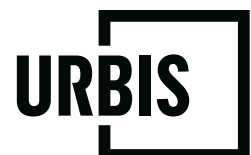




ENGAGEMENT AND COMMUNICATIONS STRATEGY

Kambala School

Prepared for
KAMBALA SCHOOL
Last updated 28 May 2020



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Report Number	Final

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CONTENTS

1.	Introduction	4
2.	Engagement objectives	5
3.	Project overview	6
4.	Key messages	7
5.	Stakeholder identification and analysis.....	9
6.	Risk assesment	14
7.	Engagement and communications strategy	16
	Disclaimer.....	23

Appendix A Appendix

FIGURES

Figure 1 – Kambala main campus	4
Figure 2 – Engagement principles.....	5
Figure 3 – Stakeholder categorisation.....	9
Figure 4 – Engagement levels.....	10
Figure 5 – Near neighbour catchment identified for letterbox drops	13

TABLES

Table 1 – Stakeholder matrix.....	10
Table 2 – Risk assessment.....	14
Table 3 – Engagement strategy and measurements	16

1. INTRODUCTION

Urbis Pty Ltd (Urbis) has been engaged by Kambala School (Kambala) to prepare and execute an engagement and communications strategy (strategy) to support the development of a new sports and wellness facility. The development is considered State Significant Development (SSD) under the NSW planning system.

Kambala is located in Rose Bay, a harbourside suburb in eastern Sydney, located approximately 7km east of the Sydney Central Business District (CBD), within the Local Government Area (LGA) of Woollahra. Rose Bay is predominately a residential suburb.

The school is seeking approval from the NSW Government for a new multi-purpose sports, wellbeing and learning facility. The plans allow for a new multi-purpose sports, wellbeing and learning facility that will boost students' personal, intellectual and physical development. The new facilities are planned at the site of the existing oval adjacent to New South Head Road, and involve replacement of the current oval, rooftop tennis and multi-sport courts.

Construction of the facility is subject to future funding.

Engagement with the school community, surrounding residents, key government agencies, the broader community and other stakeholders will be a factor for the success of this project. The activities outlined in this strategy seek to deliver an appropriate and relevant engagement process informed by the International Association of Public Participation's (IAP2) Public Participation spectrum.

This strategy outlines opportunities for the school community and neighbours to learn about the proposal, understand the process and provide feedback. To ensure a 'no surprises' approach, engagement will commence prior to lodgement of the SSDA (SSD-10385) with the Department of Planning, Industry and Environment (DPIE) in mid 2020, and will continue until determination of the application.

Figure 1 – Kambala main campus



Source: Urbis

2. ENGAGEMENT OBJECTIVES

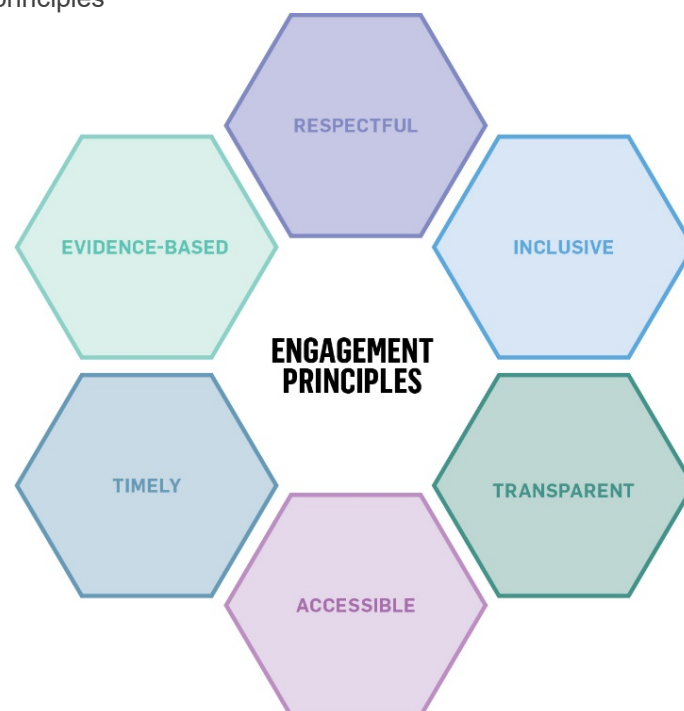
Open and transparent communication that emphasises the core benefits of the project will help to minimise misinformation and create a shared sense of trust and ownership between project stakeholders. An accountable and robust process will also demonstrate efforts to genuinely engage with stakeholders and will reduce risk for decision makers.

The overall objective of stakeholder engagement and communication is to ensure clear information is delivered in a timely manner. It is important that communications are planned, developed and distributed with careful consideration of the local community and in lock step with Kambala's internal processes.

Urbis Engagement's approach to engagement is informed by the following key principles:

- We will clearly outline the facts of the project
- We will engage with a range of interests, beyond established groups and positions
- We will provide a range of ways for people to engage and provide feedback
- All feedback will be collated and documented to inform ongoing design and planning of the precinct
- Communications will be open, transparent and accountable.

Figure 2 - Engagement principles



Urbis Engagement proposes an engagement process that will:

- Deliver clear and factual key messages throughout the planning and approval process
- Articulate the facts of the proposal and the potential impact on key stakeholders
- Communicate the benefits of the proposal
- Provide opportunities for stakeholder to contribute feedback on the proposal, prior to lodgement of the application.

3. PROJECT OVERVIEW

Kambala located at 794 New South Head Road, Rose Bay with the following allotments:

- Lot 1-12 Deposited Plan (DP) 1116858
- Lot 67 Deposited Plan (DP) 2538
- Lot 1 Deposited Plan (DP) 1089403
- Lot C Deposited Plan (DP) 310074.

Kambala's main campus covers a large irregular allotment and is divided into four main areas:

- Hampshire House - the Early Learning Centre (creche)
- Massie House for students from Preparation - Year 2
- Junior School for girls in Years 3 - 6
- Senior School for girls in Years 7 - 12.

The primary objective of the SSDA (SSD-10385) is to build new sports and wellness facilities at Kambala. New facilities are planned at the site of the existing oval adjacent to New South Head Road and involve creating an undercroft to house new uses and reinstating the current rooftop oval, tennis and multisport court.

The project elements include:

- New, fitted-out sports hall
- Covered outdoor learning area (COLA)
- Spaces for future classrooms
- Existing oval and sports surfaces reinstated on roof
- Landscaping to integrate the new facility with the school campus.

3.1. STUDENT CAPACITY

Kambala has a student population of 1,015 students from Preparation – Year 12.

The school is operating slightly above a student cap of 950 students set by Woollahra Council. As part of this proposal, the school is requesting an increase to its cap to 1,020 students, to bring the cap into line with current numbers.

The school is not seeking to increase its current student population as a result of this proposal.

3.2. PROJECT BACKGROUND

Kambala is located on a single campus on the rising shore above suburban Rose Bay, overlooking Sydney Harbour.

Under the plans, a Development Application (DA) approved in 2006 for a large building above the music block, adjacent to New South Head Road, will not be built.

Instead the new proposal will deliver greater long-term outcomes for neighbouring properties by protecting harbour views.

4. KEY MESSAGES

KAMBALA SCHOOL

- Kambala is an independent, Anglican early learning, primary and secondary, day and boarding school for girls, located in Rose Bay.
- Kambala has a history of being a caring, vibrant and academic environment. Since the late 1800s, the Kambala community has shared a common goal to educate 'the whole girl'. This reputation for academic excellence and the education of the whole girl is achieved by continually evolving teaching and learning practices, improving facilities and expanding the opportunities provided to students.
- Kambala has a student population of 1,015 students from Preparation – Year 12 and an early learning centre with approximately 65 students.

PLANNING AHEAD FOR SPORTS, WELLBEING AND LEARNING FACILITIES

- Kambala advocates for the wellbeing of its staff and students through a holistic approach, one that focuses on social, emotional, physical and mental health, preparedness for the future as well as aspects of service and citizenship.
- Kambala is planning ahead to revitalise school facilities to enhance the historic campus and continue to care, nurture and prepare young women for life today and beyond school.
- We are lodging these plans now as it can take some months for assessment and approval. It is important to note that construction is subject to future funding.
- The school's future plans include new multi-purpose sports, wellbeing and learning facilities that will provide students with state-of-the-art spaces to boost their personal, intellectual and physical development.
- New facilities are planned at the site of the existing oval adjacent to New South Head Road and involve creating an undercroft to house new uses and reinstating the current rooftop oval, tennis and multisport courts. Upgrades to Kambala will ensure a vibrant and nurturing environment for girls to excel in their chosen fields.

HERITAGE

- Kambala's plans will ensure the school continues to protect and enhance the beautiful historic campus and protect and maintain its significant heritage value.
- Kambala is of local heritage significance and the whole site is listed in the Woollahra Local Environment Plan (LEP). The site is significant because of the presence of the main house known as Tivoli with its continued relationship to Sydney Harbour, the original entrance gates and the two mature Norfolk Island Pines.
- The proposal aims to enhance and respect the heritage of the site for past, present and future generations.

DESIGN

- Designed by award winning architects Allen Jack and Cottier, the upgrades will include fitness facilities, one indoor multipurpose sports hall, flexible learning spaces and refurbishment of the existing music building.
- Established in 1952, Allen Jack and Cottier is a leading Australian architectural firm based in Sydney.

RESPECTING NEIGHBOURS

- Under the future plans, a previously approved proposal above the music block, adjacent to New South Head Road, will not be built. Instead the new plans will ensure neighbouring properties maintain important harbour views by excavating under the existing multi-purpose court.

- Since 1913, Kambala has had a strong history and connection with Rose Bay. Over the past 100 years Kambala have strived to respect neighbours. Neighbours have an opportunity to visit the school grounds through open house events scheduled by the school.
- Kambala is committed to keeping near neighbours informed of its plans. Information updates will be circulated, in coming months.
- Urbis Engagement, a community engagement company, is collecting feedback.
- You can contact the Urbis Engagement team at any time on 1800 244 863 or email engagement@urbis.com.au for further information or to share your ideas.

TRAFFIC AND ACCESS

- Kambala recognises that traffic is a high priority for neighbours. Future plans are not anticipated to generate an increase in traffic or parking demand.
- Kambala currently operates with a traffic management plan that involves staggered drop-off and pick-up times to minimise disruptions on neighbours. Those traffic management plans will continue to operate.
- Kambala is also preparing a Green Travel Plan which aims to encourage a shift away from car use towards public transport, walking and cycling. The travel plan will implement measures to improve staff commuter transport by providing a minibus to the train station twice a day.

MANAGING FUTURE CONSTRUCTION

- Project commencement is subject to securing funding.
- Construction impacts will be minimised as much as possible for students of Kambala and surrounding residents, as a staged approach is planned for implementation.

PLANNING PATHWAY

- A State Significant Development Application (SSDA) is being prepared will be lodged with the Department of Planning, Industry and Environment in mid-2020.
- The proposal has an estimated Capital Investment Value of approximately \$35 million.
- Pending approval, construction is anticipated to commence in mid-2021 and take approximately 18 months. Kambala is consulting with near residents and the school community as it prepares its plans.

SCHEDULED ROAD MAINTENANCE

- RMS will be undertaking maintenance of a retaining rockface wall on New South Head Road in mid-2020.
- The construction is part of safety maintenance required by RMS.
- Construction is anticipated to take approximately two months.
- This project is not associated with Kambala, although the retaining wall is on Kambala property.

STUDENT CAPACITY

- At 1,015 students, the school is operating slightly above a student cap of 950 students set by Woollahra Council.
- As part of this proposal, the school is requesting an increase to its cap to 1,020 students, to bring the cap into line with current numbers.
- The school is not seeking to increase its current student population as a result of this proposal.
- Kambala currently employs 230 staff, there are no new staff to be employed, to support this proposal.

5. STAKEHOLDER IDENTIFICATION AND ANALYSIS

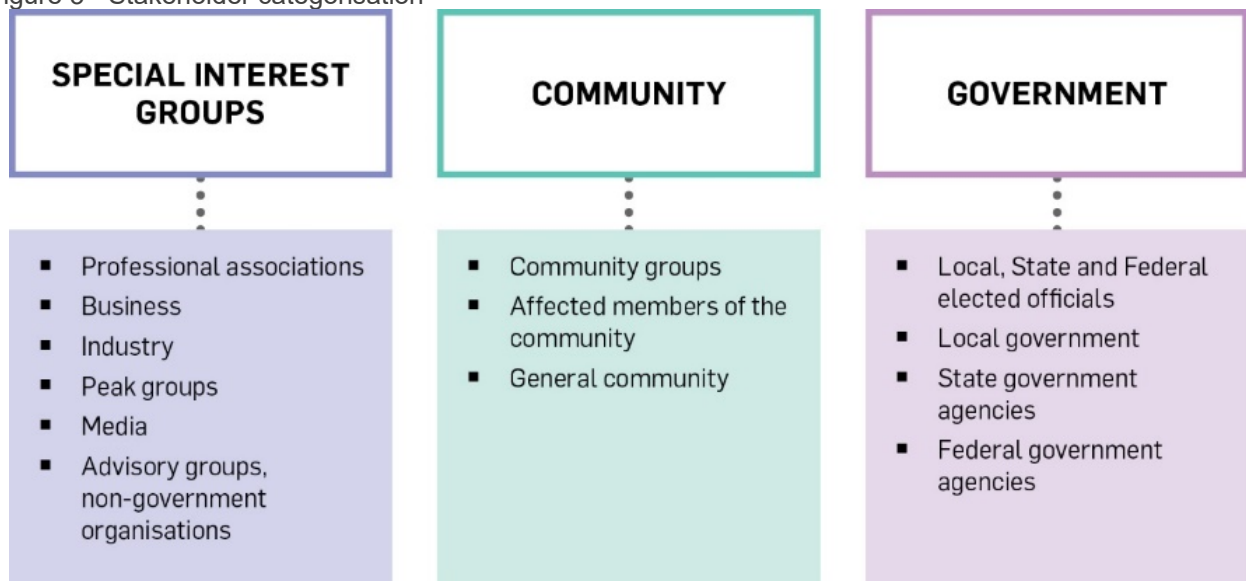
5.1. IDENTIFYING STAKEHOLDERS

Stakeholders are individuals, groups of individuals or organisations that could influence or affect a project. Urbis Engagement will identify and manage external stakeholders for Kambala across community, government and special interest groups (see Figure 3 below).

5.2. MANAGEMENT INTERFACE AND APPROVALS PROTOCOL

- Urbis Engagement will work closely with Kambala staff and the project team to manage identified stakeholder groups for the duration of the project.
- Urbis Engagement will lead all community, stakeholder and local government briefings.
- Kambala will manage internal communications with the school community. Kambala will be supported by Urbis Engagement to do this. Urbis Engagement will prepare communication collateral for internal communications in collaboration with Kambala.
- Urbis Engagement will seek initial approval for all deliverables and stakeholder interactions first with Carmichael Tompkins Property Group, who are the project managers acting for Kambala. Urbis Engagement will then seek final approval for all deliverables and stakeholder interactions from Kambala's Head of Strategy, acting as the school's nominated representative. All critical deliverables (e.g. media releases) are to be reviewed and approved within one business day.

Figure 3 - Stakeholder categorisation



5.3. LEVEL OF ENGAGEMENT

Urbis Engagement works in line with the International Association of Public Participation's (IAP2) Public Participation spectrum and utilises the participation principles of the IAP2 Spectrum of Public Participation.

The engagement process for Kambala School will operate primarily from the consult level.

Figure 4 - Engagement levels

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions	To obtain public feedback on analysis alternatives and/or decisions	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision- making in the hands of the public.
PROMISE	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

Source: IAP2 Spectrum of Public Participation

The following table outlines the key stakeholders who will be involved throughout the consultation process. The stakeholder identification matrix is based on the principles in accordance with the International Association of Public Participation's (IAP2) Public Participation spectrum as outlined above.

Table 1 - Stakeholder matrix

Stakeholder	Stakeholder group	Stakeholder lead	Inform	Consult	Involve	Collaborate
Woollahra Council Councillors and Mayor Vaucluse Ward: <ul style="list-style-type: none"> Cr Susan Wynne (Mayor) Cr Claudia Cullen Cr Mary-Lou Jarvis Other wards: <ul style="list-style-type: none"> Cr Nick Maxwell Cr Lucinda Regan 	Government	Kambala	✓			

Stakeholder	Stakeholder group	Stakeholder lead	Inform	Consult	Involve	Collaborate
<ul style="list-style-type: none"> • Cr Isabelle Shapiro • Cr Luise Elsing • Cr Anthony Marano • Cr Megan McEwin • Cr Richard Shields (Deputy Mayor) • Cr Mark Silcocks • Cr Toni Zeltzer • Cr Peter Cavanagh • Cr Harriet Price • Cr Matthew Robertson 						
Member for Vaucluse <ul style="list-style-type: none"> • The Hon. Gabrielle Cecelia Upton 	Government	Kambala	✓			
Member for Wentworth <ul style="list-style-type: none"> • Mr Dave Sharma 	Government	Kambala	✓			
Kambala School Council	Community	Kambala	✓	✓		
Kambala staff	Community	Kambala	✓			
Kambala students	Community	Kambala	✓			
Kambala parents and carers	Community	Kambala	✓			
Kambala old girl's union	Community	Kambala	✓			

Stakeholder	Stakeholder group	Stakeholder lead	Inform	Consult	Involve	Collaborate
The Kambala Parents' Association	Community	Kambala	✓			
Near neighbours: <ul style="list-style-type: none"> • New South Head Road • Bayview Hill Road • Tivoli Ave • Rawson Road • Churchill Road • Towns Road • Dumaresq Road 	Community	Urbis	✓			
Rose Bay Residents Association	Community	Kambala	✓			
NSW Roads and Maritime Service	Government	Project team	✓	✓		

Figure 5 - Near neighbour catchment identified for letterbox drop



6. RISK ASSESMENT

Urbis Engagement has identified key risks to the implementation of the engagement process and recommended a series of mitigations to address these. We will work in partnership with Kambala and Carmichael Tompkins Property Group to ensure risks are identified and managed throughout the project.

Table 2 - Risk assessment

Risk category	Risk description	Engagement mitigation
Alignment of internal and external communications	<ul style="list-style-type: none"> It is critical that information being distributed to internal and external stakeholders is aligned to avoid misinformation spreading and to maintain trust between stakeholders. 	<ul style="list-style-type: none"> All team members and client adhere to the management interface and approvals protocol outlined in section 5.2. CTPG implement a mechanism for regular information sharing between, Kambala, CPTG, Ethos Urban (planning consultant) Urbis Engagement and broader project team to ensure consistency in messaging. No communication materials to focus on unknown project elements until issues are resolved.
Community and stakeholder risk	<ul style="list-style-type: none"> Queries about lead time before construction – perception of uncertainty caused. Objections from surrounding residents of changes in traffic patterns caused from pick-up and drop-off patterns and construction. Objections from surrounding residents of formal changes in student cap and perceived increase in impacts as a result. Objections from community and stakeholders about development occurring on the heritage-listed campus, including concerns about tree removal and impacts on heritage-listed buildings. Concern about view impacts. Concern about traffic and parking impacts (covered in detail below). Concern about construction impacts. 	<ul style="list-style-type: none"> Commit to re-engage with residents prior to construction. Present timely and factual information about the proposal, emphasising the key messages of public benefit. Communicate any resultant amenity impacts on the immediate locality and proposed mitigation strategies. Ensure neighbours are informed about plans prior to lodgement of the SSDA to ensure a “no-surprise’s” approach. Identify and communicate any public benefits e.g. community use of the school outside of school hours.
Traffic and parking	<ul style="list-style-type: none"> Management of stakeholder expectations of school generated traffic. Management of near neighbours who are impacted by trucks and construction traffic. 	<ul style="list-style-type: none"> Communicate parameters around the planning process and be clear about timing and notifications. Present timely and factual information outlining expected

Risk category	Risk description	Engagement mitigation
		traffic impacts and management measures.
Engagement process	<ul style="list-style-type: none"> Differing community expectations regarding the ability to influence the proposal. 	<ul style="list-style-type: none"> Clearly communicate the project timeframes, negotiable and non- negotiable aspects. Team information sharing as above. Preparation of a proactive communications strategy (this document). Ongoing media liaison throughout planning approvals. Option to respond in an agile way should the engagement process need to change.
Project team	<ul style="list-style-type: none"> Changes to personnel. Client availability for timely review of engagement materials. 	<ul style="list-style-type: none"> Urbis Engagement has experienced backup personnel available should they be required. All team members and client adhere to the management interface and approvals protocol outlined in section 5.2. All critical deliverables (e.g. media releases) are to be reviewed and approved within one business day.

7. ENGAGEMENT AND COMMUNICATIONS STRATEGY

This engagement and communication strategy assume the engagement period commences prior to lodgement of SSDA on 30 April 2020 and runs until the determination of the SSDA. We have anticipated the following stages and critical project milestones.

As the project has been pared-back, previously suggested webinars have been removed from the program. Members of the school community and neighbours will be able to provide feedback on the proposal via an email and 1800 enquiry line, publicised on the project fact sheet.

Pending this initial stakeholder feedback and response to the publication of SSDA lodgement, it may be prudent for Kambala to consider holding webinars or face-to-face engagement opportunities during public exhibition of the SSDA.

Stage 2: Preparation of SSDA

- Lodgement of the SSDA: target date mid-June 2020

Stage 3: Public exhibition of SSDA

- Public exhibition: Anticipate late 2020
- Determination: Anticipate mid 2021

Table 3 – Engagement strategy and measurements

No.	Timing	Activity	Stakeholder lead	Stakeholder category	Activity description and outcomes	Activity measure
Stage 1: Research, organisational immersion and development of strategy						
1.1	12 February 2020 (complete)	Inception meeting and site visit	• Urbis Engagement	• Community/Internal	Description: Urbis Engagement will meet with the client, project team and communications consultant to understand any consultation risks and outline approach. Outcome: Urbis Engagement will develop a strategy to inform the community consultation process.	• # of meetings attended

No.	Timing	Activity	Stakeholder lead	Stakeholder category	Activity description and outcomes	Activity measure
1.2	19 February 2020 (complete)	Stakeholder engagement and communications strategy	<ul style="list-style-type: none"> Urbis Engagement 	<ul style="list-style-type: none"> Community/Internal 	<p>Description: A written engagement plan that meets the requirements of the SEARS request from the DPIE.</p> <p>Outcome: A clear and proactive record for the DPIE to consider community consultation as a key part of the planning process.</p>	<ul style="list-style-type: none"> # reports submitted
1.3	Ongoing	Enquiry line	<ul style="list-style-type: none"> Urbis Engagement 	<ul style="list-style-type: none"> Government Education Community Stakeholder Media 	<p>Description: Staffed email and 1800 number, logged to database, actioned and shared with the client.</p> <p>Outcome: Project information and feedback readily available.</p>	<ul style="list-style-type: none"> # emails received # phone calls received # weekly reports provided Content of feedback received: <ul style="list-style-type: none"> nature of feedback on proposal (positive/negative) questions answered increase in positive sentiment.
Stage 2: Preparation of SSDA						

No.	Timing	Activity	Stakeholder lead	Stakeholder category	Activity description and outcomes	Activity measure
2.1	14 February 2020 (complete)	Media release	• Urbis Engagement	• Media	Description: A media release developed and distributed at key points of the project. Outcome: Proactive communication of project benefits.	• # media releases provided <ul style="list-style-type: none"> • # media releases published
2.2	4 June 2020 (distribution)	Project fact sheet	• Urbis Engagement	• Government • Education • Community • Stakeholder • Media	Description: A two-page, double sided fact sheet or letter will be created for distribution to the school community. The document will outline the facts of the proposal, the public benefits, the studies being undertaken, the planning process and include the key project messages. Outcome: An informed and consulted community who are aware of the impending project and its benefits	• # of sheets distributed • # feedback received • Content of feedback received: <ul style="list-style-type: none"> • needs met • questions answered • change in perceptions • increase in favour.
2.4	Week commencing 25 May 2020	Engagement and communications outcomes report	• Urbis Engagement	• Government	Description: A written report of engagement outcomes that will be lodged alongside planning documentation. Accompanies the SSDA pack. Outcome:	• # of report submitted

No.	Timing	Activity	Stakeholder lead	Stakeholder category	Activity description and outcomes	Activity measure
					A clear and proactive record for the DPIE to consider community consultation as a key part of the planning process.	
Stage 3: Public exhibition of SSDA						
3.1	Late 2020	Communications kit of-parts	• Urbis Engagement	<ul style="list-style-type: none"> • Government • Education • Community • Stakeholder • Media 	<p>Description: Preparation of a communication kit-of-parts. The kit will include a vision statement, unique selling proposition, project benefits and key messages that will be the basis for all communications materials that are then prepared for the project.</p> <p>Outcomes: An informed and consulted community who are aware of the impending project and its benefits.</p>	<ul style="list-style-type: none"> • # documents provided • Content of feedback received: <ul style="list-style-type: none"> ○ nature of feedback on proposal (positive/negative) ○ questions answered ○ increase in positive sentiment.
3.2	Late 2020	Website update	• Urbis Engagement	<ul style="list-style-type: none"> • Government • Education • Community • Stakeholder • Media 	<p>Description: Urbis Engagement will design and build an up to six-page consultation website with feedback functionality. We have allowed for written content, graphic design of the site and the creation of up to four unique graphics</p>	<ul style="list-style-type: none"> • # website views • Content of feedback received: <ul style="list-style-type: none"> ○ needs met ○ questions answered ○ change in perceptions

No.	Timing	Activity	Stakeholder lead	Stakeholder category	Activity description and outcomes (diagrams, tables etc.). The website will be the destination for information about the project. Outcome: An informed and consulted community who are aware of the impending project and its benefits.	Activity measure ○ increase in favour
3.3	Prior to public exhibition	Media release	• Urbis Engagement	• Media	Description: A media releases developed and distributed at key points of the project. Outcome: Proactive communication of project benefits.	<ul style="list-style-type: none"> • # media releases provided • # media releases published
3.4	Late 2020	Letter to school communities	• Urbis Engagement	<ul style="list-style-type: none"> • Government • Education • Community • Stakeholder 	Description: A two-page, double sided fact sheet or letter will be created for distribution to the school community. The document will outline the facts of the proposal, the public benefits, the studies being undertaken, the planning process and include the key project messages. Outcome:	<ul style="list-style-type: none"> • # of sheets distributed • # feedback received • Content of feedback received: <ul style="list-style-type: none"> ○ needs met ○ questions answered ○ change in perceptions ○ increase in favour.

No.	Timing	Activity	Stakeholder lead	Stakeholder category	Activity description and outcomes	Activity measure
3.5	Late 2020	Project fact sheet – general community	• Urbis Engagement	<ul style="list-style-type: none"> • Government • Education • Community • Stakeholder 	<p>An informed and consulted community who are aware of the impending project and its benefits</p> <p>Description: A two-page, double sided fact sheet will be created for distribution to an identified catchment of neighbours, community members, stakeholders. The factsheet will outline the facts of the proposal, the public benefits, the studies being undertaken, the planning process and include the key project messages.</p> <p>Outcome: An informed and consulted community who are aware of the impending project and its benefits.</p>	<ul style="list-style-type: none"> • # of sheets distributed • # feedback received • Content of feedback received: <ul style="list-style-type: none"> ○ needs met ○ questions answered ○ change in perceptions ○ increase in favour.
3.6	If required	School and neighbour information session	• Urbis Engagement	• Community	<p>Description: Community information session will enable interaction between the community and project team.</p> <p>Outcome: An informed and consulted community who are aware of</p>	<ul style="list-style-type: none"> • # attendees at session • # feedback received • Content of feedback received: <ul style="list-style-type: none"> ○ needs met ○ questions answered

No.	Timing	Activity	Stakeholder lead	Stakeholder category	Activity description and outcomes	Activity measure
					the impending project and its benefits.	<ul style="list-style-type: none"> ○ change in perceptions ○ increase in favour.
All phases: Strategic advice, client liaison and meetings						
4.2	As required	Strategic advice, client liaison and meetings	<ul style="list-style-type: none"> • Urbis Engagement 	<ul style="list-style-type: none"> • Media 	<p>Description: Strategic advice and meetings as required.</p> <p>Outcome: Proactive and positive media relations to support communication of public benefits and risk management.</p>	<ul style="list-style-type: none"> • # meetings held • # hours of advice provided.

DISCLAIMER

This report is dated 28 May 2020 and incorporates information and events up to that date only and excludes any information arising, or event occurring, after that date which may affect the validity of Urbis Pty Ltd (**Urbis**) opinion in this report. Urbis prepared this report on the instructions, and for the benefit only, of Kambala School (**Instructing Party**) for the purpose of Strategy (**Purpose**) and not for any other purpose or use. To the extent permitted by applicable law, Urbis expressly disclaims all liability, whether direct or indirect, to the Instructing Party which relies or purports to rely on this report for any purpose other than the Purpose, and to any other person which relies or purports to rely on this report for any purpose whatsoever (including the Purpose).

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All surveys, forecasts, projections and recommendations contained in or associated with this report are made in good faith and on the basis of information supplied to Urbis at the date of this report, and upon which Urbis relied. Achievement of the projections and budgets set out in this report will depend, among other things, on the actions of others over which Urbis has no control.

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This report has been prepared with due care and diligence by Urbis and the statements and opinions given by Urbis in this report are given in good faith and in the reasonable belief that they are correct and not misleading, subject to the limitations above.

APPENDIX A **APPENDIX**

