



November 2019

MASTERPLAN

Community Communications Strategy

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Version 1.1	21 November 2019	Kristie Carter Chief Communications Officer, Cranbrook School



Table of Contents

1. INTRODUCTION.....	4
1.1 Purpose.....	4
2. CONTEXT	8
2.1 Overview.....	8
2.2 Project Details.....	9
3. COMMUNITY ENGAGEMENT OBJECTIVES	10
3.1 Community Engagement Objectives.....	10
4. KEY STAKEHOLDER MESSAGES (INTERNAL & EXTERNAL)	11
4.1 High Level Messaging.....	11
4.2 Project Status Message:.....	11
4.3 Project Benefit Messages:	11
4.4 High quality teaching and learning environment messages:	12
4.5 Environmental concerns messages:.....	12
CONSTRUCTION PHASE.....	12
4.6 Traffic management messages:	12
4.7 Safety Messages:	13
4.8 Noise and Dust Messages:	13
4.9 Disruptive Works Messages:.....	13
4.10 Collaborative messages:	14
HANDOVER PHASE:.....	14
4.11 Traffic and access messages	14
4.12 Official opening of completed Masterplan works.....	14
5. PROJECT GOVERNANCE	16
6. STAKEHOLDERS	19
7. ENGAGEMENT APPROACH.....	23
7.1 General Community Input	23
7.2 Communication Needs	24
8. COMMUNICATIONS TOOLS.....	25
9. ENGAGEMENT TIMELINE	32
10. PROTOCOLS.....	34
10.1 Site Visits.....	34
10.2 Social Media.....	34
10.3 Works Notification Process.....	35
11. ENQUIRIES AND COMPLAINTS MANAGEMENT	37



11.1 Complaints Response.....	37
11.2 Disputes Involving Compensation and Rectification.....	39
11.3 Incident Management	39
11.4 Roles and Responsibilities Following an Incident	40
11.5 Communications in the Event of a Significant Incident	40
11.6 Reporting Process	41
12. OUT OF HOURS EVENT MANAGEMENT PLANS.....	42
13. COMMUNICATIONS & CONSULTATION OUTCOMES: Sept 2017-Sept 2019.....	43
13.1 STAKEHOLDER CONSULTATION	43
13.2 COMMUNITY ENGAGEMENT	45
13.3 SOCIAL MEDIA.....	51
13.4 DIGITAL MEDIA	52
13.5 Website information.....	52
13.6 INTERNAL COMMUNICATIONS	52
13.7 Communications to Staff:	53
13.8 Communications to Families:.....	53
13.9 Communications sent to students, staff and families.....	55
13.10 Communications to Families.....	60
13.11 Communications sent to students, staff and families.....	63
13.12 Communications sent to students, staff and families.....	67
13.13 Communications sent to students, staff and families.....	67
13.14 Communications to Donors/Potential Donors.....	70
13.15 Construction Communications	71
13.16 MEDIA COVERAGE	74
13.17 OTHER RELEVANT MODES OF COMMUNICATION.....	75
14. BROADER COMMUNICATIONS STRATEGY	77



1. INTRODUCTION

1.1 Purpose

This Masterplan redevelopment of Cranbrook School's Bellevue Hill Senior School campus.

This document clearly outlines the strategic plans of Cranbrook School in communicating and engaging with impacted and important stakeholder and community groups.

Delivered as a key requirement of the NSW Department of Planning, Industry & Environment's Conditions of Consent, this Strategy identifies the broader strategic communications approach that will support the engagement of stakeholders, the mitigation of communication and consultation risks and the increased awareness of the redevelopment across the whole of the program of works with all stakeholders.

This Community Communication Strategy has been developed to:

- Successfully consider and manage stakeholder and community expectations as an integral component to the successful delivery of the project.
- 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 Cranbrook School, including the promotion of the project and its benefits.

This Community Communications Strategy will be implemented through the construction phase of the project, and extend for 12 months following construction completion.

Throughout the design, construction and operation of the School phases of the project, regularly convened Communications Working Group (CWG) meetings will be utilised to continuously review and plan the subsequent communications and engagement activities; both internal and external, to be led and executed by Cranbrook School's Communications & Stakeholder Engagement team and delivered in collaborative consultation with the Cranbrook School Project Control Group (PCG).

The Project Control Group will be responsible for coordinating input from other relevant underpinning project groups, committees and groups supporting the project including, but not limited to:

- School Council.
- The Building & Development Committee.
- School Executive.
- Project management team EPM Projects.
- The construction team, once determined by competitive tender.

Governance workflows and responsibilities are highlighted further below in this Strategic Plan.

Regular review and update of the Community Communications Strategy will also serve 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. In tandem with the management of this document, a separate Stakeholder Engagement Activity Report has been established and will continue to be updated throughout the life of the project (design, construction and operation of the School), and beyond by the Cranbrook Communications & Stakeholder Engagement Team.

The following table outlines the Department of Planning, Industry & Environment Conditions of Consent, which have each been addressed in this Community Communication Strategy.



Table 1 – list of Department of Planning, Industry & Environment Condition of Consent and where they are addressed

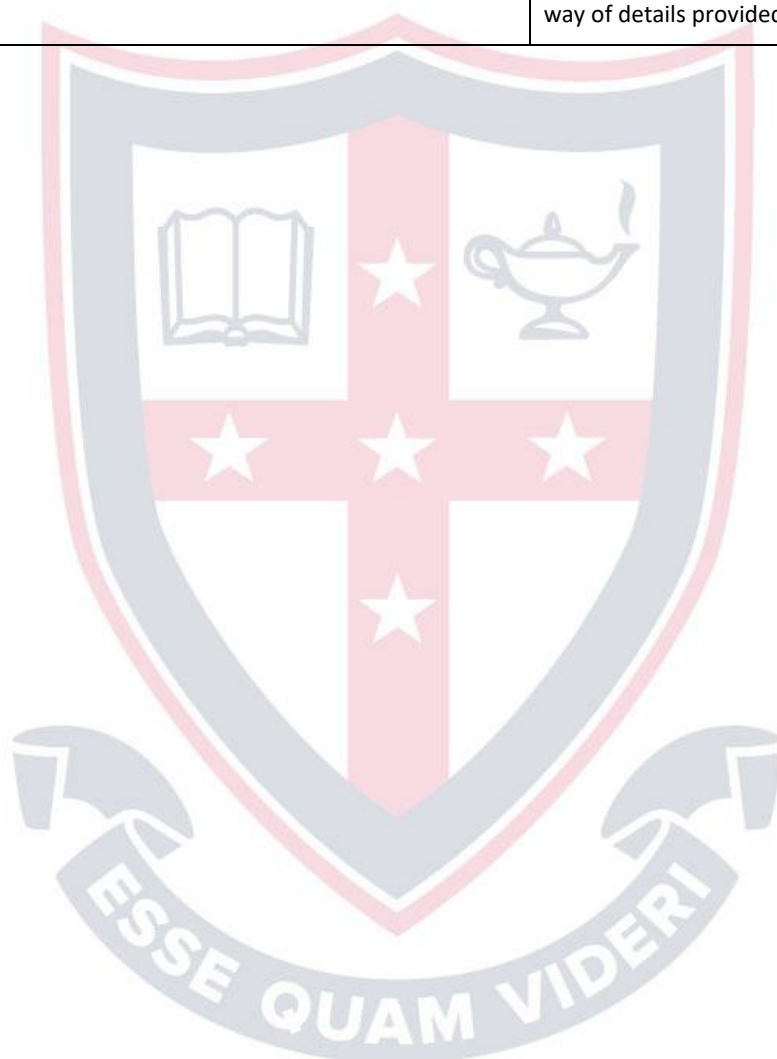
State Significant Development Requirements	The Community Communications Strategy addresses this in section
<p>A8. Evidence of Consultation</p> <p>Where the conditions of this consent require consultation with an identified party, the Applicant must:</p> <ol style="list-style-type: none"> Consult with the relevant party prior to submitting the subject document for information or approval; and Provide details of the consultation undertaken including; The outcome of that consultation, matters resolved and unresolved; and Details of any disagreement remaining between the party consulted and the Applicant and how the Applicant has addressed the matters not resolved. 	<p>All points addressed in summary document appendix, as detailed from page 35.</p>
<p>A21. Access to Information</p> <p>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:</p> <ol style="list-style-type: none"> Make the following information and documents (as they are obtained or approved) publicly available on its website: <ol style="list-style-type: none"> The documents referred to in condition A2 of this consent; All current statutory approvals for the development; All approved strategies, plans and programmes required under the conditions of this consent; Regular reporting on the environmental performance of the development in accordance with the reporting arrangements in any plans or programmes approved under the conditions of consent; A comprehensive summary of the monitoring results of the development in accordance with the specifications in any conditions of this consent, or any approved plans and programmes; A summary of the current stage and progress of the development; A complaints register, updated monthly; Audit reports prepared as part of any independent environmental audit of the development and the Applicants response to the recommendations in any audit report; Any other matter required by the Planning Secretary; and Keep such information up to date, to the satisfaction of the Planning Secretary. 	<p>All points addressed by way of details provided in;</p> <ul style="list-style-type: none"> Engagement Approach, from page 19, Communications Tools, from page 21, Engagement Timeline, from page 27, Protocols, from page 29; and, Enquiries and Complaints Management, from page 31.
C6 & C7. Community Communication Strategy	Community Communication Strategy to be lodged allowing sufficient time



State Significant Development Requirements	The Community Communications Strategy addresses this in section
<p>A Community Communication Strategy must be prepared to provide mechanisms to facilitate communications between the Applicant, the relevant Council and the community (including adjoining affected landowners and businesses, and other 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.</p> <p>The Community Communications Strategy must:</p> <ol style="list-style-type: none"> Identify the people to be consulted during the design and construction phases; Set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the development; Provide for the formation of community-based forums, if required, that focus on key environmental management issues for the development; Set out procedures and mechanisms: <ol style="list-style-type: none"> Through which the community can discuss or provide feedback to the Applicant; Through which the Applicant will respond to inquiries or feedback from the community; and To resolve any issues and mediate any disputes that may arise in relation to the construction and operation of the development, including disputes regarding rectification and compensation. 	<p>for review by the Planning Secretary before works are due to commence in late 2019.</p> <p>These points are further addressed by way of details provided in;</p> <ul style="list-style-type: none"> Engagement Approach, from page 19, Communications Tools, from page 21, Engagement Timeline, from page 27, Protocols, from page 29; and, Enquiries and Complaints Management, from page 31.
<p>C6 & C7. Community Communication Strategy (continued)</p> <p>Work for the purposes of the development must not commence until the Community Communication Strategy has been approved by the Planning Secretary, or within another timeframe agreed with the Planning Secretary.</p>	<p>Community Communication Strategy to be lodged allowing sufficient time for review by the Planning Secretary before works are due to commence in late 2019.</p>
<p>A25 & A26 Incident Notification, Reporting and Response</p> <p>The Department must be notified in writing to compliance@planning.nsw.gov.au immediately after the Applicant becomes aware of the incident. The notification must identify the development (including the development application number and the name of the development if it has one) and set out the location and nature of the incident.</p> <p>Subsequent notification must be given and reports submitted in accordance with the requirements set out in Appendix 1.</p>	<p>Appropriate Incident Management procedures are outlined and to be implemented by both the School and the Contractor.</p> <p>These points are further addressed by way of details provided on pages 34, 35, 36 and 37.</p>
<p>A27 – A29 Non Compliance Notification</p>	<p>Non compliance reports are to be issued by the Contractor to the PCA and Planning Secretary.</p>



State Significant Development Requirements	The Community Communications Strategy addresses this in section
E2 – E5 Out of Hours Event Management Plan	<p>Appropriate Event Management procedures are well established and operated by Cranbrook School.</p> <p>These points are further addressed by way of details provided on page 38.</p>





2. CONTEXT

2.1 Overview

Cranbrook School has enjoyed a celebrated reputation as a leading provider of independent Anglican education for boys from Pre-School to the completion of their secondary education for over a century, with the School having operated from the site of the Bellevue Hill campus for 101 years.

Encompassing boarding, teaching and learning, sporting and co-curricular facilities which have existed as part of the School throughout this history as part of the former vice-regal residence, *Cranbrook*, through to more modern, purpose built educational spaces completed as part of the Masterplan Stage 1 developments in the early 1990s, Cranbrook School has delivered upon its educational vision from a range of facilities both artfully adapted and custom designed to meet the educational needs of its students for generations.

In order to continue to deliver upon the School's educational mandate, Cranbrook School is seeking to undertake a significant renewal of the Bellevue Hill campus to replace a number of aging facilities which have reached the end of their working lives. It aims to deliver a number of new facilities such as a dedicated chapel and purpose-built rehearsal and performance spaces, which students have never previously enjoyed access to on campus, as well as include parking to reduce pressure on street parking in the surrounding neighbourhood.

This plan comes after the successful completion of the Senior School Building refurbishment in January 2018, and aims to replicate the success of our Junior School redevelopment, providing continuity of experience and facilities across our campuses.

We are seeking to provide our students with access to purpose built educational spaces which allow them to participate in outstanding educational experiences within spaces that are most conducive to facilitating these opportunities.

At the core of this mission is our focus on delivering students with integrated programmes and teaching opportunities that strive for educational and pastoral excellence. We are mindful that intelligent, eager young men will succeed when taught by outstanding teachers in any environment. While our students have long enjoyed access to truly world class teaching, we know that we enable them even greater opportunity to pursue their passions and reach their potential when they have also have access to world class facilities.

Through the realisation of our Masterplan development, Cranbrook School students, staff, families, alumni and other community stakeholders will have access to a host of new facilities, including:

- 11 modern, technology-enabled classrooms
- a performance theatre
- dining commons for day boys and boarders
- a variety of collaborative learning spaces
- a dedicated Chapel
- an orchestral rehearsal room
- music and drama studios
- a breakout terrace space
- a garden to commemorate members of the alumni community who wish to be memorialised at the School
- aquatic and fitness centre including a 50m pool, learn to swim pool, multipurpose court, gym and associated facilities
- basketball courts and locker rooms
- a 124-space carpark for our staff and visitors
- new spectator spaces overlooking Hordern Oval



Enhancing access to quality educational facilities and enabling our students to thrive in the pursuit of their own academic ambitions has always been central to the mission and values of Cranbrook School, and will continue to be so for generations to come.

To realise the benefits of this new infrastructure, Cranbrook School will lead the development and implementation of change required to successfully deliver the implementation and benefits of this significant capital investment.

At present, Cranbrook enjoys a positive, transparent and supportive relationship with its many stakeholders. This Community Communications Strategy has been developed to enable continuing strong collaboration with all relevant stakeholders, and to ensure Cranbrook School is able to effectively communicate the need for change with principles of integrity, truth and sincerity that sit at the core of our School values.

2.2 Project Details

The purpose of Cranbrook's Masterplan renewal is to deliver a host of teaching and learning, sporting and co-curricular facilities that will better enable the School to deliver upon its educational mission for generations to come.

These facilities replace a number of aging buildings and facilities which are either no longer fit-for-purpose or have come to the end of their working life, including the War Memorial Hall, constructed in 1951, the Mansfield Building, built in 1968 and the swimming pool, which has been part of the Cranbrook architectural landscape since 1979.

The Masterplan redevelopment will also be delivered in a manner that best accommodates the educational needs of current students, the ongoing operational needs of a functioning School and serves to minimise any potential impacts upon the surrounding community.

Designed by leading architectural firm, Architectus, with input from specialist consultants and informed by the latest thinking in the design of modern teaching and learning spaces, the purpose-built infrastructure will deliver a better working environment for both students and staff that is tailored to delivering upon their educational needs.

Through this development, and our commitment to engaging with all stakeholders with integrity and openness, we embrace our role in contributing to a strong, healthy community well beyond the physical boundaries of our School.

We are mindful that Cranbrook School exists within a tightknit community in Sydney's Eastern Suburbs, and one that is keenly protective of the character, identity and visual amenity of the local area with a sincere and deeply held conviction of the need to preserve both the rich history and the immense natural beauty of the surrounding environment.



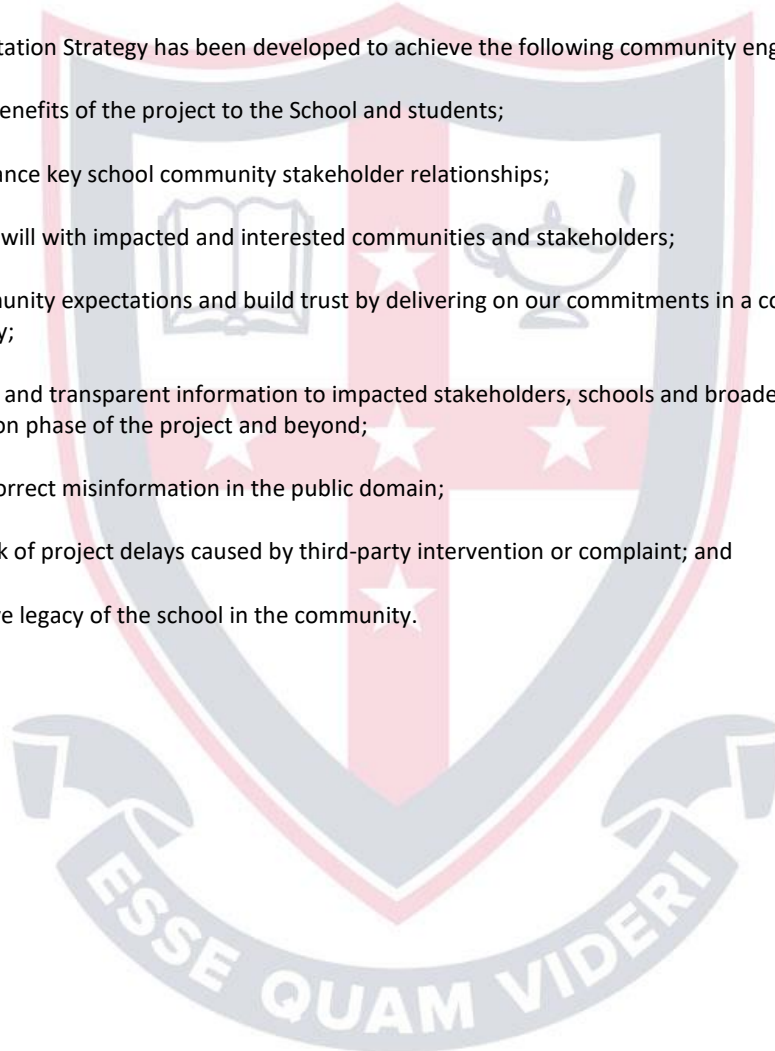
3. COMMUNITY ENGAGEMENT OBJECTIVES

3.1 Community Engagement Objectives

Cranbrook School's aim is to deliver a vital transformation of Cranbrook's Senior School Bellevue Hill campus by working closely and collaboratively with all relevant stakeholders to create teaching and learning environments, sporting facilities, co-curricular spaces and other facilities that will serve the needs of our School community for generations to come.

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

- Promote the benefits of the project to the School and students;
- Build and enhance key school community stakeholder relationships;
- Maintain goodwill with impacted and interested communities and stakeholders;
- Address community expectations and build trust by delivering on our commitments in a considerate and supportive way;
- Provide timely and transparent information to impacted stakeholders, schools and broader communities through the construction phase of the project and beyond;
- Address and correct misinformation in the public domain;
- Reduce the risk of project delays caused by third-party intervention or complaint; and
- Leave a positive legacy of the school in the community.





4. KEY STAKEHOLDER MESSAGES (INTERNAL & EXTERNAL)

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 included below amongst identified key messages for a range of stakeholders involved, impacted or interested in the project.

4.1 High Level Messaging

- Cranbrook School is embarking on a major renewal of its Bellevue Hill Senior School campus to ensure that the educational environs which has served us well for over 100 years can continue to meet the evolving needs of students and teachers for generations to come.
- This project signifies renewal, not expansion of our School.
- The purpose of this project is to improve our facilities for current and future students, not to increase our footprint or student numbers.
- Through our Masterplan redevelopment, Cranbrook School aims to deliver a renewal of the Bellevue Hill campus, enabling us to continue to deliver on our educational mandate in delivering high quality independent education that best supports our students to realise their potential.
- Once complete, the campus will gain a host of facilities that will enrich the educational and cultural environs of our School, including a performance theatre, dining commons for day boys and boarders, a number of modern, technology-enabled classrooms, a variety of collaborative learning spaces, basketball courts and locker rooms, a dedicated Chapel, an orchestral rehearsal room, music and drama studios, meeting rooms, a breakout terrace space, aquatic and fitness centre and a memorial garden among a number of other features.

4.2 Project Status Message:

- The State Significant Development Application has been assessed by the Department of Planning, Industry & Environment, with approval having recently been granted.
- The project has successfully gone out to tender, with the School receiving tender submissions from a number of leading construction firms.
- In mid-October, the Aboriginal Cultural Heritage (ACHAR) investigations commenced on Hordern Oval. This work is expected to continue through to mid-November.
- Following a successful tender process Richard Crookes Constructions was appointed the successful contractor for the project.
- The first stages of earthworks are expected to commence on site from late 2019.

4.3 Project Benefit Messages:

- The delivery of Cranbrook School's Masterplan project will enable the school to renew its aging campus infrastructure, some of which was constructed nearly 70 years ago.
- The Masterplan development project represents the most significant single renewal of Cranbrook's historic Senior School campus undertaken since construction 101 years ago.



- It represents a once in a generation rejuvenation of our Bellevue Hill campus, delivering new, improved facilities for students and teachers now and into the future. Among the significant improvements this project will deliver are state-of-the-art teaching and learning spaces along with upgraded sporting and cultural facilities which will better support Cranbrook in providing world class, well-rounded education to its students.
- Built on the current Bellevue Hill site, the Masterplan development will include a host of new facilities that have not before been part of the Cranbrook campus, including a purpose-built chapel, a dedicated theatre and rehearsal spaces, additional green space and new technology enabled classrooms.
- With the delivery of our Masterplan renewal project the truly world class teaching which already occurs on site will be matched by the world class facilities both teachers and students will soon enjoy access to.

4.4 High quality teaching and learning environment messages:

- The Masterplan redevelopment will deliver a host of purpose built architecturally designed teaching and learning spaces, sporting facilities, co-curricular spaces and other facilities that will serve the needs of our School community for generations to come.

4.5 Environmental concerns messages:

- Cranbrook School is committed to environmentally conscious construction and maintenance practices.

CONSTRUCTION PHASE

4.6 Traffic management messages:

- The construction contractor has a Traffic Management Plan which ensures that vehicle movements are managed with minimal disruption to the local community. Disruption to the local community will be minimised by a number of mitigation strategies, including ensuring that deliveries will generally be loaded and unloaded within the site compound to avoid disrupting traffic.
- In the lead-up to construction, Cranbrook School has independently commissioned a number of studies to investigate ways in which we can better accommodate the transport needs of staff and students during the construction phase to minimise any impact on the surrounding community and on the limited on-street parking available around our Bellevue Hill Campus.
- Throughout the construction phase and beyond, Cranbrook School will continue to explore and facilitate transport and parking options for staff and students needing to access the campus in a way which reduces as far as possible any potential impact on our surrounding neighbours.
- The school encourages the use of public transport, dedicated bus services and has provisioned for bicycle parking on site to reduce traffic demand on local streets.



4.7 Safety Messages:

- Cranbrook School is committed to ensuring that work is completed safely and efficiently and with minimal impact to the local community.
- The work will be carried out in accordance with regulatory requirements including the provisions of SafeWork NSW.

4.8 Noise and Dust Messages:

- Noise levels will be managed in strict accordance with the approved Construction Noise and Vibration Management Plan prepared by Acoustic Logic.
- Mitigation measures will be in place to manage noise and dust levels, including hoarding to minimise the effects of noise and dust to minimise impact on the amenity of the school and local community.
- Construction works are expected to be undertaken predominantly between the following hours:
 - (a) between 7am and 6pm, Mondays to Fridays inclusive; and
 - (b) between 8am and 1pm, Saturdays.No work may be carried out on Sundays or public holidays.
- Works such as rock breaking, rock hammering, sheet piling, pile driving and 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 the hours listed above 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 will be provided in a timely fashion via the project website, ensuring that all key stakeholders are kept well informed of scheduled works, and are notified of any significant variation that may be necessary to this schedule either before undertaking the activities or as soon as is practical afterwards.

4.9 Disruptive Works Messages:

Information regarding disruptive works will be provided by the main building contractor to Cranbrook School's Director, Major Projects before being conveyed to the Cranbrook School Communications & Stakeholder Engagement team to be drafted and published by the most suitable means.

Disruptive works messages will typically follow a prescribed format, with specific details provided by the main building contractor included as below:



- Construction work for the Masterplan redevelopment of Cranbrook School is underway.
- The following activities are planned for the upcoming weeks (outline detail of works)
- You can contact us directly using the details below to discuss any aspect of this work.
Email: cranbrook@cranbrook.nsw.edu.au
Website: cranbrook.nsw.edu.au
Phone: (02) 9327 9000

4.10 Collaborative messages:

- We are committed to working together with our school communities and other stakeholders to deliver the best possible teaching and learning facilities for our staff and students.
- Your feedback is important to us. For more information contact us via the details below.
 - Email: cranbrook@cranbrook.nsw.edu.au
 - Website: cranbrook.nsw.edu.au
 - Phone: (02) 9327 9000

HANDOVER PHASE:

4.11 Traffic and access messages

- Construction work on the upgrade to Cranbrook School's Bellevue Hill campus has been completed. We are now in a position to confirm access provisions for the school, including pick-up and drop-off arrangements.
- The opening of the new carpark at Cranbrook School has removed the demand for 124 car spaces on local streets.
- Cranbrook School is currently in the process of finalising plans for off-street student drop-off and pick-up, with a view to enhancing student safety, and reducing disruption to traffic in Rose Bay Avenue. Once finalised these plans will be communicated with students and parents to ensure swift implementation and minimal disruption to the surrounding community.

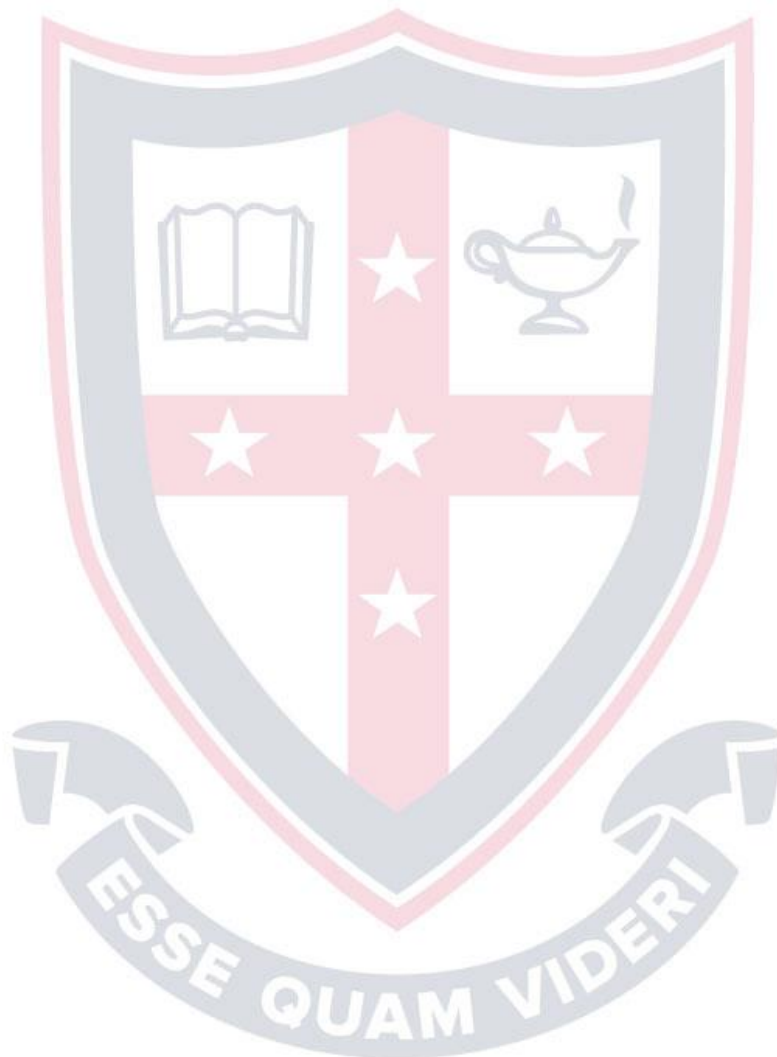
4.12 Official opening of completed Masterplan works

- We are delighted to formally unveil the recently completed Masterplan building works, delivering a host of purpose built architecturally designed teaching and learning spaces, sporting facilities, co-curricular spaces and other facilities that will serve the needs of our School community for generations to come.
- Through the strong support of many generous benefactors working to support our educational mission, Cranbrook School has been able to undertake a transformative programme of works that provides students, family, alumni, staff, and other community stakeholders with access to a host of new facilities which opens up a world of educational opportunities, making the vision a reality
- We thank our neighbours and local residents for their patience and support as we embarked on this major renewal of our campus.
- This project aims to support our students to explore their passions and reach their full potential.
- New facilities such as modern, technology-enabled classrooms, a dedicated Chapel, a performance theatre, an orchestra rehearsal room and a variety of collaborative learning spaces and a state of the art aquatic and fitness



centre enable us to better deliver on our mission of supporting boys to discover their passions and reach their potential.

- We wish to thank the many generous benefactors who have supported us in this mission, and the local community for their patience and cooperation as we sought to make this vision a reality.





5. PROJECT GOVERNANCE

Cranbrook School strives to maintain timely, open and transparent communications with all facets of the School Community. To enable this, the following governance structure is in place to ensure the students, families, staff, stakeholder groups and members of the School's alumni community are appropriately consulted on and informed of all key developments in the construction process.

Through each phase of the project, the Communications & Stakeholder Engagement Team will lead the development and execution of Community Communication Strategy endeavours and wider Communications and Engagement plan activities in collaboration with the groups and individual stakeholders in close consultation with the School's Project Management Office (PMO).

The Project is governed by a number of school-led Council and Management committees, which include:

1. Building & Development Committee

The Building & Development Committee (B&D) maintains a governance role and is charged by the School Council to deliver the project.

The B&D Committee comprises:

- School Council members (with one appointed as Chair)
- Headmaster
- Chief Operating Officer,
- Key managers by invitation

The B&D Committee is supported by the Director, Major Projects and the Facilities Manager.

2. School Executive

The School Executive maintains oversight of, and provides guidance on, any operational matters relating to, or affected by, the project.

The School Executive comprises:

- Headmaster
- Chief Operating Officer
- Head of Senior School and Deputy Headmaster
- Director of Academics
- Director of Students
- Director of Admissions
- Director of Development
- Chief Communications & Stakeholder Engagement Officer
- Director of Co-curricular
- Head of Junior School
- Deputy Head of Junior School



3. Project Control Group

The Project Control Group (PCG) maintains a management function in leading the project planning right through to completion and handover of the project.

The Project Control Group serves to:

- Provide a forum for discussion and exchange of information relating to the planning and delivery of the project
- Coordinate, analyse and implement inputs from the Building & Development Committee and School Executive
- Provide recommendations to the Building & Development Committee for decisions outside of the delegation of the PCG
- Discuss 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

The PCG comprises:

- Headmaster (Standing invitation)
- Chief Operating Officer (Chair)
- Director, Major Projects
- Facilities Manager
- EPM
- Others by invitation

4. Project Management Office

- Director, Major Projects
- Clerk of Works – to be appointed
- Facilities Manager (advisory)

5. Communications Working Group

The Communications Working Group (CWG) is led by the Cranbrook School Communications & Stakeholder Engagement Team. The CWG meets regularly and works collaboratively with key representatives from the Project Management Office Project Control Group and the Communications & Stakeholder engagement team, along with other key stakeholders as required, to determine and deliver communications, marketing, engagement, media, events, education, design, social and digital needs, activities and objectives over the design, construction and operation of the School phases of the project.

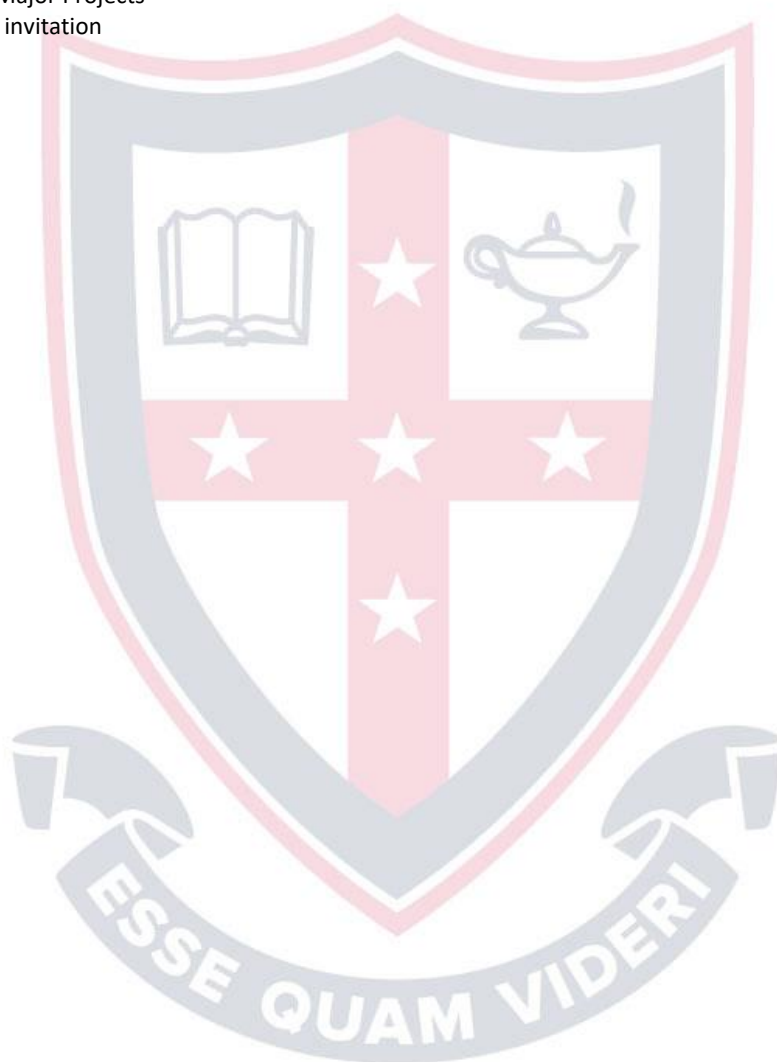
The Communications Working Group serves to:

- Develop and implement the internal and external Communication & Engagement Strategy.
- Seek and guide suggested input to Communications & Stakeholder Engagement team developed key messages and communications and engagement strategies.
- Provide advice on school engagement activities across the gamut of the team's remit (communications, marketing, engagement, media, events, education, design, social and digital strategy).
- Contribute input for communications and marketing materials to be drafted and disseminated to the school community and other stakeholders.



The CWG comprises:

- Headmaster (Standing invitation)
- Chief Communications, Marketing & Stakeholder Engagement Officer (Chair)
- Senior Communications & Public Affairs Advisor
- Chief Operating Officer
- Director, Major Projects
- Others by invitation





6. STAKEHOLDERS

The list of stakeholders below summarises who will be consulted in the lead up to the construction phase, throughout the (design, construction and operation of the School project phases, including a 12 month period once construction has been completed and these facilities commence operation.

Methods of engagement in the table below outline a range of identified options. In line with the overarching Communications Strategy, we will assess and utilise as appropriate, dependent on the need at the time.

Table 2 – Stakeholder engagement chart

Stakeholders	Interest and involvement	Potential methods of engagement
<p>Local, State and Federal Government representatives:</p> <ul style="list-style-type: none"> Member for Vacluse, The Hon. Gabrielle Upton (State) Member for Wentworth, Dave Sharma (Federal) Mayor, Woollahra Municipal Council, Peter Cavanagh 	<ul style="list-style-type: none"> Specific interest in the ongoing provision of education at Cranbrook School and the stated desire to be kept abreast of the needs of the Cranbrook community. Addressing local issues regarding any potential impact on traffic congestion and public transport. Interest in the provision of independent Anglican education within the broader mix of education facilities within the local community. Important role in being able to address concerns and dispel any misapprehensions about the project and its funding as a first point of contact for many local constituents, if appropriately engaged. Delivery of educational, sports and cultural infrastructure which has strong potential benefits for the surrounding community. 	<ul style="list-style-type: none"> Written invitation issued to meet with Headmaster Nicholas Sampson and project leads to discuss the details of the Masterplan redevelopment and take part in a guided site tour. Briefing notes drafted and provided to both MPs and Electorate Offices to assist in dealing with constituent inquiries. Regular progress updates provided throughout design, construction and operation of the School phases of the project.



Stakeholders	Interest and involvement	Potential methods of engagement
<p>Agencies and peak bodies:</p> <ul style="list-style-type: none"> • Combined Associated Schools (CAS) • Transport for NSW • Fire and Rescue NSW • NSW Department of Education • NSW Department of Planning, Industry & Environment • NSW Environmental Protection Authority • SafeWork NSW • Unions 	<ul style="list-style-type: none"> • Traffic and congestion on the local road system • Encouraging staff and students to better facilitate public transport options to ease traffic and parking congestion throughout the construction phase • Ensuring new infrastructure meets standard requirements for safety and fire evacuation • Ensuring the development is compliant • Ensuring the development does not impact heritage items • Maintaining a breadth of educational options for families in Sydney's Eastern Suburbs and beyond 	<ul style="list-style-type: none"> • Continued open and accountable contact via phone, written communications and face-to-face meetings as warranted
<p>Woollahra Municipal Council</p> <ul style="list-style-type: none"> • Councillors • Mayor • General Manager • Senior Executives 	<ul style="list-style-type: none"> • Schedule for construction and opening of school • Impacts to the local community including noise, congestion and traffic • Particular concerns regarding traffic management and demands on limited on-street parking around the school 	<ul style="list-style-type: none"> • Continued open and accountable contact via phone, written communications and face-to-face meetings as warranted
<p>La-Perouse Aboriginal Land Council</p>	<ul style="list-style-type: none"> • Maintain ongoing open consultation with Registered Aboriginal Parties and Heritage experts engaged to conduct an Aboriginal and Cultural Heritage Assessment Report in the lead-up to the commencement of works • Artefacts and finds as a result of construction works 	<ul style="list-style-type: none"> • Maintain regular face-to-face contact and coordinated site visits to enable the Aboriginal and Cultural Heritage Assessment Report to be completed and during the construction process as warranted • If required, seek agreeable reinstatement of artefacts and finds that promote education and awareness of first nations use of traditional lands



Stakeholders	Interest and involvement	Potential methods of engagement
<p>School community</p> <ul style="list-style-type: none"> Headmaster Teachers Staff Parents and guardians Students 	<ul style="list-style-type: none"> Safe pedestrian and traffic access to the School during construction Construction impacts and how these will be minimised How educational, sporting and co-curricular activities will be affected during the course of construction, and how the School will actively work to ensure the educational needs of students are being met during this process Quality of infrastructure and resources upon project completion How to access the School once construction works are completed 	<ul style="list-style-type: none"> Regular email updates tailored to the needs of staff, students, parent and carers Updates via regular student and staff briefings Written advice issued on any changes to classroom, sporting or co-curricular activities necessitated by building works Updates to parents via regular digital channel, Cranbrook Connect, portals and special communications Updates to parents via regular Sports App communications Updates and associated reminders to parents via written correspondence of all traffic, parking and pick-up/drop-off point changes during construction Project signage updating all necessary changes to school operations including pick-up/drop-off points during construction process
<p>Alumni community</p>	<ul style="list-style-type: none"> Assurance that the heritage of various memorial facets of existing infrastructure will be honoured and incorporated into Masterplan works Preservation of various built and natural features to which alumni community is likely to be strongly attached, i.e. Justin MacDonald stand, jacaranda trees lining Hordern Oval, etc. Commitment to restore Hordern Oval playing surface to premium school sports surface once construction works are complete Opportunities to enable stronger connections between the School and its alumni community 	<ul style="list-style-type: none"> Regular updates through alumni publication, the Old Cranbrookians' Association Magazine Website updates Updates through both official Cranbrook School and Old Cranbrookians' Association social media channels Events and invitations to inspect development progress



Stakeholders	Interest and involvement	Potential methods of engagement
Adjoining affected landowners and residents	<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 Environmental impacts during construction 	<ul style="list-style-type: none"> Door knocks Letterbox drops Community consultation meetings, as facilitated by Cranbrook School Website updates Email correspondence Local press advertisements Site signage
Benefactors contributing to the Masterplan project	<ul style="list-style-type: none"> Progress of project Impact upon the educational offerings available to students Impact upon the educational attainment of students Impact of their contribution to realising the School's educational vision 	<ul style="list-style-type: none"> Regular update to the Realise Campaign website as the project progresses Regular written updates to benefactors and potential donors, either via post or email Face-to-face or phone contact as facilitated by the Cranbrook's Foundation team, as warranted



7. 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 'difficult to engage' categories;
- Providing a range of opportunities and methods for engagement;
- Being transparent;
- Being swift in addressing enquiries, concerns and sharing information about the project;
- Explaining the 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 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 and local action groups.

7.1 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 sessions held at the school or local community meeting place, and advertised at least seven days before in local newspapers, on our website and via letterbox drops, to be organised by Cranbrook Communications & Stakeholder Engagement team as specific need arises.
- Cranbrook Senior School reception phone number to be published on all communications material, including project site signage as a primary point of contact.



- Cranbrook School specific email address Cranbrook@cranbrook.nsw.edu.au to be published on all communications material, including project site signage.
- Cranbrook would effectively and swiftly engage with the construction company to ensure appropriate response to the enquiry or complaint. This would be done in turn by the construction company for enquiries or complaints directed to on-site staff, publicly or via direct contact with Richard Crookes Constructions.

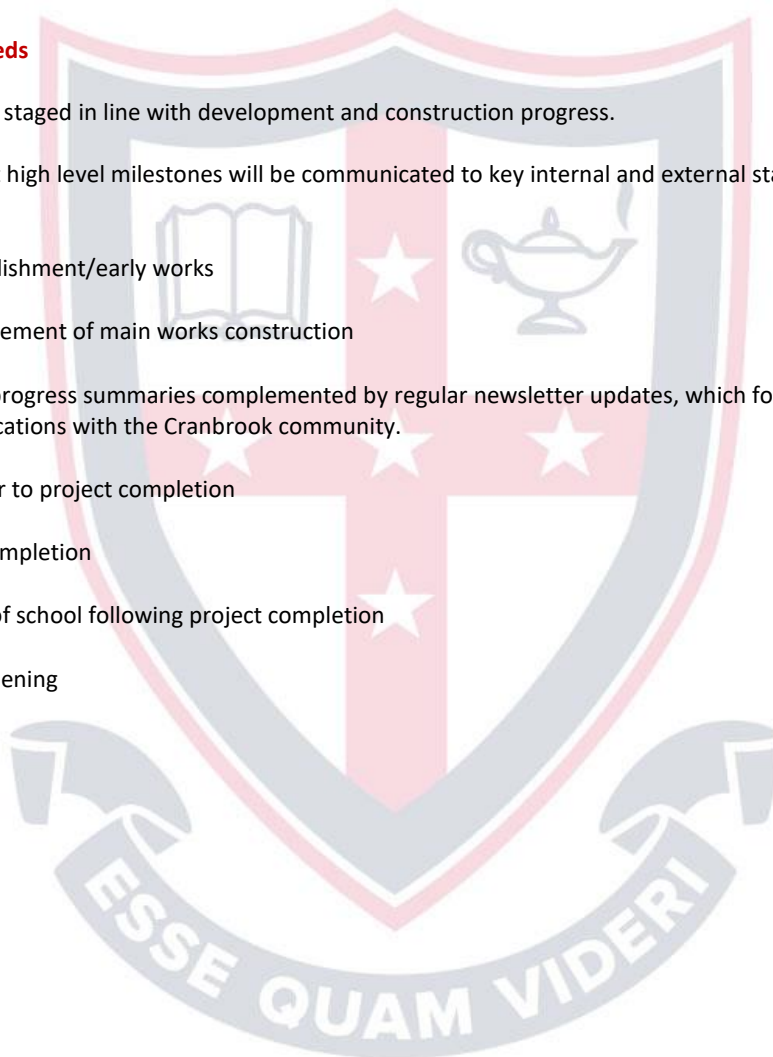
Refer to Table 6 of this document for detail on our enquiries and complaints process.

7.2 Communication Needs

Communications will be staged in line with development and construction progress.

A number of key project high level milestones will be communicated to key internal and external stakeholders, which include:

- Site establishment/early works
- Commencement of main works construction
- Ongoing progress summaries complemented by regular newsletter updates, which form part of standard communications with the Cranbrook community.
- Term prior to project completion
- Project completion
- First day of school following project completion
- Official opening





8. COMMUNICATIONS TOOLS

A number of tools and techniques will be used to keep stakeholders and the local community involved as summarised in the table below.

Table 3 – List of proposed communications activities

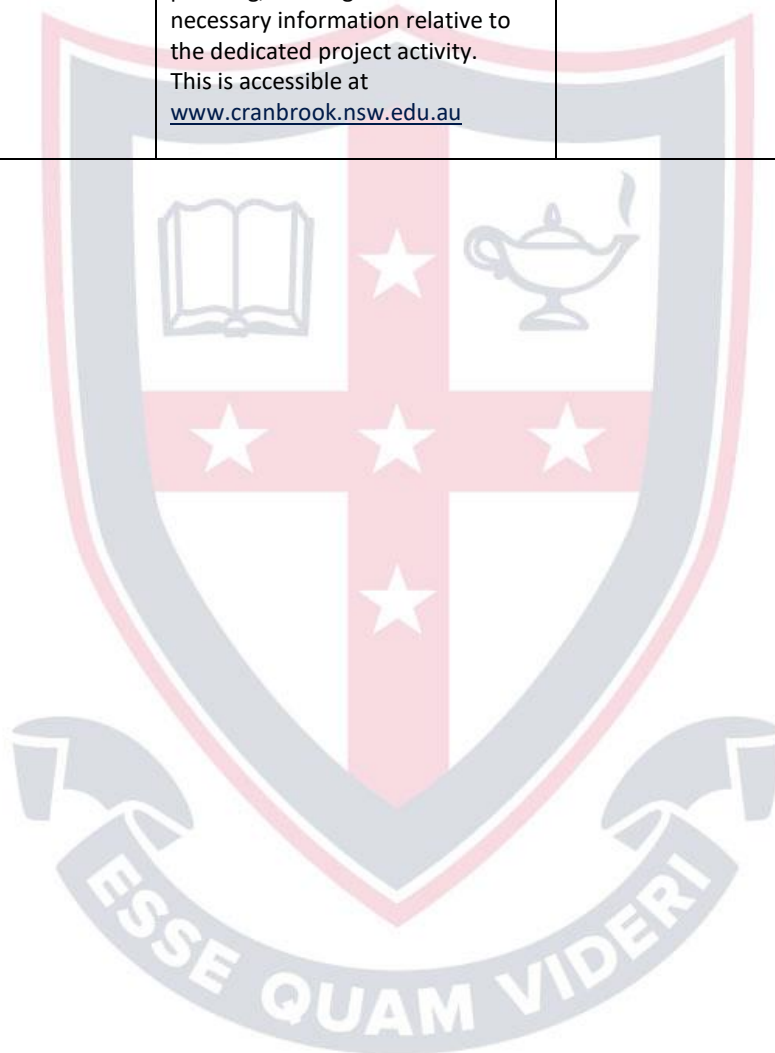
Communications tool	Description of activity	Frequency
Phone contact direct to Cranbrook School	<p>The phone number of Cranbrook Senior School reception (02) 9327 9000) is to be published on all communications materials and manned during regular school business hours.</p> <p>All enquiries that are received are referred to Cranbrook School Communications & Stakeholder Engagement team, who will work with the Project Management Office to determine the appropriate response pathway via established complaints/enquiries response processes.</p> <p>Contacts/complaints will be recorded in the Community Feedback Database.</p> <p>Once resolved, a summary of the conversation is updated in this database.</p>	<p>Throughout the design, construction and operation of the School phases of the project and accessible for 12 months post completion.</p> <p>Final copy of the Community Feedback Database to be published with hard copy and electronic archive copy for School records.</p>
Advertising (print)	Advertising in local press is undertaken with at least 14 days' notice of significant construction activities, major disruptions and opportunities to meet the project team or find out more at a face-to-face information session or event.	At project milestones or periods of disruption
Community contact cards	High level, project overview information provided to external organisations who may receive telephone calls enquiring about the project, most namely stakeholder councils.	Throughout the design, construction and operation of the School phases of the project and available 12 months post completion



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Communications tool	Description of activity	Frequency
Website	An information page is established on the Cranbrook public facing website which makes publicly available key information pertaining to the construction, planning, buildings and other necessary information relative to the dedicated project activity. This is accessible at www.cranbrook.nsw.edu.au	For the design, construction and operation of the School phases of the project and beyond.





Communications tool	Description of activity	Frequency
Community Feedback Database	<p>A Community Feedback Database was established at project inception. Interactions, decisions and feedback from stakeholders are captured, and monthly reports generated.</p> <p>Enquiries and complaints are to be referred to the PMO. Outcomes and registry of these will be managed by the Contractor, in collaboration with the PMO.</p>	<p>Throughout the design, construction and operation of the School phases of the project and updated for 12 months post completion</p> <p>Post 12 months then database to be extracted with comprehensive report and archive electronic copy retained for school records.</p>
Project hoarding/wrap displayed around construction site	<p>Communicate basic information on the project, including artist's impressions, project delivery timeline, contact details for further information, etc. This will be provided by the main building contractor and coordinated/conceptualised with Cranbrook School Communications & Stakeholder Engagement team.</p>	<p>Displayed throughout the construction phase and updated in line with key construction phases.</p>
Letterbox drops	<p>Provide timely notification to nearby residents of upcoming construction works, changes to pedestrian movements, temporary bus stops, expected impacts and proposed mitigation, as conducted or coordinated by the project management team.</p> <p>Doorknocks will also serve as a means to provide written information of construction activity and contact details, as prepared by the Cranbrook School Communications & Stakeholder Engagement team.</p>	<p>As required</p>
Display boards	<p>Full colour information boards to use at info sessions or to be permanently displayed in appropriate places (school admin office for example).</p>	<p>As required</p>



Communications tool	Description of activity	Frequency
Face-to-face meetings/briefings	Activities include meeting, briefings and “walking the site” to engage directly with key stakeholders, landowners and the wider community.	As required and if safe and appropriate. This would be done only if approved by the project team, with attendees to wear appropriate PPE.
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 design, construction and operation of the School phases of the project
Information sessions	<p>Information sessions are proposed to be held at a key milestone or contentious period. They would feature 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. Members from the project management team would be available to answer questions about the project.</p> <p>These events should occur after school hours on a week day (from 6pm – 8pm to cover working parents). All liaison would be summarised and recorded.</p>	As required



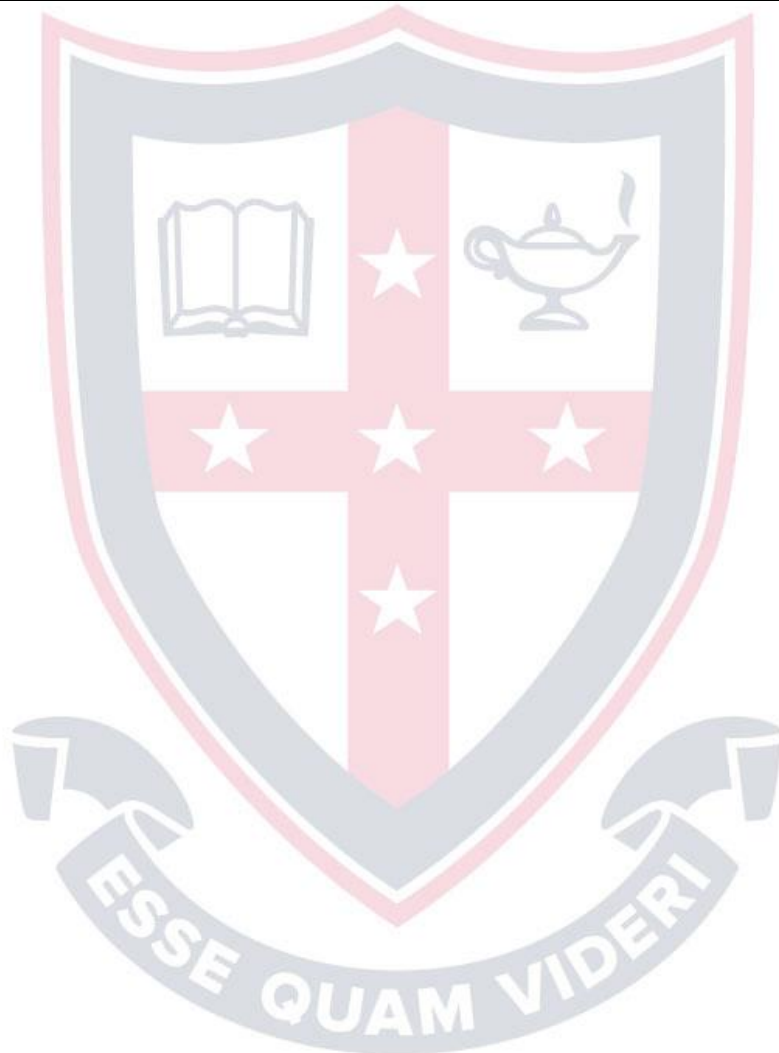
Communications tool	Description of activity	Frequency
Information packs	<p>A four page A4 colour, fold out flyer that can include:</p> <ul style="list-style-type: none"> • Project scope • Project update • FAQs • Contact information • Project timeline <p>To be distributed at info sessions or at other bigger events/ milestones in hard copy and also made available electronically.</p>	As required
Media releases/events	<p>Media releases are distributed upon media milestones. They promote major project milestones and activities and generate broader community awareness.</p>	<p>Media milestones:</p> <ul style="list-style-type: none"> • Project announcement • Planning approval granted • Construction contract awarded • Final sports fixtures to be played on Hordern Oval prior to construction • Final use of classrooms/facilities to make way for Masterplan building works • Sod turning opportunity • 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. Similar to an info pack in content, but used as a regular high-level update for the community.</p>	As required



Communications tool	Description of activity	Frequency
Presentations	Details project information for presentations to stakeholder and community groups, with targeted presentations to donors and alumni.	As required
Communications Working Group	Communications Working Group sessions to be regularly convened to discuss changing communications messages, needs and objectives during the design, construction and operation of the School of the project.	Meets fortnightly or as required.
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.	Only as required and as approved by the Project Control Group and as can be accommodated without interrupting scheduled building works.
Cranbrook School administered project email address	Stakeholders and the community would be directed to contact email address – cranbrook@cranbrook.nsw.edu.au to provide direct linkage with the Cranbrook School Communications & Stakeholder Engagement team. Additionally, this email address would be published on all communications materials to facilitate community feedback.	Throughout the design, construction and operation of the School phases of the project
Cranbrook School website and Realise Campaign website	Dedicated project specific content to be housed on both the existing Cranbrook School website and Realise Campaign website	Updated at least monthly and is live for at least 12 months post completion of the project
Welcome pack/thank you pack	At project completion the following flyers are utilised: <ul style="list-style-type: none"> Welcome pack – project completion for school community - A 2 to 4 page A4 flyer which is provided to the school community on the first day/week they are returning to school when new facilities are opening. Includes project overview, map outlining access to the school and key 	Delivered upon project completion



	<p>locations, FAQs, contact information.</p> <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.	
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9. ENGAGEMENT TIMELINE

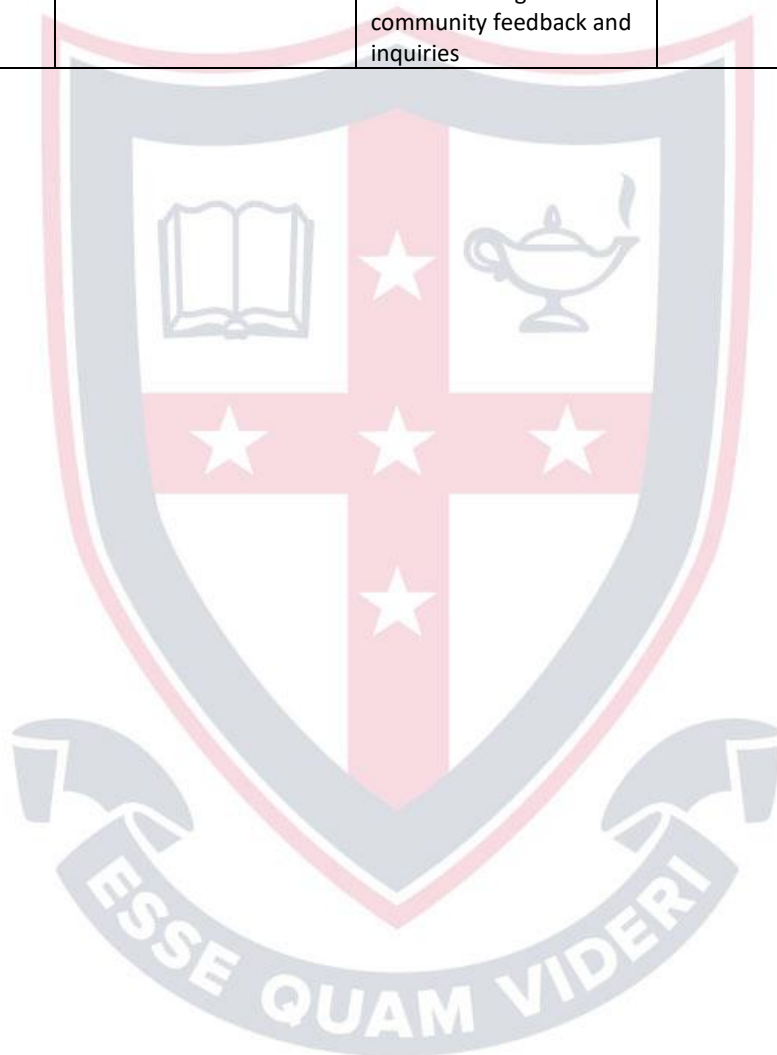
The below timeline highlights the planned engagement timeline and activities.

Table 4: Proposed engagement timeline and activities

Project phase/ milestone	Target audience	Proposed communication tools as per Table 3	Timing/ implementation
Main construction works, including but limited to: <ul style="list-style-type: none"> Works commenced Remediation (if required) Key impact periods – noise, dust, traffic, etc. 	School community Local residents Woollahra Municipal Council	Notifications – for school community and residents Doorknocks to directly impacted residents Info sessions Website updates Email Face-to-face meetings Advertising of events and high disruption	December 2019
Sod turn	School community Alumni community Local State and Federal Government representatives Woollahra Municipal Council	Notifications – for school community and residents Media release/event Website updates Newsletters Alumni publication	Early December 2019
Term prior to project completion	School community Local residents	Info session Info pack Notifications as required to indicate remaining construction still to occur Website updates	Term 4 2021
Project completion	School community Alumni community Local State and Federal Government representatives Woollahra Municipal Council	Notifications – for school community and residents Media release/event Website updates Newsletters Alumni publication	Late 2021/Early 2022
Opening	All	Media release Official opening ceremony	Early 2022



Project phase/ milestone	Target audience	Proposed communication tools as per Table 3	Timing/ implementation
Post opening	All	Content remains live on Cranbrook School website Reception phone line and email still active to receive and log community feedback and inquiries	12 Months after the last Occupation Certificate for the project is received





10. PROTOCOLS

Cranbrook School's Communications & Stakeholder Engagement team will manage all communications and media relations activities both proactively and reactively in line with the School's well-established protocols and procedures.

The Communications & Stakeholder Engagement team is ultimately responsible for:

- Developing and executing all media, communications and branding activities
- Responding to all media enquiries and instigating all proactive media contact.
- Producing key speaking lines and coordinating media briefings as required.
- Coordinating of all media interviews and delegation to relevant spokespeople who are authorised to speak to the media on behalf of the project.
- Reviewing agency media activity (paid and organic) for the design, construction and operation of the School phases of the project.
- Informing the Cranbrook School Executive Leadership Team, Cranbrook School Council, the project management team and other relevant stakeholders of all media relations activities in advance and facilitating opportunities to participate in events where deemed appropriate.
- Facilitating any site visits to be undertaken by media, community and elected representatives and work in partnership with the project management team to coordinate guided project site tours and onsite media briefings as required throughout the design, construction and operation of the School phases of the project.
- and where they can be accommodated without interruption to scheduled building works.

10.1 Site Visits

The main building contractor will ensure the required visitor site inductions are undertaken and that all required Personal Protective Equipment (PPE) is worn. For any media site visits and events Cranbrook School Communications & Stakeholder Engagement team instigates or coordinates, the team will produce any event briefs, media releases, speaking notes and Q&As deemed necessary. All site visits will be arranged with the approval of the Project Control Group to ensure they are coordinated in such a way as to not interrupt normally scheduled building activity or place any persons at the site at risk.

10.2 Social Media

Cranbrook School Communications & Stakeholder Engagement team will be responsible for the drafting, production and dissemination of all social media, online and digital media content across all Cranbrook School and Old Cranbrookian Association social media and online media channels. These channels can include Facebook, Instagram, Twitter, LinkedIn and the Cranbrook School or Realise Campaign website or communications channels.

Relevant parties within the construction/project management team will be required to provide information to the Director, Major Projects, who will then provide the detail to the Cranbrook School Communications & Stakeholder Engagement team for timely preparation for publishing. Materials to be uploaded to the Cranbrook School or Realise Campaign website are to be submitted to the Project Control Group for review and approval before publication.

Social content proposed for support group and organisations website and social sites will be developed by the Cranbrook School Communications & Stakeholder Engagement Team in consultation with the Project Management Office in line with



policies, procedures and the wider Communications Strategic Plan.

10.3 Works Notification Process

Works notifications or project updates concern all developments in site works or construction which Cranbrook School is either required to provide timely notification of to the surrounding community and other project stakeholders, or those which the School, Project Management Office deem to be necessary to provide advance notice of, to neighbouring properties in the interests of transparent and accountable communications.

These notifications serve as the primary mechanism exercised on behalf of the School to inform the surrounding community and other key stakeholders about the impact of construction on the local area.

Such notifications will serve to provide timely advice ahead of any activities and planned disruption, as per the notice periods outlined below (Table 5), allowing stakeholders and community members to plan for the impacts and make alternative arrangements when required. Notifications will be distributed in person via doorknocks, via letterbox drop, via the School and electronically via email.

The Cranbrook School Communications & Engagement team will work under advice from the project management team on all relevant works notification requirements and timeframes to be adhered to.

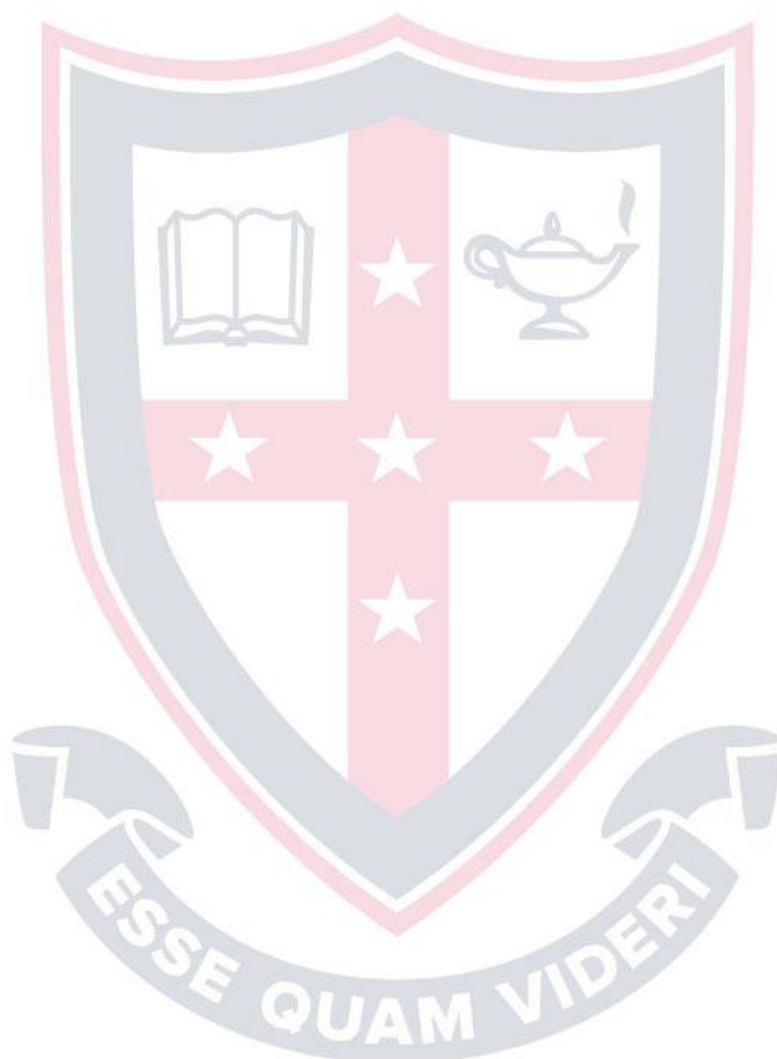
The Communications and Stakeholder Engagement team will obtain the information necessary to meet these notification requirements by liaising regularly with the Project Control Group and via the Communications Working Group.

Table 5: Notification periods (to be adhered to by the main building contractor, unless otherwise noted)

Works activity	Minimum community notification period
Notification to community following major incident	ASAP
Emergency works/unforeseen events	ASAP with a target of 24-48 hours
Contamination management and notification	ASAP with a target of 24-48 hours
Upcoming works notification	5-7 days
Invitation/notification of a community event (e.g. community consultation evening)	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 (drop-off points, entry and exit points, etc)	10-14 days
Major construction impacts (out of hours/significant noise/demolition)	10-14 days



Works activity	Minimum community notification period
Major impacts to School community (e.g. loss of or closure of major facilities, decampment to off-site facilities – Cranbrook School Communications & Stakeholder Engagement team to coordinate)	6 months





11. ENQUIRIES AND COMPLAINTS MANAGEMENT

Complaints and enquiries will be managed in accordance with the relevant process most applicable to the complaint classification. Complaint classifications will fall under two key categories:

1. The School's Complaints/Enquiries Management Process
- this will be managed in tandem with the School's well-established processes and procedures pertaining to communications and media activity.
2. The Contractor's Complaints/Enquiries Management Process
- this will be managed in accordance with the agreed SSDA conditions of consent.

Cranbrook currently employs a well-established complaints and enquiries management process which consists of key notification, collaboration, response determination and action procedures. In the event of a complaint or enquiry, Cranbrook School will endeavour to acknowledge within 24 hours and resolve all inquiries and complaints as soon as practicable.

During project delivery, a complaint is defined 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.

11.1 Complaints Response

Optimum communication, transparency and collaborative management of issues, complaints and enquiries will be of key focus for the School (PMO, CWG) and the Contractor, to ensure swift resolution to matters of concern.

If a phone call, email or face-to-face complaint is received during construction, both the PMO and Communications Team will be notified in order to facilitate management and update of the Community Feedback Database and ensure the effective and responsive action and response is taken to resolve the complaint/enquiry put forward, by the most appropriate entity – be it Cranbrook School or the Contractor.

As per our planning approval conditions, a copy of the complaints register is publicly available on the project's website page on the Cranbrook School website. The public complaints register is updated regularly and as frequently as required. If the complainant is not satisfied with the response provided on behalf of Cranbrook School or the construction team, and they seek further rectification, the process will involve a secondary review of their complaint as per the outlined process.

After careful assessment, complaints may be escalated further for a number of reasons, such as when:

- An activity generates three complaints within a 24-hour period (separate complainants).
- A single complainant reports three or more complaints which are considered to have merit within a three day period.
- A complainant threatens to escalate their issue to the media or government representative.
- The complaint is deemed to have been avoidable.
- The complaint relates to a compliance matter.



If a complaint still cannot be resolved by the main building contractor to the satisfaction of the complainant, Cranbrook School will advise the party to contact the NSW Ombudsman - <https://www.ombo.nsw.gov.au/complaints>.

Managed by the Contractor, the Complaints Register will be a standing item on the Project Control Group monthly meeting agenda.

The table included on the following page summarises timeframes for responding to enquiries and complaints, through each correspondence method:

Table 6: Complaint and enquiry response times guide

Complaint	Acknowledgment times	Response times
Phone call during business hours	At time of call.	Complaint to be closed out or follow up contact within 48 hours. If not possible, continue contact, escalate as required and resolve within 7 business days or other agreed timeframe or follow up contact initiated outlining status.
Phone call outside of business hours	By 10am next business day.	Following acknowledgement complaint to be closed out within 48 hours. If not possible, continue contact, escalate as required and resolve within 7 business days or another agreed timeframe.
Email during business hours	At time of email (automatic response)	Complaint to be addressed within 48 hours. If not possible, continue contact, escalate as required and resolve within 7 business days or another agreed timeframe.
Email outside of business hours	At time of email (automatic response)	Complaint to be addressed within 48 hours of the resumption of business hours. If not possible, continue contact, escalate as required and resolve within 7 business days or another agreed timeframe.
Phone call during business hours	At time of call.	Interaction to be logged Project Management team advised as soon as possible.
Phone call outside of business hours	By 10am next business day.	Interaction to be logged Project Management team advised as soon as possible.
Email during business hours	At time of email (automatic response)	Interaction to be logged Project Management team advised as soon as possible.



Complaint	Acknowledgment times	Response times
Email outside of business hours	At time of email (automatic response)	Interaction to be logged Project Management team advised as soon as possible.
Letter	N/A	Interaction to be logged Project Management team advised as soon as possible.

11.2 Disputes Involving Compensation and Rectification

Cranbrook School is committed to working with the surrounding community and other relevant stakeholders to address any concerns as they arise, and will work closely and collaboratively with the main building contractor to ensure that this is achieved. Where disputes arise that involve requests for compensation or rectification, the process for resolving community inquiries and complaints will be followed to investigate the dispute. Depending on the results of the investigation, Cranbrook School reserves its right to seek legal advice before proceeding.

11.3 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 cause non-compliance. Material harm is harm that:

- a) involves actual or potential harm to the health or safety of human beings or to the environment that is not trivial; or
- b) results in actual or potential loss or property damage of an amount, or amounts in aggregate, exceeding \$10,000, (such loss includes the reasonable costs and expenses that would be incurred in taking all reasonable and practicable measures to prevent, mitigate or make good harm to the environment).

The below table indicates the agreed written incident notification and reporting requirements and actions agreed to be undertaken by the Contractor and the School:

APPENDIX 1 – WRITTEN INCIDENT NOTIFICATION AND REPORTING REQUIREMENTS

Item	Details	Contractor	Principal
1	A written incident notification addressing the requirements set out below must be emailed to the Department at the following address: compliance@planning.nsw.gov.au within seven days after the Applicant becomes aware of an incident. Notification is required to be given under this condition even if the Applicant fails to give the notification required under condition A25 or, having given such notification, subsequently forms the view that an incident has not occurred.	✓	Notify the Principal of any incident prior to notifying the Department.
2	Written notification of an incident must: a. identify the development and application number; b. provide details of the incident (date, time, location, a brief description of what occurred and why it is classified as an incident); c. identify how the incident was detected; d. identify when the applicant became aware of the incident; e. identify any actual or potential non-compliance with conditions of consent; f. describe what immediate steps were taken in relation to the incident; g. identify further action(s) that will be taken in relation to the incident; and h. identify a project contact for further communication regarding the incident.	✓	As above
3	Within 30 days of the date on which the incident occurred or as otherwise agreed to by the Planning Secretary, the Applicant must 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, and such further reports as may be requested.	✓	As above
4	The Incident Report must include: a. a summary of the incident; b. outcomes of an incident investigation, including identification of the cause of the incident; c. details of the corrective and preventative actions that have been, or will be, implemented to address the incident and prevent recurrence; and d. details of any communication with other stakeholders regarding the incident.	✓	Contractor to consult with Principals Communications consultant during stakeholder discussions.



11.4 Roles and Responsibilities Following an Incident

The Contractor is ultimately responsible for communicating any incidents, particularly those involving risk to safety, to the School, via agreed escalation and notification processes. As part of this process, the incident will be notified to key stakeholders by the Project Management Team, who will ensure the following parties are in the first instance informed:

- Cranbrook School Director, Major Projects, Natalie Cook
- Cranbrook School Chief Operating Officer, Andrew Moore
- Headmaster, Nicholas Sampson
- Deputy Headmaster & Head of Senior School, Bob Meakin
- Cranbrook School Chief Communications, Marketing & Stakeholder Engagement Officer, Kristie Carter

11.5 Communications in the Event of a Significant Incident

The School has well planned emergency response procedures, which in the event of an incident, would be utilised. In consultation with the Project Control Group, other key stakeholders, and in accordance with existing media and communications protocols and policies, the Cranbrook School Chief Communications, Marketing & Stakeholder Engagement Officer will:

- Lead and manage all communications with the key internal and external stakeholders in the event of an incident, with assistance as required.
- Direct all communications with media to the Cranbrook School Public Affairs & Communications Manager in the first instance for management.
- Notify all other key project stakeholders of an incident.

Depending on the nature of the incident, the School and local community will be notified in a reasonable timeframe as per our notification timelines in [Table 6].

Working collaboratively with the School, the main building contractor will be required to issue a written incident notification to Department of Planning, Industry & Environment (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, Industry & Environment (compliance@planning.nsw.gov.au) that:

- a) identifies the development and application number;
- b) provides details of the incident (date, time, location, a brief description of what occurred and why it is classified as an incident);
- c) identifies how the incident was detected;
- d) identifies when the project management team became aware of the incident;
- e) identify any actual or potential non-compliance with conditions of consent;
- f) describes what immediate steps were taken in relation to the incident;
- g) identifies further action(s) that will be taken in relation to the incident; and



- h) provides the contact information for further communication regarding the incident (project management team lead).

Within 30 days of the date on which the incident occurred or as otherwise agreed to by the Planning Secretary, the main building contractor will, on behalf of Cranbrook School and with the School's oversight and input as appropriate, 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) a summary of the incident;
- b) outcomes of an incident investigation, including identification of the cause of the incident;
- c) details of the corrective and preventative actions that have been, or will be, implemented to address the incident and prevent recurrence; and
- d) details of any communication with other stakeholders regarding the incident.

11.6 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 by the Project Management Office.



12. OUT OF HOURS EVENT MANAGEMENT PLANS

Cranbrook School currently employs a rigorous event planning framework and endeavours to operate a 'good neighbour policy' particularly pertaining to the use of its facilities out of standard school hours.

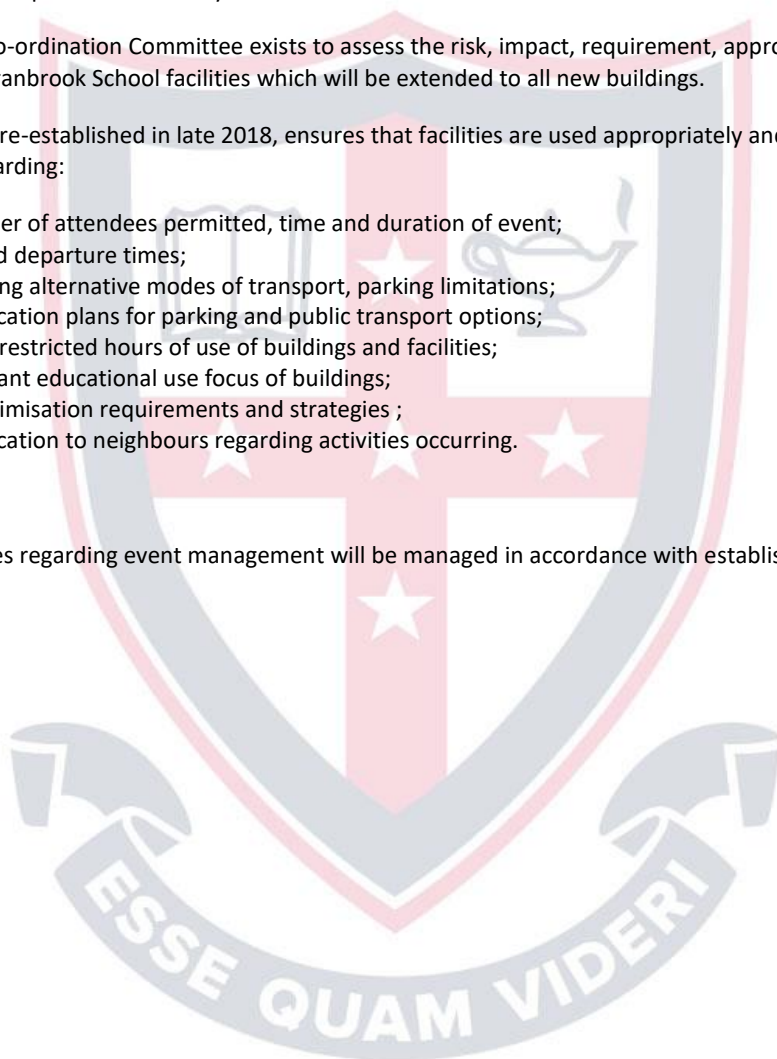
The School manages a Whole School Events Calendar which assists greatly to manage demand for resources and reduce impact on the local landscape and community.

In addition, an Events Co-ordination Committee exists to assess the risk, impact, requirement, appropriateness of all events proposed to occur on Cranbrook School facilities which will be extended to all new buildings.

The Events Framework, re-established in late 2018, ensures that facilities are used appropriately and strict restrictions and requirements apply regarding:

- The number of attendees permitted, time and duration of event;
- Arrival and departure times;
- Encouraging alternative modes of transport, parking limitations;
- Communication plans for parking and public transport options;
- Details of restricted hours of use of buildings and facilities;
- Predominant educational use focus of buildings;
- Noise minimisation requirements and strategies ;
- Communication to neighbours regarding activities occurring.

Complaints and enquiries regarding event management will be managed in accordance with established School policies and procedures.





13. COMMUNICATIONS & CONSULTATION OUTCOMES: Sept 2017-Sept 2019

Cranbrook School has undertaken a myriad of communications and engagement activities since the conceptualisation of this significant renewal project. The below information broadly outlines the activities to date, which have occurred across the media, communications (internal/external), stakeholder, events, graphic design and fundraising spectrum.

13.1 STAKEHOLDER CONSULTATION

Scots Concerned Residents Group Meeting

Meeting date: 11 September 2017

Project representatives in attendance: Nicholas Sampson (headmaster), Craig Carroll (School Council), Deborah Woodward (COO), Mark Flanagan (Special Projects Manager), Scott Warren (Elton Consulting)

Stakeholders consulted: Scots Concerned Residents representatives Robert Phillips and Paul Blanket

Nick opened the meeting by stressing Cranbrook's desire to engage openly and proactively with neighbours throughout the process, to which Robert responded with his appreciation for "being treated as a neighbour".

Craig then gave a presentation providing an overview of the site and intentions of the upgrade. He said a key goal is to bring parking and drop-off/pick-up onto the campus and that the school would not be seeking an increase to its student cap.

Craig touched on the criticality of the school and precinct's heritage features and that the development would not impact on school's heritage value or on views within the school or for neighbours.

Paul responded that the parking plans "make a lot of sense" and he was supportive of them.

Robert questioned whether the number of parking spots being created was enough to satisfy GFA requirements. The school was confident that it was.

Robert asked about the current enrolment ("about 1,000" per Deborah) and noted that there was room for the school to increase its population by about 10% within the existing cap.

Craig added that the school planned to sell 23 Victoria Rd if it could get the development approved as it would no longer have use for it. (Note: the school subsequently sold this property in November 2017)

Robert concluded: "There will be a keen interest in the traffic management plan and you deserve to be congratulated."

Paul: "You've taken steps to manage the core problem – parking and traffic."



Woollahra Municipal Council Staff Briefing

Meeting date: 15 September 2017

Project representatives in attendance: Mark Flanagan (Special Projects Manager), David Hull (Facilities Manager), Jaqueline Parker (Urbis), Scott Warren (Elton Consulting)

Stakeholders consulted: Nick Economou (Manager Development Control, Woollahra Municipal Council)

Mark opened the discussion by noting that in initial discussions with the former mayor, there was a desire for the council to be the determining authority for the proposal, but that due to the final project value, this role would be performed by the Department of Planning and Environment. Nick understood that process.

Mark committed to keeping council officers and councillors briefed and engaged throughout, and offered an initial briefing to the new councillors (note: election had been held the previous weekend) once they had been sworn in and formally commenced their duties.

Nick noted that as council wouldn't be the consent authority, it will make a submission and that heritage, traffic and amenity will be key aspects of that.

Nick suggested Cranbrook present to new councillors and the council's consultant experts who will help with council's submission, to ensure they fully understood the proposal.

Nick raised the question of whether Cranbrook intends to follow Section 94 or a VPA, and flagged that a separate meeting should be convened to discuss that at the appropriate time.

Woollahra Municipal Council Councillor Briefing

Meeting date: 6 November 2017

Project representatives in attendance: Nicholas Sampson (headmaster), Roger Massy-Greene (School Council), Craig Carroll (School Council), Deborah Woodward (COO), Mark Flanagan (Special Projects Manager), Luke Johnson (Architectus), Jennifer Ross (Elton Consulting).

Stakeholders consulted: Woollahra Municipal Council councillors Peter Cavanagh, Nick Maxwell, Lucinda Regan, Isabelle Shapiro, Luise Elsing, Anthony Marano, Megan McEwin, Toni Zeltzer, Claudia Cullen, Mary-Lou Jarvis.

Following an introduction by School Council Chair Roger Massy-Greene, Cranbrook Headmaster Nicholas Sampson started the presentation talking about the school's needs for the future and how the development will fulfil them.

He then gave an overview of the project and finally project architect Luke Johnson provided an animated walk-through and explanation.

This was followed by a Q&A session with the Councillors and a tour of the site.

During this:

- Cr Shapiro commended Cranbrook on the consultation process undertaken.
- Cr Zeltzer added that she liked the green roof and the attention to environmental issues.



- Cr McEwin asked what pedestrian access along New South Head Road be like during construction. She was told that a bigger footpath will be created with the construction of the aquatic and fitness centre under the oval. There will be some interruption for pedestrians during construction but the results would provide an enhanced public space.
- Cr McEwin said she was an advocate for kids riding bikes to school and asked what facilities could council provide? She was told that getting students to ride bikes rather than be driven to school will take a cultural change, however, there will be bike facilities provided.
- Cr Cullen asked if there was an opportunity for the school to contribute to upgrading local ovals to artificial turf in return for the use of facilities while Hordern Oval is being upgraded and was told this was a possibility.
- Cr Marano commended the school for the use of sandstone and asked what the capacity of the hall be. He was told the capacity was 1,600 for the hall; 520 for dining; 250 seats in the new theatre which will also have a green room and change rooms for girls and boys.
- Cr Jarvis asked what the student cap would be, and was told the cap would remain unchanged at 1,115.

13.2 COMMUNITY ENGAGEMENT

Letter to immediate school campus neighbours

On 12 October 2017, Cranbrook School Headmaster Nicholas Sampson sent a letter to all immediate senior school campus neighbours advising them of the proposal.

The letter:

- Informed them of what was proposed
- Provided detail of efforts made in design to minimise impact on neighbours
- Advised them of the application process
- Provided a website and email address to find out more
- Told them there would be information sessions held in the future Advertisement in Wentworth Courier On 15 November 2017, a quarter-page advertisement appeared in the news section of the Wentworth Courier newspaper advising the community of the project, detailing what it included, inviting the community to two community information and feedback sessions and providing a website address for further information about the project.

12 October 2017

Dear Neighbour

Update on campus renewal plans for Cranbrook Senior School

I am writing to you to inform you of the status of our proposal for the rejuvenation of the Cranbrook Senior School Bellevue Hill campus.

As a valued stakeholder, we are committed to providing you with regular updates and access to the latest project information.

What is proposed?

The School has a number of buildings and facilities that are ageing, require costly maintenance and are nearing the end of their useful purpose.



The proposed rejuvenation project aims to:

- replace existing facilities with modern facilities that reflect new ways of learning and which support the physical, emotional and spiritual wellbeing of our students;
- provide high quality, multipurpose, technology enabled academic, sporting and cultural spaces and facilities, and
- create a learning environment which complements the strong academic framework and the pursuit of excellence at Cranbrook.

Great care has been taken in planning to ensure there will be minimal impact on the surrounding community during construction and that community benefit will flow from the project.

All of the proposed works will be undertaken on campus with only a modest enlargement of our current building footprint and almost all of the planned works will be below street level in Rose Bay Avenue.

With regard to local amenity, a dedicated on-campus student drop-off and pick-up zone has been designed to ease traffic congestion on Rose Bay Avenue and Victoria Road in morning and afternoon peaks.

Furthermore, an underground car park proposed to be located beneath Hordern Oval will remove cars from residential streets, improving access to street parking for residents and visitors.

The formal planning application process commenced this week with a request to the NSW Department of Planning and Environment to issue a statement of environmental assessment requirements in order to support the project.

Consistent with the approval pathway for capital projects in NSW schools, the School will soon prepare a detailed Environmental Impact Statement and Development Application that will go to public exhibition and encourage community feedback.

Whilst there are a number of regulatory approval steps to work through before a start date is determined, we hope to begin work during the latter part of 2018.

How can I find out more?

For more information: Visit <http://www.cranbrook.nsw.edu.au/about/future-cranbrook.aspx> or email us at future@cranbrook.nsw.edu.au

Community Open Days

The School will be holding Community Open Days in future for all to view the plans, meet members of the project team (including the architects, planners and traffic consultants), ask questions and provide any feedback. Further information will be provided on our website.

How will community and stakeholder feedback be used?

All community and stakeholder feedback provided through this process will help to inform detailed planning and design. Feedback will be documented in a Summary of Consultation Outcomes Report, which will be submitted to the Department of Environment and Planning with the State Significant Development Application.

With warmest wishes

Yours sincerely

Nicholas Sampson
Headmaster



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Letterbox Notification to Nearby Residents

On 15 November 2017, an A5 notification was distributed to 1000 addresses surrounding the Cranbrook School campus, issued to coincide with the distribution of identical messaging in an advertisement run simultaneously in local press.

Both the A5 notification cards and newspaper advertisement carried the following message and design:

CRANBROOK SCHOOL INFORMATION SESSIONS

Cranbrook School is planning an upgrade to its senior campus's non-heritage buildings and sporting facilities.

As well as significant educational and pastoral improvements, the upgrade proposes to bring pick-up and drop-off onto the school campus and create additional on-site parking spaces to alleviate pressure on surrounding streets.

Before finalising our proposal and lodging a development application with the Department of Planning and Environment, we are seeking the community's feedback and questions at two information sessions:


- ▶ Saturday, 25 November from 11am to 12.30pm
- ▶ Tuesday, 28 November, from 6pm to 7.30pm

Both sessions will be held on-site at Cranbrook School, 5 Victoria Road, Bellevue Hill.

School leaders and project team members will be available to explain the improvements and answer your questions.

You can also view plans and leave feedback at www.cranbrook.nsw.edu.au by clicking 'About' and then 'Future Cranbrook'.

Cranbrook School
5 Victoria Road, Bellevue Hill
www.cranbrook.nsw.edu.au
(02) 9327 9000



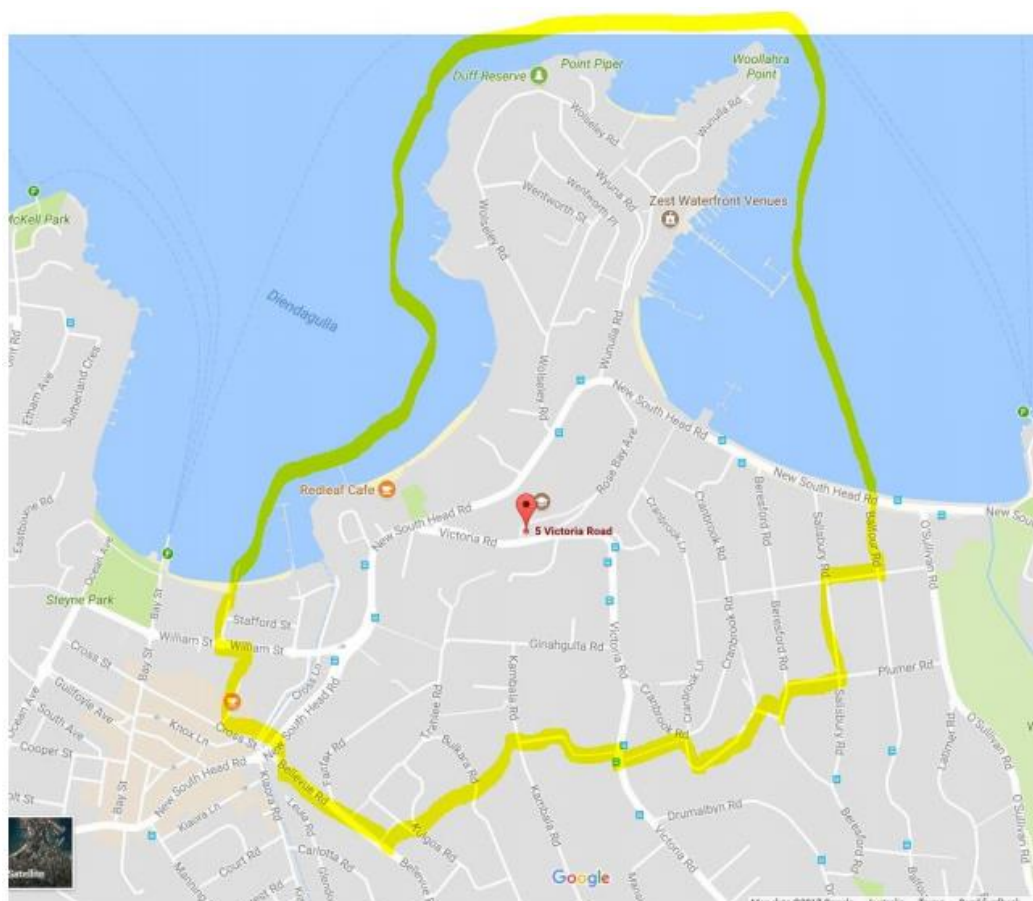
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Distribution boundaries for the A5 notice cards were:

- East: Beresford Road
- South: Beresford Crescent, Cranbrook Road, Ginnahgulla Road, Preston Ave and William Street
- West: Pearce Street and Castra Place
- North: Sydney Harbour Community information sessions



Figure 3: Letterbox Drop Distribution Area



Two open community information and feedback sessions were held to provide further information about the project to interested community members.

Sessions were held on Saturday 25 November 2017 from 11am to 12.30pm and on Tuesday 28 November 2017 from 6pm to 7.30pm.

Both sessions were held in an informal “drop-in” style at the school’s Mansfield Room. Project representatives included:

- Nicholas Sampson – Headmaster, Cranbrook School
- Deborah Woodward – Chief Operating Officer, Cranbrook School (Tuesday only)
- Victoria Pace – Marketing & Communication Director, Cranbrook School (Saturday only)
- Mark Flanagan – Special Projects Manager, Cranbrook School
- Scott Warren –Community Consultation Advisor
- Steve Nguyen – Community Consultation Advisor (Saturday only)
- Eva Akopian – Community Consultation Advisor (Tuesday only)
- Jack Scott – Community Consultation Advisor
- Luke Johnson –Architectural Advisor
- Andrew Morse - Traffic & Parking Advisor



- Steve Wellman – Traffic & Parking Advisor (Tuesday only)

In addition to this, staff members were positioned at both entrances to the school (Victoria Road and Rose Bay Avenue) to direct members of the community along the school driveway to the Mansfield Room.

Attendance across the two sessions totalled six members of the community.

Among these one was a school neighbour, two were parents of Cranbrook students and one was a parent of a former Cranbrook student.

Feedback focused on:

- The importance of the school's heritage character
- The impressiveness and appropriateness of the proposed new building
- The benefit of moving staff parking onto the campus
- The traffic plans around vehicles entering (Victoria Road) and exiting (Rose Bay Avenue) the school to use the new drop-off/pick-up facility
- That a tertiary business school attached to the campus would be beneficial for students and may contribute to the cost of the development
- That the new chapel should only be used for religious purposes and occasions or its reverence would be diminished

Email sent to Woollahra Municipal Councillor 12 October at 3.45pm

Dear Councillor,

I am writing to express my warmest congratulations on your election win, and my best wishes for your success as you embrace the responsibilities and challenges of your role as Councillor.

I should also like to let you know that Cranbrook School has finalised its preliminary plans for the redevelopment of a portion of our Senior School campus at Bellevue Hill.

At the heart of these plans is our focus upon delivering students' integrated programmes and teaching platforms which strive for educational and pastoral excellence and which recognise the changing conditions of 21st Century schooling.

And, as you would expect, we have been conducting appropriate ongoing consultation with our neighbours: we have made every effort to meet their understandable concerns.

Our plans include demolishing two obsolescent buildings located at the edge of Hordern Oval and their replacement by a new education building and a new underground carpark/aquatic and sports facility.

This project is designed to enhance our heritage precinct and campus whilst simultaneously honouring heritage rooflines and the view corridors of our neighbours.

Importantly it will also allow us to reduce traffic congestion by bringing student drop-off and collection traffic on-site.

I should like to take this opportunity to advise that we have today submitted our Request for Secretary's Environmental Assessment Requirements (SEARs) Application to the Department of Planning and Environment.

I should be most grateful if you could join me, Craig Carroll, Chair of Building and Development Committee, Deborah



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Woodward, Chief Operating Officer and Mark Flanagan, Special Projects, for a personal briefing to learn about our School's vision for the future, tour our campus and review our plans.

Please contact my EA, Kris Martens, if you would like to set up an appropriate time:

- Email: KMartens@Cranbrook.nsw.edu.au
- Phone: 02 9327 9426

I very much look forward to hearing from you.

With warmest wishes
Yours sincerely

Nicholas Sampson
Headmaster, Cranbrook School

Letterbox Drop Example

12 October 2017

Dear Neighbour

Update on campus renewal plans for Cranbrook Senior School

I am writing to you to inform you of the status of our proposal for the rejuvenation of the Cranbrook Senior School Bellevue Hill campus. As a valued stakeholder, we are committed to providing you with regular activity updates and access to the latest project information. What is proposed? The School has a number of buildings and facilities that are ageing, require costly maintenance and are nearing the end of their useful purpose.

The proposed rejuvenation project aims to:

- replace existing facilities with modern facilities that reflect new ways of learning and which support the physical, emotional and spiritual wellbeing of our students;
- provide high quality, multipurpose, technology enabled academic, sporting and cultural spaces and facilities, and
- create a learning environment which complements the strong academic framework and the pursuit of excellence at Cranbrook.

Great care has been taken in planning to ensure there will be minimal impact on the surrounding community during construction and that community benefit will flow from the project. All of the proposed works will be undertaken on campus with only a modest enlargement of our current building footprint and almost all of the planned works will be below street level in Rose Bay Avenue.

With regard to local amenity, a dedicated on-campus student drop-off and pick-up zone has been designed to ease traffic congestion on Rose Bay Avenue and Victoria Road in morning and afternoon peaks. Furthermore, an underground car park proposed to be located beneath Hordern Oval will remove cars from residential streets, improving access to street parking for residents and visitors.

The formal planning application process commenced this week with a request to the NSW Department of Planning and Environment to issue a statement of environmental assessment requirements in order to support the project. Consistent with the approval pathway for capital projects in NSW schools, the School will soon prepare a detailed Environmental Impact Statement and Development Application that will go to public exhibition and encourage community feedback. Whilst there



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are a number of regulatory approval steps to work through before a start date is determined, we hope to begin work during the latter part of 2018.

How can I find out more?

For more information: – Visit <http://www.cranbrook.nsw.edu.au/about/future-cranbrook.aspx>
Email us at future@cranbrook.nsw.edu.au

Community Open Days

The School will be holding Community Open Days in future for all to view the plans, meet members of the project team (including the architects, planners and traffic consultants), ask questions and provide any feedback. Further information will be provided on our website.

How will community and stakeholder feedback be used?

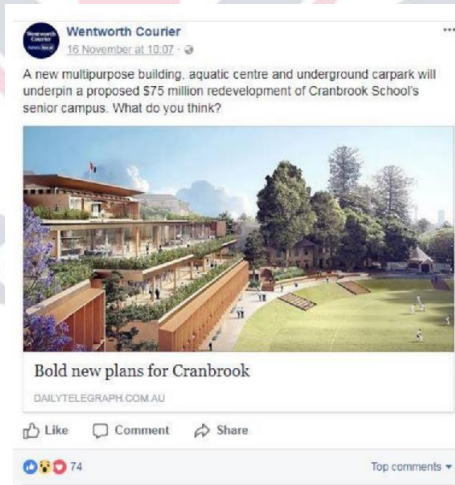
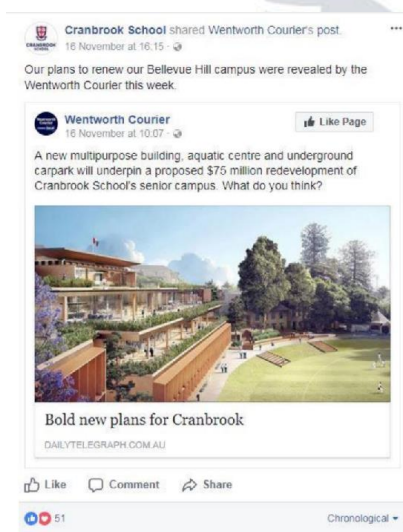
All community and stakeholder feedback provided through this process will help to inform detailed planning and design. Feedback will be documented in a Summary of Consultation Outcomes Report, which will be submitted to the Department of Environment and Planning with the State Significant Development Application.

With warmest wishes
Yours sincerely

Nicholas Sampson
Headmaster

13.3 SOCIAL MEDIA

Wentworth Courier Facebook posts about the development (16 November 2017) and Sundorne sale (29 November 2017) have received 91 engagements as at December 2017. Cranbrook School posted information about the project on its Facebook page on 16 November 2017, which received 51 engagements as at December 2017.





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13.4 DIGITAL MEDIA

Advertisements for the Cranbrook School Information sessions in 2017 were well publicised in local Fairfax publications, as demonstrated below in the advertisement placed in the Wentworth Courier.

Vicious cycles
Council considers impounding fees and need for DAs in a bid to crack down on rogue dumping

Shaye Laughlin
A CRACKDOWN on bike dumping is under way, with the council considering fees for rogue dumping. Council officers also offer a "bicycle recovery" service, whereby the council will remove the bike from the area and return it to the owner. The council also offers a "bicycle recovery" service, whereby the council will remove the bike from the area and return it to the owner.

Kim Chee Ping
This is new to us but we are reaching out to the council to have open dialogue on this matter.

CRANBROOK SCHOOL INFORMATION SESSIONS
Cranbrook School is planning an upgrade to its senior campus's non-heritage buildings and sporting facilities. As well as significant educational and pastoral improvements, the upgrade proposes to bring parking and drop-off/pick-up to the school campus and create additional on-site parking spaces to alleviate pressure on surrounding streets. Before finalising our proposal and lodging a development application with the Department of Planning and Environment, we are seeking the community's feedback and questions at two information sessions.

Saturday, 25 November from 10am to 12.30pm
Tuesday, 28 November from 6pm to 7.30pm

Both sessions will be held on-site at Cranbrook School, 5 Victoria Road, Bulbinus Hills. School leaders and project team members will be available to explain the improvements and answer your questions. You can also show plans and have feedback at www.cranbrook.nsw.edu.au by clicking 'About' and then 'Future Cranbrook'.

Cranbrook School
5 Victoria Road, Bulbinus Hills
www.cranbrook.nsw.edu.au
(02) 9227 9000

An ideal Christmas gift!
Dedicate a bench today
Celebrate a special moment, acknowledge your love or give a meaningful gift by dedicating a bench in the Royal Botanic Garden Sydney. Your gift will ensure our vital work in the areas of conservation, science, horticulture and education can continue.

For more information:
02 9227 9022
dedication@rbgsyd.nsw.gov.au
www.rbgsvic.org.au/dedication

The Royal Botanic Garden Sydney

13.5 Website information

Project information has been provided on the Cranbrook School website, with the Wentworth Courier advertisement, community letterbox notification, neighbour letter and e-newsletter to students' parents referring readers to this website. As at December 2017, the "Future Cranbrook" webpage has received 776 visits since it went live on 1 October 2017. The average time on page is three minutes.

In the week from 15 November 2017, when the newspaper advertisement appeared and letterbox notification was distributed, the page received 94 visits. In the week from 12 October 2017, when the neighbour letter and parents' e-newsletter were sent, the page received 401 visits.

13.6 INTERNAL COMMUNICATIONS

On 12 October 2017, Cranbrook School staff and students' parents were formally advised of the project: staff via email and parents via e-newsletter.

The e-newsletter was sent to 2,387 recipients. It detailed the project, offered a one-on-one briefing with the Headmaster and advised parents of how to find out more – including attending an upcoming community information and feedback session.



13.7 Communications to Staff:

E-Communication sent to staff 12 October 2018 at 2.11pm

Dear Colleagues

We have been sharing with you our plans for the renewal of our Bellevue Hill campus for some time and I'm delighted to inform you that today the formal planning application commenced with a request to the NSW Department of Planning and Environment to issue a statement of environmental assessment requirements to support the project.

Consistent with the approval pathway for capital projects in NSW schools, the School will soon prepare a detailed Environmental Impact Statement and Development Application that will go to public exhibition and encourage community feedback.

Whilst there are a number of regulatory approval steps to work through before a start date is determined, we hope to begin work during the latter part of 2018.

As many of you are aware, we are currently planning a proposed redevelopment of Hordern Oval, War Memorial Hall and the Heritage Precinct at our Senior School campus.

The proposed renewal project aims to:

- Create a learning environment that complements the strong, liberal arts academic framework at Cranbrook and the academic, emotional and spiritual development of students;*
- Address shortcomings in non-academic facilities that are core to the provision of a world-class educational experience;*
- Enhance the functional and aesthetic environment of the Bellevue Hill campus, and*
- Manage the interests and concerns of our staff and neighbours.*

Today we will inform our families and neighbours of this important step.

The School will be holding Community Open Days over the coming months for all to view the plans, meet members of the project team (including the architects, planners and traffic consultants), ask questions and provide any feedback.

I look forward to providing further details in due course: we will make the plans available for viewing by colleagues as soon as is practicable.

With warmest wishes

Yours sincerely

*Nicholas Sampson
Headmaster*

13.8 Communications to Families:

Correspondence to families sent via Cranbrook Link 12 October 2017 at 4pm

Dear Parents

I hope that the beginning of term has been welcomed in your households: it is heartening to have everyone back on campus.



Our HSC candidates await the commencement of the examination season next week and we send them our best wishes ... but the pace of school life is relentless and, yesterday, we celebrated the commissioning of Roy Valentine and George Head as Head and Second Prefect respectively.

Their period of office will take us into the School's Centenary.

These are exceptional times.

Our Masterplan is building momentum: I am writing to provide you with an update on the proposed plans to rejuvenate our Bellevue Hill campus.

As a neighbour and parent, we are committed to ensuring you have access to the latest project information.

A formal planning application commenced this week with a request to the NSW Department of Planning and Environment to issue a statement of environmental assessment requirements to support the project.

Consistent with the approval pathway for capital projects in NSW schools, the School will soon prepare a detailed Environmental Impact Statement and Development Application that will go to public exhibition and encourage community feedback.

While there are a number of regulatory approval steps to work through before a start date is determined, we hope to begin work during the latter part of 2018.

What is proposed?

As you may be aware, we are currently planning a proposed redevelopment of Hordern Oval, War Memorial Hall and the Heritage Precinct at our Senior School campus.

The proposed rejuvenation project aims to:

- Create a learning environment that complements the strong, liberal arts academic framework at Cranbrook and the academic, emotional and spiritual development of students;*
- Address shortcomings in non-academic facilities that are core to the provision of a world-class educational experience;*
- Enhance the functional and aesthetic environment of the Bellevue Hill campus, and*
- Manage the interests and concerns of our neighbours.*

How can you find out more?

I should be very pleased to clarify any aspects of the proposal directly with you.

We are considering the proposal carefully, in order to provide positive improvements and benefits for our neighbours and the School community and minimise any potential impact and disruption.

Please do not hesitate to call and arrange an appointment to sit down with us.

We would welcome the opportunity to discuss the proposed plans with you.

How will community and stakeholder feedback be used?

Your feedback and perspective help inform the process.

All community and stakeholder feedback provided through this process will help to inform detailed planning and design.



Feedback will be documented in a Summary of Consultation Outcomes Report, which will be submitted to the Department of Environment and Planning with the State Significant Development Application.

Community Open Days

The School will be holding Community Open Days in future for all to view the plans, meet members of the project team (including the architects, planners and traffic consultants), ask questions and provide any feedback.

I look forward to providing further details in due course.

For more information

- Visit <http://www.cranbrook.nsw.edu.au/about/future-cranbrook.aspx>
- Email us at future@cranbrook.nsw.edu.au

The implementation of the project in the current scope is of course subject to us meeting our fundraising goals.

As you are aware we are holding our fundraising dinner on 1 December 2017 where we very much hope to realise our ambitions.

I would also encourage you to contact our Director of Development, Cameron Torrance (ctorrance@cranbrook.nsw.edu.au), to arrange a tour of the Senior School campus during which the project's benefits will be explained.

To book a tour please visit: https://www.trybooking.com/SBFA_Parental/Student_Survey

I very much look forward to seeing you around the School over the course of coming weeks and hope that this will be a happy and fulfilling term for you and your family.

Yours sincerely

*Nicholas Sampson
Headmaster*

13.9 Communications sent to students, staff and families

E-Communication issued to students, staff and families on 29 August 2018

Dear Students, Staff and Families,

I am pleased to advise you that Cranbrook School has lodged the second stage of its Development Application pertaining to our visionary Masterplan works at the Senior School campus, which includes plans for a new Centenary Building, a much needed car park under Hordern Oval and a state-of-the-art Aquatic & Fitness Centre.

This milestone moment is a significant step forward in our commitment to delivering a renewal of the Bellevue Hill campus, which has supported students in their academic endeavours for 100 years.



In line with our initial plans, Cranbrook is targeting to commence building works by the end of this year. The timing of the commencement of works will, however, hinge on a number of factors, particularly the achievement of regulatory approvals required for such a large-scale project and our achievement of our fundraising objectives.

To deliver the scope of our vision, outlined to you in 2017, we are also in pursuit of other key milestones, namely our fundraising targets. You'll be aware that to bring the Masterplan vision to reality we set a \$25-million Capital Campaign target. The Cranbrook Foundation and Building Development Committee have made great progress in the last 12 months towards achieving this goal. More than 150 multi-year pledges from our very generous community have been received, totalling \$17-million.

We are extremely grateful for the support received so far which has humbled us. Buoyed by this generosity, we are now focused on securing the remaining \$8 million in tax deductible gifts to enable us to reach the critical financial milestone which will allow the physical commencement of the project once regulatory approvals are granted.

We do hope that you might consider assisting Cranbrook further on this journey at a giving level that is comfortable to you, as all support, of any amount, is greatly appreciated and will cumulatively help us to reach our target and deliver this beneficial project within the scope originally conceptualised and within the timeframe outlined.

This Senior School renewal follows the successful on time delivery of the first parts of our Masterplan vision: the \$16-million investment in the refurbishment of the Senior School building and the development of our Wolgan Valley campus.

Thanks to the work completed so far, we opened the School year with a revived, refurbished Senior School block, with the engine-room of the School cleansed of decades' worth of sclerosis and creeping encrustation. Now prevalent are the principles of natural light, interconnectedness, proper spaces for teaching, learning, conversation, Houses and departmental teams, which will benefit decades of students to come.

This work replicates the world class teaching facilities established at the Junior School following its redevelopment. We have taken these principles into our drive to realise our Masterplan for the Bellevue Hill campus.



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The design is centred upon our ethos: the promotion of the love of the pursuit of excellence; the provision of flexible, inspirational teaching/learning spaces and facilities; the sustenance of the performing arts, resources for building community and recognition of the value of sport and physical fitness.

We are thrilled with the resulting transformational designs for the campus which include a new Centenary Building, a much needed car park under Hordern Oval and a state-of-the-art Aquatic & Fitness Centre.

This video offers a bird's eye view of our vision for the renewed campus:

https://www.dropbox.com/s/67vu1737fqurjdy/171105_Cranbrook_Presentation_2.mp4?dl=0

As the video shows, the Centenary Building will become a centrepiece of the School, lifting our community spirit through a dedicated and beautiful Chapel honouring our living Anglican character and by the provision of a suitable multi-purpose gathering place where the whole School can assemble.



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In addition, this modern facility will include a performance theatre, dining commons for boarders, day boys and teachers, more than 10 modern, technology-enabled classrooms, a variety of collaborative learning spaces, two basketball courts and locker rooms, an orchestral rehearsal room, music and drama studios, meeting rooms and breakout terrace space. A Memorial Garden and Centenary Lawn will complete the facility.



Our new Aquatic and Fitness Centre will include a 50 metre pool, a multi-function court, home/away locker rooms and spaces for health education studies.



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The car park, to be built under Hordern Oval, will assist our School to be a community partner, easing parking congestion that currently exists in streets surrounding our campus.

Cranbrook has worked, and will continue to engage, closely with local residents and the wider community to ensure minimal disruption as this major renewal work is undertaken. We are also planning carefully to minimise any disruption to our academic endeavours during this period.

Subject to regulatory approval and meeting our capital fundraising targets, the commencement of works at the end of this year would see a 24-36 month construction phase, putting us on target to open the Centenary Building and car park in 2021, with the state of the art Aquatic and Fitness Centre anticipated to commence operations in 2022.



Should you be in a position to consider assisting us to achieve our vision for the Senior School, I encourage you to visit <https://realise.cranbrook.nsw.edu.au/donate> for further information, or speak with our Director of Development Cameron Torrance via CTorrance@cranbrook.nsw.edu.au. There is a multitude of donation options, each of which will assist us to reach our Capital Campaign goal and secure the vision of our Masterplan.

Furthermore all gifts to this campaign of \$5000 and above will be recognised on the donor honour boards in the Centenary Building, a fitting tribute to your family's support of, and involvement with, Cranbrook for decades, if not centuries, to come. Our exciting plans for the Bellevue Hill campus are inspired by a determination to create architectural environments which support the great educational conversations which open new horizons to young people.

This Plan, when fully exercised, will release Cranbrook's full potential to house an outstanding, vibrant, distinctive School fit for the opportunities of the 21st Century.

Our Senior School renewal, through the Masterplan's fruition, will further enable Cranbrook to establish itself as a school of difference, a prestigious institution providing international quality education..... one which strives to ready its boys for the world stage and encourages every year to be a generation of confident thinkers, creators and inquirers.



As a School built on a strong past, we must consistently look forward. Your investment will help us take formative steps on that onward journey. I thank you in advance for your support and look forward to keeping you abreast of further Masterplan developments as they occur.

*With warmest wishes
Yours sincerely*

*Nicholas Sampson
Headmaster*

13.10 Communications to Families

Email correspondence issued to students, staff and families on 31 August 2018

Dear Students, Staff and Families,

As we approach the midway point of this third term, our Centenary events programme has nearly drawn to a close, having reached the milestone of our 100th birthday in July.

From our Red, White & Blue Gala Centenary Ball, Founders Day Service, Centenary Concert, 1918 Society Luncheon, Handover Ceremony and a multitude of other activities and events, our Centenary has been a glittering year of celebration and reflection, one which has drawn our Cranbrook community closer together as we've acknowledged the impressive accomplishments of the 10 decades since our foundation in 1918.

As we head towards the final quarter of the year, our thoughts are turning towards our great School's second century and to the legacy our generation of the Cranbrook community will contribute to our School's history books.

The centrepiece of our future vision is our Masterplan, which will see the renewal of our Bellevue Hill Senior School Campus.

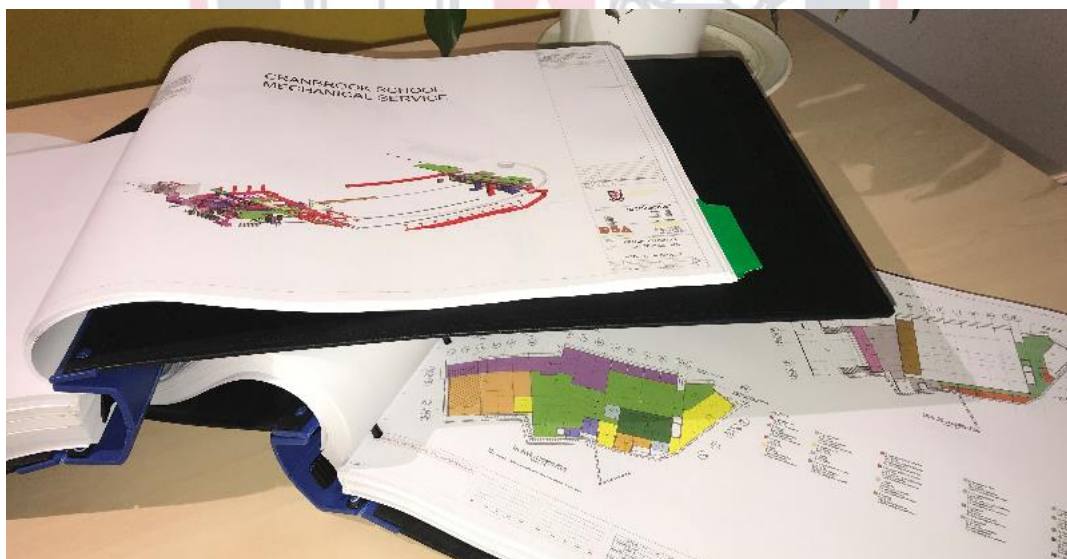




The Masterplan is the single most ambitious and visionary project to be undertaken in our School's history. Day by day, thanks to careful and collaborative planning, this vision for the future is inching closer to realisation.

We were pleased to take a significant step when we lodged the second stage of our Development Application in May. Supporting a project of such impressive size are, of course, a multitude of considerations and phases and we continue to work closely with the Department of Planning and Environment and our local Council as our Development Application navigates its necessary course.

Our initial feedback from the Department has been very positive with strong community support and only one minor objection, which is a remarkable achievement and indicative of the support of the project from neighbours and our community. Nevertheless there is significant work that needs to be completed prior to the issue of an approval of the development. This includes an Aboriginal and Cultural Heritage Report which is required to include excavation work. Accordingly, we are expecting to receive development approval by March 2019 and to commence work a few months later.



Whilst we were initially targeting to commence building works by the end of this year, we have always been steadfast that timing would hinge upon the satisfaction of a number of significant conditions, including Development Application approval, continued capital campaign fundraising endeavours and the negotiation of regulatory approvals necessary for such a large-scale project, such as heritage and environmental requirements. Whilst the process is well underway, and we continue to work closely with relevant government agencies, the experts in these fields have indicated that our intended commencement of construction will likely now be Term 2 2019, given the time needed to finalise regulatory approvals.

As this process continues however, we are not standing still: there is much work occurring in anticipation of the construction phase.

The bulk of this work during these final planning stages is focused upon ensuring that we are best placed to facilitate the core of our everyday business – delivering excellent quality education to our students – without setback and with minimal interruption.



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We are working to prepare and plan for the construction phase when it commences in 2019 within a range of project streams, including:

- *Planning for teaching and learning;*
- *Sports amenities;*
- *Traffic management and parking;*
- *Local stakeholder engagement, and*
- *On site student, staff and visitor safety.*

We are buoyed by the collaboration and positivity amongst all of our vital stakeholder groups towards our renewal project and are striving to meeting every request made of us through this process.

As the project takes greater shape, and final decisions are made and known, we will be able to bring you further details and insight into the scope and specifics of this multi-million major infrastructure build. We look forward to being in a position to engage more thoroughly and openly with our community of staff, students and families about the road ahead very soon. Going forward, we are committed to continuing this conversation and keeping our community informed and engaged as the timing and specifics of the milestones ahead of us become clearer.



Of course, this project would not be in the realm of possibility without the generosity of the School community. We are deeply grateful to those who have pledged their support and commend the significant progress made by the Cranbrook Foundation towards reaching the ambitious \$25-million donation target.

In June we receipted a further \$1.4-million towards the Realise Capital Campaign, made possible thanks to the generous good will of those who believe in supporting the vision of the future we are aiming to provide at Cranbrook.

Buoyed by this kindness, and our determination to deliver new and innovative educational and learning facilities to attract and support the best staff and students, a key focus remains upon securing the remaining \$6-million required in tax deductible gifts to enable us to reach our \$25-million target, the critical financial milestone which will ensure the physical commencement of the project once regulatory approvals are granted.



Our families will soon be receiving by mail a donation appeal and I encourage those with financial capacity to consider supporting Cranbrook's future through giving to this campaign at a level comfortable to you. All support, of any amount, is greatly appreciated and will assist us to deliver this beneficial project within the full scope originally envisioned.

It is heartening to witness the team spirit, involvement, connectivity, participation, authentic communication, genuine engagement and, above all, integrity that exists within our school constituency. We are very fortunate.

Thank you for your support for Cranbrook School so far in this journey. As the term moves towards its busy conclusion I am constantly reminded of the breadth and depth of the active benefaction and friendship given to the School by families and supporters within our community: thank you for your belonging and belief.

*With warmest wishes
Yours sincerely
Nicholas Sampson
Headmaster*

13.11 Communications sent to students, staff and families

E-Communication sent to families on 28 March 2019

Dear Parent

I write to bring you up to date with regard to the Realise Campaign to enact our Master Plan for the renewal of our Bellevue Hill campus.

A huge amount of work has continued to propel the project forward: the School Council and Cranbrook's Leadership Team have been working together with professionals and consultants on this intricate and exciting but daunting development. We are determined to bring transformative new facilities to full life. We are delighted that, after an extensive public consultation period, and following positive engagement and conversation with neighbours and our local community, we received just a single objection in response to our development plans – a remarkable result! Indeed, we received a number of unsolicited letters of support which more than outweighed the one objection. Additional development resources have been engaged, which have included the appointment, in the second half of 2018, of a project management team from EPM, a group with deep relevant experience in the successful delivery of projects within the education sector.

During the January School holidays, various preparatory activities and projects have been completed, including the move of the Visual Arts Department from the Mansfield Building to its new, custom-designed facility on Level 4 of the Carter Building. This positive change has led to a significant improvement in the teaching environment for our young artists and their teachers and has sustained our drive, made manifest last year by the opening of our refurbished and revitalised Senior School building, to upgrade our learning environments in a manner consistent with the unique advantages of our setting.

As part of the approval process, the School was advised by the Office of Environment and Heritage that it would need to undertake a detailed Aboriginal Heritage Assessment. Over the past few months the School has liaised with members of the La Perouse Land Council, archaeologists, specialist consultants and others with respect to this request. This consultation has led to a delay in the overall approval process.

The School's appointed architects, Architectus, and a team of more than 20 consulting firms working on the project have continued to finalise all of the design documentation in order to prepare for our intention to commission a competitive tendering process for construction.



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Subject to the satisfactory resolution of various outstanding issues, the School has been advised that final approval to proceed will likely be granted by the Department of Planning and Environment in April 2019.

Our most significant challenges continue to be rising estimates for the cost of the proposed works and the need to complete our fundraising campaign: we have raised \$17 million in pledges thus far and are working to meet our target of \$25 million. We are developing plans to cover possible options for staging the works should a gap in funding require such an approach.

We continue to aim, subject to the resolution of outstanding items of work and the receipt of an approved DA, for a beginning of the construction phase around August 2019: this will allow for the completion of the Winter Sports season on Hordern Oval.

We will aim to provide you with an additional update within a few months. In the interim, should you wish to meet with members of the Project Control Group, the Foundation or with me, we should be delighted to provide you with a more detailed and personal summary of projects.

Your generous support for the campaign to renew this important, distinctive and great School is hugely valued.

*With warmest wishes
Yours sincerely
Nicholas Sampson*

E-Communication sent to families on 2 September 2019

Good Afternoon

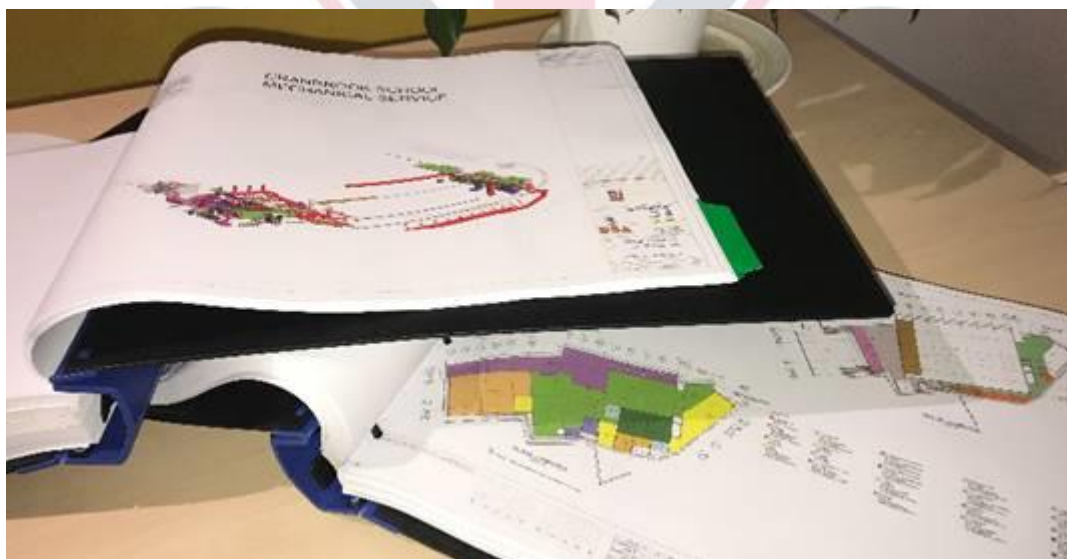
There has been a great and sustained level of anticipation surrounding our School's long-term vision to revitalise our Bellevue Hill campus and I am delighted to provide an update upon our current position.

Efforts to bring the Masterplan renewal of our Senior School campus to life have been continuing apace behind the scenes. The School has continued to work closely with the NSW Department of Planning, Industry and Environment and expects planning approval to be achieved shortly.

The fulfilment of this step in the planning process will be exciting news for all those who have laboured so diligently in order to see this next iteration of our Masterplan vision leap the many regulatory hurdles placed before projects of such scale and scope. We are, after all, seeking to create a new heart for our beautiful setting and to strengthen our educational community for decades to come.



Tenders for the project have now closed and, once regulatory approval has been received, the School will make careful and considered decisions upon the next steps of advancing such a sizeable undertaking. These decisions will confirm how the project will be delivered and timeframe for completion. We will focus upon a range of considerations, enabling us to determine, in a more granular fashion, how the building process might be conducted so as to continue to meet best the needs of current staff and students while working to deliver on our mandate to provide transformative facilities, cultural and sporting amenities and teaching and learning spaces for future generations of Cranbrookians. These discussions will of course also take into account ways in which we can minimise the impact upon not only those attending the School but also our neighbours.





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I must acknowledge and commend the hard work and dedication shown by members of the Project Management Group, the Building and Development Committee and the School Council who have given their time and expertise to ensuring that our project advanced so smoothly through the stages of review and approval that have been cleared thus far. Thanks must also be extended to those members of the Cranbrook School staff whose combined efforts have been instrumental in seeing our Masterplan achieve this most significant stage of approval.

I also wish to thank the many generous benefactors who have made such a significant contribution towards this project so far. It is telling that so many of those who have given so much towards the realisation of these transformative works have chosen to do so not because they themselves, or their own children, stand to benefit from the project's completion but because they recognise and value the tremendous positive impact that such works will have upon the lives of generations of Cranbrookians who will thrive in these facilities for decades to come.



I look forward to bringing you further timely updates upon progress as the realisation of our Masterplan vision inches ever closer to reality and as many more milestones in this expansive programme of works are achieved.

With warmest wishes
Yours sincerely

Nicholas Sampson
Headmaster



13.12 Communications sent to students, staff and families

Details of the project have been communicated to parents and families via regular updates in the Cranbrook School weekly 'Link' communications, ranging from 2017 through to present.

These communications continue to be regularly updated and issued to announce key milestones in the project planning and development phase.

The most recent communication was issued to students, families, alumni and the local community in September 2019, coinciding with the SSDA Approval being granted.

13.13 Communications sent to students, staff and families

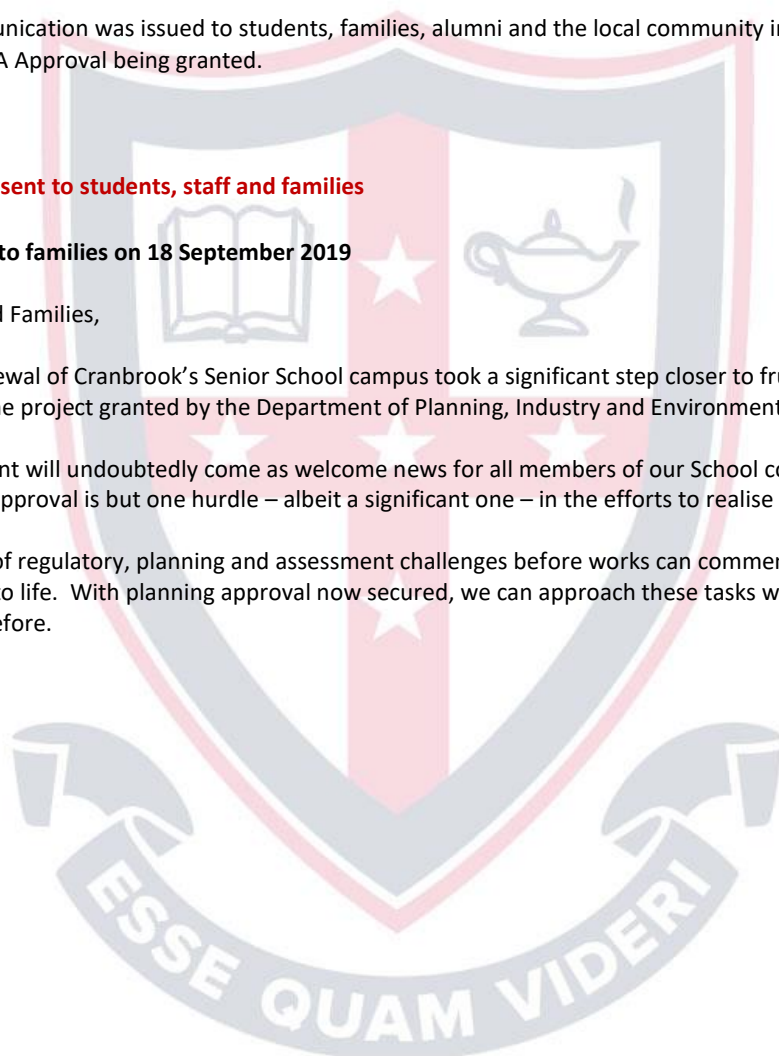
E-Communication sent to families on 18 September 2019

Dear Students, Staff and Families,

Our transformative renewal of Cranbrook's Senior School campus took a significant step closer to fruition recently, with planning approval for the project granted by the Department of Planning, Industry and Environment.

While this announcement will undoubtedly come as welcome news for all members of our School community, it must be stressed that planning approval is but one hurdle – albeit a significant one – in the efforts to realise our Masterplan vision.

We still face a number of regulatory, planning and assessment challenges before works can commence in bringing this ambitious undertaking to life. With planning approval now secured, we can approach these tasks with a greater degree of confidence than ever before.





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This once in a generation project will provide new, improved facilities for students and teachers now and into the future, delivering state-of-the-art teaching and learning spaces along with upgraded sporting and cultural facilities which will better support Cranbrook in providing world class, well-rounded education to its students.

Through our Masterplan redevelopment, Cranbrook School aims to deliver a multi-million-dollar improvement to the Bellevue Hill campus, enabling us to continue to deliver on our educational mandate in delivering high quality independent education that best supports our students to realise their potential.

A lot has changed in seven decades in terms of education, construction and technology and this Masterplan development project represents the most significant single modernisation of Cranbrook's historic Senior School campus undertaken since our foundation 101 years ago.

Our first-class teaching staff deliver a truly world class education, and with the completion of the next phase of our Masterplan renewal project they will now be further enabled to do so through access to truly world class facilities.



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At present, we are well advanced in the review and assessment of tender submissions put forward for the project, and are working closely with a number of leading construction companies in determining how we may be able to handle the construction of our Masterplan works in a way that best meets the needs of our School community.

The first tangible signs of progress that many of you may notice on our Senior School campus in coming weeks will be exploratory earthworks which must be conducted in order to complete a thorough archaeological heritage assessment of the site. We are currently working towards appointing contractors to undertake this work, with excavation expected to commence as early as the upcoming School holiday period. I look forward to updating you on progress with these works as we achieve greater clarity in coming weeks as to how they are to be conducted.



Once again, it is right to commend members of the Project Management Group, the Building and Development Committee and the School Council for their tireless work in supporting our Masterplan project.

I am most grateful for your patience as we have worked through these important stages of planning and approval, as I know there is a tremendous amount of anticipation throughout the School community regarding a project long in gestation work its way towards fruition.



With warmest wishes,
Yours sincerely,

Nicholas Sampson
Headmaster

13.14 Communications to Donors/Potential Donors

Various modes of communication (web collateral, letters, flyers, events, cards, eDMs, etc), from 2017 to present through Cranbrook's 'Realise Capital' and 'Annual Giving' campaigns and engagement strategies.

The most recent communication was issued to the donor group in September 2019, coinciding with the SSDA Approval being granted.





Further examples of campaign materials can be found via:

- <http://realise.cranbrook.nsw.edu.au/>
- <http://realise.cranbrook.nsw.edu.au/vision>
- <https://www.cranbrook.nsw.edu.au/foundation/annual-giving.aspx>
- https://www.cranbrook.nsw.edu.au/content/pdf/Annual%20Giving%20DONORS_website.pdf

13.15 Construction Communications

The following communication was issued to families, students and staff ahead of the commencement of the Aboriginal Cultural Heritage Investigations.

ABORIGINAL CULTURAL HERITAGE INVESTIGATIONS

Good Afternoon,

I write to advise you that Cranbrook School has commissioned the Aboriginal Cultural Heritage (ACHAR) investigations to help progress the Masterplan redevelopment project at our Bellevue Hill Senior School campus. The works will involve a two stage programme of Aboriginal archaeological test and salvage excavations in accordance with the State Significant Development Application (SSDA) Conditions of Consent. The ACHAR investigations are required to be undertaken prior to commencement of the proposed Centenary Building and Aquatic & Fitness Centre buildings.

These works are due to commence on 8 October 2019 and are expected to be completed by mid-November 2019.

IMPACTS

The following impacts during this period are expected:

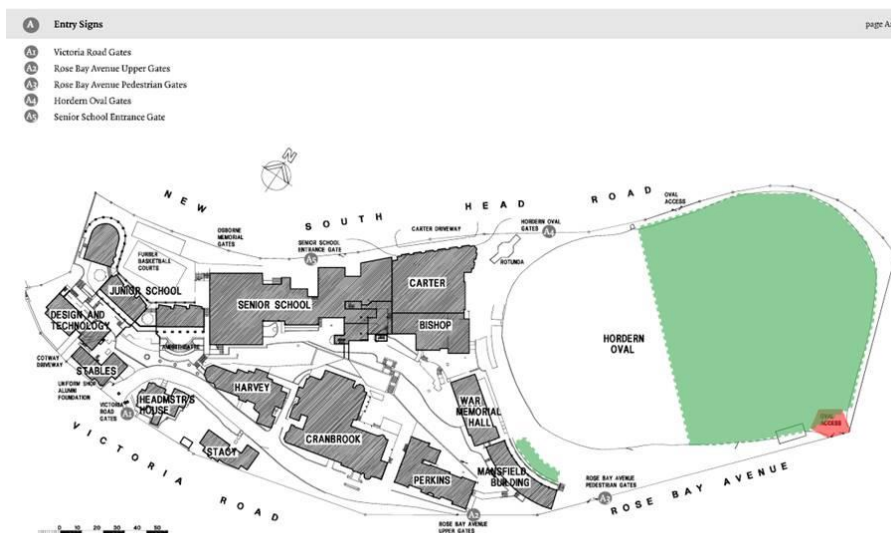
- Parking restrictions near Hordern Oval gates on Rose Bay Avenue.
- No pedestrian access through the Rose Bay Avenue gates during the works.
- No pedestrian access to zones indicated below on Hordern Oval and in front of the Mansfield Building.
- Minor air pollution from dust due to the excavations.
- Minimal noise interruption as the works will not involve destructive works.

During this period we ask all students, staff and visitors to the site to be mindful of contractors and their staff who will be on-site, particularly in the areas highlighted in green on the below campus map. The green highlighted areas below will be out-of-bounds until the completion of investigations.



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If you have any questions or concerns, please contact us via Cranbrook@cranbrook.nsw.edu.au

With warmest wishes

Yours sincerely

Nicholas Sampson, Headmaster

The following communication was issued to nearby residents, as part of a letterbox drop, ahead of the commencement of the Aboriginal Cultural Heritage Investigations in October 2019.

Dear Neighbour,

I write to update you on the progression of plans for the transformative renewal of Cranbrook's Senior School campus, located at 5 Victoria Road, Bellevue Hill.

This project - designed to strengthen and refresh our educational facilities - took a significant step closer to fruition recently, with planning approval for the project granted by the NSW Department of Planning, Industry and Environment.

With planning approval now secured, Cranbrook School is navigating a number of regulatory, planning and assessment challenges which must be resolved before works can commence in order to bring this ambitious undertaking to life.



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This once in a generation project will provide new, improved facilities for students and teachers now and into the future, delivering state-of-the-art teaching and learning spaces along with upgraded sporting and cultural facilities which will better support Cranbrook in providing world class, well-rounded education to its students. The aim of this renewal is not expansion, but rather to make better use of the existing setting in order to meet the educational needs of students in the decades ahead of us.



The first tangible signs of progress that many of you will notice on our Senior School campus in coming weeks will be exploratory earthworks which must be conducted in order to complete a thorough archaeological heritage assessment of the site.

Cranbrook has commissioned these Aboriginal Cultural Heritage (ACHAR) investigations in order to help progress the Masterplan redevelopment project. The ACHAR investigations are required to be undertaken prior to commencement of construction of the proposed Centenary Building and Aquatic and Fitness Centre buildings.



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The works, which commence in mid-October and are expected to be completed by mid-November, will involve a two stage programme of Aboriginal archaeological test and salvage excavations in accordance with the State Significant Development Application (SSDA) Conditions of Consent.

These works commenced on 8 October 2019 and are expected to be completed by mid-November 2019.

These works will not involve demolition works, so the impacts during this stage are expected to be minimal and will or may include:

- Parking restrictions near the Hordern Oval gates on Rose Bay Avenue.
- No pedestrian access through the Rose Bay Avenue gates during the works.
- Potential for minor air pollution from dust due to excavations.
- Potential for minimal noise interruption.

Cranbrook is keenly focused on limiting the impact of Masterplan work on our neighbours and we will continue to work closely with local residents and our Cranbrook community in order to keep them informed regarding the project.

The green highlighted areas of the enclosed map will be out-of-bounds for students and visitors until the completion of investigations.

If you have any questions or concerns, please don't hesitate to make contact with us via Cranbrook@cranbrook.nsw.edu.au

With warmest wishes.
Yours sincerely,

Nicholas Sampson
Headmaster

13.16 MEDIA COVERAGE

The Wentworth Courier ran a full-page article on page 13 of its 15 November 2017 edition about the project, titled "Bold new plans for Cranbrook". The article quoted Headmaster Nicholas Sampson and detailed the proposed work, budget and timeline.



CRANBROOK SCHOOL

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Bold new plans for Cranbrook

The school is hoping to update old buildings to mark its centenary

Kate Bastians

A MULTIPURPOSE building, aquatic centre and underground carpark will underpin a proposed \$75-million redevelopment of Cranbrook School's senior campus at Bellevue Hill.

Wentworth Courier visited the school last week to view plans for the Centenary Building, which will replace the existing drama and arts facility.

The school's first dedicated chapel, theatre, performance rooms, assembly hall, dining area and 10 open-plan classrooms will be built over five levels.

The spaces have been designed for versatility — the assembly area can double as a sports hall and the dining room as flexible learning spaces. A large lawn area on the roof will form the "green heart" of the campus.

A new aquatic and fitness centre will feature a 50m swimming pool.

Cranbrook headmaster Nicholas Sampson has assured neighbours the project is aimed at renewing the

school's aging buildings and improving learning experiences rather than boosting student numbers.

"Next year is our centenary year and that's given us pause to reflect upon what we want Cranbrook to be over the next 80 to 100 years," he said.

"We have one of the most beautiful settings in the world for a school that some of our building stock has reached the end of its natural life — it was put up in the immediate post-war period around the 1950s.

"We want to take local concerns very seriously as we are not seeking to expand our cap on numbers."

Mr. Sampson said the school had gone to great lengths to address neighbours' concerns over traffic by proposing an underground carpark, with at least 120 spaces, to stop staff circling streets and using on-street parking.

"We are also bringing the drop-off and pick-up area on-site, which is safer for our students and better for our neighbours," he said.

We are bringing the drop-off and pick-up area on-site, which is safer for our students and better for our neighbours.

Headmaster Nicholas Sampson

The majority of the Centenary Building will be below the current lawn level.

The school started the application process through the Department of Planning last month and last week headed Wentworth Council on the project.

Neighbours will be consulted through a public exhibition process and open days before final approval is granted.

The school hopes to start construction late next year and the project will take at least two years to complete.



Early concept image, subject to consent, showing the proposed Centenary Building at Cranbrook School.

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13.17 OTHER RELEVANT MODES OF COMMUNICATION

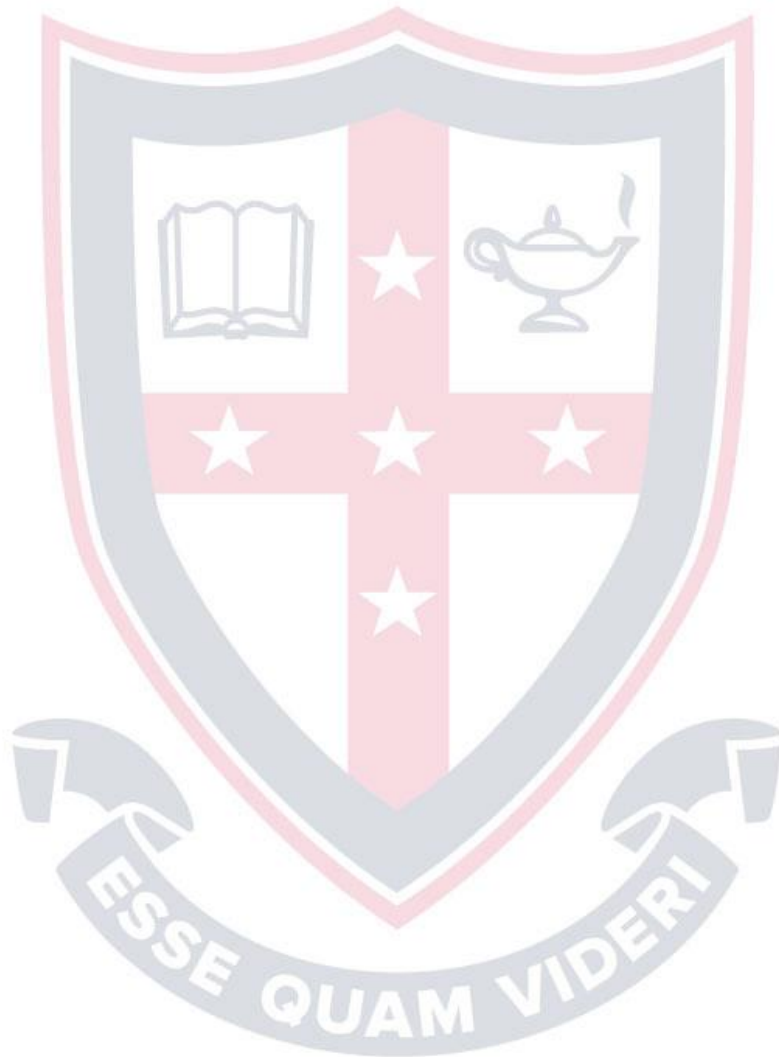
Cranbrook School Communications & Stakeholder Engagement team continue to develop a range of communications materials to keep key stakeholders and the wider School community fully informed of key developments in the planning and development of the Masterplan project.

These include updates in Cranbrook School annual reports and financial reports, which are made publicly available via the School's website, speeches written for key figures including the Cranbrook School Chair of Foundation, President of Old Cranbrookians' Association, President of School Council, Headmaster and others. These speeches are in turn delivered at a range of stakeholder events and provide timely updates to stakeholders within the School and alumni communities.

These messages are further reinforced through a range of communications collateral developed for Cranbrook School Foundation, including calling scripts for use in contacting donors and potential donors, thank you letters and communications to active donors and former donors and a host of collateral developed and delivered for both the 'Realise Capital' and 'Annual Giving' fundraising campaigns.



A range of fundraising events organised by Cranbrook's Communications & Stakeholder Engagement team also serve to expose these updates to a wide audience and broad cross section of stakeholders both within and external to the School.





14. BROADER COMMUNICATIONS STRATEGY

Cranbrook School has developed an all-encompassing Communications Strategy which will be led and executed by the Communications & Stakeholder Engagement Team, specifically the Chief Marketing & Communications Officer and Senior Advisor Communications & Public Affairs. This broader plan highlights the specific activities across the following areas:

- Events
- Marketing
- Communications (internal)
- Communications (external)
- Engagement
- Digital
- Social
- Graphic design
- Media (proactive)
- Media (reactive)

FURTHER INFORMATION

For further information regarding this Masterplan Community Communications Plan, please contact the authors:

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Stakeholder Engagement Officer
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Ph: 0466136484

