



School Infrastructure NSW

Community Communication Strategy

Insert School Name

Contents

Document Purpose	3
1. Context	4
2. Community Engagement Objectives	5
3. Key Messages	6
4. Project Governance	8
5. Stakeholders.....	10
6. Engagement Approach.....	12
7. Engagement Delivery Timeline	18
8. Protocols	19

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 the design and construction phase of the project, and for 12 months following construction completion.

Plan review

The CCS will be revised regularly to address any changes in the project management process, comments and feedback by relevant stakeholders, and any changes identified as a result of continuous improvement undertakings. This will be done in close consultation with the SINSW Senior Project Director, appointed Project Management Company and/or Contractor and SINSW Community Engagement Manager.

Approval

The CCS is reviewed and approved by the SINSW Senior Project Director, in close consultation with Schools Operations and Performance, with final endorsement from the SINSW Community Engagement Senior Manager before being submitted to the Planning Secretary for approval.

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

State Significant Developments B**	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
<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
<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

1. Context

The NSW Government is investing \$6.7 billion over the next four years to deliver more than 190 new and upgraded schools to support communities across NSW. In addition, a record \$1.3 billion is being spent on school maintenance over five years. This is the largest investment in public education infrastructure in the history of NSW.

A relocation is underway for Mainsbridge School for Specific Purposes (SSP) to part of the existing Warwick Farm Public School site.

The new Mainsbridge SSP will deliver:

- *new, purpose-built facilities that cater to the needs of the current students, while accommodating the projected population of children with special needs within the Liverpool area*
- *classrooms for high school and primary school students*
- *an administration and staff building*
- *a multipurpose hall and performance stage to be shared with Warwick Farm PS*
- *double storey library with a mix of multimedia areas*
- *an indoor hydrotherapy pool and change room facilities*
- *landscaped external play spaces and sports field*

The **** is classified as a state significant development, and has been assessed by the Department of Planning and Environment (DPE). Consent was provided on *****.

DPE's web page on the project is [here](#).

2. Community Engagement Objectives

SINSW's mission is to provide school infrastructure solutions by working collaboratively with all our stakeholders to create learning environments across NSW that serve our future needs and make us all proud.

This CCS has been developed to achieve the following community engagement objectives:

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

3. Key Messages

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

3.1. High level messaging

The NSW Government is investing \$6 billion over the next four years to deliver more than 170 new and upgraded schools to support communities across NSW. In addition, a record \$1.3 billion is being spent on school maintenance over four years. This is the largest investment in public education infrastructure in the history of NSW.

3.2. Project messaging

3.2.1. Project status

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

3.2.2. Project benefits

A relocation is underway for Mainsbridge School for Specific Purposes (SSP) to part of the existing Warwick Farm Public School site.

The new Mainsbridge SSP will deliver:

- *new, purpose-built facilities that cater to the needs of the current students, while accommodating the projected population of children with special needs within the Liverpool area*
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- *double storey library with a mix of multimedia areas*
- *an indoor hydrotherapy pool and change room facilities*
- *landscaped external play spaces and sports field*

3.2.3. High-quality learning environment

The project will provide state-of-the-art classrooms and 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.

3.2.4. 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.

3.3. Construction phase

3.3.1. 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.

3.3.2. 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.

3.3.3. 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.

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.

3.3.4. Disruptive works

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

3.3.5. Get involved

We are committed to working together with our school communities and other stakeholders to deliver the best possible learning facilities for students. Your feedback is important to us. For more information contact us via the details below.

- Email: schoolinfrastructure@det.nsw.edu.au
- Website: schoolinfrastructure.nsw.gov.au
- Phone: 1300 482 651

3.4. Handover phase

3.4.1. Traffic and access

Construction work on the *** has been completed. We are now in a position to confirm access provisions for the new school, including pick-up and drop-off arrangements.

3.5. Official school opening

A ***** was completed today, and delivered brand new facilities ***

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)

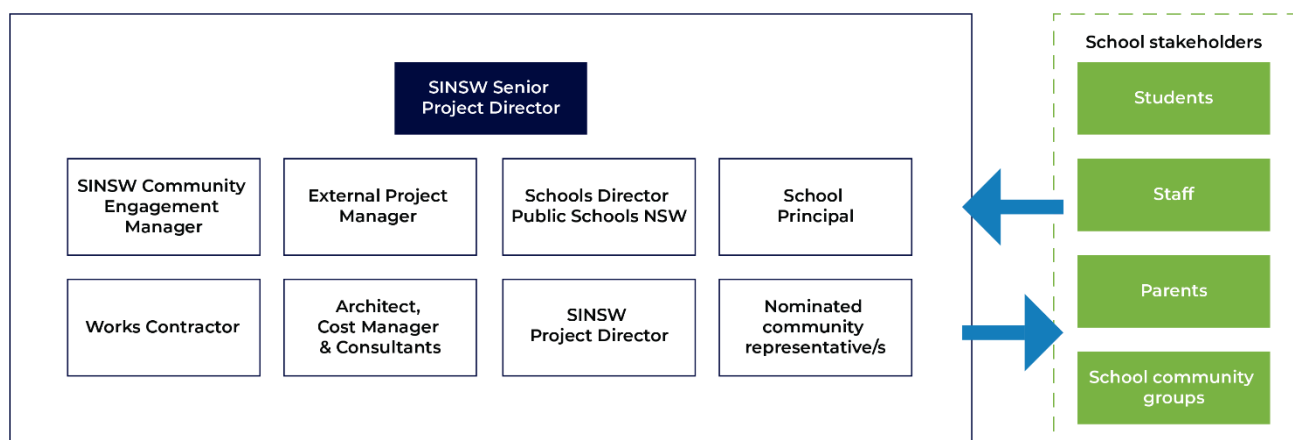
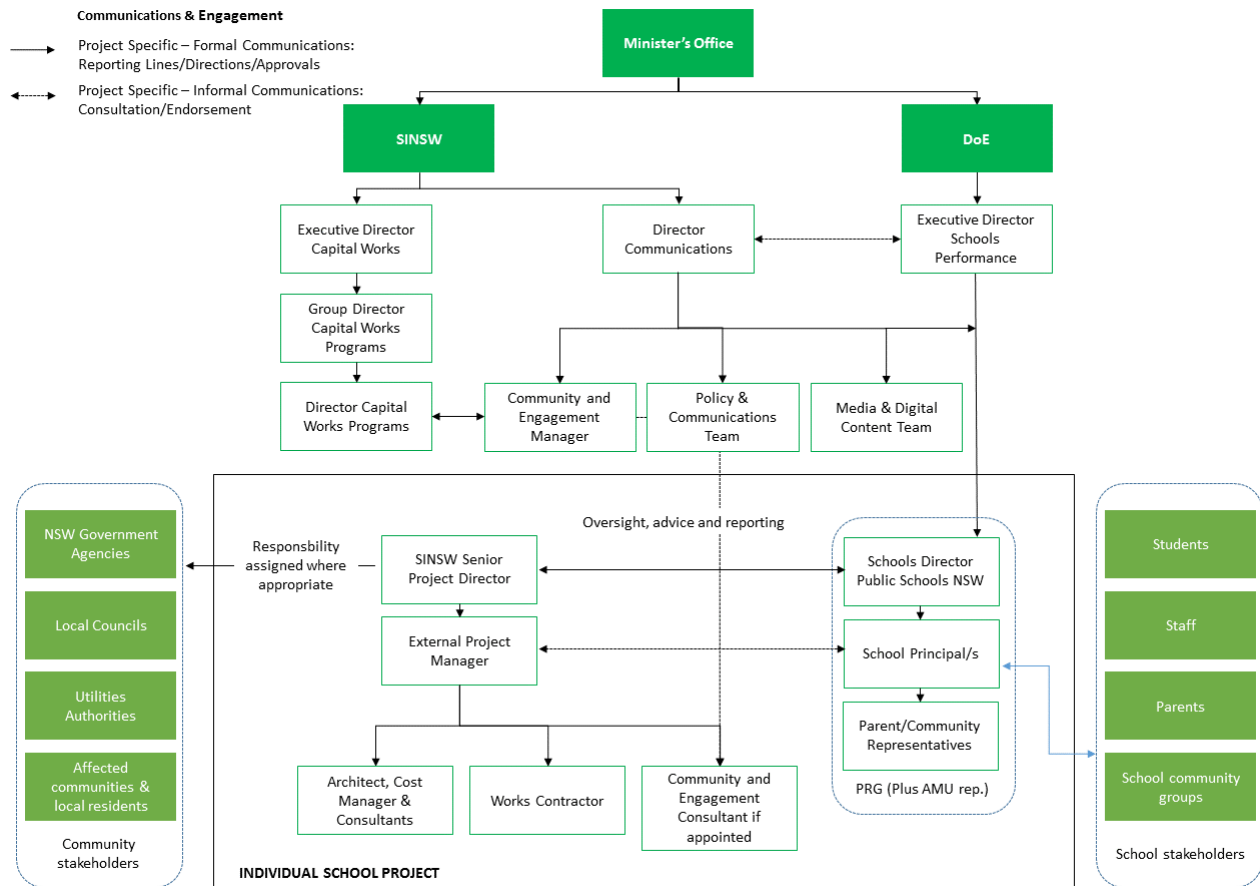


Figure 2 below maps how the department and SINSW will communicate both internally and externally.

Figure 2: SINSW Project Governance



5. Stakeholders

The stakeholder list below summarises who will be consulted during the design and 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"> ■ **** ■ **** 	<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 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 - XXX <ul style="list-style-type: none"> ▪ Councillors ▪ Bureaucrats ▪ Mayor ▪ General Manager 	<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
School community <ul style="list-style-type: none"> ▪ Principal ▪ Teachers ▪ Staff ▪ Parents and carers ▪ Students 	<ul style="list-style-type: none"> ▪ Safe pedestrian and traffic access to the temporary school during construction ▪ Construction impacts and how these will be minimised ▪ Quality of infrastructure and resources upon project completion ▪ How to access the new school once completed
Local community	<ul style="list-style-type: none"> ▪ Noise and truck movements during construction

Stakeholders	Interest and involvement
	<ul style="list-style-type: none"> ▪ 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"> ▪ Impact on school resources ▪ Impact on current students ▪ Implications for teaching staff ▪ Possible impacts on enrolments ▪ Opportunities to view the new facilities
Adjoining affected landowners and businesses	<ul style="list-style-type: none"> ▪ Noise and truck movements during construction ▪ Increased traffic and congestion on nearby streets ▪ Local traffic and pedestrian safety ▪ Changed traffic conditions during pick-up and drop-off ▪ Shared use of school facilities and amenities ▪ Environmental impacts during construction
Community groups	

6. Engagement Approach

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 	As required

Communications Tool	Description of Activity	Frequency
	To be distributed at info sessions or at other bigger events/ milestones in hard copy and also made available electronically.	
Media releases/events	Media releases are distributed upon media milestones. They promote major project milestones and activities and generate broader community awareness.	Media milestones: <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
Newsletters	Available in hard copy and electronic format. A monthly or quarterly newsletter providing updated information on project scope, benefits, construction progress, achievement of project milestones and other project related issues of interest. Similar to an info pack in content, but used as a regular high level update for the community.	As required, related to high level project milestones
Notifications	A4, single or double sided, printed in colour that can include FAQs if required Notifications are distributed under varying templates with different headings to suit different purposes: <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. 	As required according to the construction program. Distributed via letterbox drop to local residents and via the school community at least 5-7 days prior to construction activities or other milestones throughout the life of the project. Specific timings indicated in table 5 – Section 8.
Photography, time-lapse photography and videography	Captures progress of construction works and chronicles particular construction activities. Images to be used in notifications, newsletters and report, on the website and	Project completion (actual photography and

Communications Tool	Description of Activity	Frequency
	<p>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>video of completed project)</p> <p>Prior to project completion - artist impressions, flythrough, site plans and construction progress images are used</p>
Presentations	Details project information for presentations to stakeholder and community groups.	As required
Priority correspondence	Ministerial (and other) correspondence that is subject to strict response timeframes. Includes correspondence to the Premier, Minister, SINSW and other key stakeholders. SINSW is responsible for drafting responses as requested within the required timeframes.	As required
Project Reference Group	SINSW facilitated Project Reference Group sessions providing information on the design solution, construction activities, project timeframes, key issues and communication and engagement strategies.	<p>Meets every month or as required</p> <p>More information on the PRG is detailed in Section 4</p>
Project signage	<p>A0 sized, durable aluminium signage has been installed at ***.</p> <p>Provides high level information including project scope, project image and SINSW contact information.</p> <p>Fixed to external fencing/ entrances etc. that are visible and is updated if any damage occurs.</p>	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 *** is located on the SINSW website - xxxxxxxx	Updated at least monthly and is live for at least 12 months post completion of the project
Welcome pack/ thank you pack	<p>At project completion the following flyers are utilised:</p> <ul style="list-style-type: none"> Welcome pack – 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. 	Project completion only

Communications Tool	Description of Activity	Frequency
	<ul style="list-style-type: none"> ▪ 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. 	

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			
Main Construction works, including but not limited to: <ul style="list-style-type: none"> Remediation Works commenced Key impact periods – noise, dust, traffic, vibration 			April 2019 to June 2020 (at key construction events as required, as per our notification process in Table 5)
Term prior to project completion			
Handover and welcome to new school			
Opening		Official opening ceremony	
Post-opening	All	Website remains live Project signage remains installed 1300 phone and email still active, and CRM still maintained for complaints and enquiries.	*** (at least 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. Notification process

Notifications (titled works notifications or project updates as per Table 3) are SINSW's prescribed notification requirement and are the primary mechanism to inform the community and key stakeholders about the impact of school construction on the local area. Notifications provide advance warning of activities and planned disruptions, as per the notice periods in Table 5 below, allowing stakeholders and community members to plan for the impacts and make alternative arrangements where required. Notifications are distributed in person via door knocks, via letterbox drop, via the school and electronically via email.

The C&E Manager advises the project team of the relevant notification requirements and timeframes to be met. The team obtains the information necessary to meet these timeframes by:

- Having oversight of the project delivery program
- Visiting site as required
- Attending and participating in construction meetings, planning meetings, and Risk and Opportunity workshops.

Table 5: Notifications periods

Works activity	Minimum community notification period
Notification to communities following major incident	Same day
Emergency works/unforeseen events	Same day
Contamination management and notification	Within 48 hours
Upcoming works notification (minimum disruption)	5- 7 days
Invitation/notification of community event (e.g. info booth)	5 – 7 days
Notifications regarding traffic changes, parking impacts, road closures, major detours	10 – 14 days
Pedestrian route changes and other impacts	10 – 14 days

Works activity	Minimum community notification period
Notifications regarding operational changes for the school community (school drop-off points, entry and exit points)	10 - 14 days
Major construction impacts (out of hours/ significant noise/ demolition)	10 – 14 days
Major impacts to school community e.g. relocation to temporary school	6 months

8.5. Enquiries and complaints management

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

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

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

If a phone call, email or face- to- face complaint is received during construction, they must be logged in our CRM, actively managed, closed out and resolved by SINSW within 24-48 hours.

As per our planning approval conditions, a complaints register is updated monthly and is publicly available on the project's website page on the SINSW website.

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

Complaints will be escalated when:

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

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

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

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

Table 6: Complaint and enquiry response time

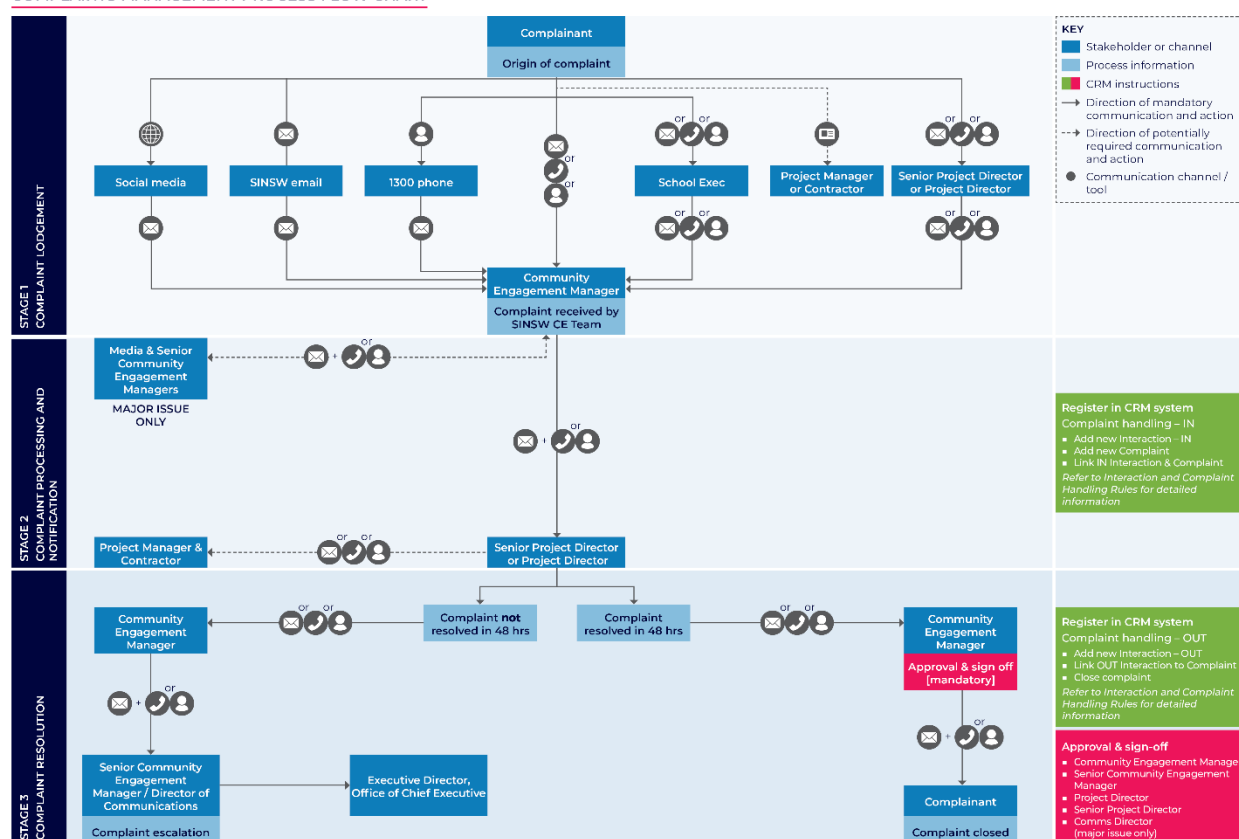
Complaint	Acknowledgement times	Response times
Phone call during business hours	At time of call – and agree with caller estimated timeframe for resolution.	Complaint to be closed out within 48 hours. If not possible, continue contact, escalate as required and resolve within 7 business days.
Phone call after hours*	Within two (2) hours of receiving message upon returning to office.	Following acknowledgement, complaint to be closed out within 48 hours. If not possible, continue contact,

Complaint	Acknowledgement times	Response times
		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 48 hours. 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 48 hours (once return to business hours). 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.
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:

- involves actual or potential harm to the health or safety of human beings or to the environment that is not trivial; or
- 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) (compliance@planning.nsw.gov.au) and Local Council immediately following the incident to set out the location and nature of the incident.

This must be followed within seven days following the incident of a written notification to the Department of Planning and Environment (compliance@planning.nsw.gov.au) 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.



School Infrastructure NSW

Communication and Engagement Strategy

Insert School Name

Contents

Introduction3

Communication and Engagement approach5

Engagement to-date 10

Phases for communication 11

Appendix 1: Communication and engagement tools and activities 12

Introduction

School Infrastructure NSW (SINSW) has been established by the NSW Government to deliver its multi-billion-dollar schools' investment program.

As part of the program, School Infrastructure NSW is committed to engaging with stakeholders and the wider community through the entire project lifecycle: from planning, design and delivery, through to operations and maintenance.

This Communications and Engagement Strategy (CES):

- outlines the communication approach and key stakeholders involved with the project
- identifies stakeholder groups comprising of individuals and organisations that could be impacted by or have an interest in the project.
- includes a high-level stakeholder consultation plan to engage stakeholders
- identifies risks associated with involving (or not involving) stakeholders in the development through to the implementation of the project.

Once the business case is approved by the Treasurer, the CES will guide the development of the Community Engagement Plan which details how SINSW will deliver community engagement for the remainder of the development of the School project.

Plan review

The CES will be revised 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 SINSW Community Engagement Manager.

Approval

The CES will be reviewed and approved by the SINSW Project Director, in close consultation with Schools Operations and Performance, with final endorsement from the SINSW Community Engagement Senior Manager.

Project milestones

Milestones for [insert name] school are:

Project milestones	Indicative timing
1. Strategic Investment Decision	Click here to enter a date.
2. PM appointed to develop Business Case	Click here to enter a date.
3. Master Plan Report completed	Click here to enter a date.
4. Concept Design Report completed	Click here to enter a date.
5. Strategic Business Case submitted	Click here to enter a date.
6. Schematic design report completed	Click here to enter a date.
7. Final Business Case submitted	Click here to enter a date.
8. Project announcement	Click here to enter a date.
9. Planning approval submitted (this may occur concurrently with BC submission)	Click here to enter a date.
10. Planning approval granted	Click here to enter a date.
11. Construction contract awarded	Click here to enter a date.
12. Sod turning	Click here to enter a date.
13. Site inspection	Click here to enter a date.
14. Handover	Click here to enter a date.
15. Official opening	Click here to enter a date.

Communication and Engagement approach

SINSW stakeholders include any group or individual who might have an interest in and/or be impacted by our projects and initiatives.

[Consultant to define/explain who is the local community and school community and their areas of influence]

Objectives

The objectives of the strategy are:

- build awareness, promote the benefits and provide information to stakeholder and community representatives about how and when to get involved on the project,
- facilitate well-considered, robust, and genuine engagement across key stakeholders and community representative groups to support the business case and throughout the project lifecycle,
- align with and support NSW Government strategic objectives and priorities.

Stakeholders

Our stakeholders include individuals, community leaders, groups and other organisations who will be impacted by the proposed upgrade/redevelopment, or who could influence the outcome.

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

[Consultant to complete the stakeholder table below and identify their interest and type of engagement required. Note that timing refers to the relevant project milestones]

Stakeholders	Interest and engagement	Engagement type and timing
Local members: <ul style="list-style-type: none">▪ Federal – Member for [insert name]▪ State – Member for [insert name]	Examples: <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	[Example: Local members will be informed of all upcoming milestones]
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 and Environment	Examples: <ul style="list-style-type: none">▪ Traffic and congestion on the federal/state/local road system▪ Adequate public transport options and access▪ Ensuring new infrastructure meets standard requirements for safety and fire evacuation▪ Ensuring the development is	[Example: Consulted on ongoing basis throughout the project]

Stakeholders	Interest and engagement	Engagement type and timing
<ul style="list-style-type: none"> ▪ 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 ▪ Greater Sydney Commission ▪ Urban Growth ▪ Landcom ▪ NSW Teachers Federation 	<p>compliant</p> <ul style="list-style-type: none"> ▪ Ensuring the development does not impact heritage items ▪ Easing over-crowding in local schools 	
<p>[insert name] Council:</p> <ul style="list-style-type: none"> ▪ Mayor [insert name] ▪ CEO/ General Manager [insert name] ▪ Councillors ▪ [insert name] Division 	<p>Examples:</p> <ul style="list-style-type: none"> ▪ Schedule for construction and opening of school ▪ Alternative plans for enrolled students ▪ Impacts to the local community including noise, congestion and traffic ▪ Shared use of community spaces ▪ Providing amenities to meet increase population density 	
<p>School community:</p> <ul style="list-style-type: none"> ▪ Principal ▪ Parents ▪ Teachers ▪ Students 	<p>Examples:</p> <ul style="list-style-type: none"> ▪ Concerns as to whether the school will open or have expanded capacity in 20XX and what alternative options have been discussed ▪ Safe pedestrian and traffic access to the school ▪ Quality of infrastructure and resources upon opening in 20XX ▪ Bushfire risk and evacuation plans ▪ Public transport options ▪ Shared use of community spaces and impact on them ▪ OSHC 	

Stakeholders	Interest and engagement	Engagement type and timing
School staff with contracts to begin in XX (if a new school)	<p>Examples:</p> <ul style="list-style-type: none"> Concerns as to whether the school will open in [insert name] and what alternative options have been discussed Quality of infrastructure and resources upon opening Bushfire risk and evacuation plans Public transport options and parking / access 	
<p>Community and advocacy groups:</p> <ul style="list-style-type: none"> [insert name] 	<p>Examples:</p> <ul style="list-style-type: none"> Impacts of the new school on the surrounding community including roads, facilities, playing fields etc. Impacts of the new school on access and parking to Charles Bean Oval Impacts of new school on existing infrastructure and public transport capacity Impacts to heritage significance of the existing buildings Shared use of school facilities and amenities Concerns as to whether the school will open in 20XX and what alternative options have been discussed Delivering high-standard facilities and infrastructure Impacts of construction and operational on adjacent Lance Cove National Park including tree canopy, watercourses, wildlife and erodible soils Tree clearing around the project site 	<p>[Example: We will engage directly with these groups throughout the project and they will be informed at project milestones through newsletters and notifications and encouraged to provide feedback.]</p>
Local community – [insert name] and surrounding suburbs	<p>Examples:</p> <ul style="list-style-type: none"> Increased enrolments OSHC – longer operational 	<p>[Example: Will be informed at project milestones through newsletters and</p>

Stakeholders	Interest and engagement	Engagement type and timing
	<p>hours</p> <ul style="list-style-type: none"> Change of built form and overshadowing Altered road network to improve access to school 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 Impacts to heritage significance of existing building 	<p>notifications and encouraged to provide feedback.]</p> <p>[Example: Will be informed of local impacts in timely fashion (see [insert link to communication activity table]</p>
Future parents within the catchment area	<p>Examples:</p> <ul style="list-style-type: none"> Current enrolments – how do I enrol my child? What year's groups are you enrolling? If I enrol my child, when will it open? 	
Nearby public schools in the catchment area <ul style="list-style-type: none"> [insert name] 	<p>Examples:</p> <ul style="list-style-type: none"> Potential impacts on: School resources Current students Teaching staff Impacts to other nearby schools due to change in enrolments 	
Adjoining affected landowners and businesses <ul style="list-style-type: none"> [insert name eg suppliers to the school or community groups renting the hall] 	<p>Examples:</p> <ul style="list-style-type: none"> Planning considerations: Overshadowing Builtform street perception Altered site access- ongoing Upgrades to services infrastructure – power, water etc and impact on surrounding 	<p>[Example: Will be informed at project milestones through newsletters and notifications and encouraged to provide feedback.]</p> <p>[Example: Will be informed of local impacts in timely fashion (see [insert reference]</p>

Stakeholders	Interest and engagement	Engagement type and timing
	<p>supply</p> <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 Impacts to heritage significance of existing building Tree removal/ clearing 	
Potential joint use partners		
<p>Project Reference Group</p> <p>The PRG is an advisory group that will make recommendations to the project teams into the planning through the design and construction phases of the projects and will work closely with those teams to manage school level issues and matters.</p> <p>Membership will be nominated by the School Executive Director and may alter during Planning and Delivery phases. Membership may include School Director Education Leadership; Principal; Teachers; Parents and Community Members; Students</p>		

Engagement to-date

Consultant to complete the engagement to-date table below by listing stakeholder engagement activities undertaken and outcomes of those engagements.

Project phase/milestone	Stakeholder	Purpose of engagement	Communication tools/activities	Outcomes
Strategic Investment decision	<p>Example:</p> <p>To implement a new vehicle scheme</p>	<p>Example:</p> <p>To ensure stakeholders contribute to:</p> <ul style="list-style-type: none"> ▪ Knowledge and understanding ▪ Development of solutions ▪ Improve the ultimate delivery of the project. 	<p>Example:</p> <p>To produce a quality document outlining the scheme based on stakeholder engagement</p>	<p>Example:</p> <p>Increase awareness of the upgrade. Affected stakeholders and community are better informed and are more likely to be positively engaged in the uptake of the upgrade.</p> <p>SINSW's reputation is enhanced through positive interactions with the school community and stakeholders, providing a good foundation for future engagement</p>

Phases for communication

The Phases of the project program will inform understanding of the changing requirements of relationships with stakeholders, the changing communications risk profile and the different tools and approaches needed. C&E activity and key messages for planning milestones

Project Phase / milestone	Stakeholder	Purpose of engagement	Communication tools / activities	Key messages (to be tailored according to audience)
Select the relevant milestones	[insert who are we engaging with]	[insert why we are engaging]	[insert details]	[insert key message]
Select the relevant milestones				
Select the relevant milestones				
Select the relevant milestones				
Select the relevant milestones				
Select the relevant milestones				
Select the relevant milestones				
Select the relevant milestones				
Select the relevant milestones				
Select the relevant milestones				
Select the relevant milestones				
Select the relevant milestones				
Select the relevant milestones				
Select the relevant milestones				
Select the relevant milestones				

Appendix 1: Communication and engagement tools and activities

Typical communication/consultation plans for SINSW capital works projects will include but not be limited to, two distinct streams of consultation with the:

- School community for existing schools or surrounding schools for new school projects, 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, local action groups and councils.

Agencies are required to use a range of engagement tools tailored to stakeholder and community groups and their specific communication and engagement requirements by selecting from the table below. Note the mandatory requirements which will need to be included for each project.

Note that ALL external communication about a project MUST be approved by School Infrastructure NSW and be under School Infrastructure branding.

Any liaison with the Local Member or media must go via the CE Manager and will be managed by SINSW.

SINSW's communication and engagement tools and activities are described below.

Communications Tool	Description of Activity
1300 community information line (Mandatory requirement)	A free call community information line (1300 482 651) providing access to the community engagement team during business hours. This number is published on all communication materials and is staffed by SINSW. All enquiries that are received will be directed to the relevant Agency contact to be recorded and resolved in the CRM.
Advertising (print) (Mandatory requirement booked by SINSW)	Advertising in local newspaper to advertise major disruptions and/or events such as information booths. All general project advertising is paid for by SINSW project team, managed by SINSW CE team and booked through media buying and planning agency, Blaze.
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.
Community contact cards (Mandatory requirement)	These are business card size with all the SINSW contact information, and are kept at SINSW head office. The project team/ contractors will hand out contact cards to stakeholders and community members enquiring about the project. Cards should also be offered to school administration offices as appropriate. Directs all enquiries, comments and complaints through one centralised point.
CRM database (Mandatory requirement)	All projects are created in SINSW's Customer Relationship Management system – Darzin - at project inception. Interactions, complaints, resolutions to be captured, and weekly reports generated. Any issues or complaints are to be raised in the CRM and immediately notified to the Senior Project Director, Project Director and Community Engagement Manager.

Communications Tool	Description of Activity
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).
Door knocks (Mandatory requirement)	<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 Project Team contact details.</p> <p>There is a 'We missed you' template available for use.</p>
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.
FAQs (Mandatory requirement)	Set of approved answers provided in response to frequently asked questions. Used as part of relevant stakeholder and community communication tools. These should be updated as required, and included on the website if appropriate.
Information booths (Mandatory requirement)	<p>Information booths are held locally, staffed by a project team member to answer any questions, concerns or complaints on the project. An agency representative should also attend.</p> <p>Info booths should be scheduled from the early stages of the project.</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 to be held at convenient times, such as out of work hours on weekdays and Saturday's. <p>Collateral to be provided include calling cards, latest project notification or update, with internal FAQs prepared.</p> <p>All liaison to be summarised and loaded in the CRM.</p> <p>Notice of at least 7 days to be provided.</p>
Information sessions (drop in)	<p>Information sessions are a bigger event than an info booth, held at a key milestone or contentious period. We will 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. An agency representative should attend. The architect could also be invited depending on the project stage to answer questions from a design perspective.</p> <p>These events should occur after school hours on a week day (from 3pm – 7pm to cover working parents).</p> <p>All liaison will need to be summarised and loaded on the CRM.</p> <p>Notice of at least 7 days to be provided.</p> <p>NB - This is not a town hall style meeting.</p>
Information pack	<p>A 4 page fold out flyer that can include:</p> <ul style="list-style-type: none"> Project scope

Communications Tool	Description of Activity
	<ul style="list-style-type: none"> ▪ Project update ▪ FAQs ▪ Contact information ▪ Project timeline <p>To be distributed at info sessions or at other bigger events/ milestones.</p>
Media releases/events (managed by SINSW) (mandatory requirement)	<p>Media releases are distributed upon media milestones (see appendix XX for milestones). They contribute to SINSW media activities to promote major project milestones and activities and generate broader community awareness.</p> <p>SINSW is responsible for all media management.</p> <p>Media milestones are as follows:</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
Newsletters	<p>Available in hard copy and electronic format. A monthly or quarterly newsletter providing updated information on project scope, benefits, construction progress, achievement of project milestones and other project related issues of interest.</p> <p>Similar to an info pack in content, but used for larger projects as a regular high level update for the community.</p>
Notifications (Mandatory item)	<p>A4, single or double sided, printed in colour that can include FAQs if required</p> <p>Should be distributed as required according to the project construction program and our minimum notification periods outlined in Appendix C.</p> <p>Notifications can be 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. ▪ Summer works notification is used for the purpose of communicating works to occur over Christmas/early January shutdown and advising possible delays in response times.

Communications Tool	Description of Activity
Photography, time-lapse photography and videography (managed and paid for by SINSW)	<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>
Presentations	<p>Details project information for presentations to stakeholder and community groups.</p> <p>There is a template to be used.</p>
Priority correspondence (Managed by SINSW)	<p>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.</p>
Project Reference Group (Mandatory requirement)	<p>DoE/SINSW facilitated Project Reference Group sessions providing information on the design solution, construction activities, project timeframes, key issues and communication and engagement strategies.</p> <p>Communications Agency to attend and participate.</p>
Project signage (mandatory requirements, managed by SINSW)	<p>A0 sized, printed in aluminium composite for durability.</p> <p>Provides high level information including project scope (if public), project image (if approved), generic image (if not approved) and SINSW contact information.</p> <p>Fixed to external fencing/ entrances etc. that are visible.</p> <p>A school may have multiple signs.</p>
Site visits (managed by SINSW and Schools Ops)	<p>Demonstrate project works and progress and facilitate a maintained level of interest in the project. Includes media visits to promote the reporting of construction progress.</p>
School Infrastructure NSW email address (mandatory requirement)	<p>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.</p>
Website (Managed by SINSW) (mandatory requirement)	<p>A dedicated project page located on the SINSW website.</p> <p>Communications Agencies to liaise with the project team to provide monthly updates to SINSW about the works including scope, impacts, stakeholder and community engagement activities or events, video and photography.</p>
Welcome pack/ thank you pack (Mandatory requirement)	<p>At project completion the following flyers are utilised:</p> <ul style="list-style-type: none"> ▪ Welcome pack –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.



School Infrastructure NSW

Community Engagement Plan

Insert school name

Contents

1. Document Purpose	Error! Bookmark not defined.
2. Community Engagement Plan	4
2.1. Community Engagement Objectives	4
2.2. Project overview	5
2.3. Contacts and stakeholders database	5
2.4. Stakeholder and community risk assessment.....	8
2.5. Communication and engagement tools and activities	11
2.6. End to end engagement.....	16
2.7. Key messages	18
2.8. Communications and Engagement Plan	22
Appendix A – Media & digital engagement, site visits and events	26
Appendix B – Risk management procedure	27
Appendix C – Notification process	30
Appendix D – Interactions and complaints management	31
Appendix E – Major incident and crisis management	35
Appendix F – Branding	36
Appendix G – Reporting.....	37

The CEP includes:

1. Community Engagement Plan
 - 1.1. Community Engagement Objectives – our standard C&E objectives across every project
 - 1.2. Project overview –outlining the scope of the project
 - 1.3. Contact and stakeholder database – a list of project contacts and stakeholders with an interest in the project
 - 1.4. Stakeholder and community risk assessment – to identify and mitigate against risks
 - 1.5. Communication and engagement tools and activities
 - 1.6. End to end engagement
 - 1.7. Key messages – what to say when, targeted to each community stakeholder audience
 - 1.8. Communications and engagement plan - which stakeholders we should liaise with, when and how

Appendix:

Appendix A – Media & digital engagement, site visits and events

Appendix B – Risk management procedure

Appendix C – Notification process

Appendix D – Interactions and complaints management

Appendix E – Major incident and crisis management

Appendix F – Branding

Appendix G – Reporting

Plan review

The Communications and Engagement Plan will need to 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.r.

Approval

The CEP will be 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.

1. Document Purpose

The Community Engagement team are required to complete this Community Engagement Plan template which will:

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

The purpose of the template is to ensure a consistent approach is taken to the development of a proactive Community Engagement Plan (CEP) before community engagement activities are implemented.

2. Community Engagement Plan

2.1. Community Engagement Objectives

School Infrastructure NSW's (SINSW) mission is to provide school infrastructure solutions by working collaboratively with all our stakeholders to create learning environments across NSW that serve our future needs and make us all proud.

This Community Engagement Plan has been developed to achieve the following community engagement objectives:

- Promote the benefits of the project
- Build key schools 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.

2.2. Project overview

The Community Engagement Manager, in consultation with the Senior Project Director, Project Director and appointed Project Manager are required to provide a project overview summary that includes:

- *SINSW project planning context*
- *Summary of project background and/or school*
- *Project scope (the SINSW website may not be sufficient to provide the full project scope – this may need to be fleshed out with the project team so that the comprehensive scope is detailed. If an SSD, the EIS will be a useful document for this, or alternatively the business case)*
- *Aerial site maps/ relevant site plans to show the context of the site and local area.*
- *Associated or impacted schools or other third parties e.g. when schools are relocated to temporary pop-up locations and/or any Joint Use Agreements either planned or underway*
- *Innovative communications and community engagement methodologies to meet the needs of the audience e.g. CALD and accessibility requirements*
- *Summary of engagement activities carried out to date (if relevant).*

2.3. Contacts and stakeholders database

A stakeholder database is required for each project, appropriate to the phase of the project. Once approved should be inputted into Darzin.

This should include contact information for:

- *Relevant government departments involved in the delivery of this project*
- *Council contacts including but not limited to the General Manager, planning, health and safety, environment and parks/open space officers*
- *Project Reference Group participants*
- *Local Principal(s) outside of the PRG*
- *School community representatives (outside of the PRG)*
- *Local community interest groups*
- *Businesses/community groups that are impacted*
- *Residents and interested third parties (this information will be obtained over the life of the project).*
- *Suggested catchment area for notification distribution i.e. letterbox drops*

Table 1 - Project Team and PRG

Name	Title	Email	Phone

Table 2 - Stakeholders

Stakeholder group	Stakeholder interest in project	Communications and engagement tools	Contact information
School community <ul style="list-style-type: none">PrincipalTeachersStaffParents and carersStudents			
Nearby public schools <ul style="list-style-type: none">xxxx			

<ul style="list-style-type: none"> ▪ XXXX ▪ XXXX ▪ XXXX 			
Local residents			
Adjoining other landowners and businesses <ul style="list-style-type: none"> ▪ XXXX ▪ XXXX ▪ XXXX ▪ XXXX 			
Community groups <ul style="list-style-type: none"> ▪ XXXX ▪ XXXX ▪ XXXX 			
Local Members of Parliament <ul style="list-style-type: none"> ▪ State ▪ Federal 			
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 			

<ul style="list-style-type: none"> ▪ NSW Department of Planning 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 			
Local Council - XXX <ul style="list-style-type: none"> ▪ Councillors ▪ Bureaucrats ▪ Mayor ▪ General Manager 			

2.4. Stakeholder and community risk assessment

Infrastructure inevitably impacts, benefits and is shaped by the communities and precincts it is located within or passes through. Local communities play an important role in planning and delivering our major infrastructure projects. With a significant delivery program underway, it is critical that community engagement is undertaken in a consistent and coordinated way.

SINSW is committed to engaging with all stakeholders and community members who have an interest in or may be impacted by our projects. Proactive, early and consistent engagement will build and maintain positive and enduring relationships, as well as identify issues early and manage the potential spread of project misinformation.

CE Managers are required to develop a project communications risk register in close consultation with the Senior Project Director using the template below and guidance in Appendix B. A summary of issues raised by the community to date can be included as an introduction statement.

To assess and respond to risk, CE Managers are required to develop a detailed risk assessment that:

- *Identifies and assesses possible stakeholder or community impacts or issues through the design, construction and delivery phases*
- *Identifies and assesses impacts or risks by stakeholder or community groups or individuals*

- *Plans to proactively minimise risk*
- *Distributes clear, accurate and timely information*
- *Listens and responds to themes arising from enquiries and complaints activating a proactive risk management strategy*
- *Evaluates and improves engagement areas as required.*

Examples of Project risks that could occur are provided below:

- *Not obtaining necessary project approvals in a timely manner*
- *An increased number of complaints from stakeholders and the community*
- *Adverse media coverage that damages the NSW Government's, SINSW or partner government department agency's reputations*
- *An inability to accept/buy-in to the project and a decreased willingness to accept or be patient with short-term disruptions during construction*
- *Delays to construction due to stakeholder and community opposition*
- *Impacts to roads, parking or public transport users causing frustration to those impacted*
- *Impacts to the environment including tree removal, or impacts to public open space*
- *Health and safety concerns such as contamination or remediation works*
- *Heritage impacts*
- *Impacts to staff or students through relocation.*

Each stakeholder and community audience (groups and individuals) will need to be risk assessed against their level of interest and influence in the project as follows:

- *Government departments involved in the delivery of this project*
- *Council contacts including but not limited to the General Manager, planning, health and safety, environment and parks/open space officers*
- *Project Reference Group participants*
- *Local Principal(s)*
- *Schools community representatives*
- *Local community interest groups*
- *Businesses/community groups that are impacted*
- *Residents and interested third parties (this information will be obtained over the life of the project).*

Table 3 - Communications and Engagement Risk Register

Example risk provided

Project Phase	Risk Description	Risk Grading Category	Likelihood	Consequence	Rating	Risk Strategy	Action / Mitigation / Control / Treatment	Residual Risk Rating	Action Owner
Construction	Concerns from adjacent residents and local businesses regarding construction impacts such as traffic, dust, noise and reputation	Safety Reputation	4	2	Medium	Mitigate	<p>Clear and consistent communication regarding construction timing and potential impacts. Communicate measures undertaken to mitigate construction impacts.</p> <p>Works notifications to local residents to be issued as outlined in Appendix C.</p> <p>Other communication tools to be utilised, such as door knocks, to prepare residents for periods of impact.</p> <p>Monitoring of risk to continue throughout construction phase.</p> <p>If risk increases during construction phase, update communications and engagement plan.</p>	Low	<p>SINSW</p> <p>Project Management Company</p>

2.5. Communication and engagement tools and activities

Typical communication/consultation plans for SINSW capital works projects will include but not be limited to, two distinct streams of consultation with the:

- School community for existing schools or surrounding schools for new school projects, 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, local action groups and councils.

CE Managers are required to use a range of engagement tools tailored to stakeholder and community groups and their specific communication and engagement requirements by selecting from the table below. Note the mandatory requirements which will need to be included for each project.

Note that ALL external communication about a project MUST be approved and aligned with the brand and collateral toolkit.

Any liaison with the Local Member or media must go via the CE Manager and will be managed by SINSW.

Table 4- Communication and engagement tools and activities

Communications Tool	Description of Activity
1300 community information line (Mandatory requirement)	A free call community information line (1300 482 651) providing access to the community engagement team during business hours. This number is published on all communication materials and is staffed by SINSW. All enquiries that are received will be directed to the relevant CE Manager to be recorded and resolved in the CRM.
Advertising (print) (Mandatory requirement booked by SINSW)	Advertising in local newspaper to advertise major disruptions and/or events such as information booths. All general project advertising is paid for by SINSW project team, managed by SINSW CE team and booked through media buying and planning agency, Blaze.
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.
Community contact cards (Mandatory requirement)	These are business card size with all the SINSW contact information, and are kept at SINSW head office. The project team/ contractors will hand out contact cards to stakeholders and community members enquiring about the project. Cards should also be offered to school administration offices as appropriate. Directs all enquiries, comments and complaints through one centralised point.
CRM database (Mandatory requirement)	All projects are created in SINSW's Customer Relationship Management system – Darzin - at project inception. Interactions, complaints, resolutions to be captured, and weekly reports generated. Any issues or complaints are to be raised in the CRM and immediately notified to the Senior Project Director, Project Director and Community Engagement Manager.
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).

Communications Tool	Description of Activity
Door knocks (Mandatory requirement)	<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 Project Team contact details.</p> <p>There is a 'We missed you' template available for use.</p>
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.
FAQs (Mandatory requirement)	Set of approved answers provided in response to frequently asked questions. Used as part of relevant stakeholder and community communication tools. These should be updated as required, and included on the website if appropriate.
Information booths (Mandatory requirement)	<p>Information booths are held locally, staffed by a project team member to answer any questions, concerns or complaints on the project.</p> <p>Info booths should be scheduled from the early stages of the project.</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 to be held at convenient times, such as out of work hours on weekdays and Saturday's. <p>Collateral to be provided include calling cards, latest project notification or update, with internal FAQs prepared.</p> <p>All liaison to be summarised and loaded in the CRM.</p> <p>Notice of at least 7 days to be provided.</p>
Information sessions (drop in)	<p>Information sessions are a bigger event than an info booth, held at a key milestone or contentious period. We will 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. The architect could also be invited depending on the project stage to answer questions from a design perspective.</p> <p>These events should occur after school hours on a week day (from 3pm – 7pm to cover working parents).</p> <p>All liaison will need to be summarised and loaded on the CRM.</p> <p>Notice of at least 7 days to be provided.</p> <p>NB - This is not a town hall style meeting.</p>
Information pack	<p>A 4 page fold out flyer that can include:</p> <ul style="list-style-type: none"> Project scope Project update FAQs Contact information

Communications Tool	Description of Activity
	<ul style="list-style-type: none"> Project timeline <p>To be distributed at info sessions or at other bigger events/ milestones.</p>
Media releases/events (managed by SINSW) (mandatory requirement)	<p>Media releases are distributed upon media milestones (see appendix XX for milestones). They contribute to SINSW media activities to promote major project milestones and activities and generate broader community awareness.</p> <p>SINSW is responsible for all media management.</p> <p>Media milestones are as follows:</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
Newsletters	<p>Available in hard copy and electronic format. A monthly or quarterly newsletter providing updated information on project scope, benefits, construction progress, achievement of project milestones and other project related issues of interest.</p> <p>Similar to an info pack in content, but used for larger projects as a regular high level update for the community.</p>
Notifications (Mandatory item)	<p>A4, single or double sided, printed in colour that can include FAQs if required</p> <p>Should be distributed as required according to the project construction program and our minimum notification periods outlined in Appendix C.</p> <p>Notifications can be 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. Summer works notification is used for the purpose of communicating works to occur over Christmas/early January shutdown and advising possible delays in response times.
Photography, time-lapse photography and videography (managed by SINSW)	<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>

Communications Tool	Description of Activity
Presentations	Details project information for presentations to stakeholder and community groups. There is a template to be used.
Priority correspondence (Managed by SINSW)	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.
Project Reference Group (Mandatory requirement)	SINSW facilitated Project Reference Group sessions providing information on the design solution, construction activities, project timeframes, key issues and communication and engagement strategies.
Project signage (mandatory requirement, managed by SINSW)	A0 sized, printed in aluminium composite for durability. Provides high level information including project scope (if public), project image (if approved), generic image (if not approved) and SINSW contact information. Fixed to external fencing/ entrances etc. that are visible. A school may have multiple signs.
Site visits (managed by SINSW and Schools Ops)	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.
School Infrastructure NSW email address (mandatory requirement)	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.
Website (Managed by SINSW) (mandatory requirement)	A dedicated project page located on the SINSW website. CE Manager to liaise with the project team to provide monthly updates to SINSW about the works including scope, impacts, stakeholder and community engagement activities or events, video and photography.
Welcome pack/ thank you pack (Mandatory requirement)	At project completion the following flyers are utilised: <ul style="list-style-type: none"> ▪ Welcome pack –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.

Approval of communications materials

Once the External Project Manager is happy with proposed draft collateral, the SINSW C&E Manager, Senior Project Director and Project Director, and Schools Operations & Performance Director Educational Leadership and Principal are responsible for reviewing and approving all communications prior to print and distribution to ensure accuracy, consistency and alignment with SINSW key messages.

The approval process will be facilitated by the C&E Manager and is:

- C&E Senior Manager or Director of Communications
- SINSW Senior Project Director
- SINSW Project Director

- Schools Operation and Performance, Director Educational Leadership
- School Principal
- Final check from C&E Senior Manager or Director of Communications.

** Please note that for any contentious or high impact communications, the Executive Director of School Operations will also need to approve.*

2.6. End to end engagement

The tables within this section broadly outline the planning and delivery phases through to opening.

Preliminary Investigation			Options Analysis		Options Decision		Recommended Scope of works	
Program Planning	Project Planning	Approval & Registration	Consultation Internal & External agencies	Risk analysis & Agreements	Schools Community Planning options	Strategic Business Case assurance	INSW assurance	Final Schools Community Plan
Complete Preliminary Infrastructure Plans (PIPs). Annual Program* of CP projects developed. Signed off by ED's & CEO.	PRG formed. Initial Project Plan drafted with risks and C&E plan.	Initial SC Project Plan approved. Annual program updated and details registered with INSW.	Consult internally & externally with government organisations, non government organisations & peak bodies.	Investigate opportunities for PP & or Joint Use Project Agreements partnerships.	Scenarios analysed using the SPA tool which includes a risk assessment and CBA.	Strategic Business Case developed, Peer Review and approval of Project Scope Definition. Communications Plan (SCP) template proposed by PM, reviewed and approved by SPD & CEM. Community response analysed & reported. Sign off by ED's & CEO.	Gate 1 Review conducted recommendation incorporated & INSW risk rating issued.	Post Gateway Strategic Business Case updated for community response for final approval and SCP released on the DoE website.
Engagement Targets	School Directors, Govt Agencies and decision makers (confidential discussions).		Test with Schools Directors/Govt, Agencies and decision makers (confidential discussions).		Community response, School decision makers e.g. PRG (confidential decision).		School community decision makers e.g. PRG (confidential discussions).	
Messaging	We are undertaking early investigations and analysis.		We're working with out stakeholders to test our analysis and preliminary findings.		We're discussing the best solution.		These are the proposed solutions for the School Community for the long term.	
Tools	Internal workshop, key message and narrative developed.		MP briefing (as required), DPE engagement, Internal project steering meetings.		Preliminary scope explained, community engagement activities defined (incl. local council, stakeholder groups).		High level announcement on the web, media advising update and progress dates.	

→ NEXT PHASE →



	SCHOOL INFRASTRUCTURE DELIVERY	Infrastructure Planning	Scope Defined	Public Approval Process	Delivery Commencement	Construction	Opening
		Tender called	Concept design	Development Application (DA)	DA Approval	Works commenced	Final completion
		Appointment of project team	Schematic design	DA Submission and Exhibition Community Communications Strategy (CCS) prepared by CEM & approved by SPD (SSD only)	Enabling works	Construction milestones completed	Principal appointed
		School reference group established (ongoing)		Business case sign off	Contractor appointed	Structures complete	Official opening
				Detailed design			
Engagement Targets		MPs, MO, Govt Agencies, Schools Director, Council, Schools Community, neighbours, media	MPs, MO, Govt Agencies, Schools Director, Council, Schools Community, neighbours, media	MPs, MO, Govt Agencies, Schools Director, Council, Schools Community, neighbours, media	MPs, MO, Govt Agencies, Schools Director, Council, Schools Community, neighbours, media	MPs, MO, Govt Agencies, Schools Director, Council, Schools Community, neighbours, media	MPs, MO, Govt Agencies, Schools Director, Council, Schools Community, neighbours, media
Messaging		This is a funded project – we have hit the “go” button	We’re in the process of 2 way communication to understand local context and obtain local feedback	We’ve listened and are about to lodge a development application	The DA has been approved, Project is progressing well and is on track...	It’s happening	It’s here
Tools		<ul style="list-style-type: none"> ■ Induction with Schools Director ■ Comms activity plans for large/contentious projects ■ Website update ■ Media release ■ Community engagement activities ■ Darzin ■ Activity Reporting 	<ul style="list-style-type: none"> ■ Website update ■ Media release ■ Community engagement activities ■ MP reporting ■ Designs made public 	<ul style="list-style-type: none"> ■ Website update ■ Media release ■ Community engagement activities ■ MP reporting ■ Public exhibition process ■ Detail released about scope 	<ul style="list-style-type: none"> ■ Website update ■ Media release ■ Community engagement activities ■ MP reporting 	<ul style="list-style-type: none"> ■ Website update ■ Media release ■ Community engagement activities and notifications ■ MP reporting ■ Sod turning opportunity ■ For SSD projects complaints register published monthly 	<ul style="list-style-type: none"> ■ Official opening event with Premier/Misister/ MP ■ Media release ■ Website update (incl school website page) ■ Images, videos etc.



2.7. Key messages

Please populate the key messages table for your project – an example is provided below.

Project Phase / milestone	Key messages (to be tailored according to audience and updated as project progresses)
Preliminary investigations / options analysis / options decisions/ recommended scope of works	<p>We are undertaking early investigations and analysis</p> <p>We would like to test the analysis and preliminary findings</p> <p>We're discussing the best solution</p> <p>These are the proposed solutions for the schools community for discussion</p>
Early planning	<p>Engage on publicly available information</p> <p>Planning is underway for a new/upgraded school</p> <p>What early feedback do you have and what should we consider?</p>
Establishment of Governance	<p>We are working closely with Government Departments, Agencies and school communities to investigate schools infrastructure solutions to meet the needs of a growing community</p> <p>Engagement with the wider community will take place in line with the governance strategy</p> <p>Establish key points of contact</p>
<p>Project announced</p> <p>Business case approved</p> <ul style="list-style-type: none"> Tenders called Appointment of project team 	<p>Early planning is underway for school infrastructure</p> <p>Engagement will take place as soon as the scope is finalised</p> <p>The preferred project team has now been appointed</p> <p>SINSW will work in partnership with the project team to finalise the design, with input from the community and stakeholders</p> <ul style="list-style-type: none"> Over the coming weeks/months, the project team will continue to develop the design and will undertake early works, to enable construction to ramp up in [insert date]. The [local area] community will benefit from a new school/upgrade to [school] announced today. The project will include [insert broad scope] <p>NB. Details of number of flexible learning spaces etc. Not to be provided until DA lodgement</p>

Project Phase / milestone	Key messages (to be tailored according to audience and updated as project progresses)
<p>Design (Scope defined)</p>	<p>The NSW Government is investing \$6 billion over the next four years to deliver more than 170 new and upgraded schools to support communities across NSW. In addition, a record \$1.3 billion is being spent on school maintenance over four years. This is the largest investment in public education infrastructure in the history of NSW.</p> <p>A project is underway to upgrade Ashtonfield Public School. The project will deliver new permanent innovative and flexible learning spaces and an upgrade to core facilities, including extensions to the library, hall and canteen.</p> <p>This will allow temporary demountable buildings to be removed and increase the amount of open play space at the school.</p> <p>Ashtonfield Public School will be transformed with the first glimpse of designs for the redevelopment unveiled.</p> <p>The timetable for delivery is [outline]</p> <p>The concept design has been completed.</p> <p>The project team will now continue to develop the design in consultation with the school community.</p> <p>A development application will be lodged with council and publicly displayed in mid-April, 2019.</p> <p>The project is forecast to be completed by December 2020.</p> <p>Here is how you can get involved</p> <p>We are committed to working together with our school communities and other stakeholders to deliver the best possible learning facilities for students. Your feedback on this exciting project is important to us.</p> <p>Regular updates will be provided to the school and local community throughout the project.</p> <p>Community information booths have been scheduled to provide an opportunity to speak with members of the project team.</p> <p>NB. Details of number of flexible learning spaces etc. Not to be provided until DA lodgement</p>
<p>Design (DA process)</p>	<p>Your info booth will be open on [x]</p> <p>Overview of the DA submission and exhibition dates</p> <p>Proposed timetable for delivery is [outline]</p> <p>Plans are now on public exhibition for the NSW Government's upgrade at [local area/school name]</p> <p>Impact this will have on the local area</p> <p>Next steps and ask us questions about the project</p> <p>NB. Details of number of flexible learning spaces etc. can be provided as the DA has been lodged</p>

Project Phase / milestone	Key messages (to be tailored according to audience and updated as project progresses)
Construction tender (Delivery commencement)	<p>Plans have been approved for the NSW Government's upgrade at Ashtonfield Public School</p> <p>Construction activities for the Ashtonfield Public School upgrade will soon get underway as the works go to tender.</p> <p>Here is how you can speak with the project team about construction activity and how to get involved.</p>
Construction (contract awarded)	<p>A major upgrade Ashtonfield Public School is underway</p> <p>Today, the construction contract was awarded to [insert company name]</p> <p>The NSW Government's project will deliver: new permanent innovative and flexible learning spaces and an upgrade to core facilities, including extensions to the library, hall and canteen.</p> <p>Construction activities for the Ashtonfield Public School upgrade will soon get underway following today's contract award.</p> <p>Here is how you can speak with the project team about construction activity</p>
Construction (Site establishment)	<p>Welcome to the first project construction update</p> <p>Site establishment works to prepare the site for construction will begin in [X].</p> <p>Site establishment works include installing construction fencing and signage, delivery of equipment and materials, setup of construction site facilities, clearing the site, preparation of construction area, and installation of site access points.</p> <p>Main construction works are scheduled to commence in [X].</p> <p>Here is a summary of project related activities in your area in the coming month which will involve [X] works</p> <p>You will be impacted during construction and we are here to make sure that work is completed safely and efficiently and we minimise impacts on the community at every opportunity.</p> <p>Health and safety is our highest priority</p> <p>Works will be scheduled and managed to minimise impacts to the community where possible</p> <p>We are committed to informing you in advance of upcoming works</p> <p>Here is how you can speak with the project team about construction activity</p>
Construction (Special activity/risk)	<p>We have discovered [insert impact] on site. This is how it will be managed in accordance with health and safety guidelines</p> <p>[Special activity] works are scheduled to start on [insert date]</p> <p>This is how you may be impacted [insert high level description of impact]</p>

Project Phase / milestone	Key messages (to be tailored according to audience and updated as project progresses)
	<p>Health and safety is our highest priority</p> <p>Works will be scheduled and managed to minimise impacts to the community where possible</p> <p>Here is how you can speak with the project team about construction activity</p>
<p>Construction</p> <p>(Progress update)</p>	<p>Main construction works are ongoing</p> <p>The project is progressing well</p> <p>Progress summary (update)</p> <p>Key upcoming activities include [insert high level description]</p> <p>Here is how you can speak with the project team about construction activity</p> <p>The timetable for delivery is late 2020</p>
<p>Construction</p> <p>(Pre-completion)</p>	<p>A successful project nearing completion/ building excitement</p> <p>Construction works will continue over the [X] holidays. Key upcoming activities include [X]</p> <p>The scheduled date for completion is [insert date]</p> <p>Health and safety is our highest priority</p> <p>Here is how you can speak with the project team about construction activity</p> <p>This is what you can expect when you arrive on Day 1 Term [X] [insert description of changes to school operations/environment]</p>
<p>Completion</p>	<p>A major upgrade of Ashtonfield Public School is nearing completion</p> <p>The scheduled date for completion is [insert date]</p> <p>Key upcoming activities include [insert high level description]</p> <p>The NSW Government's project will deliver: new permanent innovative and flexible learning spaces and an upgrade to core facilities, including extensions to the library, hall and canteen.</p> <p>Appreciation to local residents and school community for patience and support throughout construction</p> <p>Here is how you can speak with the project team about construction activity</p>

Project Phase / milestone	Key messages (to be tailored according to audience and updated as project progresses)
Opening	<p>A major upgrade of Ashtonfield Public School was completed today. The NSW Government's \$6 billion project delivered new permanent teaching spaces and upgrade core facilities to address enrolment growth.</p> <p>This has opened up new educational opportunities for the school</p>

2.8. Communications and Engagement Plan

The table below should be used as guidance and developed to consider engagement activities against each phase of the project. Utilise tools outlined in section 1.4.1. Please update this action plan regularly as the project moves through the process. Once in construction, use the construction program and regular liaison with the project team to plan the construction communications actions, as per our notification process (Appendix C).

Project Phase / milestone	Target Audiences	Proposed communications tools and activities as per Table 2.5.1	Timing / implementation	Persons responsible
Preliminary investigations / options analysis / options decisions/ recommended scope of works	Government Departments and Agencies, Schools Director and decision makers (confidential discussions)	<p>Internal workshops</p> <p>DPE info session attendance (if required)</p> <p>Assurance phase submission development</p>		
Early planning	Government Departments and Agencies, Council GM and Officers	Briefing / MOUs		
Establishment of Governance	School community decision makers	<p>Briefings</p> <p>(Regular updates to be provided over the course of the project)</p>		
<p>Project announced</p> <p>Business case approved</p>	All	<p>Council briefing (incl. Schools Director)</p> <p>Media release</p> <p>Notification</p> <p>Website update</p>		

Project Phase / milestone	Target Audiences	Proposed communications tools and activities as per Table 2.5.1	Timing / implementation	Persons responsible
		Info booth FAQs		
Infrastructure planning <ul style="list-style-type: none"> Tenders called Appointment of project team 	All	Media release (managed by SINSW Media Team)		
Scope defined <ul style="list-style-type: none"> Concept design Schematic design 	All	Media release (managed by SINSW Media Team) Info booth/s Website update Project update FAQs updated		
Public approval process <ul style="list-style-type: none"> DA DA submission and exhibition 	All	Media release (managed by SINSW Media Team) Info booth/s Website update Project update FAQs updated		
Early works commencement <ul style="list-style-type: none"> DA approval Enabling works Contractor appointed 	All	Media release (managed by SINSW Media Team) Notifications Advertising Website update		

Project Phase / milestone	Target Audiences	Proposed communications tools and activities as per Table 2.5.1	Timing / implementation	Persons responsible
		FAQs updated		
Main works construction commencement	All	Media release (managed by SINSW Media Team) Notifications Door knocks Advertising Website update Info booth/session FAQs updated		
Construction phase/milestone/ impact (to be populated and revised at monthly project meetings as per program of works)	School community Local community	Notifications Door knocks Website update		
Construction phase/ milestone/ impact (to be populated and revised at monthly project meetings as per program of works)				
Construction phase/milestone/ impact (to be populated and revised at monthly project meetings as per program of works)				

Project Phase / milestone	Target Audiences	Proposed communications tools and activities as per Table 2.5.1	Timing / implementation	Persons responsible
Construction phase/milestone/ impact (to be populated and revised at monthly project meetings as per program of works)				
School term prior to project completion	School community Local community	Info session - <ul style="list-style-type: none"> Information pack Display boards Project update		
Handover to the school community	All	Media release (managed by SINSW Media Team) Welcome pack Thank you pack Photography/ videography		
Opening (official ceremony)	All	Media release (managed by SINSW Media Team) Official opening ceremony		

Appendix A – Media & digital engagement, site visits and events

i. Media engagement

SINSW will manage **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.

Contractors and external PM will be provided with a media and stakeholder protocol document including contact cards once engaged by SINSW.

ii. Current media opportunities that apply for every project include but are not limited to:

- Project announcement
- Concept design completed
- Planning approval lodged
- Planning approval granted
- SOD turning opportunity
- Construction contract tendered
- Construction contract awarded
- Construction completion
- Official opening

iii. 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 CE Manager in collaboration with 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.

Key opportunities for promotional activities and media events include:

iv. 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.

Appendix B – Risk management procedure

Step One – IDENTIFY

The following steps are to be followed to identify all potential risks that may impact upon the project:

- Review the risk register template that has been completed by the project team and assess all listed risks for communications and engagement issues
- Identify additional communications specific risks and add these to the risk register

Step Two – ASSESS

Risk categorisation

Identify the risk consequence category as one of the below. In the instance where the risk may impact more than one category **and includes reputation risk**, duplicate the risk and add 'reputation risk' to the risk category.

- Time
- Benefits
- Quality
- Safety
- Cost

Determination of the risk likelihood

Rating	Likelihood	Description	Probability
5	Almost Certain	The event is expected to occur; almost inevitable.	> 95% to 100%
4	Likely	The event is highly likely to occur; not surprised if it happens.	> 70% to 94%
3	Possible	The event may occur at some time.	> 30% to 69%
2	Unlikely	The event may occur but not anticipated; surprised if it happens.	> 5% to 29%
1	Rare	The event may occur in exceptional circumstances.	< 5%

Determination of the risk consequence

Consequence is the likely impact of the risk upon the projects, if it were to occur. The criteria to assess consequence is detailed below:

Risks related to Community Engagement are likely to fall in the categories below, with associated consequences outlined below.

Risk category	Consequence 1	Consequence 2	Consequence 3	Consequence 4	Consequence 5
Reputation	Limited adverse local community media coverage; limited amount of ministerial interest	Minor, adverse local community media coverage; minor ministerial interest	Short-term state-wide or extensive local negative media coverage; in depth ministerial interest, reporting and follow up	Extensive and extended state-wide and/or national media coverage; negative Minister, government and stakeholder discussion at a parliamentary level	Severe change to the public perception of the department, significant cost, time and effort for full recovery

Risk category	Consequence 1	Consequence 2	Consequence 3	Consequence 4	Consequence 5
External Stakeholders / Community	Low-level tension, with all issues satisfactorily resolved with consultation and negotiation	Minor tension, with most issues satisfactorily resolved with consultation and negotiation	Moderate friction, miscommunications, expressed concerns, some issues unresolved	Major issues requiring significant cost, time and effort to resolve and/or cannot be resolved	Severe issues requiring significant cost, time and effort to resolve and/or cannot be resolved

Determination of the risk rating

The Risk Rating (both Initial and Residual Risk Rating) is achieved by plotting the Likelihood and Consequence ratings on the matrix below to determine the Risk Rating. This rating is performed automatically within the TReign. Project Management system.

Almost Certain – 5	Medium	Medium	High	High	High
Likely – 4	Low	Medium	Medium	High	High
Possible – 3	Low	Medium	Medium	Medium	High
Unlikely – 2	Low	Low	Medium	Medium	Medium
Rare – 1	Low	Low	Low	Medium	Medium
	1 – Insignificant	2 – Minor	3 – Moderate	4 – Major	5 – Critical

Facilitate open risk discussion

The Project Manager is responsible for facilitating open and honest risk discussion during the Project Coordination Meetings. The aim of this discussion is to identify what can go wrong and to ensure that any new risks identified are added to the project risk register.

Step Three – RESOLVE

Determine risk strategy

Once a risk has been assessed and a risk rating determined, then the most appropriate risk strategy should be considered. The four risk strategies are outlined in the table below

Strategy	Action to be taken
Mitigate	Develop actions/options to reduce the likelihood and/or consequence of the risk.
Transfer	Outsource the activity causing the risk or insure the risk.
Avoid	Remove the activity causing the risk and seek alternative.
Tolerate	Take no further action other than to monitor or put plans in place to reduce the consequence in case it occurs.

Determine risk mitigations

Once a risk strategy has been identified, then the most appropriate risk mitigations should be identified and action owners assigned.

Calculate residual risk rating

Once a risk mitigation has been developed, the residual risk rating should be calculated. To calculate the residual risk rating, follow Figure 5: Detailed Risk Assessment procedure steps 1 to 5.

Monitor completion of actions

The Project Manager should regularly monitor any identified actions to be undertaken to ensure their completion and update the risk register fortnightly as a minimum.

Appendix C – Notification process

Notifications are SINSW's prescribed notification requirement (called works notifications or project updates as per Table 1.4.1) and are the primary mechanism to inform the community and key stakeholders about key milestones and the impact of school construction on the local area. Notifications provide advance warning of activities and planned disruptions, allowing stakeholders and community members to plan for the impacts and make alternative arrangements where required.

CE Managers advise the project team of the relevant notification requirements and timeframes to be met. The CE team obtains the information necessary to meet these timeframes by:

- Having oversight of the project delivery program
- Visiting site as required
- Attending and participating in construction meetings, planning meetings, and workshops.

Notifications are distributed in person via door knocks and electronically via email. Locally based signage, fact sheets, media and advertising will also be used, where appropriate.

Works activity	Minimum community notice period*
Notification to communities following major incident	Same day
Emergency works/unforeseen events	Same day
Contamination management and notification	Within 48 hours
Upcoming works notification (minimum disruption)	5 – 7 days
Invitation/notification of community event (e.g. info booth or info session)	5 – 7 days
Notifications regarding traffic changes, parking impacts, road closures, major detours	10 – 14 days
Pedestrian route changes and other impacts	10 – 14 days
Notifications regarding operational changes for the school community (school drop-off points, entry and exit points)	10 - 14 days
Major construction impacts (out of hours/ significant noise/ demolition)	10 – 14 days
Major impacts to school community e.g. relocation to temporary school	6 months
	*Note that some Council's DA conditions may require additional notice.

Appendix D – Interactions and complaints management

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

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

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

If a phone call, email or face- to- face complaint is received during construction, they must be logged in our CRM, actively managed, closed out and resolved by SINSW within 24-48 hours.

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.

If a complaint 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>

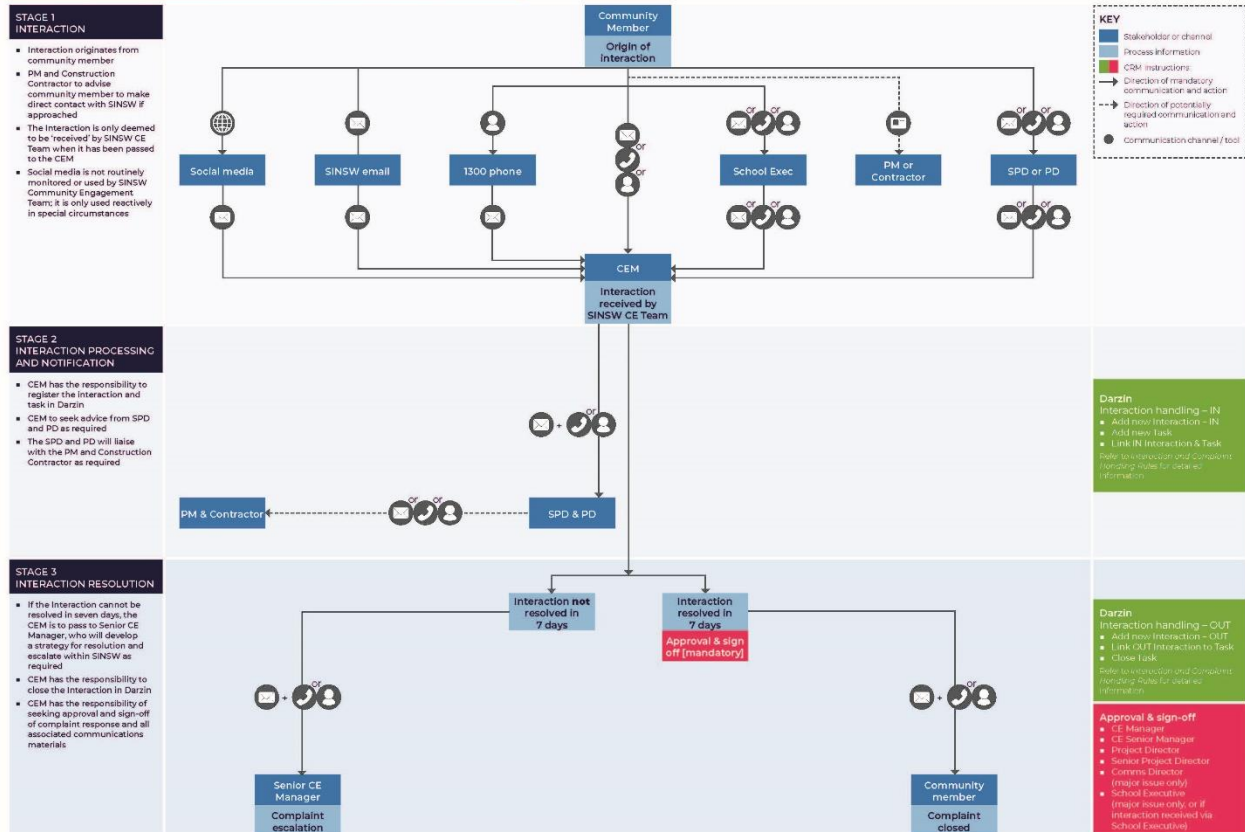
The below table summarises timeframes for responding to enquiries and complaints, through each correspondence method:

Complaint	Acknowledgement times	Response times
Phone call during business hours	At time of call – and agree with caller estimated timeframe for resolution.	Complaint to be closed out within 48 hours. If not possible, continue contact, escalate as required and resolve within 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 48 hours. 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 48 hours. 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 48 hours (once return to business hours). 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.

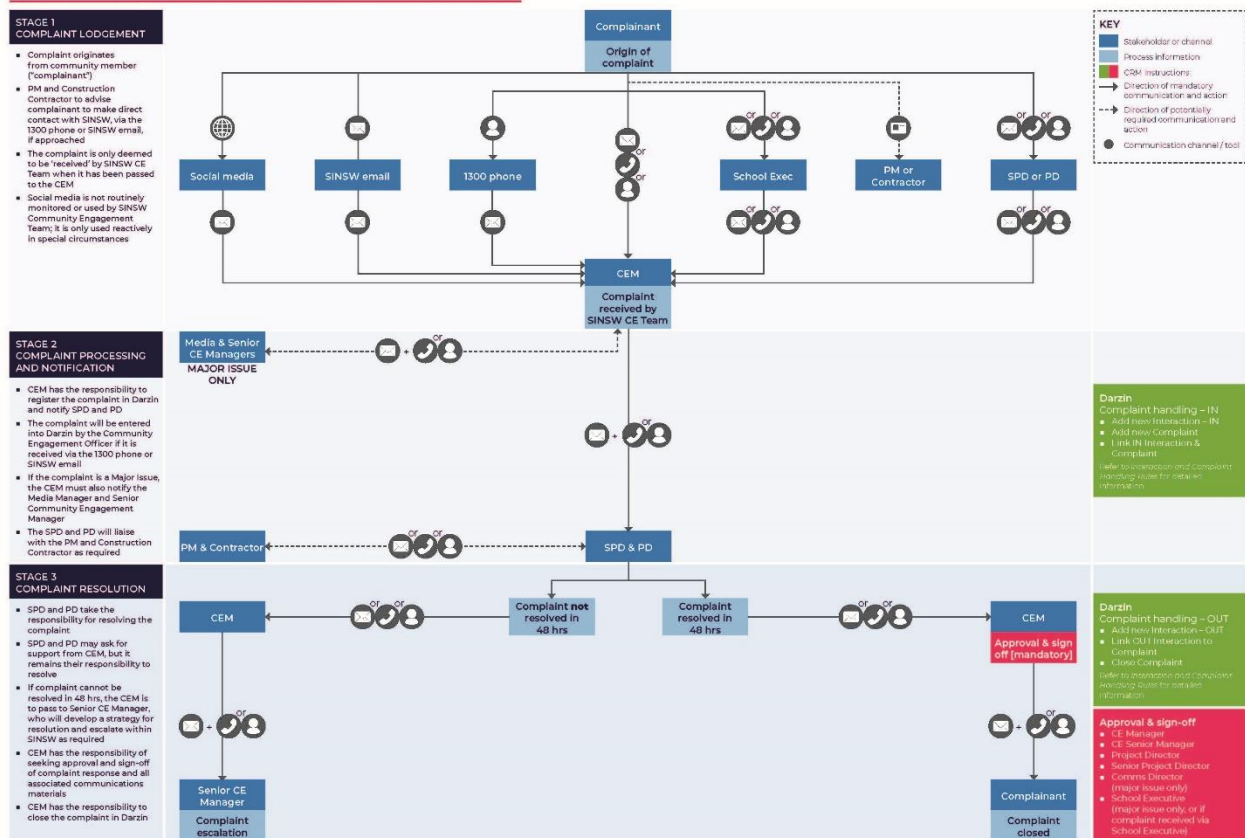
Phone call after hours	Within two (2) hours of receiving message upon returning to office.	Interaction to be logged and closed out within 7 business days.
Email during business hours	At time of email (automatic response)	Interaction to be logged and closed out within 7 business days.
Email outside of business hours	At time of email (automatic response)	Interaction to be logged and closed out within 7 business days.
Letter	N/A	Interaction to be logged and closed out within 10 business days following receipt.

The below diagrams outline the internal process for managing interactions and complaints.

INTERACTION MANAGEMENT PROCESS FLOW CHART – INTERNAL



COMPLAINTS MANAGEMENT PROCESS FLOW CHART – INTERNAL



It is the CE Manager's responsibility to:

- Follow the diagram as indicated in complaints process above and liaise with CE Senior Manager if escalation required
- Ensure adequate management of interactions and complaints during the project, following SINSW governance protocols and ensuring that any high level stakeholder enquiries or media enquiries are escalated to the SINSW Media team
- Draft responses to interactions and complaints relating to day-to-day operational aspects of the project, and coordinate all responses to be sent from the School Infrastructure email, following approval by SPD/PD
- Respond over the phone
- Document how the interaction or complaint was resolved in Darzin, and close it out as per process.

Appendix E – Major incident and crisis management

A major incident is a potential or actual incident that:

- Poses significant harm to people, property, the environment or the local community.
- Threatens the safety or well-being of staff, community, students and other stakeholders and / or the integrity, performance, reputation of SINSW and its delivery partners.
- Requires assistance from external emergency services agencies and other service providers e.g. utilities, responsible for the operation of these services.

A major incident is NOT:

- A small-scale incident that can be managed by the Project Team for example, first aid injuries.

Roles and responsibilities in a major incident

In the event of a major incident, once emergency services are contacted, the incident must be immediately reported to the SINSW Senior Project Director who will inform:

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

SINSW Communications Director will:

- Lead and manage all communications with the Minister's office in the event of an onsite major 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 the emergency.

The school and local community will be **notified within 24 hours** in the event of a major incident, as per our notification timelines in Appendix C.

The SINSW Senior Project Director will issue a written incident notification to the relevant planning authority/ Local Council **within 7 days** of a major incident occurring outlining details of the incident and steps taken to resolve the issue.

Appendix F – Branding

All materials produced for SINSW are created in line with the Department of Education branding guidelines.

The below table summarises the branding requirements for all SINSW communications materials.

i. Branding requirements*

	NSW Waratah	SINSW phone number, email address and website	SINSW authorisation
Works notifications	✓	✓	✓
Project updates	✓	✓	✓
Signage	✓	✓	✓
Newsletters	✓	✓	✓
Information packs	✓	✓	✓
Welcome packs	✓	✓	✓
Display boards	✓	✓	✓
Print advertising	✓	✓	✓
Hoarding	✓		✓
Shade cloth	✓		✓
Frequently asked questions	✓	✓	✓

Appendix G – Reporting

All stakeholder and community interactions will be recorded using SINSW's nominated Customer Relationship Management System – Darzin* which will be used to track relationships and monitor incoming and outgoing interactions. Interactions types will include but are not limited to:

- Briefings
- Meetings
- Information booths
- Emails
- Letters
- Phone calls.

* NB. General informal correspondence between SINSW team members and stakeholders for the purpose of, for example, arranging meetings, will not be captured in Darzin.

Reports can be generated as requested by the project team. Reporting goes to the Executive on a monthly basis.

School Infrastructure NSW Brand Collateral Toolkit External comms

September 2019



Colour palette

The NSW Department of Education primary palette includes **Deep Navy**, **Vibrant Red** and **Soft Blue**. Usage breakdown for these colours are shown here on the colour scale.

Our secondary palette includes a combination of **rich blues and earthy tones of red**. Use the secondary palette **sparingly** to support the primary palette.

As the name implies, the primary colour palette is the main colour palette at the department. You should only use the secondary palette for pops of colour in your designs – no more than 30% of overall colour.



Colour Usage



Primary Colour Palette

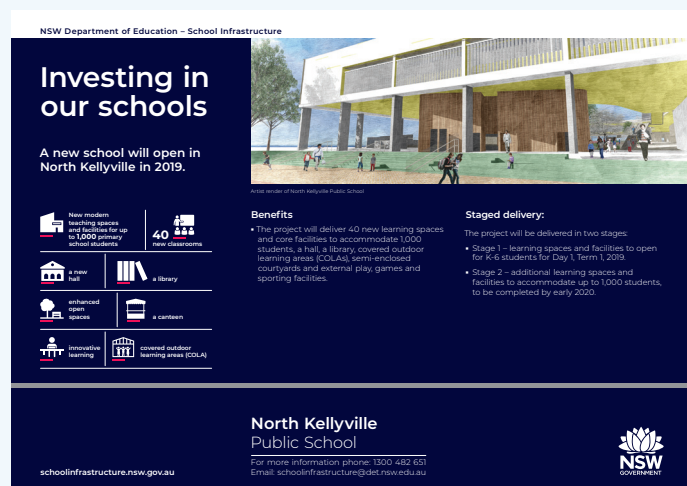
Pantone 282 C	Pantone 206 C	Pantone 545 C	White
C 100 M 90 Y 50 K 50	C 10 M 100 Y 70 K 2	C 21 M 2 Y 0 K 1	C 0 M 0 Y 0 K 0
R 4 G 30 B 66	R 206 G 0 B 55	R 200 G 220 B 240	R 255 G 255 B 255
#041E42	#CE0037	#C8DCF0	#FFFFFF

Secondary Colour Palette

Pantone 7686 C	Pantone 660 C	Pantone 284 C
C 100 M 73 Y 0 K 10	C 80 M 50 Y 0 K 0	C 59 M 17 Y 0 K 0
R 29 G 66 B 138	R 64 G 126 B 201	R 108 G 172 B 228
#1D428A	#407EC9	#6CACE4
Pantone Red 032 C	Pantone 169 C	Pantone 9042 C
C 0 M 86 Y 63 K 0	C 0 M 35 Y 24 K 0	C 13 M 5 Y 11 K 0
R 238 G 60 B 72	R 243 G 184 B 181	R 228 G 234 B 229
#EE3C48	#F3B8B5	#E5E5E5

Information
SessionProject
UpdateWelcome
PackWorks
NotificationSign
BoardDoor
Knocks

Advertising

Building
SignageA0 / A1 Landscape Information Boards –
dark backgroundA0 / A1 Landscape Information Boards –
white background**Title of template**

A0 Landscape Information Boards

Purpose of template

For display at information sessions.

Format of template

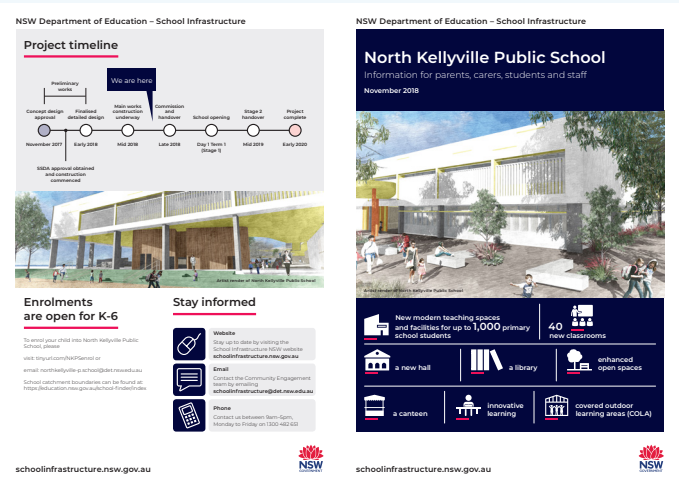
InDesign for designer use only

Artwork outcome

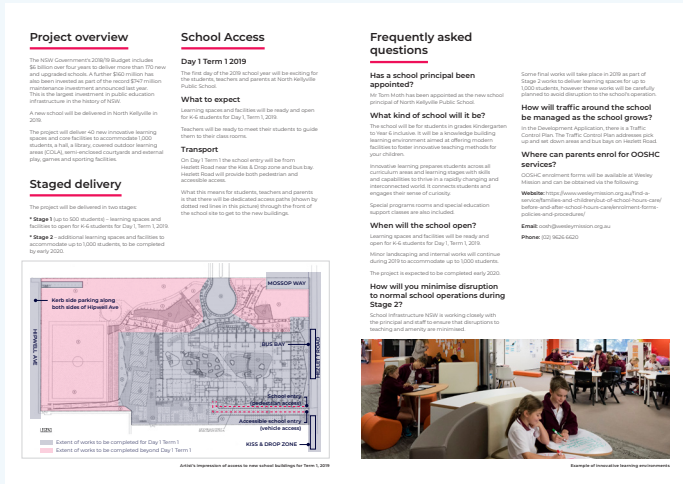
Professional printing only

Alternatives

A1 Landscape Information Boards (Half A0)



A4 Information Pack – front and back covers



A4 Information Pack – inner pages

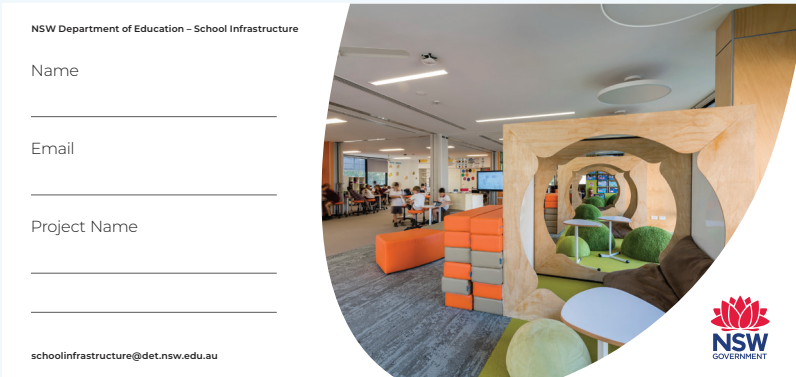
Title of template
A4 Information Pack

Purpose of template
The Information Pack is used as a hand out at information sessions. This may be an information booth (where a project update is not suitable) or an information drop-in session.
The Information Pack is an opportunity to communicate more detailed information about the project including construction timelines, imagery, FAQ's.

Format of template
InDesign for designer use only

Artwork outcome
Professional printing recommended

- Information Session
- Project Update
- Welcome Pack
- Works Notification
- Sign Board
- Door Knocks
- Advertising
- Building Signage



DL Card

Title of template

DL Card

Purpose of template

For public enquiry about specific projects they want more information about.

Format of template

InDesign for designer use only

Artwork outcome

Form fillable PDF

- Information Session
- Project Update
- Welcome Pack
- Works Notification
- Sign Board
- Door Knocks
- Advertising
- Building Signage



Community Contact Card

Title of template
Community Contact Card

Purpose of template
The Community Contact Card is provided to schools in both a printed and digital format for the purposes of directing enquiries about the project to the SINSW Community Engagement Team.

Format of template
InDesign for designer use only

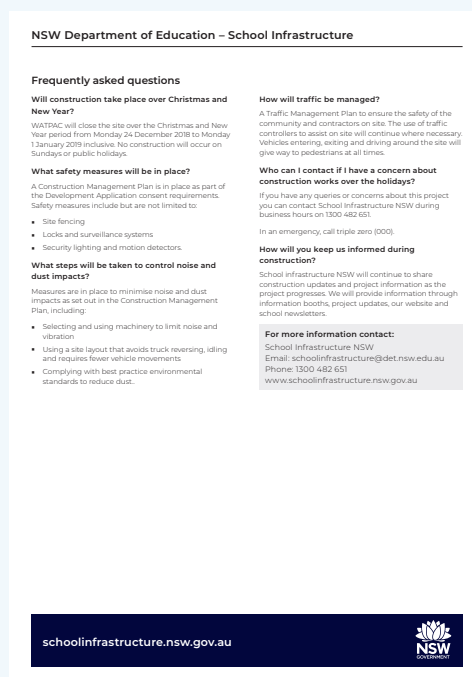
Artwork outcome
Professional printing recommended

Information
SessionProject
UpdateWelcome
PackWorks
NotificationSign
BoardDoor
Knocks

Advertising

Building
Signage

A4 Project Update – front page



A4 Project Update – following page(s)

Title of template

A4 Project Update, also used for Summer Work update

Purpose of template

A Project Update is used when communicating milestones to the community i.e project announcement, concept design/DA lodgement, construction award, completion. This can be single sided or double sided depending on the amount of content required.

It is also an opportunity to communicate the project summary, information sessions, progress summary and contact info.

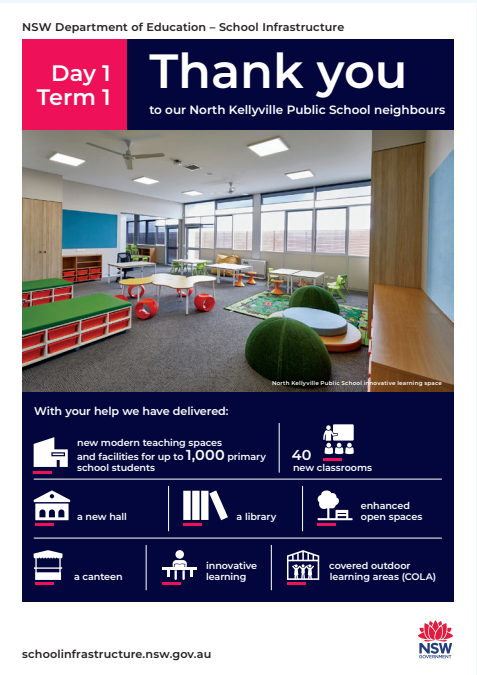
Format of template

- InDesign for designer use only
- MS Word for others

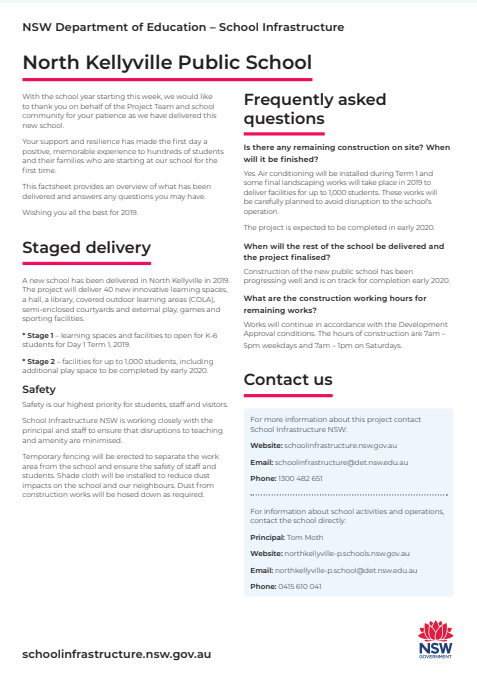
Artwork outcome

Professional or in-house printing, digital

- Information Session
- Project Update
- Welcome Pack
- Works Notification
- Sign Board
- Door Knocks
- Advertising
- Building Signage



A4 Thank You Project Update – front page



A4 Thank You Project Update – back page

Title of template
A4 Thank You Project Update

Purpose of template
The Thank You Project Update is used to acknowledge the patience and support that the school and local community have provided throughout the duration of the project. The update also promotes the benefit to the school and local community.

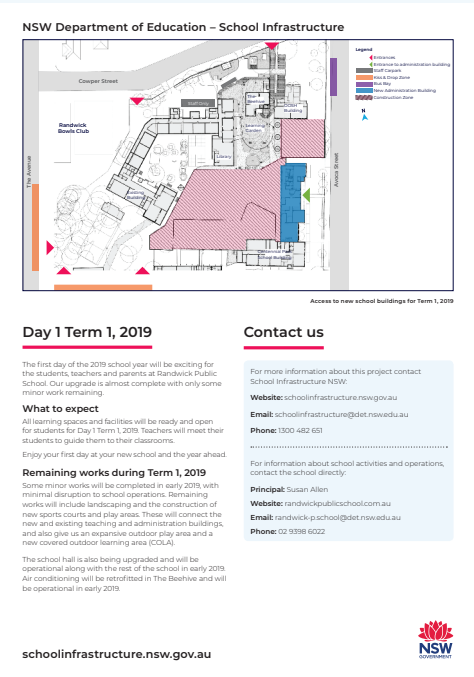
Format of template
InDesign for designer use only

Artwork outcome
Professional printing recommended

- Information Session
- Project Update
- Welcome Pack
- Works Notification
- Sign Board
- Door Knocks
- Advertising
- Building Signage



A4 Welcome Pack – front page

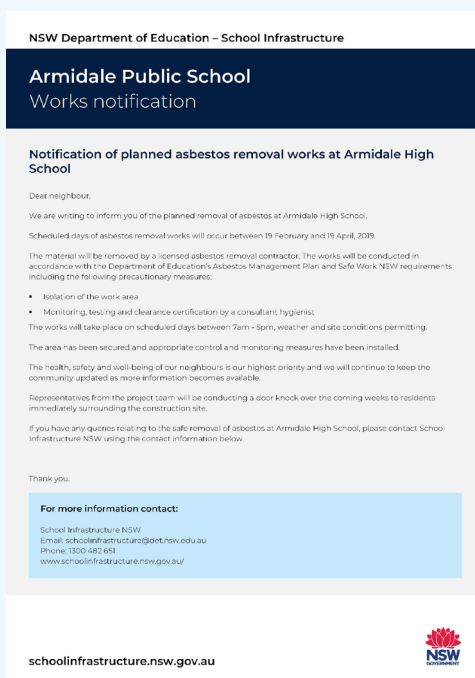


A4 Welcome Pack – back page

- Title of template
- A4 Welcome Pack
- Purpose of template
- The Welcome Pack is handed out to students on their first day in the new building or school.
- Format of template
- InDesign for designer use only
- Artwork outcome
- Professional printing recommended

Information
SessionProject
UpdateWelcome
Pack**Works
Notification**Sign
BoardDoor
Knocks

Advertising

Building
Signage

Works Notification

Title of template

Works Notification

Purpose of template

A Works Notification is distributed to the school and or local community when there are planned works taking place that may impact residents. In some cases these notifications are distributed as part of door knocks to residents also.

Format of template

A4 in MS Word

A5 in InDesign

Artwork outcome

In-house printing, digital

- Information Session
- Project Update
- Welcome Pack
- Works Notification
- Sign Board**
- Door Knocks
- Advertising
- Building Signage



A0 Sign Board

Title of template

A0 Sign Board

Purpose of template

Sign Boards are attached to the fences of schools to promote the project, set expectations and drive enquiries to the community engagement team.

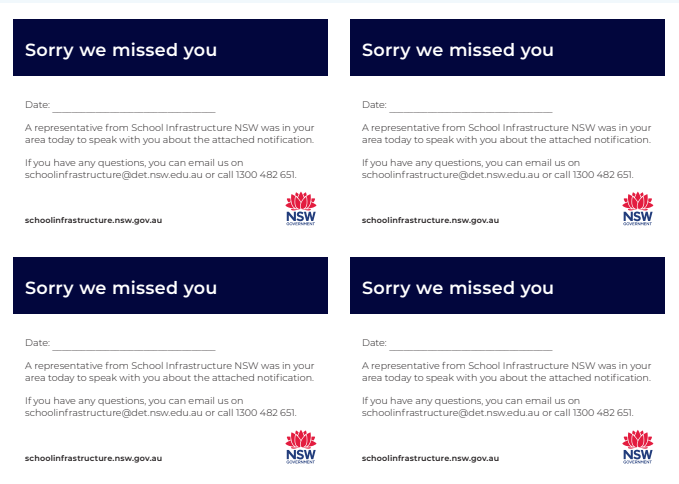
Format of template

InDesign for designer use only

Artwork outcome

Professional printing only

- Information Session
- Project Update
- Welcome Pack
- Works Notification
- Sign Board
- Door Knocks
- Advertising
- Building Signage



Sorry We Missed You Cards

- Title of template
Sorry We Missed You Cards
- Purpose of template
Left in letterboxes as part of door knock activity when no one is home.
- Format of template
Interactive PDF
- Artwork outcome
In-house printing & cutting

- Information Session
- Project Update
- Welcome Pack
- Works Notification
- Sign Board
- Door Knocks
- Advertising
- Building Signage



1/3 Page Press Ad – white background



1/3 Page Press Ad – dark background

Title of template
One Third Page Press Ad

Purpose of template
Advertising campaigns or major project news.

Format of template
InDesign for designer use only

Artwork outcome
Professional printing or digital

Information
Session

Project
Update

Welcome
Pack

Works
Notification

Sign
Board

Door
Knocks

Advertising

Building
Signage



½ Page Press Ad – white background



½ Page Press Ad – dark background

Title of template

Half Page (A5) Press Ad

Purpose of template

Advertising campaigns or major project news.

Format of template

InDesign for designer use only

Artwork outcome

Professional printing or digital

Information Session	Project Update	Welcome Pack	Works Notification	Sign Board	Door Knocks	Advertising	Building Signage
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Title of template

Construction Site Branding

Purpose of template

For contractors to prepare the NSW Government branded (Waratah) signage to be placed on all construction signage, including, scaffolding, construction sign boards, hoarding, banners, shade cloth and crane signage.

Artwork outcome

Professional printing

Template location

NSW Government Waratah logo to be provided to contractor. Signage options are full colour logo on white background or reversed, white logo on blue (pantone 282 C) background. For colour matching please refer to page 1 of the brand book.

Not permitted

Contractor signage is not permitted anywhere on the construction site. This includes, but not limited to, scaffolding, construction sign boards, hoarding, banners, flags, shade cloth and crane signage.