
School Infrastructure NSW

Community Communication Strategy

North Sydney Public School upgrade

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Document Purpose

This Community Communication Strategy (CCS) has been developed by School Infrastructure NSW (SINSW) 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.

This 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 application consent conditions for communication and engagement and where they are addressed in this strategy

State Significant Developments B8	The community communications strategy addresses this in section
Identify people to be consulted during the design and construction phase	Section 4 Section 5
Set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the development	Section 6 Section 7 Section 8.4
Provide for the formation of community-based forums, if required, that focus on key environmental management issues for the development	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 	Section 4 Section 6 Section 8.5
<ul style="list-style-type: none"> • Through which the Applicant will respond to enquiries or feedback from the community; and 	Section 8.5

State Significant Developments B8	The community communications strategy addresses this in section
<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 8.5
<p>Include any specific requirements around traffic, noise and vibration, amenity, flora and fauna, soil and water, contamination and heritage.</p>	Section 3.3

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.

The upgrade of North Sydney Public School will provide students the latest educational facilities.

The project will deliver:

- 19 new flexible learning spaces
- New administration
- New library
- New hall
- New covered outdoor learning area
- Upgrade to canteen
- Upgrade to student amenities
- New entrance gate on Bay Road

The North Sydney Public School upgrade is classified as a State Significant Development (SSD), and has been assessed by the Department of Planning and Environment (DPE). Consent was provided on 21 February, 2022.

The project is available the DPE planning portal at www.planningportal.nsw.gov.au/major-projects/projects/upgrade-north-sydney-public-school.

2. Community Engagement Objectives

SINSW's 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 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 upgrade of North Sydney Public School will provide students the latest educational facilities.

The North Sydney Public High School upgrade project is classified as a State Significant Development.

3.2.1. Project status

The projects' State Significant Development application has been assessed by the DPE and consent to proceed was granted on 21 February, 2022.

3.2.2. Project benefits

The benefits of the project include:

- Responds to local demand for improved and expanded primary school educational facilities
- Delivers important public social infrastructure for the benefit of the local community
- Improves community access to site and its facilities; various community groups use the school out of school hours
- Provides improved landscaping and an expanded central courtyard play space
- Improves the school's street presence with new main entry gate on Bay Road
- Improves the school's environmental performance as the new buildings will be designed to a 5-star Green Star Design standard
- The project will help to stimulate the NSW economy as it is part of the NSW Government's Covid-19 economic recovery plan
- Provides permanent and state of the art teaching facilities for students. These include:
 - 19 new flexible learning spaces
 - One additional administration office and staff room
 - New library
 - Multipurpose space for use as a hall and gym
 - New outdoor areas and a rooftop play space
 - New canteen facilities.

3.2.3. High-quality learning environment

The project will provide flexible learning spaces which 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 facilities will be built in accordance with current sustainability principles as per 5-star Green Star Design Standards. SINSW is committed to environmentally conscious construction and maintenance practices.

3.3. Construction phase

3.3.1. Traffic management

The construction contractor has developed a Construction Traffic and Pedestrian Management Plan (CTPMP) to ensure vehicle movements are managed with minimal disruption to the local community.

3.3.2. Safety

SINSW is committed to ensuring the works are completed safely and efficiently and with minimal impact to the local community. This work will be carried out in accordance with regulatory requirements including the provisions of SafeWork NSW.

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. All works will be conducted in accordance with the Contractor's approved Construction Noise Management Plan. Vibration from works will be minimal and kept within acceptable levels as stated in the document 'Assessing Vibration: a technical guideline' which outlines vibration criteria for day time periods.

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 am and 1 pm on Saturdays. No night work is scheduled for this project. In line with the NSWs Environmental Planning and Assessment (COVID-19 Development – Construction Work Days) Order 2020, SINSW construction sites may now operate on weekend and public holidays during the COVID-19 pandemic. Alignment to Order and any changes to it, will be monitored on an ongoing basis.

Notwithstanding the specified hours, provided noise levels do not exceed the existing background noise level plus 5dB, works may also be undertaken during the following hours:

- (a) between 6 pm and 7 pm, Mondays to Fridays inclusive; and
- (b) between 1 pm and 4 pm, Saturdays.

High noise generating activities such as rock hammering, sheet piling, pile driving and similar activities may only be carried out between the following hours:

- (a) 9 am to 12 pm, Monday to Friday;
- (b) 2 pm to 5 pm, Monday to Friday; and
- (c) 9 am to 12 pm, 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 construction activities must be given to affected residents before undertaking the activities or as soon as possible afterwards.

3.3.4. Disruptive works

Construction work for the North Sydney Public School upgrade is underway. The following activities are planned for the upcoming weeks (*works will be outlined*). You can contact us directly using the details below to discuss any aspect of this work.

3.3.5. 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 us via the details below.

- Email: schoolinfrastructure@det.nsw.edu.au

- Website: schoolinfrastructure.nsw.gov.au
- Phone: 1300 482 651

3.3.6. Fauna and vegetation

SINSW is committed to ensuring construction work has a minimal impact upon fauna and vegetation on site.

SINSW will comply with all Development Consent Conditions relating to the protection of fauna and vegetation, and will comply 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 detail measures to be taken for the protection and management of fauna and vegetation, will be prepared in accordance with relevant guidelines and performance indicators, and will be submitted to the Certifier and DPE.

3.3.7. Soil and water

SINSW is committed to the appropriate management of soil and water on the construction site.

SINSW will comply with all Development Consent Conditions relating to soil and water management and will comply with all relevant mitigation measures listed in the EIS.

Prior to construction, a CEMP will be prepared to govern the completion of all construction works. The CEMP will detail measures for the management of soil and water, will be prepared in accordance with relevant guidelines and performance indicators, and will be submitted to the Certifier and DPE.

A suitably qualified and experienced consultant will prepare a Construction Soil and Water Management Sub-Plan (CSWMSP), which will form part of the CEMP. The CSWMSP 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 flows from the site to 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 (4th edition)*. These controls will be implemented prior to the commencement of any other site disturbance works.

Only approved soil and fill types will be used onsite. Accurate records will be kept on the volume and type of fill used onsite.

3.3.8. Visual amenity

Prior to construction, a CEMP will be prepared to govern the completion of all construction works. The plan will detail measures to maintain visual amenity, will be prepared in accordance with relevant guidelines and performance indicators, and will be prepared to the satisfaction of the DPE.

The CEMP will include provisions for the management of outdoor lighting. The installation and operation of outdoor lighting will comply with both AS 4282-2019 – Control of the Obtrusive Effects of Outdoor Lighting and AS 1158.3.1-2005 – Lighting for Roads and Public Spaces – Part 3.1: Pedestrian Area (Category P) Lighting.

Visual amenity impacts will be limited during construction via the installation of appropriate site fencing and adherence to site housekeeping procedures.

3.3.9. Contamination

Prior to construction, a CEMP will be prepared to govern the completion of all construction works. The CEMP will detail contamination management measures, will be prepared in accordance with relevant guidelines and performance indicators, and will be prepared to the satisfaction of the DPE.

The project site has been tested for contamination and is considered to be safe and suitable for the school upgrade.

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

3.3.10. Heritage

Prior to construction, a CEMP will be prepared to govern the completion of all construction works. The plan will detail measures to protect heritage matters, will be prepared in accordance with relevant guidelines and performance indicators, and will be prepared to the satisfaction of the DPE.

The CEMP will include unexpected finds protocols for objects of Aboriginal or Historic heritage.

In the event that relics of Aboriginal heritage are discovered, all works in the immediate area will cease immediately, and consultation will occur with a suitably qualified archaeologist, registered Aboriginal representatives and the relevant authorities to determine an appropriate management strategy.

In the event that relics of historic heritage are discovered, all works in the immediate area will cease immediately, and consultation will occur with the relevant authorities to determine an appropriate management strategy.

3.4. Handover phase

3.4.1. Traffic and access

Construction work on the North Sydney Public School upgrade has been completed. We are now in a position to confirm access provisions for the upgraded school, including pick-up and drop-off arrangements.

3.5. Official school opening

The upgrade works at North Sydney Public School have been completed. The school has the following new and delivered facilities:

- 19 new flexible learning spaces
- New administration
- New library
- New hall
- New covered outdoor learning area
- Upgrade to canteen
- Upgrade to student amenities
- New entrance gate on Bay Road

Thank you for your patience while we delivered this important School Infrastructure NSW project.

4. Project Governance

4.1. Project Reference Group

Engagement with school stakeholders and the community is a key goal for all Department led projects. To meet this objective, a Project Reference Group (PRG) is established with nominated representatives from the school community joining the SINSW project and community engagement teams, the works contractor, architects and architectural consultants.

The group meets a regular basis, usually monthly to exchange information. School representatives provide SINSW with information from an operational, educational, change and logistics perspective to inform the planning, design and construction phases of the project. This information is used to help minimise the effects of construction activities on school operations.

SINSW provides school representatives with progress updates to assist with communicating the project to school staff, parents/carers, stakeholders and the local community. This exchange of information assists to plan the operational and logistics changes at the school required to deliver the project.

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

The PRG's role in a communication and engagement capacity:

- Provides a forum for the exchange of information relating to the planning and delivery of the project
- Identifies local issues and concerns to assist the project team with the development of mitigation strategies to minimise the effects of the construction on the school community, local residents and the environment
- Provides feedback to the community engagement team on key messages and communication and engagement strategies
- Provides advice on school engagement activities
- Assists to disseminate communication collateral to the school community and other stakeholders.

Figure 1: Project Reference Group (PRG)

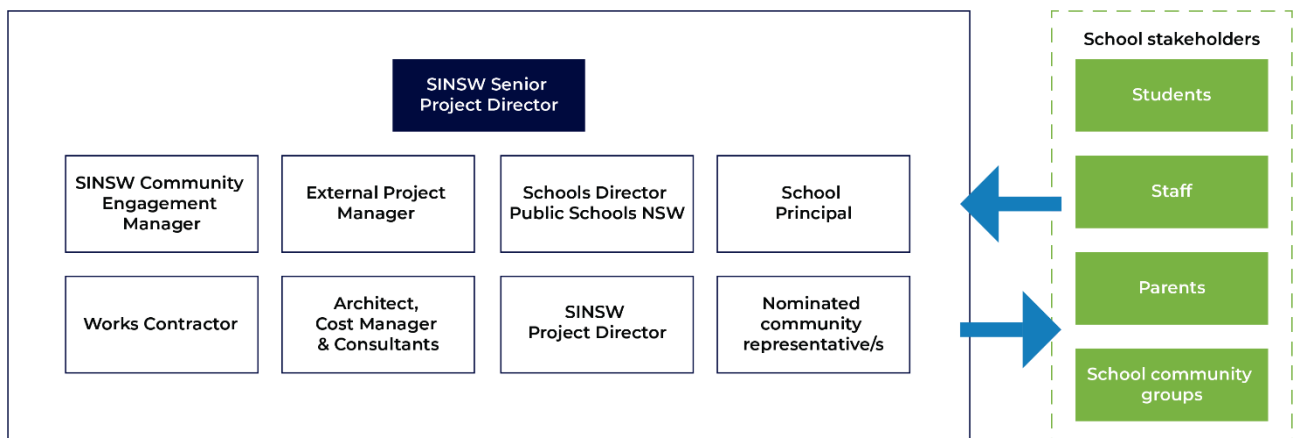
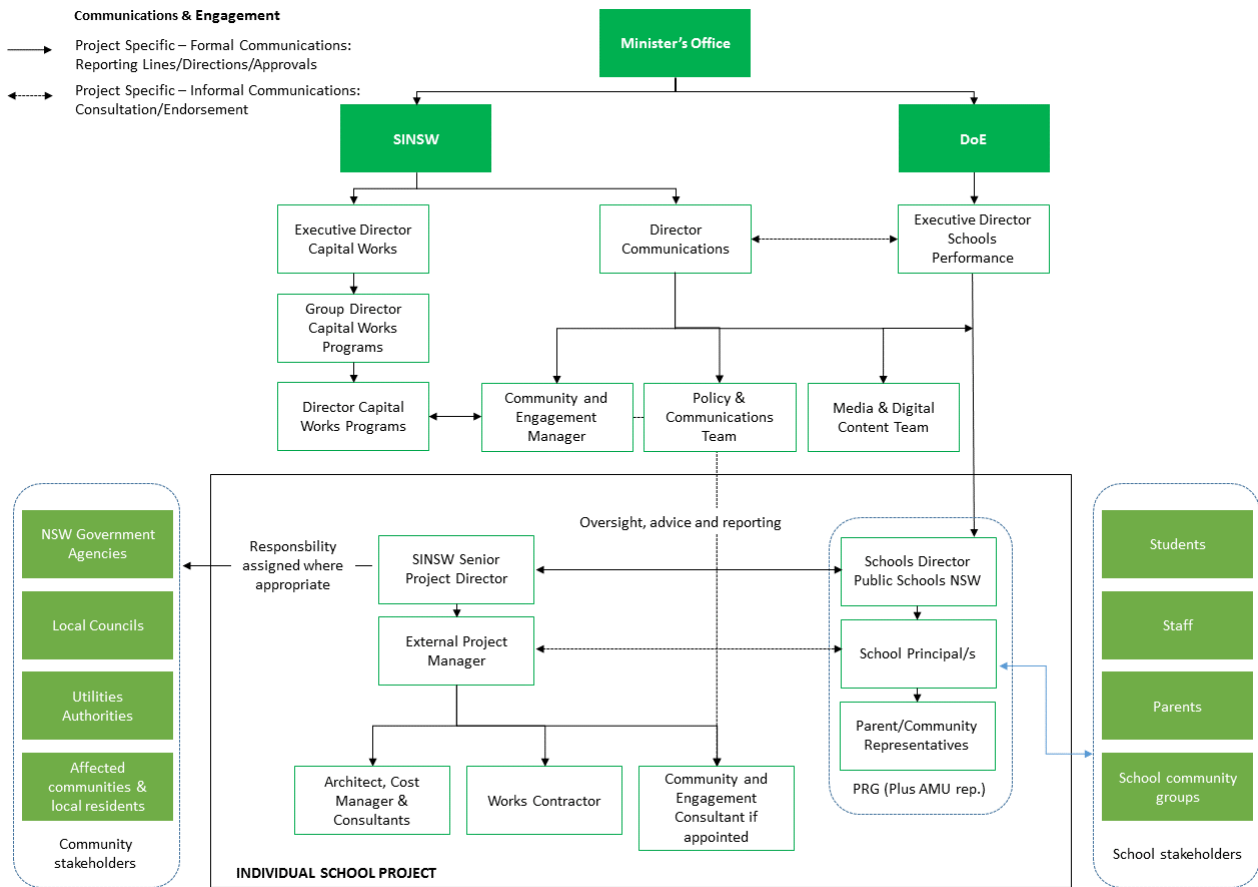


Figure 2: SINSW Project Governance

Figure 2 below maps how the Department and SINSW will communicate both internally and externally.



5. Stakeholders

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

Table 2: Stakeholders

Stakeholders	Interest and involvement
<p>Local Members of Parliament:</p> <ul style="list-style-type: none"> ▪ State Government Member for North Shore – Felicity Wilson MP ▪ Federal Government Member for North Sydney – Trent Zimmerman MP 	<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>Government agencies and peak bodies:</p> <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 ▪ 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 overcrowding in local schools
<p>Local Council – North Sydney Council</p> <ul style="list-style-type: none"> ▪ Mayor ▪ General Manager ▪ Councillors ▪ Bureaucrats 	<ul style="list-style-type: none"> ▪ Schedule for construction and opening of school ▪ Plans for enrolled students during the operation of the temporary school ▪ Impacts to the local community including noise, congestion and traffic ▪ Shared use of community spaces ▪ Providing amenities to meet increase population density
<p>School community</p> <ul style="list-style-type: none"> ▪ Principal ▪ Teachers ▪ Staff ▪ Parents and carers ▪ Students 	<ul style="list-style-type: none"> ▪ Safe pedestrian and traffic access to the temporary school during construction ▪ Construction impacts and how these will be minimised ▪ Quality of infrastructure and resources upon project completion ▪ How to access the new school once completed
<p>Local community</p> <ul style="list-style-type: none"> ▪ All residents and businesses surrounding the school including Bay Road, the Pacific Highway and 	<ul style="list-style-type: none"> ▪ Noise and truck movements during construction ▪ Increased traffic and congestion on nearby streets

Stakeholders	Interest and involvement
<p>McHatton Street</p>	<ul style="list-style-type: none"> ▪ Local traffic and pedestrian safety ▪ Changed traffic conditions during pick-up and drop-off ▪ Shared use of school facilities and amenities
<p>Nearby public schools</p> <ul style="list-style-type: none"> ▪ North Sydney Girls High School ▪ North Sydney Boys High School ▪ Cammeraygal High School ▪ Willoughby Girls High School ▪ Middle Harbour Public School ▪ Neutral Bay Public School ▪ Mosman Public School ▪ Beauty Point Public School 	<ul style="list-style-type: none"> ▪ Impact on school resources ▪ Impact on current students ▪ Implications for teaching staff ▪ Possible impacts on enrolments ▪ Opportunities to view the new facilities
<p>Adjoining affected landowners and businesses</p> <ul style="list-style-type: none"> ▪ Office/commercial/retail buildings along Pacific Highway and Bay Road including, but not limited to St Vincents Opportunity Shop, HHMS Global, A Dress for a Night, North Sydney General Practice, My Recruitment Plus and A2K Technologies. ▪ Adjacent residential owners on Bay Road and McHatton Street ▪ Nearby residential owners on Bay Road, McHatton Street and Pacific Highway ▪ St Nicholas School of Russian (operates Russian language classes from the school) ▪ KU Kids Care (within school grounds and also located nearby) 	<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 ▪ Environmental impacts during construction
<p>Community groups</p> <ul style="list-style-type: none"> ▪ Committee for North Sydney (membership includes former Mayor of North Sydney, Genia McCaffery) ▪ North Sydney Chamber of Commerce ▪ North Sydney Community Centre ▪ Community members and groups which use the school's facilities out of hours: <ul style="list-style-type: none"> • Professor Plums Science • Kids up Front school holiday care • Seido Karate Sport • Little Kickers Sport • Mandolin Orchestra Music • Directions in Music 	<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

Stakeholders	Interest and involvement
<ul style="list-style-type: none"> • Guitars for All Music • Strings Music • VIP Music M • Piano Music • Simon Freeman Drama • Indian Dance • Ballroom Dance • Centre Stage Dance • Broadway Dance • Russian Language School • Portuguese Language • Chinese Datong Language School • Health & wellbeing • Homework Club • Sydney Academy of Chess • Just Art Australia • Unaccompanied Baggage 	

6. Engagement Approach

The way we communicate has temporarily changed due to social distancing requirements. Appendix A provides a detailed list of changed communication methods and tools. This particularly refers to face-to-face communication channels such as door knocks, information booths/sessions, face-to-face meetings and briefings.

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 communication 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 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, agencies and councils, two distinct streams of engagement will continue for the project:

- 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, administration 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 community/action groups.

6.1. General community input

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

- Information booths and information sessions held at the school or local community meeting place, and advertised at least seven days before in local newspapers, on our website and via letterbox drops
- 1300 number that is published on all communication material
- School Infrastructure NSW email address that is published on all communication material
- 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 three below.

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

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

6.2 Construction works notification distribution methodology

Construction works notifications will be distributed to targeted properties in the vicinity of the project. These properties have been identified as part of the technical studies and plans submitted as part of the planning and assessment

approval pathway and post approval requirements. Specifically, the notification distribution map at Figure 1 below has been prepared through an analysis of the impacts and requirements identified in:

- the Acoustic Assessment Report submitted with the Environmental Impact Assessment
- the Transport and Accessibility Impact Assessment submitted with the Environmental Impact Statement
- the Construction Worker and Staff Transportation Strategy
- the Construction Environmental Management Plan
- the Construction Noise and Vibration Sub Plan
- the Construction Traffic and Pedestrian Management Sub Plan.

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

The distribution area may be altered:

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

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

Figure 1: Map of construction works notification distribution area



Map of North Sydney Public School

Table 3: School Infrastructure NSW Communication Tools

Communications tool	Description of activity	Frequency
1300 community information line	The free call 1300 482 651 number is published on all communication materials and is manned by staff from SINSW during business hours.	Throughout the life of the project and accessible for 12

Communications tool	Description of activity	Frequency
	<p>All enquiries that are received are referred to the appointed C&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>	months post completion
Call centre scripts	High level, project overview information provided to external organisations who may receive telephone calls enquiring about the project, most notably stakeholder councils.	Throughout the project when specific events occur or issues are raised by stakeholders
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>The card directs all enquiries, comments and complaints through to our 1300 number and SINSW 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	A0 size full colour information boards are displayed at information sessions or can be permanently displayed in appropriate places (a school administration 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
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>Info booths are scheduled from the early stages of project delivery through to project completion.</p> <p>Information booths are to be held both at the school/neighbouring school, as well for the broad community:</p> <ul style="list-style-type: none"> ▪ School information booths are held at school locations at times 	At project milestones and as required

Communications tool	Description of activity	Frequency
	<p>that suit parents and caregivers, with frequency to be aligned with project milestones and as required.</p> <ul style="list-style-type: none"> ▪ Community information booths are usually held at local shopping centres, community centres and places that are easily accessed by the community. They are held at convenient times, such as out of work hours on weekdays and Saturday's. <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>	
Information sessions (drop in)	<p>Information sessions are a bigger event than an information booth and are held at a key milestone or contentious period. These events feature detailed information on the project on display boards/ screens and an information pack handout which includes a project scope, planning approvals, any impacts on the school community or residents, a project timeline and a frequently asked questions section.</p> <p>Members from the project and communications team are 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>This is a four-page A4 colour, fold out flyer which includes:</p> <ul style="list-style-type: none"> ▪ Project scope ▪ Project update ▪ FAQs ▪ Contact information ▪ Project timeline <p>Information packs are distributed at information sessions or at other bigger events/milestones in hard copy and also made available on the SINSW website.</p>	As required
Media releases/events	<p>Media releases are distributed at announce media milestones. They promote major project milestones and activities and generate broader community awareness.</p>	<p>Media milestones:</p> <ul style="list-style-type: none"> ▪ Project announcement ▪ Concept design completed ▪ Planning approval lodged ▪ Planning approval granted ▪ Construction contract tendered ▪ Construction

Communications tool	Description of activity	Frequency
		<p>contract awarded</p> <ul style="list-style-type: none"> ▪ SOD turning opportunity ▪ Handover ▪ Official opening
Notifications	<p>A4, single or double sided, printed in colour that can include frequently asked questions, if required.</p> <p>Notifications are distributed under varying templates with different headings to suit different purposes:</p> <ul style="list-style-type: none"> ▪ Works notification are used to communicate specific information/impacts about a project to a more targeted section of the community. This template doesn't have an image, so it can be more appropriately targeted for matters like hazardous material. ▪ Project update is used when communicating milestones and higher-level information to the wider community i.e. project announcement, concept design/DA lodgement, construction award or project completion. A project update always includes a project summary, information booths/sessions if scheduled, a progress summary and contact information. 	<p>As required according to the construction program.</p> <p>Distributed via letterbox drop to local residents 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. The images are used in notifications, newsletters, reports, the SINSW website, 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>
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.	<p>Meets every month or as required</p> <p>More information on the PRG is detailed in Section 4</p>
Project signage	A0 sized, durable aluminium signage has been installed at the Mosman High School Upgrade.	Throughout the life of the project and installed for 12 months post completion

Communications tool	Description of activity	Frequency
	<p>Provides high level information including project scope, project image and SINSW contact information.</p> <p>Fixed to external fencing/entrances that are visible and are updated if any damage occurs.</p>	
Site visits	<p>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.</p>	As required
School Infrastructure NSW email address	<p>Provide stakeholders and the community a direct communication channel to the Community Engagement team. Email address (schoolinfrastructure@det.nsw.edu.au) is published on all communication materials.</p>	Throughout the life of the project
School Infrastructure NSW website	<p>A dedicated project page for the North Sydney Public School Upgrade is located on the SINSW website:</p> <p>www.schoolinfrastructure.nsw.gov.au/projects/n/north-sydney-public-school-upgrade.html</p>	Updated at least monthly and is live for at least 12 months post completion of the project
Welcome pack/ thank you pack	<p>At project completion the following flyers are utilised:</p> <ul style="list-style-type: none"> ▪ Welcome pack – A two to four-page A4 flyer which is provided to the school community on the first day/week they return to school when new facilities are opening, or attending a new school. Includes project overview, map outlining access to the school and key locations, frequently asked questions and contact information. ▪ Thank you pack – A two to four-page A4 flyer tailored to local residents to thank them for their patience and support of the project. 	Project completion only

7. Engagement Delivery Timeline

The way SINSW communicates has temporarily changed during the COVID-19 pandemic due to social distancing requirements. Please refer to Appendix A for more details on changed methods and tools. The table below outlines both traditional and alternative methods to be used in line with the changes.

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
Early works (fencing, relocation of existing demountable class rooms and upgrade work to internal existing amenities and canteen)	Local residents School community Adjoining affected landowners and businesses	Notifications Project updates Media release Website update SINSW email address and hotline Project signage	January 2022 to December 2022. Works to occur concurrently with main construction works
Main construction works, including, but not limited to: <ul style="list-style-type: none"> Demolition work Key impacts – noise, dust, traffic, vibration Construction milestone 	School community Local residents Adjoining affected landowners and businesses	Notification Project update Notifications Media release Website update Project Reference Group 1300 community information line Information booth/sessions/virtual room Information pack Project signage	March 2022 to Early-2023 (at key construction events as required, as per our notification process in Table 5)
Term prior to project completion	School community Local community Adjoining landowners Prospective parents and students Local schools	Project update Information booth / virtual room Information pack Website updates SINSW email address and hotline Site visits	Term Four
Handover and welcome to new school	School community Local community Adjoining affected landowners and businesses Nearby schools	Welcome pack Thank you pack Media release Website update SINSW email address and hotline	Early-2023

Project Phase / milestone	Target audiences	Proposed communication tools / activities / purpose as per Table 3	Timing / implementation
		Site visits Photography / videography	
Post-opening	All	Website remains live Project signage remains installed 1300 phone and email still active, and CRM still maintained for complaints and enquiries.	From Early-2023

8. Protocols

8.1. 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.

8.2. 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 Q&As.

8.3. Social, online and digital media

SINSW initiates and maintains all social and online media channels. These channels can include Facebook, Twitter, LinkedIn and the website. The SINSW Online Content Team upload to the SINSW website.

8.4. 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, notifications are distributed in person via door knocks, via letterbox drop, via the school and electronically via email.

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 work hours
- be written in plain English
- 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.

Table 5: Notifications periods

Table 5 below 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.

Works activity	Minimum community notification period
Notification to communities following major incident	Same day
Unplanned out of hours work (notification will be given to affected residents before undertaking the activities or as soon as is practical afterwards)	As soon as practical
Contamination management and notification	7 days
Upcoming works notification (minimum disruption)	7 days
Invitation/notification of community event (e.g. info booth)	7 days

Works activity	Minimum community notification period
Notifications regarding traffic changes, parking impacts, road closures, major detours	7 days
Pedestrian route changes and other impacts	7 days
Notifications regarding operational changes for the school community (school drop-off points, entry and exit points)	7 days
Major construction impacts (out of hours/ significant noise/ demolition)	7 days
Major impacts to school community e.g. relocation to temporary school	6 months

8.5. Enquiries and complaints management

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

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

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

If a phone call, email or face-to-face complaint is received during construction, it will be acknowledged within 2 working days and logged in our CRM, actively managed, closed out and resolved by SINSW within 2 to 5 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.

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

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

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

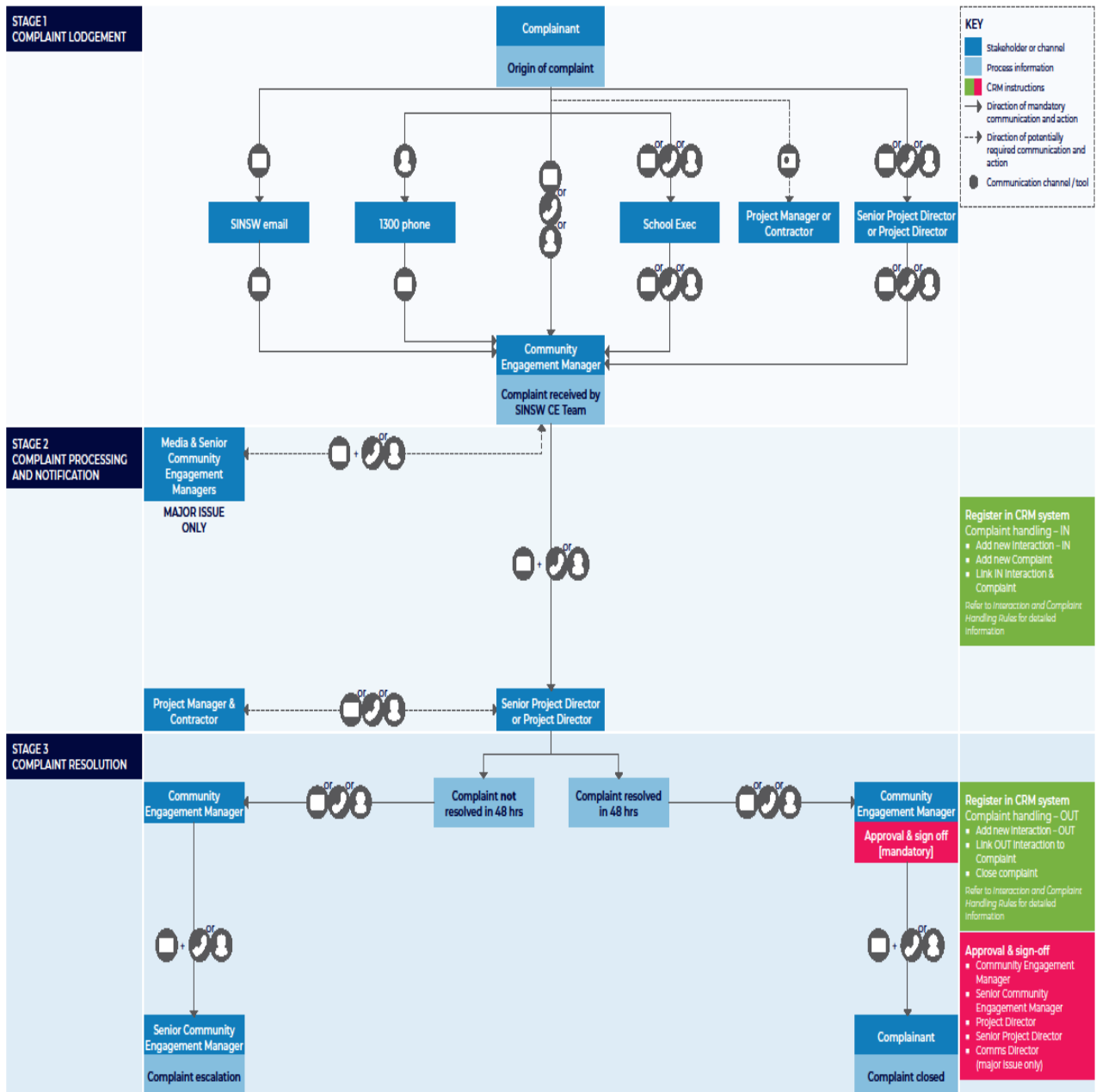
Table 6: Complaint and enquiry response time

Complaint	Acknowledgement times	Response times
Phone call during business hours	At time of call and agree with caller estimated timeframe for resolution.	Complaint to be closed out within 48 hours. If not possible, continue contact, escalate as required and resolve within seven business days, where practicable.
Phone call after hours*	Within two hours of receiving message upon returning to office.	Following acknowledgement, complaint to be closed out within 48 hours. If not possible, continue contact, escalate as required and resolve within seven business days, where practicable.
Email during business hours	At time of email (automatic response)	Complaint to be closed out within 48 hours. If not possible, continue contact, escalate internally as required and resolve within seven business days, where practicable.
Email outside of business hours	At time of email (automatic response)	Complaint to be closed out within 48 hours (once return to business hours). If not possible, continue contact, escalate internally as required and resolve within seven business days, where practicable.
Interaction/ Enquiry		
Phone call during business hours	At time of call and agree with caller estimated timeframe for response.	Interaction to be logged and closed out within seven business days.
Phone call after hours	Within two hours of receiving message upon returning to office.	Interaction to be logged and closed out within seven business days.
Email during business hours	At time of email (automatic response)	Interaction to be logged and closed out within seven business days.
Email outside of business hours	At time of email (automatic response)	Interaction to be logged and closed out within seven business days.
Letter	N/A	Interaction to be logged and closed out within 10 business days following receipt.

The below diagram outlines our internal process for managing complaints.

Figure 3 - Internal Complaints Process

COMPLAINTS MANAGEMENT PROCESS FLOW CHART



8.5.1. Disputes involving compensation and rectification

SINSW 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, SINSW may seek legal advice before proceeding.

8.6. 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).

8.6.1. 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 Community Engagement Manager
- SINSW Senior Manager, Community Engagement
- SINSW Director, Communications

SINSW Director, Communications 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 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 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.

8.7. 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 – 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.

Appendix A – Changing the way we communicate – community engagement alternative methods

Below are proposed alternatives to our standard mandatory requirements for community engagement effective as of 30 March 2020. These alternatives are proposed to ensure we continue to comply with SSD and DA conditions and that our communities can remain informed about our projects while adhering to social distancing requirements and NSW Health advice.

Our engagement principles for this period should continue to ensure our communications are:

- Simple
- Streamlined
- Accessible

Summary of mandatory requirements and alternatives:

Items in **bold** have alternate delivery options.

SSD CONDITION	ALTERNATIVE
1300 community information line	No change
Advertising (print)	Promote online information session / generic single advert
Call centre scripts	No change
Community contact cards	Contractors to hand out as required
CRM database	No change
Display boards	Digital version
Door knocks	Door knocks are replaced by letterbox drops
Face-to-face meetings/briefings	Phone call or teleconferencing
FAQs	No change
Information booths	Information booths are replaced by project updates Virtual information sessions
Information sessions (drop in)	Drop in information sessions are replaced by virtual information sessions
Information pack	Digital version
Media releases/events	No change to media releases, no events to be held

SSD CONDITION	ALTERNATIVE
Notifications	Distributed to school community via email from Principal Distributed to near neighbours via letterbox drop*
Photography, time-lapse photography and videography	Source photography if health advice permits Use images and time-lapse from similar projects if unable to photograph site
Presentations	Digital version for PRGs/stakeholder meetings
Priority correspondence (RML)	No change
Project Reference Group	Skype meetings / teleconferencing
Project signage	No change if production and installation still possible; A4 print out delivered
Site visits	Site visits via phone/video/photography
School Infrastructure NSW email	No change
School Infrastructure NSW website	No change (may publish updates more frequently)
Welcome pack/ thank you pack	Welcome pack: Do not issue until school resumes Thank you pack: Issued when project is entirely complete

**Alternative may change depending on distributor operations*