



School Infrastructure NSW

Community Communication Strategy

Kingscliff Public School

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Document Purpose

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

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

This Community Consultation Strategy (CCS) will be implemented through 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.

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

State Significant Developments B9	The Community Communications Strategy addresses this in section
Identify people to be consulted during the design and construction phase	<ul style="list-style-type: none"> ▪ Section 4 ▪ Section 5
Set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the development	<ul style="list-style-type: none"> ▪ 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	<ul style="list-style-type: none"> ▪ 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 	<ul style="list-style-type: none"> ▪ Section 4, PRG ▪ Section 6 ▪ Section 8.5
Set out procedures and mechanisms: <ul style="list-style-type: none"> ▪ Through which the Applicant will respond to enquiries or feedback from the community; and 	<ul style="list-style-type: none"> ▪ Section 8.5
Set out procedures and mechanisms: <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 	<ul style="list-style-type: none"> ▪ Section 8.5

State Significant Developments B9	The Community Communications Strategy addresses this in section
Include any specific requirements around traffic, noise and vibration, visual amenity, flora and fauna, soil and water, contamination, and heritage.	<ul style="list-style-type: none"> ▪ Section 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.

Kingscliff Public School is being upgraded to provide new permanent teaching spaces and core facilities to cater for growth in the area.

The Kingscliff Public School upgrade will create an almost entirely new school centred around an extended school hall. The design of the upgrade offers a more functional and better connected layout for the school. It enables the required increase in permanent learning spaces and provides a new library, a more visually appealing and practical street entry and a variety of open spaces for learning, play and sport.

The upgrade will include:

- Replacement of all Home Bases to deliver 32 new permanent learning spaces.
- New library delivering a variety of study, teaching and learning spaces that have the potential to open onto an outdoor terrace and garden.
- An extended school hall to meet the needs of the increased student population.
- New play spaces offering a variety of structured, active and quiet recreation opportunities.
- New administration and staff spaces.
- A new school entry that will give the school a strong civic presence and a clear address for students, parents, teachers and the broader community.
- A redeveloped secondary entrance including a covered outdoor learning area (COLA).

For more information on the project, visit the project [web page](#) on the School Infrastructure NSW website.

1.1. The scope of this Development and this CCS

The Kingscliff Public school upgrade is being delivered progressively to ensure the school remains operational during construction and to minimise disruption to learning. The scope of the upgrade at Kingscliff Public School Campus that has been classified as a State Significant Development (SSD 8378620) has been assessed by the Department of Planning and Environment (DPE) is as follows:

- New library and learning spaces in buildings 1,3 and 4
- New sports courts and landscaping
- Redeveloped main entrance on Orient St including a covered outdoor learning area (COLA)
- Redeveloped secondary entrance on Sutherland St including covered outdoor learning area (COLA)

Consent was provided for this development on Monday 14 February, 2022. The Community Communication Strategy has been prepared for this development to satisfy the SSD condition B9. For more information visit the DPE web page on the SSD component of the project. For more information visit the [DPE web page](#) on the SSD.

2. Community Engagement Objectives

SINSW's goal is that our school infrastructure meets the needs of a growing population and enables future-focused learning and teaching. This CCS has been developed to achieve the following community engagement objectives:

- Promote the benefits of the project.
- Build key school community stakeholder relationships and maintain goodwill with impacted communities.
- Manage community expectations and build trust by delivering on our commitments.
- Provide timely information to impacted stakeholders, schools and broader communities.
- Address and correct misinformation in the public domain.
- Reduce the risk of project delays caused by negative third-party intervention.
- Leave a positive legacy in each community.

3. Key Messages

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

3.1. High level messaging

The NSW Government is investing \$7.9 billion over the next four years, continuing its program to deliver 215 new and upgraded schools to support communities across NSW. This is the largest investment in public education infrastructure in the history of NSW.

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

3.1. Project messaging

3.1.1. Project status

The State Significant Development Application has been assessed by the Department of Planning & Environment and consent has been granted.

3.1.2. Project benefits

Kingscliff Public School is being upgraded to provide new permanent learning spaces and core facilities to cater to the growing local community. The upgrade will deliver:

- 32 new permanent innovative and flexible learning spaces
- New library delivering a variety of study, teaching and learning spaces that have the potential to open onto an outdoor terrace and garden.
- An extended school hall to meet the needs of the increased student population.
- New play spaces offering a variety of structured, active and quiet recreation opportunities.
- New administration and staff spaces.
- A new school entry that will give the school a strong civic presence and a clear address for students, parents, teachers and the broader community.

3.1.3. High-quality learning environments

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

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

3.1.4. Environmental benefits

The new school will be built in accordance with current sustainability principles. School Infrastructure NSW is committed to environmentally conscious construction and maintenance practices.

3.2. Construction phase

3.2.1. Safety

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

3.2.2. Traffic management

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

3.2.3. Noise 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.

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 7am and 6pm Monday to Friday and between 8am and 1pm on Saturdays. No night work is scheduled for this project and no work will occur on Sundays or public holidays.

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

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

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

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

Activities may be undertaken outside of these hours if required:

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

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

3.2.4. Flora and fauna

School Infrastructure NSW is committed to ensuring construction work has a minimal impact upon flora and fauna.

School Infrastructure NSW will comply with all Development Consent Conditions relating to the protection of flora and fauna, 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 flora and fauna, will be prepared in accordance with relevant guidelines and performance indicators, and will be prepared to the satisfaction of the Department of Planning, Industry and Environment (DPE).

Mitigation Measures – Fauna

Although no threatened fauna is likely to be impacted by the development, foraging and nesting habitat for birds, foraging habitat for insectivorous bats (including the vulnerable Little Bent-winged Bat) and general habitat for ground dwelling reptiles could be disturbed. The CEMP will detail measures to be taken for the protection and management of fauna and will be prepared in accordance with relevant guidelines and performance indicators, and will be prepared to the satisfaction of the Department of Planning, Industry and Environment (DPE).

3.2.5. Soil and water

School Infrastructure NSW is committed to the appropriate management of soil and water on the construction site.

School Infrastructure NSW will comply with all Development Consent Conditions relating to soil and water management, 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 for the management of soil and water, will be prepared in accordance with relevant guidelines and performance indicators, and will be prepared to the satisfaction of 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.

A rainwater harvesting system will be installed onsite and used on-site during construction. Approval will be obtained prior to the discharge of onsite stormwater to Council's stormwater drainage system or street gutter.

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

3.2.6. Contamination

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

3.2.7. Visual amenity

Prior to construction, a Construction Environmental Management Plan (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 Department of Planning, Industry and Environment (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.

3.2.8. Heritage

Prior to construction, a Construction Environmental Management Plan (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 Department of Planning, Industry and Environment (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 DPE to determine an appropriate management strategy. Works may only recommence with the written approval of the Planning Strategy.

This process applies to SSD works only, any heritage finds under REF works will be managed in accordance with the protocols set out in the Aboriginal Heritage Impact Permit (AHIP).

3.2.9. Disruptive works

Construction work for the Kingscliff Public School upgrade is underway. A construction compound has been established at the school and work is underway to construct the new library. We will provide notice to the community prior to any disruptive work taking place on site. You can also contact us directly using the details below to discuss any aspect of this work.

3.2.10. 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. Handover phase

3.3.1. Traffic and access

Construction work on the Kingscliff Public School upgrade has been completed. We are now in a position to confirm access provisions for the new school, including pick-up and drop-off arrangements. Travel Access Guides provide information on ways to get to the school, including active travel and public transport.

3.4. Official school opening

The upgrade of Kingscliff Public School was completed today, delivering new and upgraded facilities including new permanent, learning environments, an extended hall, a new library, a new canteen, new administrative and staff facilities, and a variety of outdoor spaces for sport and play.

Thank you for your patience during construction and we are thrilled to deliver this project for the school community.

4. Project Governance

4.1. Project Reference Group

The Department's engagement process strives to engage with key stakeholders from the school community. As part of this process, a Project Reference Group (PRG) is established early in the project with nominated representatives from the school community to ensure input from, and consultation with, impacted stakeholders.

The PRG provides key information from an operational, educational, change and logistics perspective into the planning, through the design and construction phases of the project.

The PRG will receive project briefings and key progress updates on project progress to support its responsibilities in assisting to communicate updates to school staff, parents and stakeholders in the wider local community.

The Project Reference Group will be conducted as two separate groups during the development and delivery of all projects:

(a) Project Reference Group – Planning

A nominated group (limited to 10) will participate in workshops to develop the Educational Principles and Education Rationale which will inform the Functional Design Brief. These workshops are chaired by the SINSW Senior Project Director (or delegate) and may be facilitated by an Education Consultant. This activity will inform the development of the building design.

(b) Project Reference Group – Delivery

The purpose of the group is to seek input and inform design processes and provide operational requirements and information to help minimise the impact of the project on school operations. These workshops are chaired by the Senior Project Director (or delegate) and may be facilitated by the appointed architectural consultant, as required. The PRG will provide key information from an operational and logistics perspective to assist project delivery.

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

- Provide a forum for discussion and exchange of information relating to the planning and delivery of the project
- Identify local issues and concerns to assist the project team with the development of mitigation strategies – to manage and minimise construction and environmental impacts to the school community and local residents
- Provide feedback to the communications and community engagement team on key messages and communications and engagement strategies
- Provide advice on school engagement activities
- Assist to disseminate communications to the school community and other stakeholders.

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 this school infrastructure.

Figure 1: Project Reference Group (PRG)

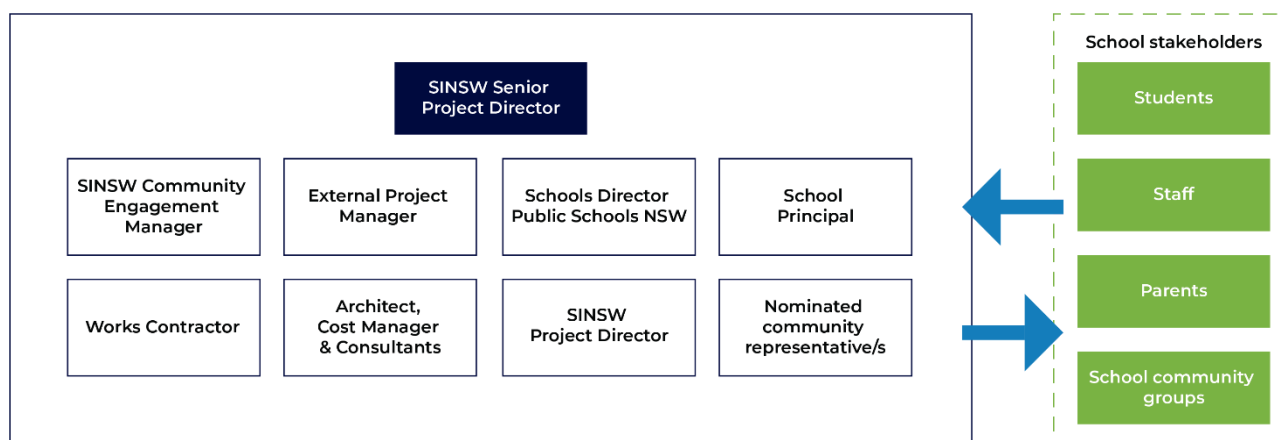
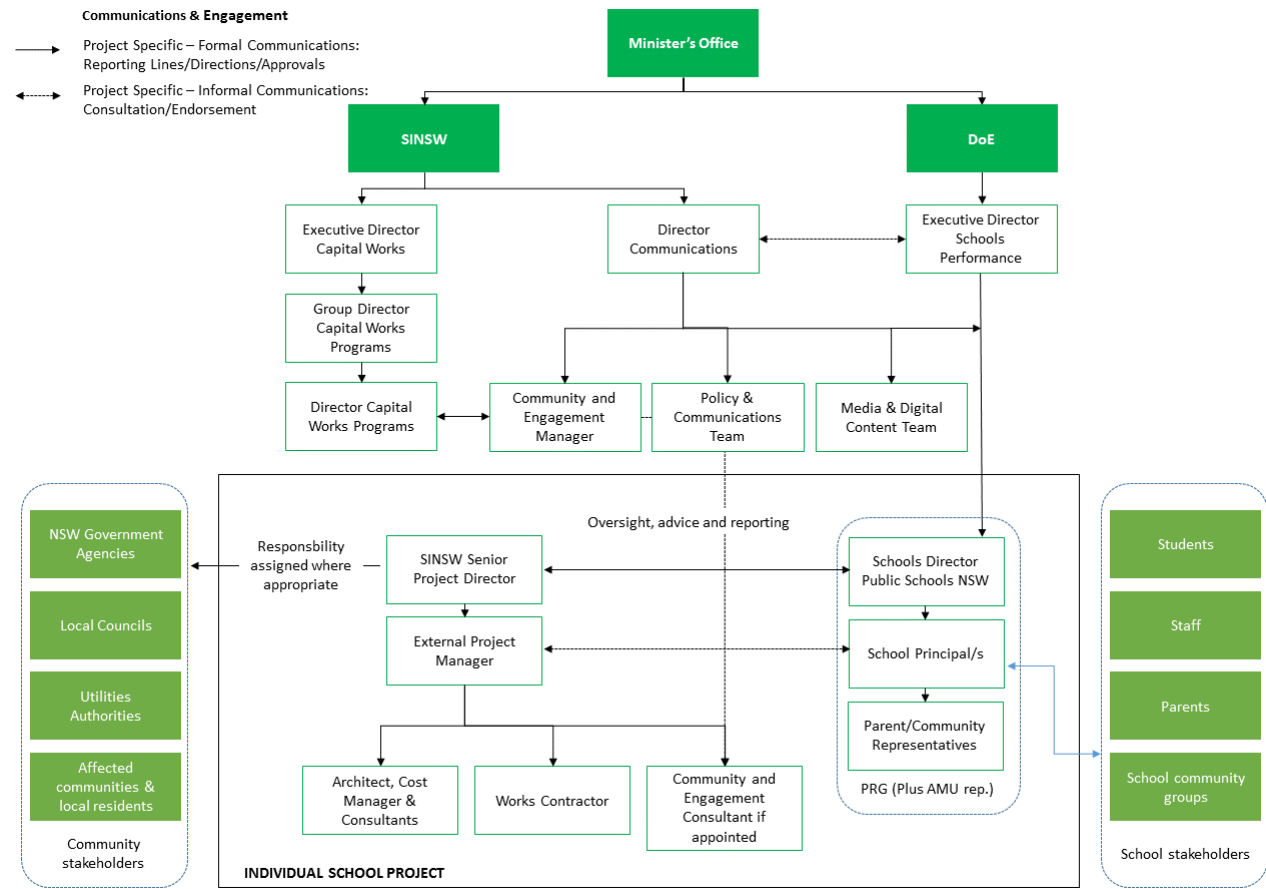


Figure 2 below maps how the department and SINSW will communicate both internally and externally.

Figure 2: SINSW Project Governance



5. Stakeholders

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

Table 2: Stakeholders

Stakeholders	Interest and involvement
Local Members of Parliament: <ul style="list-style-type: none"> NSW Member for Tweed, Geoff Provest MP Federal Member for Richmond, The Hon. Justine Elliot 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.
Government agencies and peak bodies: <ul style="list-style-type: none"> Transport for NSW Roads and Maritime Services NSW Fire and Rescue NSW NSW Department of Education NSW Department of Planning, Industry and Environment NSW Environmental Protection Authority NSW Rural Fire Service Sydney Water NSW Heritage Council NSW Office of Environment and Heritage NSW Department of Premier and Cabinet 	<ul style="list-style-type: none"> Traffic and congestion on the local road system. Adequate public transport options and access. Ensuring new infrastructure meets standard requirements for safety and fire evacuation. Ensuring the development is compliant. Ensuring the development does not impact heritage items. Easing overcrowding in local schools.
Local Council - Tweed Shire Council <ul style="list-style-type: none"> Councillors <ul style="list-style-type: none"> Clr Reece Byrnes (Deputy Mayor) Clr Rhiannon Brinsmead Clr Meredith Dennis Clr Nola Firth Clr James Owen Clr Warren Polglase Bureaucrats Mayor, Chris Cherry General Manager, Troy Green 	<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. Copies of information distributed to local residents. Processes and protocols in place to manage interactions with local residents.
School community <ul style="list-style-type: none"> Principal Teachers 	<ul style="list-style-type: none"> Safe pedestrian and traffic access to the temporary school during construction. Construction impacts and how these will be

Stakeholders	Interest and involvement
<ul style="list-style-type: none"> ▪ Staff ▪ Parents and carers ▪ Students 	<ul style="list-style-type: none"> ▪ minimised. ▪ Quality of infrastructure and resources upon project completion. ▪ How to access the new school once completed.
Local community <ul style="list-style-type: none"> ▪ Orient St ▪ Orient Lane ▪ Omar Lane ▪ Sutherland St ▪ Viking St 	<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.
Nearby public schools <ul style="list-style-type: none"> ▪ Kingscliff High School ▪ St Anthony's Catholic Primary School ▪ Kingscliff Mini School ▪ Cudgen Public School ▪ Duranbah Public School ▪ Bogangar Public School ▪ Banora Point Public School ▪ Lindisfarne ▪ Banora Point Primary School ▪ Banora Point High School ▪ Terranora Public School ▪ Caldera School ▪ Centaur Primary School ▪ St James Primary School ▪ Tweed Heads South Public School ▪ Tweed River High School ▪ Pacific Coast Christian 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.
Community groups <ul style="list-style-type: none"> ▪ Tweed Byron Local Aboriginal Land Council 	<ul style="list-style-type: none"> ▪ Consultation process. ▪ Communication and engagement. ▪ Protection of Aboriginal Heritage.

6. Engagement Approach

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

The key consideration in delivering successful outcomes for this project is to make it as easy as possible for anyone with an interest to find out what is going on. In practice, the communications approach across all levels of engagement will involve:

- Using 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 and Agencies and Council, two distinct streams of engagement will continue for the project as follows:

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

This allows:

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

6.1. General community input

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

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

Refer to Section 8.5 of this document for detail on our enquiries and complaints process.

A number of tools and techniques will be used to keep stakeholders and the local community involved as summarised in table 3 below. For reference, project high level milestones during the delivery phase include:

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

Table 3: School Infrastructure NSW Communications Tools

Communications Tool	Description of Activity	Frequency
1300 community information line	<p>The free call 1300 482 651 number is published on all communication materials and is manned by SINSW.</p> <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>	Throughout the life of the project and accessible for 12 months post completion.
Advertising (print)	Advertising in local newspapers is undertaken with at least 7 days' notice of significant construction activities, major disruptions and opportunities to meet the project team or find out more at a face to face event.	At project milestones or periods of disruption.
Call centre scripts	High level, project overview information provided to external organisations who may receive telephone calls enquiring about the project, most namely stakeholder councils.	Throughout the project when specific events occur or issues are raised by stakeholders.
Community contact cards	<p>These are business card size with all the SINSW contact information.</p> <p>The project team/ contractors are instructed to hand out contact cards to stakeholders and community members enquiring about the project. Cards are offered to school administration offices as appropriate.</p> <p>Directs all enquiries, comments and complaints through to our 1300 number and School Infrastructure NSW email address.</p>	Throughout the life of the project and available 12 months post completion.
CRM database	<p>All projects are created in SINSW's Customer Relationship Management system – Darzin - at project inception.</p> <p>Interactions, decisions and feedback from stakeholders are captured, and monthly reports generated.</p> <p>Any enquiries and complaints are to be raised in the CRM and immediately notified to the Senior Project Director, Project Director and Community Engagement Manager.</p>	Throughout the life of the project and updated for 12 months post completion.
Display boards	A0 size full colour information boards to use at info sessions or to be permanently displayed in appropriate places (school admin office for example).	As required.
Door knocks	<p>Provide timely notification to nearby residents of upcoming construction works, changes to pedestrian movements, temporary bus stops, expected impacts and proposed mitigation.</p> <p>Provide written information of construction activity and contact details.</p>	As required prior to periods of construction impacts.
Face-to-face meetings/briefings	Activities include meeting, briefings and “walking the site” to engage directly with key stakeholders, directly impacted residents and business owners and the wider community.	As required.

Communications Tool	Description of Activity	Frequency
FAQs	Set of internally approved answers provided in response to frequently asked questions. Used as part of relevant stakeholder and community communication tools. These are updated as required, and included on the website if appropriate.	Throughout the life of the project.
Information booths	<p>Information booths are held locally and staffed by a project team member to answer any questions, concerns or complaints on the project.</p> <p>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 that suit parents and caregivers, with frequency to be aligned with project milestones and as required. ▪ 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>	At project milestones and as required.
Information sessions (drop in)	<p>Information sessions are a bigger event than an info booth, held at a key milestone or contentious period. We have more information on the project available on display boards/ screens and an information pack handout – including project scope, planning approvals, any impacts on the school community or residents, project timeline, FAQs.</p> <p>Members from the project and communications team will be available to answer questions about the project.</p> <p>These events occur after school hours on a week day (from 3pm – 7pm to cover working parents).</p> <p>All liaison summarised and loaded on the CRM.</p>	As required.
Information pack	<p>A 4 page A4 colour, fold out flyer that can include:</p> <ul style="list-style-type: none"> ▪ Project scope ▪ Project update ▪ FAQs ▪ Contact information ▪ Project timeline <p>To be distributed at info sessions or at other bigger events/ milestones in hard copy and also made available electronically.</p>	As required.

Communications Tool	Description of Activity	Frequency
Media releases/events	<p>Media releases are distributed upon media milestones. They promote major project milestones and activities and generate broader community awareness.</p>	<p>Media milestones:</p> <ul style="list-style-type: none"> ▪ Project announcement ▪ Concept design completed ▪ Planning approval lodged ▪ Planning approval granted ▪ Construction contract tendered ▪ Construction contract awarded ▪ SOD turning opportunity ▪ Handover ▪ Official opening
Notifications and updates	<p>A4, single or double sided, printed in colour that can include FAQs if required</p> <p>Notifications are distributed under varying templates with different headings to suit different purposes:</p> <ul style="list-style-type: none"> ▪ 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, completion. Always includes the project summary, information booths/ sessions if scheduled, progress summary and contact info. 	<p>As required according to the construction program.</p> <p>Distributed (refer construction works notification distribution methodology in Section 6.2) via letterbox drop to local residents and via the school community prior to construction activities or other milestones throughout the life of the project. Specific timings indicated in table 5 – Section 8.</p>
Photography, time-lapse photography and videography	<p>Captures progress of construction works and chronicles particular construction activities. Images to be used in notifications, newsletters and report, on the website and Social Media channels, at information sessions and in presentations.</p> <p>Once the project is complete, SINSW will organise photography of external and internal spaces to be used for a range of communications purposes.</p>	<p>Project completion (actual photography and video of completed project).</p> <p>Prior to project completion - artist impressions, flythrough, site plans and construction progress images are used.</p>
Presentations	<p>Details project information for presentations to stakeholder and community groups.</p>	<p>As required.</p>

Communications Tool	Description of Activity	Frequency
Priority correspondence	Ministerial (and other) correspondence that is subject to strict response timeframes. Includes correspondence to the Premier, Minister, SINSW and other key stakeholders. SINSW is responsible for drafting responses as requested within the required timeframes.	As required.
Project Reference Group	SINSW facilitated Project Reference Group sessions providing information on the design solution, construction activities, project timeframes, key issues and communication and engagement strategies.	Meets every month or as required. More information on the PRG is detailed in Section 4.
Project signage	A0 sized, durable aluminium signage has been installed at Kingscliff Public School. Provides high level information including project scope, project image and SINSW contact information. Fixed to external fencing/ entrances etc. that are visible and is updated if any damage occurs.	Throughout the life of the project and installed for 12 months post completion.
Site visits	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.	As required.
School Infrastructure NSW email address	Provide stakeholders and the community an email address linking direct to the Community Engagement team. Email address (schoolinfrastructure@det.nsw.edu.au) is published on all communications materials.	Throughout the life of the project.
School Infrastructure NSW website	A dedicated project page for Kingscliff Public School is located on the SINSW website: https://www.schoolinfrastructure.nsw.gov.au/projects/k/kingscliff-public-school-upgrade.html#about-project-tab	Updated at least monthly and is live for at least 12 months post completion of the project.
Welcome pack/ thank you pack	At project completion the following flyers are utilised: <ul style="list-style-type: none"> ▪ Welcome pack – project completion for school community - A 2 to 4 page A4 flyer which is provided to the school community on the first day/week they are returning to school when new facilities are opening, or attending a new school. Includes project overview, map outlining access to the school and key locations, FAQs, contact information. ▪ Thank you pack – A 2 to 4 page A4 flyer tailored to the local residents to thank them for their patience and support of the project. 	Project completion only.

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** has been prepared through an analysis of the potential project impacts and requirements identified in:

- the transport assessment supporting the SSD application

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

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

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

Additional project updates and notifications will also be distributed when communicating milestones and higher-level information to the wider community such as project completion.

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

Figure 3: Map of construction works notification distribution area



Distribution area for works notifications, general project updates etc.



Broader distribution area for major milestones only (i.e. completion and handover)

The below details the nearest noise sensitive receivers. These stakeholders will receive notifications for unplanned out of hours works before undertaking the activities or as soon as is practical afterwards. This will also consider residents that may be impacted by heavy vehicle movements and other non site specific impacts (e.g. truck movements).



Map is inclusive of: 1-30 Orient St, 5-11 Sutherland St and 24-52 Sutherland St.

7. Engagement Delivery Timeline

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

Table 4: Engagement timeline

Project Phase / milestone	Target Audiences	Proposed communication tools / activities / purpose as per Table 3	Timing / implementation
Site establishment	School community Local community Neighbouring organisations Local Council	Works notification	Mid-March, 2022
Main Construction works, including but not limited to: <ul style="list-style-type: none"> Remediation Works commenced Key impact periods – noise, dust, traffic, vibration 	School community Local community Neighbouring organisations Local Council	Notifications as required Project update SINSW website updated monthly	September 2020 to late 2022 (at key construction events as required, as per our notification process in Table 5)
Term prior to project completion	School community Local community Neighbouring Organisations Local Council Local Members of Parliament	SINSW website update Information session <ul style="list-style-type: none"> Display boards Info pack Notification as required for remaining works	Late 2022
Handover and welcome to new school facilities	All	Media release SINSW website update Photography and videography Welcome pack Thank you pack (residents and businesses)	Late 2022
Opening	All	Official opening ceremony	Late 2022
Post-opening	All	Website remains live Project signage remains installed 1300 phone and email still active, and CRM still maintained for complaints and enquiries.	12 months post construction completion

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. Stakeholder and community notification process

Notification letters or project updates will be distributed to the community and stakeholders in advance of any activity with the potential to cause impacts.

Depending on the work activity and stakeholder, notifications are primarily distributed via letterbox drop, via the school, electronically via email, as well as uploaded to the SINSW project webpage. If appropriate, notification may also be delivered in person via door knocks, or via phone call or text message, or one-on-one briefings.

Notifications will be written in plain English and will:

- Outline the reason that the work is required.
- Outline the location, nature, and duration of the proposed works.
- Outline date/s of work, where practicable.
- Outline work hours.
- Include a diagram that clearly indicates the location of the works, where required.
- Include a 1300 community contact number, project email address and website details.
- Provide details for a translation service, where required.

Table 5 below outlines minimum notification periods that will be targeted for work activities with the potential to impact sensitive receivers. All notification periods prescribed within development approvals or by approving bodies will be adhered to. Regular construction updates regarding the general work program and significant milestones will also be provided to the school community and neighbouring properties throughout construction.

The contractor will provide SINSW with the information necessary to meet the notification requirements and target timeframes contained, where practicable.

Table 5: Target community notification periods

Notification period	Work activity
Same day (or as soon as practical)	Major incident, emergency works/unforeseen events
	Unplanned out of hours work (notification provided to affected residents by the contractor before undertaking the works or as soon as practical)
	Unexpected hazardous material find or incident (e.g. asbestos, lead, chemical spill or other harmful material)
7 days	Start of works or site establishment
	Works outside of the site boundary
	Planned out of hours work or change to approved work hours
	Planned investigation and remediation of hazardous materials including asbestos
	Phase of high noise generating works including demolition, tree removal, rock breaking, rock hammering, piling or similar
	Major traffic or pedestrian access changes including parking impacts, detours, and road diversions/closures
	Operational changes for the school community including to school drop-off points, entry and exit points, bus stops, and play space
3 months	Major impacts to school community, including relocation to temporary school, changes to student intake area or similar

8.5. Enquiries and complaints management

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

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

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

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

If a phone call, email or face-to-face complaint is received during construction, it will be acknowledged within 2 working days and logged in our CRM, actively managed, closed out and resolved by SINSW within 2 to 7 business 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, or as required by the planning authority, and is publicly available on the project's website page on the SINSW website.

If the complainant is not satisfied with SINSW response, and they approach SINSW for rectification, the process will involve a secondary review of their complaint as per the outlined process.

Complaints will be escalated when:

- An activity generates three complaints within a 24-hour period (separate complainants).
- Any construction site receives three different complaints within a 24-hour period.
- A single complainant reports three or more complaints within a three-day period.
- A complainant threatens to escalate their issue to the media or government representative.
- The complaint was avoidable.
- The complaint relates to a compliance matter.
- The complaint relates to a community safety matter.
- The complaint relates to a property damage claim.

Complaints will be first escalated to the Senior Manager, Community and Engagement or Director of Communications for SINSW as the designated complaints handling management representatives for 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 - <https://www.ombo.nsw.gov.au/complaints>.

Table 6 below outlines target timeframes for responding to enquiries and complaints, through each correspondence method:

Table 6: Complaint and enquiry response time

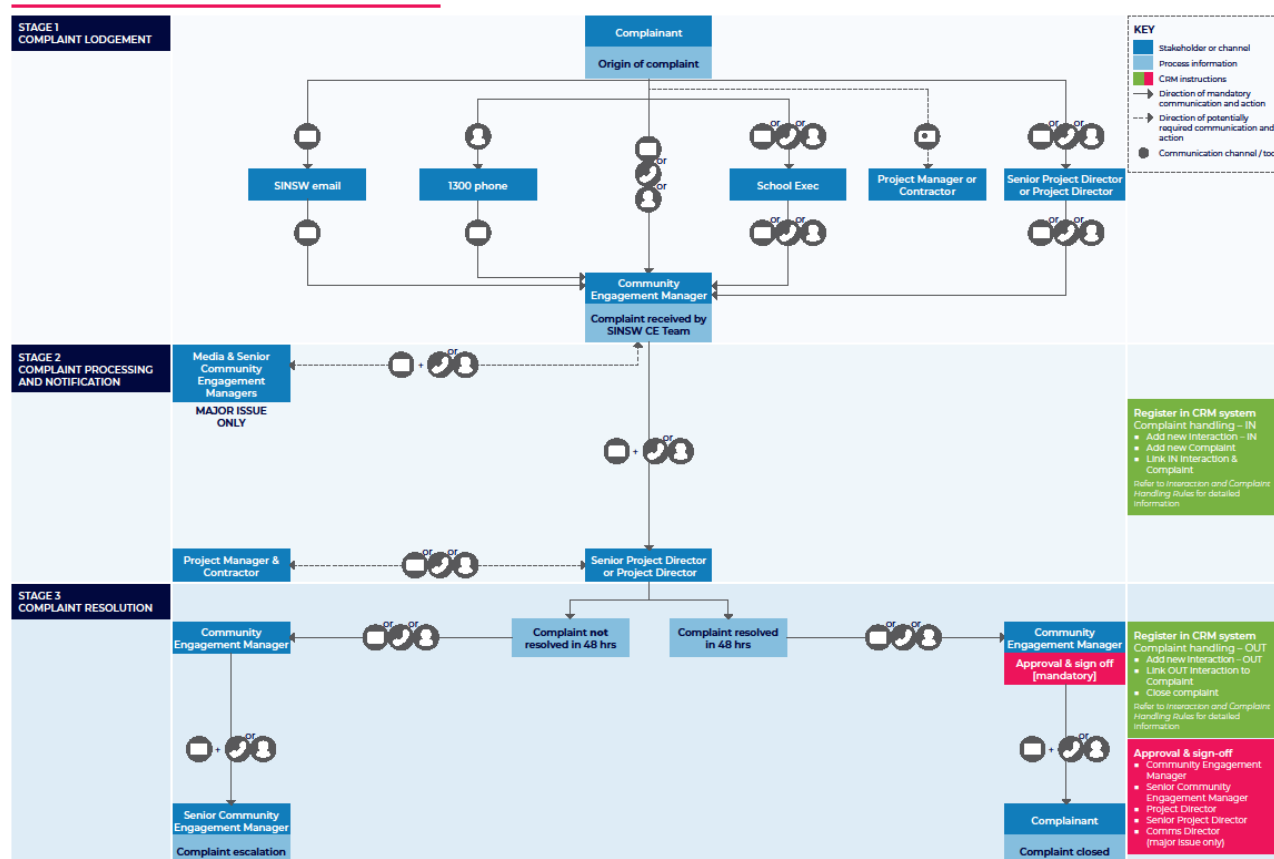
Complaint	Acknowledgement times	Response times
Phone call during business hours	At time of call – and agree with caller estimated timeframe for resolution.	Complaint to be closed out within 2 business days. If not possible, continue contact, escalate as required and resolve within 7 business days.
Phone call after hours*	Within two (2) hours of receiving message upon returning to office.	Following acknowledgement, complaint to be closed out within 2 business days. If not possible, continue contact, escalate as required and resolve within 7 business days.
Email during business hours	At time of email (automatic response)	Complaint to be closed out within 2 business days. If not possible, continue contact, escalate internally as required and resolve within 7 business days.
Email outside of business hours	At time of email (automatic response)	Complaint to be closed out within 2 business days. If not possible, continue contact, escalate internally as required and resolve within 7 business days.
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 7 business days.
Phone call after hours	Within two (2) hours of receiving message upon returning to office.	Interaction to be logged and closed out within 7 business days.
Email during business hours	At time of email (automatic response)	Interaction to be logged and closed out within 7 business days.
Email outside of business hours	At time of email (automatic response)	Interaction to be logged and closed out within 7 business days.

Complaint	Acknowledgement times	Response times
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

School Infrastructure NSW is committed to working with the school and broader community to address concerns as they arise. Where disputes arise that involve compensation or rectification, the process for resolving community enquiries and complaints will be followed to investigate the dispute. Depending upon the results of the investigation, School Infrastructure NSW may seek legal advice before proceeding.

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 C&E Manager

- SINSW Senior Manager, C&E
- SINSW Communications Director

SINSW Communications Director will:

- Lead and manage all communications with the Minister's office in the event of an incident, with assistance as required
- Direct all communications with media to the SINSW Media Manager in the first instance for management
- Notify all other key project stakeholders of an incident.

The school and local community will be notified within 24 hours in the event of an incident, as per our notification timelines in Table 5.

The SINSW Senior Project Director will issue a written incident notification to Department of Planning & Environment (DPE) and Local Council (if required) 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:

- identifies the development and application number;
- provides details of the incident (date, time, location, a brief description of what occurred and why it is classified as an incident);
- identifies how the incident was detected;
- identifies when SINSW became aware of the incident;
- identify any actual or potential non-compliance with conditions of consent;
- describes what immediate steps were taken in relation to the incident;
- identifies further action(s) that will be taken in relation to the incident; and
- 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 summary of the incident;
- outcomes of an incident investigation, including identification of the cause of the incident;
- details of the corrective and preventative actions that have been, or will be, implemented to address the incident and prevent recurrence; and
- 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