov.au

Australian Human Rights

02 9284 9600

www.humanrights.gov.au

MAJOR INCIDENT AND CRISIS MANAGEMENT

An emergency is a potential or actual incident that:

- Poses significant harm to people, property, the environment or the local community.
- Threatens the safety or well-being of staff, community, students and other stakeholders and / or the integrity, performance, reputation of SINSW and its delivery partners
- Requires assistance from external emergency services agencies and other service providers e.g. utilities, responsible for the operation of these services.

An emergency is NOT:

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

Roles and responsibilities in a crisis or emergency

In the event of a crisis or emergency, once emergency services are contacted, Agencies are required to immediately report the incident to the SINSW Project Director who will inform:

- SINSW Project Director
- SINSW Executive Director
- C&E Manager
- C&E Director

SINSW Communications Director will:

- Lead and manage all communications with the Minister's office in the event of an onsite emergency or crisis, with assistance as required
- Direct all communications with media to the SINSW Media Manager in the first instance for management

Notify all other key project stakeholders of the emergency.

REPORTING PROCESS

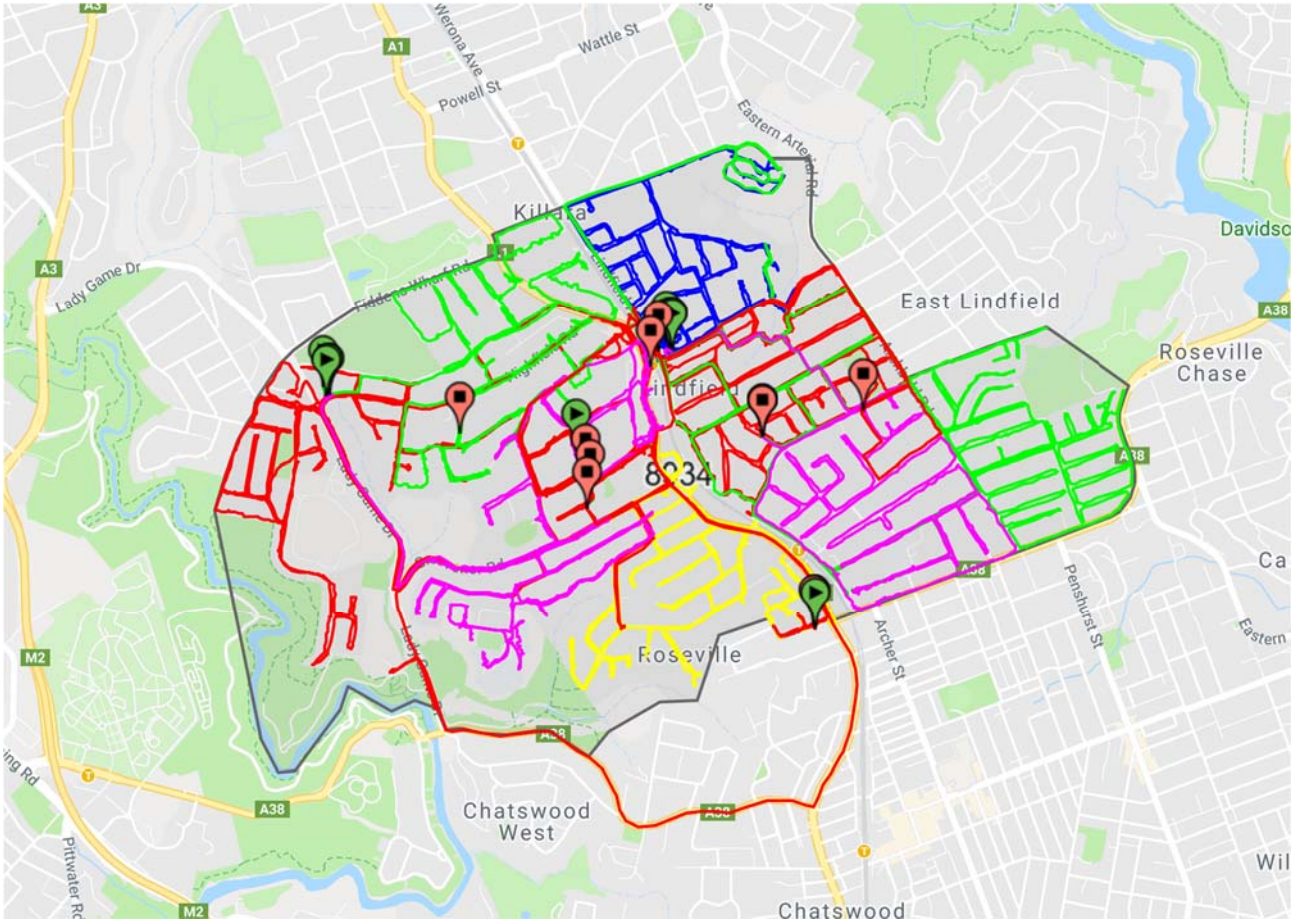
Throughout the project, data will be recorded on participation levels both face to face and online, a record of engagement tools and activities carried out in addition to queries received and feedback against emerging themes.

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 – 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
- 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.

8. APPENDIX A- LOCAL COMMUNITY



9. APPENDIX B – SINSW ENGAGEMENT TOOLS

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 uncomplicated language
- Taking an energetic approach to engagement
- Encouraging and educating whenever necessary
- Engaging broadly including with individuals and groups that fall into 'difficult to engage' categories
- Providing a range of opportunities and methods for engagement
- Being transparent
- Explaining the outcomes of planning and engagement processes.

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

Table 6

COMMUNICATIONS TOOL	DESCRIPTION OF ACTIVITY
1800 community information line	The 1800 103 025 number will be published on all communication materials and is established and manned by SINSW. All enquiries that are received are referred to the appointed C&E Manager and/or Project Director as required. Once resolved, a summary of the conversation is updated in the project CRM by the C&E Manager.
Advertising (print)	Advertising in local newspapers: advertises significant construction activities, major disruptions and/or events.
Call centre scripts (as required for contentious issues)	High level, project overview information provided to external organisations who may receive telephone calls enquiring about the project, most namely stakeholder councils.
Community contact cards	The project team will hand out contact cards to stakeholders and community members enquiring about the project. Directs all enquiries, comments and complaints through one centralised point within the SINSW Comms Directorate which will then be managed and logged in the project CRM.
Community information session / Drop-in session	Information on the project scope and emerging issues will be made available on display boards, with members from the project team available to answer questions about the project. These events will occur after school hours on a week day in addition to a Saturday morning. NB. This is not a public meeting.
CRM	The project has been created in SINSW's Customer Relationship Management system at project inception. Interactions, decisions and feedback from stakeholders will be captured. Any issues or complaints are to be raised in the project CRM and immediately notified to the project Manager and Community Engagement Manager
DL cards or leaflets	Containing reminders of works notification information, event or promotional information
Door knocks	Provide timely notification to nearby residents of upcoming construction works, the installation of changes to pedestrian movements, temporary bus stops, expected impacts and proposed mitigation. Provide written information of construction activity and Project Team contact details.
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.
Fact sheets	Information sheets detailing particular aspects of project construction. Provided to stakeholders and the community as part of face-to-face engagement activities for the management of asbestos or remediation for example.
FAQs	A set of approved answers provided in response to frequently asked questions. Used as part of relevant stakeholder and community communication tools.

COMMUNICATIONS TOOL	DESCRIPTION OF ACTIVITY
Information booths	<p>Information booths are held locally to be manned by the SINSW Project Director and another team member at the PD's discretion. The purpose of the info booth is to provide an opportunity to answer any questions, concerns or complaints on the project.</p> <p>The information booths follow the two stream approach with separate information booths for the school and broad community held regularly.</p> <p>School information booths are:</p> <ul style="list-style-type: none"> • Held at school locations at times that suit parents and caregivers. • Frequency to be determined based on project profile and stage of program. • 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 times convenient for the community, like out of work hours on weekdays and Saturday afternoons for weekends. • They are usually staffed by the Project team. <p>All liaison will be captured on the project CRM by the Agency or C&E Manager.</p>
Media releases/events	Contribute to SINSW media activities to promote major project milestones and activities and generate broader community awareness. SINSW is responsible for all media management.
Newsletters	Available in hard copy and electronic format. A quarterly newsletter providing updated information on project scope, benefits, construction progress, achievement of project milestones and other project related issues of interest.
Presentations	Details project information for presentations to stakeholder and community groups.
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.
Project email address	Provide stakeholders and the community an email address linking direct to the School Principal and project team. The email address lindfieldlearningvillage@det.nsw.edu.au and schoolinfrastructure@det.nsw.edu.au is published on all communications materials.
Project Reference Group	DoE/SINSW facilitated Project Reference Group sessions providing information on the design solution, construction activities, project timeframes, key issues and communication and engagement strategies. Communications Agency to attend and participate.
Project signage (managed by SINSW)	The SINSW C&E Team will prepare a project information board to be erected in front of the school advertising the contact number and email address.
Traffic management communications supporting collateral	Issued to advise schools community, neighbours and motorists of upcoming road works and changed traffic conditions.
Site visits (managed by SINSW and Schools Ops)	Demonstrate project works and progress and facilitate a maintained level of interest in the project. Includes media visits to promote the reporting of construction progress.
Website	A dedicated project page located on the SINSW website at https://www.schoolinfrastructure.nsw.gov.au/projects//lindfield-learning-village.html . Communications Agencies to provide updates to SINSW about the works including scope, impacts, stakeholder and community engagement activities or events, video and photography.
Works notifications	Provide specific information about construction activities - what will be happening, when, and what the impacts will be. Provided to directly impacted stakeholders and community members in relation to specific activities.