Gosford Regional Library
Community Communications Strategy

June 2023

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1 Introduction

1.1 Purpose

This Community Communications Strategy (CCS) has been developed by the Applicant for development consent DA 21/14479, Central Coast Council (Council), to achieve the following objectives for the Gosford Regional Library development (Project):

- Provide timely information to impacted community stakeholders

- Outline the mechanisms for them to provide and receive feedback

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

- Continue to build and maintain good relationships with community stakeholders and the public

- Manage community expectations and build trust by delivering on commitments

- Address and correct misinformation in the public domain

- Provide actively maintained information portals for community stakeholders and the public

This document will be implemented for the duration of works and for a minimum of 12 months following the completion of construction.

1.2 Context

This CCS responds to the Conditions of Development Approval for Approval DA 21_14779, specifically Conditions C6, C18, C19, C20, C21, C22, C23, C24 and C25. Detail of these Conditions, including the relevant sections of this CCS that address the requirements of each Condition, are listed in Table 1-1.

The requirements of this CCS will be implemented as part of Council's Communications Management Plan for the Project.

1.3 Referenced Documents

- Central Coast Council – Complaints and Feedback Management Procedure
- Central Coast Council – Accessibility Guidelines

Referenced documents are supplied as attachments to this CCS.

Table 1-1: Project Approval Requirements

Condition Reference	Obligations	CCS Reference	How Addressed

C6	At least 48 hours before the commencement of construction until the completion of all works under this consent, or such other time as agreed by the Planning Secretary, the Applicant must:
	a) make the following information and documents (as they are obtained or approved) publicly available on its website:
	    (i) the documents referred to in condition A2 of this consent;
	
	    (ii) all current statutory approvals for the development;
	
	    (iii) all approved strategies, plans and programs required under the conditions of this consent;
	
	    (iv) regular reporting on the environmental performance of the development in accordance with the reporting arrangements in any plans or programs approved under the conditions of this consent;
	
	    (v) a comprehensive summary of the monitoring results of the development, reported in accordance with the specifications in any conditions of this consent, or any approved plans and programs;
	
	    (vi) a summary of the current stage and progress of the development;
	
	    (vii) contact details to enquire about the development or to make a complaint;
	
	    (viii) a complaint register, updated monthly;
	
	    (ix) audit reports prepared as part of any Independent Audit of the development and the Applicant's response to the recommendations in any audit report;
	
	    (x) any other matter required by the Planning Secretary; and
		Section 5.1, 5.2, 7	Collating this information and responding to matters raised by the Planning Secretary is the responsibility of the Community Liaison Team's Project Manager
			
			Uploading this information and maintaining the Project's webpage is a responsibility of Community Liaison Team's Digital & Website Officer

Condition Reference	Obligations	CCS Reference	How Addressed
	b) keep such information up to date, to the requirements of the Planning Secretary.	Section 5.1	Keeping such information up to date is the responsibility of the Community Liaison Team's Project Manager
C18	A Community Communication Strategy must be prepared to provide mechanisms to facilitate communication between the Applicant, the relevant Council and the community (including adjoining affected landowners and businesses, and others directly impacted by the development), during the design and construction of the development and for a minimum of 12 months following the completion of construction.	This Document	This document has been prepared in response to this condition and explains through the different ways in which communication between the community and stakeholders will be undertaken. This document will be implemented for the duration of the Project works and the 12 months following.
C19	No later than two weeks before the commencement of construction, a Community Communication Strategy must be submitted to the Planning Secretary for approval and approved by the Planning Secretary prior to the commencement of construction or within another timeframe agreed with the Planning Secretary. The Community Communication Strategy must provide mechanisms to facilitate communication between the Applicant, Council, and the community (including adjoining affected landowners and businesses, and others directly impacted by the development), during the design and construction of the development and for a minimum of 12 months following the completion of construction.	Section 1	This document was submitted within the required timeframes. This document will be implemented for the duration of the Project works and the 12 months following.
C20	The Community Communication Strategy must: a) identify people to be consulted during the design and construction phases;	Section 4.1 – 4.3	These sections lists the wide range of stakeholders identified for consultation and explains how stakeholders will be identified throughout the Project

Condition Reference	Obligations	CCS Reference	How Addressed
	b) set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the development;	Section 4.1, 4.4	These sections outline the communication tools identified as suitable for use with individual stakeholders, and outlines the communication assessment process used to assess and implement communications
	c) provide for the formation of community-based forums, if required, that focus on key environmental management issues for the development;	Section 2	This section identifies key environmental management issues and provides for the creation of community-based forums if required
	d) set out procedures and mechanisms: (i) through which the community can discuss or provide feedback to the Applicant; (ii) through which the Applicant will respond to enquiries or feedback from the community; and (iii) to resolve any issues and mediate any disputes that may arise in relation to construction and operation of the development, including disputes regarding rectification or compensation.	Section 6	This section outlines the procedures and mechanisms made available for community members and stakeholders to provide feedback and make enquires. This section also details how the Applicant will respond, resolve issues, or mediate disputes which may arise
	e) include any specific requirements around traffic, noise and vibration, visual impacts, amenity, flora and fauna, soil and water, contamination, heritage.	Section 2	This section identifies key environmental management issues and provision of community-based forums if required
	The Community Communications Strategy must be submitted to the Planning Secretary no later than one month before the commencement of any work and must be implemented for a minimum of 12 months following the completion of construction.	Section 1	This document was submitted within the required timeframes. This document will be implemented for the duration of the Project works and the 12 months following.

Condition Reference	Obligations	CCS Reference	How Addressed
C21	A Community Liaison Officer is to be appointed prior to development works commencing to act as a point of contact for adjacent occupiers throughout the construction phase of the development. The Community Liaison Officer is to be engaged until construction works are completed. Contact details of the Community Liaison Officer are to be provided to Council and adjoining occupiers via a letterbox drop/community newsletter and signage at the site.	Section 5	This section details the Community Liaison Officer's role, their place within the Liaison Team, and the methods by which their details will be communicated
C22	A Complaints Management System must be prepared and implemented before the commencement of any work and maintained for the duration of construction and for a minimum for 12 months following completion of construction.	Section 6	This section details the complaints management system, which will be maintained for the duration of construction and for a minimum of 12 months following completion of construction
C23	The following information must be available to facilitate community enquiries and manage complaints one (1) month before the commencement of work and for 12 months following the completion of construction: a) a 24- hour telephone number for the registration of complaints and enquiries about the development; b) a postal address to which written complaints and enquires may be sent; c) an email address to which electronic complaints and enquiries may be transmitted; and d) a mediation system for complaints unable to be resolved.	Section 5.2, 6.5	These sections detail how this information will be distributed and the mediation system
	This information must be accessible to all in the community regardless of age, ethnicity, disability or literacy level.	Section 5.1, 5.2	These sections detail the role of the Disability Inclusion Officer (who will assess and advise on accessibility requirements for this information) and the way it will be disseminated
C24	A Complaints Register must be maintained recording information on all complaints received about the development during the carrying out of any	Section 6.3	This section details the Applicant's complaints register

Condition Reference	Obligations	CCS Reference	How Addressed
	work and for a minimum of 12 months following the completion of construction. The Complaints Register must record the: a) number of complaints received; b) date and time of the complaint; c) method by which the complaint was made; d) any personal details of the complainant which were provided by the complainant or, if no such details were provided, a note to that effect e) nature of the complaint; f) means by which the complaint was addressed and whether resolution was reached, with or without mediation; and g) if no action was taken, the reason(s) why no action was taken.		
C25	The Complaints Register must be provided to the Planning Secretary upon request, within the timeframe stated in the request.	Section 5.1	Responding to Planning Secretary requests is the responsibility of the Community Liaison Team's Project Manager

2 Specific Communication Requirements

Council has identified the following Conditions that require communication to specific stakeholders. If an stakeholder is affected by one or more of these impacts then the specific impact (s) against the stakeholder on Table 2-1.

Table 2-1: Development Conditions identified for Special Consideration

Condition Reference	Obligation	Required Communications
C14	Prior to the commencement of construction, the Applicant must submit a pre-commencement dilapidation report to Council and the Certifier. The report must provide an accurate record of the existing condition of adjoining private properties and Council assets that are likely to be impacted by the proposed works.	• Owners will be invited to attend the dilapidation inspections • Reports will be provided to owners • Face-to-face meetings will be held to explain the reports • The Community Liaison Officer is responsible for communication about this condition
C17 (e)	Provide a copy of the relevant (pre-construction) survey to the owner of each residential building surveyed in the form of a Pre-Construction Survey Report	• Reports will be provided to owners • Face-to-face meetings will be held to explain the reports • The Community Liaison Officer is responsible for communication about this condition

C29	The Construction Traffic and Pedestrian Management Sub-Plan must be prepared to achieve the objective of ensuring safety and efficiency of the road network and address, but not be limited to, the following:
	    c) detail the measures that are to be implemented to ensure road safety and network efficiency during construction in consideration of potential impacts on general traffic, cyclists and pedestrians and bus services; and
	    d) detail heavy vehicle routes, access and parking arrangements.
		• Affected stakeholders will be informed of the sub-plan via the communication tools listed on Table 4-1
		• If required, a community forum will be established through the Applicant's Engagement section

C30	The Construction Noise and Vibration Management Sub-Plan must address, but not be limited to, the following:	• Affected stakeholders will be informed of the sub-plan via the

	(g) Include a program to monitor and report on the impacts and environmental performance of the development and the effectiveness of the management measures in accordance with condition C27.	communication tools listed on Table 4-1 • If required, a community forum will be established through the Applicant's Engagement section
C36	Prior to commencement of construction, the Applicant must submit a Construction Worker Transportation Strategy to the Certifier. The Strategy must detail the provision of sufficient parking facilities or other travel arrangements for construction workers in order to minimise demand for parking in nearby public streets or public parking facilities. A copy of the strategy must be provided to the Planning Secretary for information	• Affected stakeholders will be informed of the strategy via the communication tools listed on Table 4-1

3 Project Delivery Phases

This CCS covers all phases of the Project's delivery. Some key activities which may cause issue, and the phases in which these could occur, are detailed in the following table. Each phase will have a different impact on parts of the community. The information in this table will form the basis for the communications needs assessment regularly conducted by the Community Liaison Team (refer Figure 4-1: Communication Needs Assessment Process).

Table 3-1: Key Delivery Phases

Delivery Phase	Activities Undertaken
Early Work	• Survey work • Investigations • Services disconnections
Site Establishment Work	• Hoarding and fence erection • Site compound mobilisation • Scaffolding erection
Demolition Work	• Demolition of existing structure, including management of existing contaminated materials • Works during extended hours • Stormwater control works • Further investigative work
Construction Work	• Spoiling handling and removal • Piling activities • Drainage and utilities work • Earthworks and installation of retaining structures • Poured concrete construction • Precast panel, roofing and glazing installation • Complete interior fit out • Contractor demobilisation • Commissioning and handover activities

4 Stakeholders, Issues, Consultation Level and Tools

4.1 Key Stakeholders

Table 4-1 identifies key stakeholders, potential issues/areas of interest and the range of communication tools that will be used to interact with them. The stakeholder list has been developed through the project's concept and development assessment stages. The list will be regularly reviewed, and the list refined as stakeholders are identified through the life of the Project.

The level of consultation is based on the IAP2 public participation spectrum and best practice. The level of consultation is based on the potential level of the Project's impact and the type of issue to be communicated or consulted on.

4.2 Management of Stakeholder Details

The stakeholder list will be overseen the implementation of the Communication Management Plan, of which this CCS forms a part. Stakeholders listed in the CCS will have their details maintained by the Community Liaison Officer.

4.3 Stakeholder Mapping

The Public Liaison Team will map stakeholders throughout the project delivery phases to ensure the appropriate people are notified of work activities and their associated impacts.

4.4 Communication Needs Assessment Process

Communication to specific stakeholders may vary based on the delivery phase and the activities undertaken during that phase. Communication requirements will be determined by these factors:
- The potential impact the work may have such as noise, vibration, dust, access, traffic changes or other work activity
- The type and frequency of the activity being carried out, including any impulsive noise activities
- The time of day or night the activity is being carried out, including work during the extended hours of construction permitted by the development approval
- The duration of the activity
- The type of equipment that is being used
- The direct or indirect impact that is predicted or level of interest in a particular activity

The process for identifying and implementing required communication is illustrated in the following workflow:
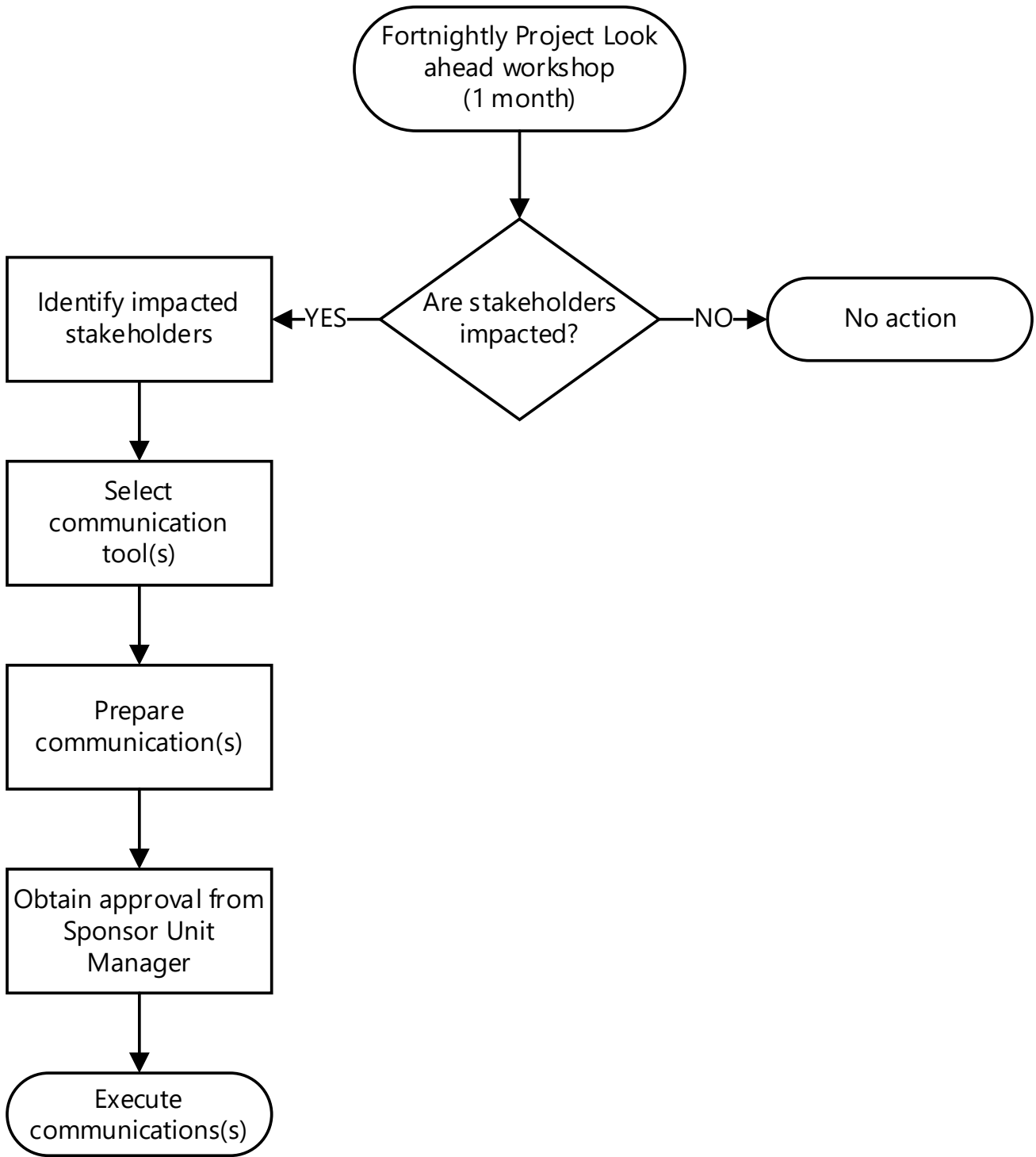
Figure 4-1: Communication Needs Assessment Process

Table 4-1: Key Community Stakeholder Analysis

Stakeholder	Detail	Issues/Interest	Consultation Level	Communication Tools
Sclavos Nominees & Associates	Owner of 91-99 Mann St (direct neighbour to east of project site)	• Noise • Dust • Vibration • Traffic impacts and disruption • Access impacts • Parking impacts • Visual amenity	• Inform • Involve • Consult • Collaborate	• Dedicated Liaison Officer • One-on-one meetings • Weekly update emails • Phone calls • Letters • Website
ET Australia	Owns and occupy 125 Donnison St (direct neighbour to east of Project site) and controls access to the site's carpark	• Noise • Dust • Vibration • Traffic impacts and disruption • Access impacts • Parking impacts • Visual amenity	• Inform • Involve • Consult • Collaborate	• Dedicated Liaison Officer • One-on-one meetings • Weekly update emails • Phone calls • Letters • Website
Directly affected residents and businesses adjoining construction areas	• Identified in sub-plans (as they are prepared) • Sensitive receivers as noted in CEMP • East Gosford and Gosford Association • Gosford Wyoming Uniting Church	• Noise • Dust • Vibration • Traffic impacts by haulage, diversions and partial closures • Access impacts • Parking impacts • Visual amenity	• Inform • Involve • Consult • Collaborate	• Dedicated Liaison Officer • Door knocks • One-on-one meetings • Letters • Emails • Media • Website • Social media
Residents	• Gosford • LGA Wide	• Interested in the library • Traffic impacts	• Inform	• Reports to Council meetings • Media releases • Website • Social media

Stakeholder	Detail	Issues/Interest	Consultation Level	Communication Tools
				• Community information sessions
Road Users	• Travelling public and residents including pedestrians • Public transport, including school and general bus/coach operators • Freight and transport unions	• Disruptions to traffic • Services disrupted • Changes to parking • General confusion and traffic queues • Shared use paths including cycle access • Pedestrian access • Bus stop	• Inform	• Variable message signs • Notifications • Website
Government agencies / entities	• Department of Infrastructure, Transport, Regional Development • NSW Department of Planning and Environment • Transport for NSW • NSW Fire and Rescue	• Approval authorities • Impact on assets • Regulatory role	• Inform • Consult • Collaborate • Involve • Empower	• Regular briefings and meetings • Formal approvals • Formal correspondence
Local Government	• Central Coast Council	• Impact on local roads (including parking), facilities and infrastructure • Impact on local residences and businesses • Managing interfaces between Council infrastructure and Project construction • Potential impact on existing Gosford Library	• Inform • Consult • Involve	• Briefings • One-on-one meetings • Formal approvals pathways • Traffic Planning Panel
Elected representatives – Federal	• Office for the Member for Dobell • Office for the Member for Robertson • Office for the Member for Shortland	• Impact on constituents during the construction and operation	• Inform • Consult	• Briefing as required

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Stakeholder	Detail	Issues/Interest	Consultation Level	Communication Tools
Elected representatives - State	• Office for the Member for Gosford • Office for the Member for Swansea • Office for the Member for Terrigal • Office for the Member for Wyong • Office for the Member for The Entrance	• Impact on constituents during the construction and operation	• Inform • Consult	• Briefing as required
Emergency Services	• State Emergency Service • Police (Local Area Command) • Ambulance NSW • NSW Fire and Rescue	• Access in an emergency • Diversions and blockages	• Inform • Consult	• Briefings as required • Emails
Media	Metropolitan and suburban newspapers, radio, and television including: • The Daily Telegraph • Central Coast Community News • ABC Central Coast • 9 News Central Coast • Community Media	• Want to provide information and local stories • Want to provide information to readers of other languages	• Inform	• Media releases • Responses to media • Media events • Website
Community organisations and special interest groups	• Local Advocacy Services • General Community Clubs • General Disability Services	• Impacts on neighbourhood • Seeking information • Construction activities • Traffic impacts • Access and accessibility impacts • Parking impacts	• Inform • Consult wherever possible	• Community forums/meetings • Phone calls • Letters • Briefings • Website
Utilities/services	• Ausgrid • NBN Co • Central Coast Council • Telstra • Jemena	• Impacts on infrastructure • Disruptions	• Consult • Involve	• Meetings as required • Notifications

5 Community Liaison Team

The Community Liaison team is responsible for implementation and coordination of community information and involvement. The team manages and communicate construction impacts with affected community stakeholders. Figure 5-1 illustrates the team's structure:
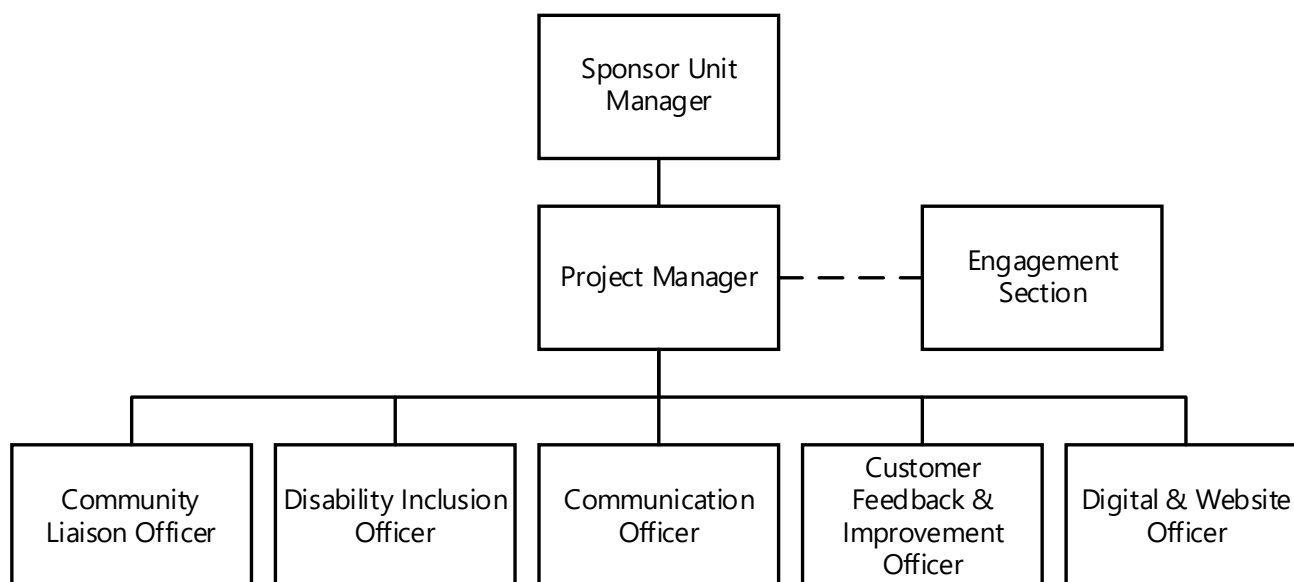

Figure 5-1: Community Liaison Team Structure

The Engagement Section is a specific department of the Council's organisation. Although not part of the Community Liaison team, they would be engaged by the Project Manager to form community forum(s) for the team to run if the need is identified during the Communication Needs Assessment process.

5.1 Team Roles and Responsibilities

The Community Liaison Team is responsible for implementing and coordinating community information and involvement. The team will manage and delivery the requirements of this CCS. Table 5-1 outlines the team responsibilities.

Table 5-1: Team Roles and Responsibilities

Decision Maker	Responsibilities
Sponsor Unit Manager	• Delivery of Library project • Reviews and approves proposed communication formats and materials • Attends community information sessions and other meetings
Project Manager	• Manages the delivery of the Library project • Develops and implements the project's CCS • Manages the Project's overall compliance with the Minister's Conditions of Approval relating to communications and community engagement, including responding to requests from the Planning Secretary

Decision Maker	Responsibilities
	• Manages effective relationships with key stakeholders • Co-ordinates the activities of Liaison Team members • Monitors, evaluates, and recommends changes to the community communications strategies and processes, including the complaints management system • Attends community information sessions and other meetings
Community Liaison Officer	• Will act as the point of contact for adjacent occupiers throughout the construction phase of the development • Develops communication and engagement materials such as notifications, letters, newsletters, advertisements, website content etc to provide timely and adequate notification of upcoming work and work progress • Maintains accurate records on Public Liaison issues • Contributes to the Project Manager's internal reporting requirements • Organises and attends community information sessions and other meetings • Responds to telephone calls and written complaints and enquiries, including undertaking investigations of complaints/enquiries • Provides advice to the wider project team on matters relating to provision of information and engagement requirements • Encourages community participation
Disability Inclusion Officer	• Reviews messaging, layout, and format of communications • Assesses communications against Council's accessibility guidelines • Advises when communications require an Easy English version and/or compliance to WCAG V2 requirements • When forums are organised, advises on accessibility requirements for venues and organises Auslan interpreters • Shares communications through Council's distribution network for relevant Community organisations and special interest groups stakeholders (disability sector, advocacy groups, service providers, and families and carers with lived experience) • Organises presentations to the Council Access and Inclusion Reference Group when identified as required during the communications assessment process • Provides advice to the wider project team on matters relating to provision of information and engagement requirements • Encourages community participation
Communication Officer	• Develops communication and engagement materials for media stakeholders • Distributes approved materials through established channels
Customer Feedback & Improvement Officer	• Operates and manages the Project's complaints management system to effectively address complaints • Maintains accurate records on raised issues • Maintains and updates the Project's Complaints Register

Decision Maker	Responsibilities
Digital & Website Officer	• Developed the webpages necessary to comply with the Project's approval requirements (specifically condition C6) and as communications tools for use with stakeholders • Maintains the webpages • Uploads information and documentation onto the webpages when directed

5.2 Community Liaison Team Contact Details

The Project Manager and Community Liaison Officer are based at the existing Gosford Library, which is located directly opposite the Project's site. The remaining team members are based at their usual places of work. Contact details for the Community Liaison Officer will be provided to Council and will distributed to adjacent occupiers via face-to-face meetings prior to works starting.

A telephone number, postal address, and email address to which complaints and enquires can be registered and sent will be advertised on the site's construction hoarding, the Project's webpage, and distributed to all relevant community organisations and special interest groups to ensure the information is available to as many in the community as possible regardless of age, ethnicity, disability, or literacy level.

6 Complaints & Feedback Management System

6.1 Purpose

The purpose of this section is to outline the procedure for receiving and managing feedback, enquiries, and complaints for the duration of construction and up to twelve months following the completion of construction of the Gosford Regional Library.

6.2 Receiving Feedback, Enquiries, and Complaints

Feedback, compliments, and complaints about the Project can be submitted via the following channels:

- In person
- Email - ask@centralcoast.nsw.gov.au
- Post
- Telephone
- Online Customer Service Centre
- The Council's own Social Media pages
- Council's Administrator via Councillor Support Services
- Member of Parliament
- Council's Internal Ombudsman, via InternalOmbudsman@centralcoast.nsw.gov.au

6.3 Complaints Register

All customer feedback regardless of the channel received is to be registered in the Council's corporate CX system, the software that forms the basis of the Project's Complaints Management System.

The CX system being used for this Project is already in use by the Council as part of their daily operations and will capture the following information for this Project:

- Number of complaints received
- Date and time of the complaint
- Method by which the complaint was made
- Any personal details of the complainant that were provided by the complainant
- Nature of the complaint
- Means by which the complaint was addressed and whether resolution was reached, with or without mediation.
- If no action was taken, the reason(s) why no action was taken

Per condition of consent C24, the complaints management system will be maintained for a minimum of 12 months following the completion of construction.

6.4   Procedures and Complaint Model

The Council adopts a Three Tier Complaint model for the Complaints Management System:

Tier 3
If the complaint cannot be resolved within Council, after investigation by Internal Ombudsman, the complainant may be referred to an outside agency such as the NSW Ombudsman, the Office of Local Government.

Tier 2
If the complainant remains dissatisfied, then escalation may be appropriate for review or investigation. Sensitive Complaints are managed at this level by Internal Ombudsman.

Tier 1
Frontline response and resolution by customer service staff or referral to the most appropriate person, unit or agency. Our aim is to handle most complaints at this level.
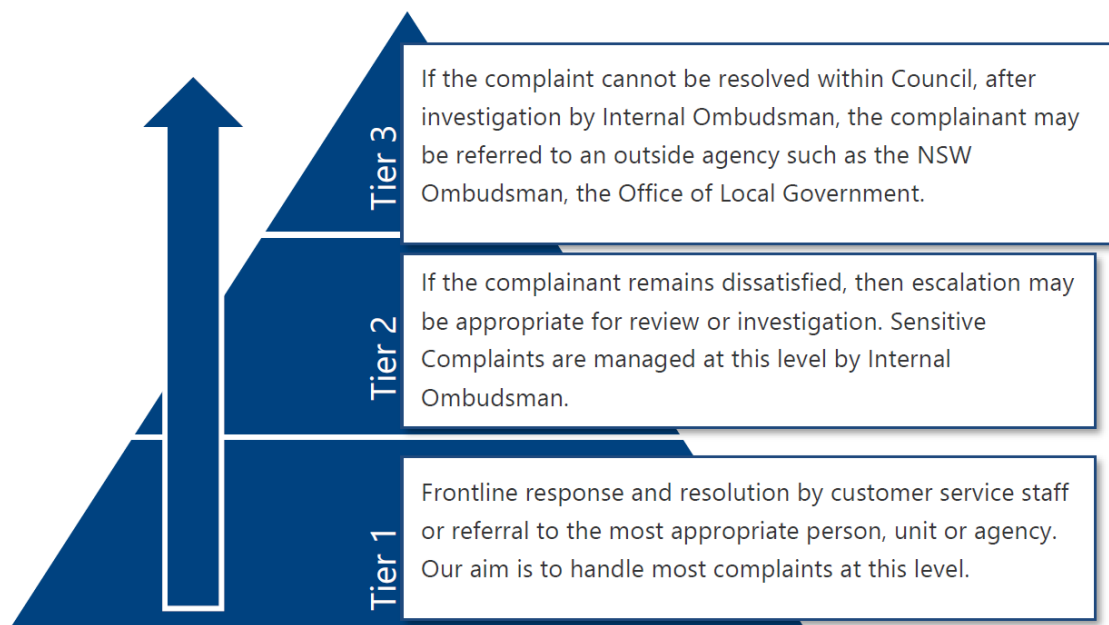
Figure 6-1: Three Tier Complaint Model

Complaints are processed through this model using the Council's Complaints and Feedback Management Procedure, which progresses through the following workflow:
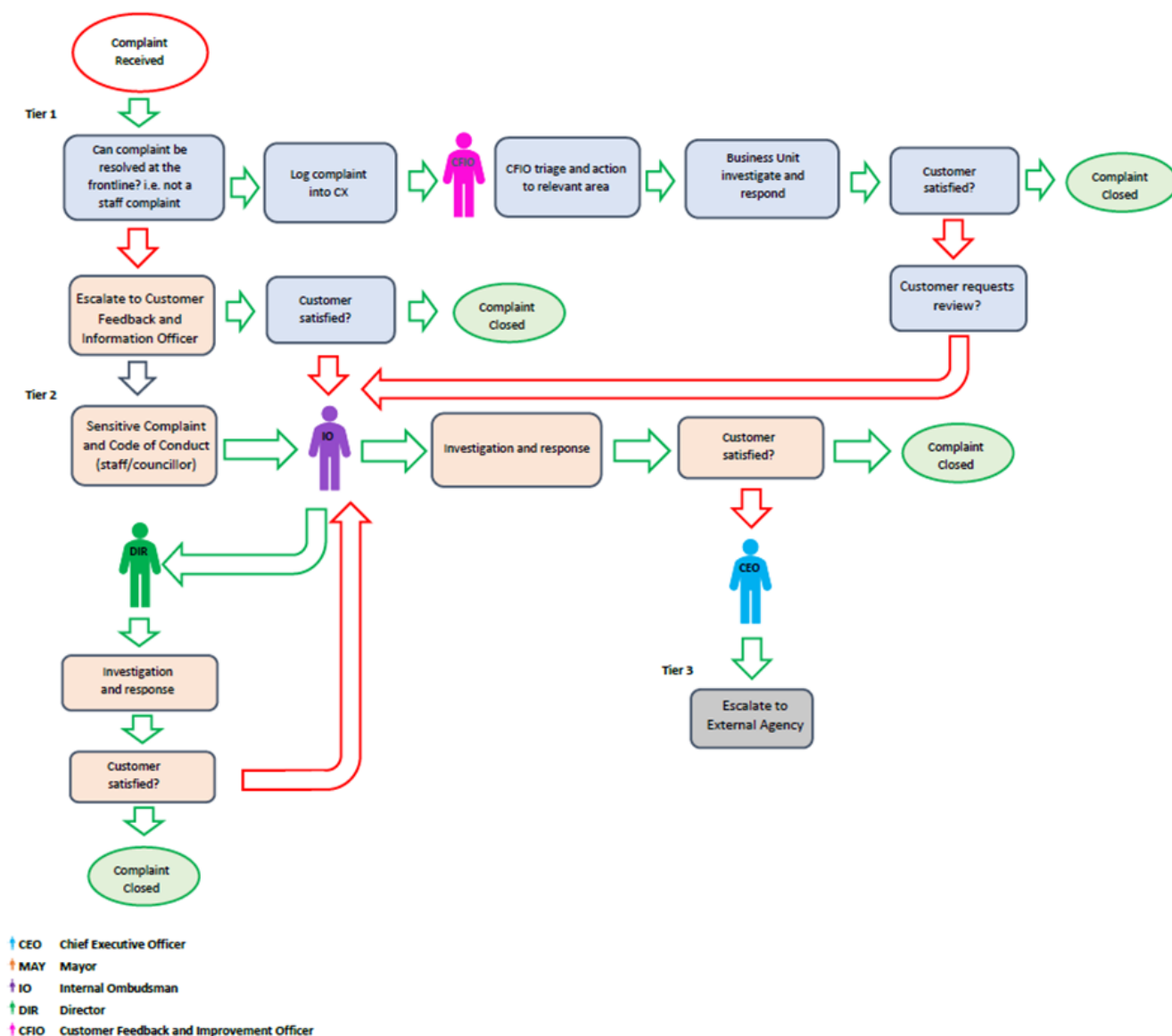
Figure 6-2: Complaints and Feedback Management Procedure

The Community Liaison Officer will become involved in the process at Tier 1. The Project Manager will become involved as part of the complaint escalation process at Tier 2.

6.5 Complaint Escalation and Mediation

If the complaint escalates to Tier 3, then the Project Manager will request the Sponsor Unit Manager approach the Council's Internal Ombudsman in writing for assignment of a suitable external agency to act as an independent, impartial mediator. Through mediation sessions, the mediator's aim will be to:

- Obtain a resolution acceptable to both parties
- Define the timeframe for actions associated with the resolution
- Formalise the resolution by obtaining written agreement regarding the agreed actions
- If no agreement is reached through mediation, the complaint will be closed out and the person who submitted the feedback will be advised that reasonable attempts to resolve the matter were unsuccessful. The same outcome will apply if the person who submitted the feedback declines the invitation for mediation sessions.

7 History of revisions

Risk management plan amendment history and version details

Amendment history	Details
Original approval authority details	*[signature]* Melanie Smith Director, Community and Recreation Services
Version 1	D15754245