



TAFE NSW
CONSTRUCTION CENTRE OF EXCELLENCE

COMMUNICATIONS AND STAKEHOLDER ENGAGEMENT PLAN

Prepared for TAFE NSW

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1 Introduction

This report has been prepared to accompany a detailed State Significant Development Application (SSDA) SSD_ 8571481 for the development of an educational facility at the TAFE Nepean Kingswood Campus, located at 2-44 O’Connell Street, Kingswood (the site). The legal description of the site is Lot 1 in DP 866081. The site comprises a rectangular lot with an area of approximately 23 hectares.

The purpose of this report is to provide an outline of the broad approach proposed to manage communications and stakeholder engagement for this development.

Specifically, the SSDA seeks development consent for the construction and operation of the TAFE NSW Construction Centre of Excellence (TAFE CCoE) a multi-level, integrated educational facility designed to accommodate specialised training and education for construction-related TAFE NSW courses (the project). The TAFE CCoE will be a new learning environment with an emphasis on flexibility and adaptability, to encourage cross-disciplinary collaboration, industry engagement and educational excellence. On 27 February 2019, the NSW Government announced the delivery and associated funding for the CCoE.

The proposed development is classified as State Significant Development (SSD) on the basis that it falls within the requirements of clause 4, Schedule 19 of the State Environmental Planning Policy (State and Regional Development) 2011 (SRD SEPP), being ‘development for the purpose of a tertiary institution that has a capital investment value of more than \$30 million’.

The Minister for Planning, or their delegate, is the consent authority for the SSDA and this application is lodged with the NSW Department of Planning, Industry and Environment (NSW DPIE) for assessment.

This report has been prepared in response to the requirements contained within the Secretary’s Environmental Assessment Requirements (SEARs) issued for the project.

1.1 Project Overview

Western Sydney is set to transform over the coming decades, driven by a once in a generation government investment in infrastructure. The Western Sydney Aerotropolis will be at the centre of a new urban area for Sydney. The Western Parkland City will support at least 200,000 new jobs over the next 20 years, with many of these jobs in construction and related industries.

This development encompasses the delivery of a TAFE CCoE necessary to support this growth, including construction of the built form, infrastructure and building the skills for the future workforce. It will be TAFE NSW’s signature training hub for construction infrastructure and smart cities at the heart of the TAFE NSW Western Sydney Region (WSR). The TAFE CCoE is required to be operational by Semester 1, 2023.

TAFE NSW Nepean-Kingswood campus is located in a changing context, approximately 5km east of the Penrith CBD and 2km east of Nepean Hospital. The proposed TAFE CCoE site is located in the north-eastern part of the campus, along the eastern boundary to take advantage of adjacencies with the neighbouring Western Sydney University campus.

The CCoE building will cater for 3,500 students and will facilitate an active learning environment co-locating building, construction, carpentry, plumbing and electrical disciplines. Students will have

access to state-of-the-art facilities and technology that is flexible and adaptable to industry needs. The new facility will enable students and staff to engage with industry partners and will provide flexible space for training purposes to simulate real world scenarios and environments, exhibition and function space and shared workspace.

The proposed scope is as follows:

- Site preparation works including tree removal and excavation
- Construction of a 2-3 storey Centre of Excellence accommodating approximately 8,400m² of GFA
- The building will include learning and workshop spaces, covered outdoor working areas and areas for industry engagement
- Provision of additional car parking
- Landscaping works

1.2 Purpose

The Communications and Stakeholder Engagement Plan (the Plan) will provide a framework for comprehensive engagement with staff, student body, local community and other key stakeholders to meet SEARs and SSDA requirements. Implementation of the Plan will build and strengthen existing relationships with TAFE NSW staff and students, neighbouring residents and business, the local community and other key stakeholders and government agencies.

The purpose of the Communications and Stakeholder Engagement Plan is to:

- » detail proposed engagement activities to meet SEARs and SSDA requirements during the project's planning process
- » guide robust stakeholder engagement to inform development of the project's detailed design
- » demonstrate the TAFE NSW commitment to proactive communications and engagement with stakeholders
- » provide stakeholder analysis, summarising key stakeholders and their potential interests
- » outline supporting communication tools, including key messages and project narrative, to guide communication with stakeholders
- » provide a clear implementation plan for engagement, in line with project deliverables and key milestones

The Communications and Stakeholder Engagement Plan will be reviewed throughout the project to ensure it remains relevant and responds to any emerging engagement or project needs. Noting that engagement and consultation processes related to the TAFE CCoE are still to be agreed and finalised.

The TAFE CCoE project team intends to engage a specialist consultancy firm to provide advisory and delivery services in support of its stakeholder engagement requirements as outlined in this document.

2 Engagement Approach

Engagement is designed to demonstrate TAFE NSW's commitment to proactive, open communications and engagement with all internal (staff and students) and external (i.e. residents, landowners businesses, government agencies etc) stakeholders, establishing positive relationships to build on throughout the next stages of planning and delivery.

A range of communication and engagement activities will provide all stakeholders with the opportunity to engage as much or as little as their level of interest determines. Communications are designed to support understanding of the vision for the TAFE CCoE, the TAFE NSW development proposal, how it supports the vision and, the future benefits and potential impacts during construction.

Stakeholders will be able to make informed decisions on their level of engagement, which could be, simply knowing what is proposed, being kept informed throughout or sharing ideas and feedback for consideration in planning.

Appropriate and well-executed consultation will deliver a quality engagement experience, leaving stakeholders feeling informed and listened to. Meaningful and proactive engagement will also position the TAFE CCoE well as it moves into delivery of the new facility and the ongoing operations.

2.1 Engagement objectives

The objectives of engagement are to:

- undertake meaningful engagement and continue to encourage stakeholders, including staff, students, local businesses, landowners and residents to trust in TAFE NSW
- communicate key project messages to increase stakeholder awareness and support for this development
- manage expectations to ensure the level of influence is understood
- maximise participation by translating technical information into content that is easy-to-understand, engaging and meaningful for a wide range of stakeholders
- reach all stakeholder groups including traditionally harder to reach groups such as students and people from culturally and linguistically diverse communities
- provide ample opportunities to identify prospects and stakeholder issues/concerns so that the project team can consider these in the project's planning processes
- ensure stakeholder engagement and feedback is relevant and useful to best inform preparation of the necessary development applications and meet SEARs and SSDA requirements
- ensure statutory requirements for stakeholder engagement are met.

2.2 Phases of engagement

- Project Inception

- Design development - detailed engagement with key and onsite stakeholders
- Consultation on concept – engagement with all key stakeholder groups
- Re-engage responding to feedback and presenting final proposal prior to lodgement - engagement with all key stakeholder groups
- Reporting on engagement outcomes
- Engagement to support SSDA process
- Communications and engagement to support public exhibition
- Response to submissions
- Construction Phase – provide information to key stakeholder groups on construction impacts and opportunities for stakeholder feedback

3 Proposed Methodology

The following methodology is proposed to plan and deliver a proactive Communications and Stakeholder Engagement Plan to meet SEARs requirements and demonstrate to stakeholders, a commitment to open and transparent communications. Proposed engagement will build on the foundations already established by the project team.

| Activity | Description | Timing (indicative) |
|--|---|---------------------|
| Phase 1 – Development of EIS | | |
| Key Purpose: Meet SEARs communications and consultation requirements | | |
| Inception | » Identify stakeholder groups and complete stakeholder analysis. | February 2021 |
| | » Carry out stakeholder risk analysis and identify appropriate engagement activities to mitigate risk. | |
| Community and Stakeholder Engagement Plan | A detailed plan will be developed informed by a stakeholder analysis. The plan will include: | February 2021 |
| | » project overview | |
| | » engagement deliverables meeting SEARs requirements | |
| | » stakeholder analysis matrix – stakeholder / area of interest / level of interest / risks and opportunities / engagement approach | |
| | » key messages | |
| | » Frequently Asked Questions (FAQs) | |
| | » engagement techniques and tools | |
| | » implementation action plan | |
| | » reporting requirements | |
| » protocols for enquiries and media | | |
| Communications and engagement activities (to be confirmed following completion of stakeholder analysis and detailed planning) | Communications and engagement designed to reach all key stakeholders | February 2021 |
| | » Supporting collateral will be developed for usage across digital and face to face (physical) communication channels | |
| | » Project Website linked from the TAFE NSW Nepean-Kingswood website would be the central point of information and engagement for external stakeholders. | |
| | » Intranet page , project page linked from the TAFE NSW Centre of Excellence home page would be the central point of information and engagement for internal stakeholders. | |
| » Information Displays / Factsheets , to be used to support all engagement activities | | |

| Activity | Description | Timing (indicative) |
|---|---|---------------------|
| | <p>All staff email, would build on earlier internal communications about the project</p> <hr/> <p>Postcard, via letterbox drop to neighbours, distribute on TAFE NSW Nepean-Kingswood Campus and to WSU for their internal distribution</p> <hr/> <p>Key stakeholder direct engagement / meetings, as required, could include (to be confirmed through stakeholder analysis)</p> <ul style="list-style-type: none"> » Neighbouring developers – Legacy Property, Caddens Hill including shopping centre » State Archives » WSU internal campus stakeholders (noting that the project team has been engaging with WSU) | |
| Outcomes report | <ul style="list-style-type: none"> » Outcomes report will include summary of engagement carried out and what we heard » Summary of identified issues and opportunities and how these were addressed » Report will be submitted as part of the EIS and placed on public exhibition | Feb / March 2021 |
| <p>Phase 2 – SSDA Public Exhibition Key Purpose: Meet statutory public exhibition requirements</p> | | |
| Engagement planning | <ul style="list-style-type: none"> » Project team meeting to reconfirm communications and engagement approach and responsibilities » Prepare implementation action plan | March 2021 |
| Communications and engagement activities | <ul style="list-style-type: none"> » Designed to support awareness of the project and the public exhibition with opportunity to make comment <hr/> <p>Project Website update</p> <ul style="list-style-type: none"> » Update content to align with public exhibition including revised Information Displays / Factsheets » Link to NSW Planning Portal to make comment » Link to NSW Government ‘Have Your Say’ page to make comment <hr/> <p>Staff Intranet</p> <ul style="list-style-type: none"> » Update content to align with public exhibition including revised Information Displays / Factsheets » Link to NSW Planning Portal to make comment » Link to NSW Government ‘Have Your Say’ page to make comment | March / April 2021 |

| Activity | Description | Timing (indicative) |
|--|---|---------------------|
| | <p>Information Displays / Factsheets</p> <ul style="list-style-type: none"> » Revised to align with final concept as required <hr/> <p>All Staff email</p> <ul style="list-style-type: none"> » Project update to communicate public exhibition and avenues to make comment and ask questions <hr/> <p>Postcard, via letterbox drop to neighbours, distribute on TAFE NSW Kingswood Campus and to WSU for their internal distribution</p> <ul style="list-style-type: none"> » Project update to communicate public exhibition and avenues to make comment and ask questions <hr/> <p>Key stakeholder updates, communications with those previously engaged</p> <hr/> <p>Pop-up, on Campus TAFE NSW Kingswood, specific location to be determined with input from staff (also consider WSU)</p> <hr/> <p>Static Displays, Information Displays installed on Campus</p> | |
| Reporting | <p>Outcomes report</p> <ul style="list-style-type: none"> » Summarise communications and engagement undertaken, and feedback heard » Provides an insight into potential issues informing stakeholder responses to public exhibition | April 2021 |
| Ongoing Engagement (plan not developed) | | |
| Communicate approval and timeline for on-site work | <ul style="list-style-type: none"> » Project Website and Intranet update » All Staff email | |
| Construction communications as required in conditions of consent | <ul style="list-style-type: none"> » Community Postcard / Update » Construction Communications Plan » Notifications | |

4 Tools and Techniques

The following tools and techniques will be considered as part of detailed planning for the stakeholder engagement program.

| Tools | Techniques |
|---|--|
| Community newsletters or updates | » A community newsletter or update distributed at key milestones via letterbox distribution, email notification, and via existing staff and student communication channels. |
| | » Email notifications and updates sent via existing student and staff channels (eg. intranet and email). |
| Postcards | » Used at pop-ups, left at key locations on campus and distributed to stakeholders via letterbox or electronic channels. |
| Project website and intranet content | » Used internally and for public use in promoting key project information/ details and housing digital copies of project collateral such as newsletters and notifications. |
| Project email and hotline | » A dedicated project email and hotline ensuring stakeholders have a direct line of communication with the project team to provide feedback or ask questions. |
| Community Information and Feedback Sessions | » Community Information and Feedback Sessions (CIFS) held for staff, students and the wider community to provide information about the project and give the opportunity for stakeholders to speak directly with members of the project team / subject matter experts. Viability of online and/or face to face sessions (COVID-safe) to be assessed during detailed planning. |
| Pop-Ups | » Pop-ups held on campus to engage with current students and staff |
| Key stakeholder meetings/briefings | » One-on-one meetings/briefings held with key stakeholders to obtain valuable feedback about the project, and to provide them the opportunity to have meaningful |

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|----------------------------|--|
| | engagement with members of the project team |
| Doorknocking | » Doorknocking undertaken to engage with highly sensitive/ high interest stakeholders (near neighbours) who need to be informed about the project as it directly impacts them eg. noise, vibration, traffic changes |
| Frequently Asked Questions | » A comprehensive list of Frequently Asked Questions (FAQ) for the project. |
| Stakeholder letters | » Stakeholder letters prepared and distributed to meet notification and consultation requirements of the SSDA process. The letters ensure important stakeholders have had the opportunity to review the SSDA and make comment. |
| | » Stakeholders would be directed to the SSDA display location and invited to make formal submissions |
| | » These letters will be written by dedicated Community Engagement Consultant in collaboration with the project team. |
| Deep dive design workshops | » Work closely with small groups of campus stakeholders – teachers, students, support staff to inform design. |
| Market Sounding workshop | » The Design and Market Sounding teams will engage with staff and students to inform the design and planning for the project. |