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consulting

Community Communications Strategy

The Scots College

Client: Walker Corp
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Revision 2

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Contents

1   Introduction

1.1   About the project

The Scots College is redeveloping its school library – The Stevenson Library - on its campus at 29-53 Victoria Road, Bellevue Hill.

The Stevenson Library building and facilities have aged, requiring ongoing maintenance and offering limited functionality for contemporary teaching and learning practices. This pivotal space is in need of an upgrade to make it a more suitable facility for teaching and learning in the 21st Century, with a particular focus on learning support, student counselling, academic research and professional learning.

The current library building was completed in 1988 and is considered imposing, block-like, flat-roofed, and without features or a main entrance. It is an institutional building not well suited to a contemporary education experience and is no longer fit for purpose.

This project prioritises the delivery of essential student amenities and learning spaces and creates more inclusive spaces by bringing the building in line with NSW Government disability inclusion guidelines.

The alterations and additions to the existing Stevenson Library include:

- partial demolition
- extensions to existing floor slabs
- creation of an atrium void
- addition of a sixth storey
- a new pitched roof
- complete interior refitting
- recladding of the exterior in a Scottish Baronial architectural style
- creation of new entrances from the existing quadrangle and oval.

Community consultation and communications were carried out during the design phase as outlined in the Consultation Outcomes Report July 2018 included in the SSDA.

The project has obtained **development consent SSD 17-8922**. This Communication Strategy responds to **Condition C9** as detailed below.

A Community Communication Strategy must be prepared to provide mechanisms to facilitate communication between the Applicant, the relevant Council and the community (including adjoining affected landowners and businesses, and others directly impacted by the development), during the design and construction of the development and for a minimum of 12 months following the completion of construction. The Community Communication Strategy must:

a.   *identify people to be consulted during the design and construction phases;*

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

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

 i.   *set out procedures and mechanisms:*

 ii.   *through which the community can discuss or provide feedback to Applicant;*

 iii.   *through which the Applicant will respond to enquiries or feedback from the community; and*

 iv.   *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.*

1.2   **Objective of this strategy**

This Community Communications Strategy has been developed to achieve the following community engagement objectives:

- guide community communications for the project in the lead up to, during and for a minimum of 12 months following completion of construction

- promote the benefits of the project

- build the schools community stakeholder relationships and maintain goodwill with the surrounding community

- manage community expectations and build trust by delivering on commitments

- Provide timely information to impacted stakeholders, schools and the broader community

- 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 The Scots College community.

1.3   **Responsibility for community liaison**

The Scots College will take on the community liaison responsibilities in collaboration with the project contractors.

Responsibilities

The Scots College will keep the local community and the college community informed about what to expect during construction including timing and provide the community with contact details for queries and questions.

The local community will be provided with email and phone contact details for project related queries. Queries will be directed to the Director of Property and Works for response.

Following construction during operations, any queries will be responded to by the Director of Property and Works or the Director of Business and Operations as applicable. The college has a formal internal and external community queries contact and resolution process in place to facilitate effective response processes which is ongoing.

The usual communications channels for the college community will apply for queries and questions.

The construction contractor will be responsible for construction signage and wayfinding and construction notifications if required related to road closures, remediation, out of hours works etc.

1.3.1   **Dispute resolution**

Should any queries require escalation they will be referred to the College Director of Business and Operations who will escalate via the Principal and College Council if required. Where satisfactory resolution for both parties cannot be achieved independent mediators would be engaged.

2   Stakeholder Analysis

2.1   Key Stakeholders and approach

The Scots College has two distinct groups in which stakeholders can be categorised - external and internal.

The below table lists the various groups that fall within these two overarching categories and outlines their likely interest, interest level and suggested engagement techniques to best communicate with them during the project lifetime.

Internal and external stakeholders

Stakeholder	Likely interest	Interest level	Engagement techniques
External			
Woollahra Council	» Community concern » Impact on local traffic » Availability of a point of contact to direct issues / questions	Medium	» Direct contact » Share notifications for info » Community liaison contact details
Roads & Maritime Services (RMS)	» Impact on condition of local roads	Medium	» Direct contact
The Hon. Gabrielle Upton, Member for Vaucluse	» Community concern » Availability of a point of contact to direct issues / questions	Medium	» Direct contact » Community liaison contact details
Transport for NSW	» Impact on transport scheduling » Potential delays to local bus routes	Medium	» Direct contact
Concerned Scots Neighbours Incorporated (CSN inc)	» Traffic impacts on local roads » Construction impacts such as noise, vibration and dust » Availability of a point of contact to direct issues / questions	High	» Direct contact » Email – works notification, newsletters » Community liaison contact details » Signage » Invitation to quarterly community information drop-in sessions
Nearby residents	» Traffic impacts on local roads » Construction impacts such as noise, dust and vibration » Availability of a point of contact to direct issues / questions	High/ Medium	» Pre-condition report – where appropriate » Letterbox drop – works notification, newsletter updates » Doorknock » Community liaison contact details » Signage » Invitation to quarterly community information drop-in sessions
Cranbrook School	» Traffic impacts on local roads	Medium	» Direct contact » Email – works notification, newsletter updates » Community liaison contact details » Signage

Stakeholder	Likely interest	Interest level	Engagement techniques
Internal Construction contractors will work closely with The Scots College internal communications team to ensure the school community is kept informed of any safety measures in place including changes to internal and external pedestrian and vehicle access and restricted areas. **The College will be responsible for its internal communications informed by ongoing updates from the contractors. Barriers, signage, notifications would be the responsibility of the contractor.**			
Engagement techniques would be informed by usual College processes, but could include the following:			

The Scots College staff	» Impact on normal school routine
	» Impact on internal footpaths – getting to and from buildings
	» Construction impacts such as noise, dust and vibration
	» Safety of students
		High	» Staff briefings ahead of start of work and ongoing at key milestones where impacts change
			» Internal school communications channels:
			  > email via Principal / Executive
			  > notifications posted to staff notice boards
			  > intranet
			  > distribution of project notifications. Newsletters /edm
			» Signage and barriers
			» Traffic and pedestrian controllers as required

The Scots College students	» Impact on normal school routine
	» Impact on internal footpaths – getting to and from buildings
	» Construction impacts such as noise, dust and vibration
	» Safety of students
		High	» Internal school communications channels:
			  > 'what to expect' briefing
			  > newsletters /edm
			  > announcements
			  > emails
			  > teaching staff
			  > noticeboards
			» Signage and barriers
			» Traffic and pedestrian controllers as required

The Scots College Parents' Association	» Impact on normal school routine » Impact on internal footpaths – getting to and from buildings » Construction impacts such as noise, dust and vibration » Safety of students	High	» Briefings ahead of start of work and ongoing at key milestones where impacts change » Website updates » Signage and barriers » Traffic and pedestrian controllers as required » Email via Principal / Executive » Print notification » School newsletter update » Information sessions

Stakeholder	Likely interest	Interest level	Engagement techniques
The Scots College parents	» Impact on normal school routine » Impact on internal footpaths – getting to and from buildings » Construction impacts such as noise, dust and vibration » Safety of students	High	» Via Parents' Association » Website updates » Email via Principal/ Executive » Print notification » School newsletter /edm update » Information sessions » Signage and barriers » Traffic and pedestrian controllers as required

3 Engagement tools and timeframes

The Strategy outlines procedures and mechanisms for distribution of information to stakeholders. Effective communication between the project team and stakeholders serves as a risk mitigation tool, and also supports both the project team and stakeholders to achieve positive outcomes in relation to the project.

Engagement tool	Who	Why	When
Contact number and email address	» Interested external stakeholders » Parents and students	» Provide point of contact for community and stakeholders to provide feedback or raise concerns around the project	» Establish prior to start of works
School website update 'Library upgrade' section Include contact details for information or to make a complaint and documentation and reporting as outlined in **Condition A24** of the consent detailed below.	» Interested external stakeholders » Parents and students	» Create school and wider community awareness of project » Provide up to date project information point for all » Provide update on milestones achieved	» Immediately prior to start of works to advise what to expect during construction and provide contact details » Updated throughout project » Add any newsletters or notifications
Direct contact Call / email / meeting	» Parents' Association » Concerned Scots Neighbours (CSN) » Govt agencies	» Provide project information including potential impacts	» Immediately prior to start of works to advise what to expect during construction and provide contact details » Various stages of project lifetime » Wrapped around project milestones
Letterbox drops / doorknocks Newsletters Notifications	» Nearby residents	Proactively advise: » start of construction commencing, providing contact details for updates and queries » of any works that may produce extreme noise/ vibration / dust » of any hazardous materials removal » about major project milestones » project completion	» Immediately prior to start of works to advise what to expect during construction and provide contact details » Various stages of project lifetime

Engagement tool	Who	Why	When
Community Information Drop-in Sessions	» Nearby residents » Concerned Scots Neighbours (CSN) » College community	Proactively provide: » construction update » opportunity to share thoughts about the construction process and raise any issues	» Quarterly during construction » Following completion of works as part of open day
School intranet	» Staff	» Provide staff with project updates specific to day to day activity	» Immediately prior to start of works to advise what to expect during construction and provide contact details » Updated throughout project » Add any newsletters or notifications
Information sessions	» College community	» Provide project information including potential impacts	» Wrapped around project milestones

The **college website** update will comply with **Condition A24** as detailed below.

At least 48 hours before the commencement of construction until the completion of all works under this consent, or such other time as agreed by the Planning Secretary, the Applicant must:

a. *make the following information and documents (as they are obtained or approved) publicly available on its website:*

  i. *the documents referred to in condition A2 of this consent;*

  ii. *all current statutory approvals for the development;*

  iii. *all approved strategies, plans and programs required under the conditions of this consent;*

  iv. *regular reporting on the environmental performance of the development in accordance with the reporting arrangements in any plans or programs approved under the conditions of this consent;*

  v. *a comprehensive summary of the monitoring results of the development, reported in accordance with the specifications in any conditions of this consent, or any approved plans and programs;*

  vi. *a summary of the current stage and progress of the development;*

  vii. *contact details to enquire about the development or to make a complaint;*

  viii. *a complaints register, updated monthly;*

  ix. *audit reports prepared as part of any independent audit of the development and the Applicant's response to the recommendations in any audit report;*

  x. *any other matter required by the Planning Secretary; and*

b. *keep such information up to date, to the satisfaction of the Planning Secretary.*

4 Administration and record keeping

Record keeping and reporting throughout engagement will

» Acknowledge and respond to all issues within 24 hours

» Advise any issues as identified

> establish and apply escalation protocols – safety being a priority

» Establish a follow up reminder mechanism to ensure agreed actions are carried out

» Establish and maintain a stakeholder list for ongoing communications as communications progress

» Report activities undertaken as well as outcomes

A   **Distribution area**

Proposed notification distribution area