



COMMUNITY COMMUNICATION STRATEGY

Application number: SSD 10260

Applicant: The Trustee for the Anglo Australian Christian & Charitable Trust

Consent Authority: Minister for Planning and Public Spaces

Site: 211 Pacific Highway St Leonards (Lot 101 DP 791327)

Lot 101 DP 11911604 (The Avenue) and Lot 7083 DP93642 (Gore Hill Park public carpark) - for vehicular / pedestrian access and drop-off / pick-up zone only

Development: Use of an existing building as a new school (International Chinese School), for up to 160 students (Kindergarten - Year 6)

COMMUNICATION STRATEGY

Submitted to Principal Certifying Authority to satisfy a condition of consent C7

On behalf of the Anglo Australian Christian and Charitable Trust

Written in conjunction with the Anglo Australian Christian and Charitable Trust

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NSW Nominated Architects:
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1.0 INTRODUCTION

1.1 Purpose

This Communication Strategy outlines a proposed approach for stakeholder and community communications and engagement throughout the construction project, 211 Pacific Highway St Leonards International Chinese School (SSD 10260).

The document aims to ensure that accurate, quality information is gathered and disseminated in an accessible format that is relevant to the target stakeholders and community members.

The Strategy has been developed to respond to the NSW Department of Planning, Industry and the Environment Conditions of Approval for the use of an existing building as a new school (International Chinese School) at 211 Pacific Highway St Leonards. The Strategy will be submitted to the Secretary for consideration, monitored and further amended in collaboration with the State and stakeholders as required by the Project.

The Strategy is intended to provide guidance in the development of a communication and engagement approach and aims to:

- Identify key stakeholders and communities of interest to the project;
- Set out the communication and engagement objectives and principles for the project;
- Describe the proposed communication tools and engagement techniques used to disseminate information and provide feedback; and
- Outline how enquiries and complaints will be received and responded to during construction.

1.2 Project Overview

The site is a single 1,500sqm lot within the grounds of the heritage listed Gore Hill Cemetery. It is Crown Land that is managed by the Northern Metropolitan Cemeteries Trust. The building is owned by 211 Pacific Highway Ltd and includes a ground-lease on the site.

The site is situated within the Willoughby City Council (LGA) and was originally occupied by the 'sextants cottage', and then commercial office premises since the mid 1980s.

Alterations and additions to the existing office building and associated works were completed under separate and previous Development Application with Willoughby City Council (CC-2018/182).

AACCT Ltd acting as Trustee for the Anglo Australian Christian and Charitable Trust have State Significant Development approval from the NSW Department of Planning, Industry and the Environment (DPIE) to relocate the International Chinese School to the site (SSD 10260).

SSD 10260 relates to change of use from commercial premises to Education 9b for a school of up to 160 students (Kindergarten – Year 6) and associated works in three stages:

- Stage 1: Installation of security fencing, school signs, and minor landscaping.
- Stage 2: Construction of a one-way loop road within The Avenue (Cemetery Trust Land) to function as a drop-off/pick-up zone; and associated works within the public carpark of Gore Hill Park (Willoughby Council owned).
- Stage 3: Construction of a deceleration lane on the Pacific Highway and entry to public carpark adjoining Gore Hill Park.

1.3 Conditions of Approval

The Project received approval from the DPIE in July 2020. This Strategy specifically addresses the following Secretary's Conditions of Consent for the project:

Community Communication Strategy

C7. No later than two weeks before the commencement of construction of the drop-off / pick-up zone and the works within the public carpark including the vehicular loop road, a Community Communication Strategy must be submitted to the Planning Secretary for information. The Community Communication Strategy must provide mechanisms to facilitate communication between the Applicant, the relevant Council and the community (including adjoining affected landowners and businesses, and others directly impacted by the development), during the design and construction of the development and for a minimum of 12 months following the completion of construction.

(a) identify people to be consulted during the design and construction phases including (but not limited to) other visitors to the site and the Gore Hill Park;

(b) set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the development;

(c) provide for the formation of community-based forums, if required, that focus on key environmental management issues for the development;

(d) set out procedures and mechanisms: (i) through which the community can discuss or provide feedback to the Applicant;

- i. through which the community can discuss or provide feedback to the Applicant;
- ii. through which the Applicant will respond to enquiries or feedback from the community; and
- iii. to resolve any issues and mediate any disputes that may arise in relation to construction and operation of the development, including disputes regarding rectification or compensation.

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

2.0 COMMUNITY COMMUNICATION STRATEGY

2.1 Overview

This strategy:

- Reinforces AACCT Ltd's commitment to working in partnership with the community, Willoughby City Council and the DPIE throughout the completion of this this project;
- Embraces an inclusive and collaborative approach to engaging with all relevant stakeholders and involving the community;
- Identifies communication tools and methods to be implemented.

2.2 Objectives

The key objectives of the Strategy are to:

- Keep the local community and stakeholders informed about progress and major works relating to the Project;
- Be a good neighbour to local communities, businesses and stakeholders during construction;
- Raise awareness of potential disturbances and provide advance notice of impactful works;
- Minimise unnecessary disturbances; and
- Ensure that community and stakeholder enquiries and complaints are managed and resolved effectively.

2.3 Community Communications Principles

The principles adopted to guide communications and engagement with the community on the Project include:

- Proactive - Ensure stakeholders remain informed through the provision of timely, relevant and targeted information.
- Accessible - AACCT representatives will be accessible to potentially affected members of the community.
- Responsive - Ensure every reasonable effort is made to resolve issues to the satisfaction of all involved in the shortest time possible.
- Inclusive - ensure those from non-English speaking backgrounds have appropriate access to information about the project.
- Organised - record engagement activities to ensure that issues are properly dealt with and documented.
- Transparent - The School believes a “no surprises” approach is critical to nurturing respectful relationships/partnerships with stakeholders and the community. Communication processes will be genuine, clear and open. The School will demonstrate a willingness to listen, consider concerns and manage expectations.

2.4 Stakeholders

Stakeholder Category	Stakeholder	Aim of engagement
Government agencies	<ul style="list-style-type: none"> • NSW Department of Planning, Industry and the Environment. • Traffic for NSW • Roads and Maritime Services • Willoughby City Council • NSW Education Standards Authority 	<ul style="list-style-type: none"> • To understand stakeholder and community engagement undertaken to date by the State and to continue to manage stakeholders successfully • To establish and maintain communications with key Government stakeholders who must be kept informed of Project status, schedule and issues • To work in close consultation with all relevant authorities to manage critical Project elements reliant on successful approvals and permissions to avoid delays. • To ensure all compliance requirements are met. • Close liaison with key State authorities and their personnel which ensures the seamless management of public enquiries and complaints throughout the Project • To engage with Willoughby City Council in minimising impact on local community infrastructure and public.
Key Stakeholders	<ul style="list-style-type: none"> • Northern Metropolitan Cemeteries Trust (NMCT). 	<ul style="list-style-type: none"> • To ensure continued support from, and partnership with, NMCT. • To ensure compliance with the conditions of the ground-lease on the property. • To protect the infrastructure and reputation of NMCT. • To protect and preserve the heritage of the site.

Stakeholder Category	Stakeholder	Aim of engagement
Community groups	<ul style="list-style-type: none"> • Friends of Gore Hill Cemetery • Greenwich Community Organisation • GSL Action Group 	<ul style="list-style-type: none"> • To ensure ongoing partnerships in preserving the heritage of the site. • To obtain future support in developing educational programs related to the heritage site for students at the School • To establish and nurture community relations • To provide stakeholders and the community with timely and accurate information on issues that may impact or be of interest to them and minimise disruption in the surrounding community • To manage expectations of limits of influence over certain decisions, methodologies and ongoing activities associated with the Project
Heritage	<ul style="list-style-type: none"> • Office of Environment and Heritage • Heritage Council of Australia • Northern Metropolitan Cemeteries Trust (NMCT). 	<ul style="list-style-type: none"> • To communicate with relevant stakeholders about the management of environmental and heritage aspects of the Project to mitigate program delays and potential negative publicity • To ensure ongoing partnership in preserving the heritage of the site
Indigenous	<ul style="list-style-type: none"> • Metropolitan Local Aboriginal Land Council (MLALC) • Gammeragal peoples 	<ul style="list-style-type: none"> • To demonstrate due respect to the traditional owners of the area • To ensure aboriginal heritage is preserved
School community	<ul style="list-style-type: none"> • Students, parents and staff of the International Chinese School 	<ul style="list-style-type: none"> • To keep the School community informed regarding practical progress on the project • To foster a sense of partnership with other stakeholder groups
Sporting associations	<ul style="list-style-type: none"> • Willoughby Wildcats J AFC • North Shore Bombers AFC • North Shore Junior Cricket Association 	<ul style="list-style-type: none"> • To develop mutually beneficial partnerships. • To promote active and healthy lifestyle to students.

2.5 Stakeholder Issues

Potential issues and opportunities which may be of particular interest to stakeholders include but are not limited to:

- Planning and design – objections from some sectors of the community to the location of a school on the site, especially in relation to possible negative impact on the heritage of the Gore Hill Cemetery site.
- Public amenity – possible impact on public access to, and use of, the recently developed Gore Hill Park and surrounds.

- Heritage and the environment – potential negative impact upon the heritage of the Gore Hill cemetery site. The preservation of trees on site, especially the old Morton Bay Fig on the Pacific Highway.
- Construction impacts – the impact of construction work on public parking at Gore Hill Park as well as general public usage.

2.6 Measures already enacted following public consultation during design phase

Measures already enacted following public consultation during design phase include, but are not limited to:

Heritage	<ul style="list-style-type: none"> • Colour of pavers in the student drop off-pick up zone on The Avenue changed to match existing pedestrian path. • Security fence colour dark green to match existing Cemetery fences. • Heritage wall within the building was preserved in the design. • The School's Operational Management Plan includes strategies to ensure student supervision levels protect the heritage of the site. • Close working partnership established between the School and executive staff of the Northern Metropolitan Cemeteries Trust.
Environment	<ul style="list-style-type: none"> • Significant Morton Bay Fig is outside the school fence line and inaccessible to students. • Project arborist has produced a tree management plan. • No trees in Gore Hill Park are to be removed/trimmed without Council consent. • Tree roots over 50mm in diameter are not to be damaged or cut. Alternate measures such as bridging over roots to be employed. • Paving to be porous allowing water penetration to tree roots. • CEMP contains detail of other environmental protection measures such as soil and water contamination protection.
Indigenous	<ul style="list-style-type: none"> • CEMP contains unexpected finds protocol for aboriginal heritage items. • Aboriginal archaeological monitoring to be undertaken during excavation by a suitably qualified person and a representative of the Metropolitan Local Aboriginal Land Council (MLALC) • Wayfinding signage incorporates Aboriginal elements.
Public Amenity	<ul style="list-style-type: none"> • Vehicular drop-off/pick up of students will only occur in the designated Drop-off/Pick-up zone. • A school Marshal has been employed and will, with support of the Principal, oversee vehicular drop-off/pick-ups. The Marshal will correct parents who chose to drop-off/pick-up students in the public parking area adjacent to Gore Hill Oval. • On no account will parents be permitted to park on the Pacific Highway to drop-off/collect their children. • Student lunch time play on Gore Hill Park will be limited to 25 minutes in non-peak usage time (11:20 – 11:45). Marshal, assisted by staff, will oversee to limit negative impact on public users. • Proposed school population reduced from 210 students to 160. • Parking at Gore Hill Oval increased with after school hours public use of the five parking spaces in the drop-off/pick-up zone.
Sporting Associations	<ul style="list-style-type: none"> • The ten onsite basement parking spaces available for after school hours use by club officials and coaches of local sporting clubs.

3.0 COMMUNICATION TOOLS AND PROCEDURES

Varying communication tools and engagement techniques will be used to disseminate information, raise awareness of construction activities and invite feedback. These will provide mechanisms to respond to enquiries and allow the community to discuss and raise any concerns.

The International Chinese School Principal and the Project Manager are the primary points of contact. All enquiries are to be forwarded to 211phslproject@intcs.nsw.edu.au. The emergency contact number is 0409 831919.

The Principal's and Project Manager's responsibilities include implementation of this Strategy and community interface for the Project as required. They will be the key points of contact with the State, key stakeholders and the community, supported by key members of the design and construction team.

3.1 Public Information and Communication Channels

The following information and communication strategies may be implemented as appropriate

Tool/technique	Description	Target audience
Notifications	<ul style="list-style-type: none"> • Notifications describing the type, location and duration of significant construction works (such as the commencement of excavation, road closures etc) will be letterbox dropped to potentially impacted properties in advance of works taking place. • Notifications also posted at Gore Hill Park to inform public users of potential impact. • For advance notice of construction, letters will be delivered to properties/businesses within a 300m 	<ul style="list-style-type: none"> • Local communities and businesses • Community organisations & sporting groups.
Letters	<ul style="list-style-type: none"> • Additional targeted letters to inform sections of the community and stakeholders of specific matters. 	<ul style="list-style-type: none"> • Stakeholders • Local communities and businesses • Community organisations & sporting groups.
Flyers	<ul style="list-style-type: none"> • Distribution to local communities on project issues, invitations to events. 	<ul style="list-style-type: none"> • Local communities and businesses • Community organisations & sporting groups.

Website	<ul style="list-style-type: none"> A dedicated link on the International Chinese School website (www.intcs.nsw.edu.au) will include project updates and background material including Community Communications Strategy, CEMP, Schools Operational Management Plan, copies of letters distributed to the public. A project update newsletter which includes information on progress and upcoming construction activities will be available on the website. 	<ul style="list-style-type: none"> Stakeholders Local communities and businesses Community organisations and sporting groups. General public
Site Hoardings	<ul style="list-style-type: none"> Signage and posters on hoardings to communicate works and contact details for enquiries. 	<ul style="list-style-type: none"> Local communities and businesses Community organisations and sporting groups. General public
Project email	<ul style="list-style-type: none"> All email to be directed to 211phslproject@intcs.nsw.edu.au . The School Principal or Project Manager will seek to respond within 3 working days. 	<ul style="list-style-type: none"> Stakeholders Local communities and businesses Community organisations and sporting groups
Community emails	<ul style="list-style-type: none"> Emails will be issued as necessary to update the community and interested stakeholders about the project. 	<ul style="list-style-type: none"> Stakeholders Local communities and businesses Community organisations and sporting groups

3.2 Management Processes and Procedures

Tool/technique	Description	Target audience
Enquiry and complaint register	<ul style="list-style-type: none"> An electronic contact database will be maintained by the school Principal. Complaints and enquiries will be closed out as soon as reasonably possible. 	<ul style="list-style-type: none"> Stakeholders Local communities and businesses Community organisations and sporting groups

Contractor training and toolbox talks	<p>The Principal Contractor will:</p> <ul style="list-style-type: none"> • Ensure all workers and visitors to the site have completed a project induction, which clearly set out obligations and requirements regarding health, safety, environmental and community issues. • Train all staff on the procedures required. All employees, subcontractors and consultants will be required to provide evidence of appropriate licences or permits to operate machinery or other equipment required to perform their works on the Site. • Retain Site induction records, evidence of appropriate licenses or permits and other documents as necessary as training records for the project. • Facilitate toolbox talks on a regular basis and will include, where required, information on the environmental aspects of the remedial and earth works. Where required, specific training will be provided to the relevant personnel on hazards associated with specific tasks and the controls to be implemented to minimise environmental harm and community impact. 	<ul style="list-style-type: none"> • Stakeholders • Local communities and businesses • Community organisations and sporting groups
Complaints handling procedures	<ul style="list-style-type: none"> • The school Principal will respond to complaints within 3 working days of lodgement. The first response may provide an initial update to the enquirer, with an aim to achieve resolution and close out as soon as reasonably practical. 	<ul style="list-style-type: none"> • Stakeholders • Local communities and businesses • Community organisations and sporting groups

3.3 Community Forums

Due to the relatively small nature of the project, it is not envisaged that need will arise for community-based forums focussing on key environmental management issues for the development.

Nonetheless, if and as need arises, Community Forums will be facilitated. If such forums are to take place, relevant stakeholders, residents and community/business groups will be invited to attend. All such forums will be advertised on the project website.

3.4 Communications Management Procedures

Stakeholder contact is any communication with stakeholders or community members which result in the transfer of, or request for information. Contacts (or feedback) may be received through a range of communication channels. These may include telephone, face to face contact, emails, letters, meetings or activities.

Contacts are recorded on the electronic register managed by the Principal of the International Chinese School. The record will be actioned and distributed as necessary to those involved in managing and/or responding to the contact.

The following information will be registered with full details on the Communications Electronic Register:

- The full name and contact details of the stakeholder or community member making the contact;

- Date and time of the contact;
- Description of the contact and/or issues raised;
- Nature of the contact (i.e. enquiry, notification, complaint);
- Action required and the timing, particularly if commitments are made around timeframes;
- The action taken with respect to the contact made;
- Person responsible for the action;

All relevant authorities, including Willoughby City Council, will be consulted as required on planned delivery and construction activities, including the possible effects on any infrastructure or utility services.

The Community Communication Strategy will function for a minimum of 12 months following the completion of construction.

Appendix 1 - Letter to Local Residence



School 211 Pacific Highway, St Leonards NSW 2065, Australia
Post PO Box 567, St Leonards NSW 1590, Australia
Phone +61 2 8440 8450
Email registrar@intcs.nsw.edu.au
Web intcs.nsw.edu.au

15th December 2020

Re: Notification of construction works in relation to 211 Pacific Highway St Leonards

Stage	Works	Timeframe for completion
2	Construction of a one-way vehicular loop road within The Avenue to accommodate a drop-off / pick-up zone and modifications to public carpark of Gore Hill Park.	3 months

The International Chinese School has received approval (SSD 10260) from the NSW Department of Planning, Industry and the Environment to relocate its premises to 211 Pacific Highway St Leonards. With Stage 1 (fencing, signage and minor landscaping) completed, Stage 2 construction will commence early in the new year.

Construction will only be carried out between 7am and 6pm, Mondays to Fridays inclusive; and between 8am and 1pm, Saturdays.

In managing construction noise levels, all feasible and reasonable noise mitigation measures will be implemented. Construction vehicles will only be permitted to arrive at the site during designated construction hours. As excavation works will be shallow in nature, it is not envisaged that any rock breaking/hammering will be necessary. If rock breaking/hammering is required, this will be limited to 9am to 12pm and 2pm-5pm Monday to Friday and 9am-12pm Saturdays. No vibratory compactors will be used within 30m of residential buildings.

The School has been working closely with the Northern Metropolitan Cemeteries Trust to ensure the heritage of the site and its surrounds are respected and preserved. During excavations Aboriginal archaeological monitoring will be undertaken in the impacted area by a suitably qualified representative in conjunction with a representative of the Metropolitan Local Aboriginal Land Council.

Priority has been given to the protection of trees in the vicinity of the construction works. A project arborist has been appointed to ensure no trees are removed or damaged including root zones where tree roots over 50mm in diameter must be protected through alternate construction methods such as bridging over roots.

For further detail related to the Stage 2 Construction please refer to the Construction Environmental Management Plan (CEMP) available through the School's website (www.intcs.nsw.edu.au)

Please direct any questions or concerns to the Principal, Peter Jamieson, via email (211phsproject@intcs.nsw.edu.au) or for urgent matters phone 0409 831919. Any concerns related to construction activities can be directed to the Project Manager, Mr Peter Calf, of PMDL Architecture and Design, at pcalf@pmdl.com.au or phone 0404 095153.

Peter Jamieson
Principal