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**URBIS**

# **COMMUNITY COMMUNICATIONS STRATEGY (CCS)**

Loreto Normanhurst

Prepared for

**CARMICHAEL TOMPKINS PROPERTY GROUP**

13 December 2021 - updated

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# 1. INTRODUCTION

Loreto Normanhurst is developing a master plan for its campus at 91-93 Pennant Hills Rd, Normanhurst in the Hornsby Shire. The master plan will guide the future planning of the campus and allow the School to grow in line with demand for excellent schools in Sydney's north.

The School's growth is planned over four stages. The overall proposal aims to increase the student capacity incrementally by 850 students by the year 2047.

This Community Communication Strategy (CCS) has been prepared in line with the consent conditions C10 and C11 as part of the Development Consent for SSD 8996.

Urbis Engagement, an engagement consultant, appointed by Carmichael Tompkins Property Group (CTPG) on behalf of Loreto Normanhurst (the proponent), has prepared this plan. Following four years of planning, the School has recently received development consent to start the first stage of work (Stage 1).

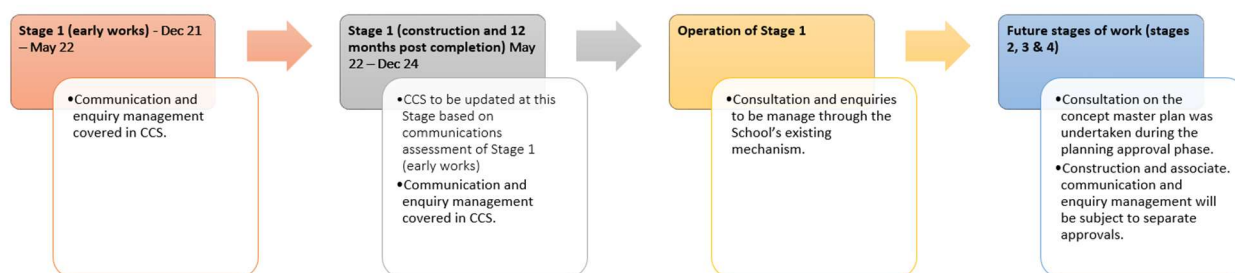
The CCS will be implemented during Stage 1 construction and for 12 months following completion.

Future Stages of work require additional approval. The CCS will be updated (or recreated) in line with future development consent to cover future construction work.

Consultation and enquiries for Stage 1 operation will be managed directly through the School's existing mechanism.

Figure 1 below is an overview of the communication and enquiry management at each Stage of the Master Plan. This figure also highlights the works included in the CCS.

Figure 1 Communications enquiry management



## 1.1. CROSS-REFERENCE OF CONSENT REQUIREMENTS

Table 1 identifies the references within the CCS as they relate to the requirements under Development Consent Condition C10 and C11.

Table 1 Report Reference for Development Consent for Loreto Normanhurst (SSD 8996).

Consent condition reference	Consent condition	Report reference
<b>Community Communication Strategy</b>		
C10.	No later than two weeks before the commencement of any construction, a Community Communication Strategy must be submitted to the Planning Secretary for approval and approved by the Planning Secretary prior to the	This document submitted

<b>Consent condition reference</b>	<b>Consent condition</b>	<b>Report reference</b>
	commencement of construction or within another timeframe agreed with the Planning Secretary.	29 November 2021  Updated version submitted 13 December 2021
C10.	The Community Communication Strategy must provide mechanisms to facilitate communication between the Applicant, the relevant Council and the community (including adjoining affected landowners and businesses, and others directly impacted by the development), during the design and construction of the development and for a minimum of 12 months following the completion of construction.  The Community Communication Strategy must:	Section 5
C10.a.	Identify people to be consulted during the design and construction phases	Section 4
C10.b.	Set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the development	Section 5
C10.c.	Provide for the formation of community-based forums, if required, that focus on key environmental management issues for the development	Section 5.2
C10.d.i.	Set out procedures and mechanisms:  Through which the community can discuss or provide feedback to the Applicant	Section 5.1, 5.2 and 5.3.
C10.d.ii.	Set out procedures and mechanisms:  Through which the Applicant will respond to enquiries or feedback from the community	Section 5.1, 5.2 and 5.3.
C10.d.iii.	Set out procedures and mechanisms:  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 6.2
C10.e.	Include any specific requirements around traffic, noise and vibration, visual impacts, amenity, flora and fauna, soil and water, contamination, heritage.	Section 5.1
<b>Community Consultative Committee</b>		

<b>Consent condition reference</b>	<b>Consent condition</b>	<b>Report reference</b>
C11.	Prior to the commencement of any construction, a Community Consultative Committee (CCC) must be established for the development in accordance with the Department's Community Consultative Committee Guidelines: State Significant Projects (2016). The CCC must begin to exercise functions in accordance with such guidelines before the commencement of construction and continue to do so for the duration of construction and for at least six months following completion of construction.	Section 5.3

## 2. PROJECT OVERVIEW

### 2.1. THE SITE

Loreto Normanhurst (the site) is within the Hornsby Shire Council Local Government Area (LGA). The site, approximately 13 ha, includes the entire Loreto Normanhurst campus at 91 – 93 Pennant Hills Road, Normanhurst.

The northern part of the site accommodates the School's existing built form, while the southern part contains the School's sporting fields and ecological vegetation.

The site is 750m (walking distance) south of the Normanhurst Railway Station and is bound by Pennant Hills Road to the north, Mount Pleasant Avenue to the east, Osborn Road to the west and residential homes to the south.

Figure 2 The site



Source: Near Maps

### 2.2. THE PROJECT

Established in Normanhurst in 1897, Loreto Normanhurst is in need of an upgrade. The master plan will provide quality boarding facilities, improve access arrangements to bring the School into line with current accessibility standards, and improve movement and spatial relationships whilst focusing on the School's future growth, ensuring that it remains appropriate into the future.

The staged redevelopment will increase the student population from 1150 to 2000 students by 2047, with additional students in Kindergarten to Year 4.

In addition to receiving approval for the building envelopes and a maximum student cap of 2000 students as part of the Concept SSD, Loreto has also received consent to deliver the first stage of the detailed works for a new boarding facility and demolition to the maintenance buildings between the Mary Ward Building and the dining room.

Loreto Normanhurst is delivering a master plan that can guide and facilitate the future development of the School. The master plan also enables the School to review the existing layout of the existing campus and

improve overall functionality and efficiency, particularly regarding traffic flow resulting from the pick up and drop off.

Objectives of the master plan include:

- Develop a new strategic master plan that can guide future development of the school in an orderly and organised manner.
- Develop a framework that will strategically guide future development and renewal commensurate to the school's anticipated growth strategy.
- Protect, preserve and retain areas of unique ecological and aesthetic qualities, while identifying opportunity areas that can appropriately accommodate the additional density.
- Upgrade and improve student and staff learning/teaching facilities on campus.
- Holistically review opportunities to improve connectivity, accessibility and legibility across the existing campus.

Key features of the concept master plan include:

- Establishment of 10 new building envelopes across the site for education and ancillary uses, including student accommodation.
- Increase of the student number cap by 850 students from 1150 to 2000 students.
- Provision of open space and landscape design.
- Provision of new pedestrian and circulation arrangements.
- Associated car parking provision.

Detailed consent for Stage 1 works includes:

- Construction of a new 3 to 6-storey boarding house to accommodate up to 216 boarders.
- Excavation works to accommodate partially underground car park and dock facilities within the proposed footprint of the new boarding house facility.
- Demolition works to the maintenance building located between Mary Ward and existing dining room building as well as the Loreto Community House and associated works to make good.
- Landscaping works including tree removal and replenishment as well as the landscaping upgrade of internal road network, pedestrian spaces and loading dock to reinforce the heritage context.
- Augmentation of connection of services and utility infrastructure.

### 3. OBJECTIVE AND APPROACH

The engagement approach is adapted from the International Association of Public Participation's (IAP2) Public Participation spectrum. The spectrum (Figure 1) describes goals for public participation and the corresponding promise to the public. For this CCS, the engagement objective aligns to the goal of informing or consulting with stakeholders and the community. This means our objective is to either:

- Provide balanced and objective information to assist stakeholders in understanding the project
- Obtain public feedback and response to enquiries and concerns throughout the duration of consultation.

Figure 3 IAP2 Public Spectrum

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions	To obtain public feedback on analysis alternatives and/or decisions	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
PROMISE	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

Source: IAP2

To achieve these objectives, the engagement approach involves:

- Promoting the benefits of the project
- Building key school community stakeholder relationships and maintain good will with impacted communities
- Managing community expectations and building trust by delivering on our commitments
- Providing timely information to impacted stakeholders, schools and broader communities
- Addressing and correcting misinformation in the public domain
- Reducing the risk of project delays caused by negative third-party intervention
- Leaving a positive legacy in each community.

### 3.1. PROJECT TIMELINE

The CCS aligns with the project timeline for construction of Stage 1 of the master plan. Stage 1 will take place over five sub-stages. Construction on the first three sub-stages will commence in December 2021 and be completed in May 2022.

Construction on sub-stages four and five be delivered over a two-year period, with construction expected to be complete by December 2024.

The table below outlines what communication will be implemented to align with each sub-stage of construction.

Table 2 Stage 1 construction program

Stage 1 sub-stages	Expected timing	Activity on site	Engagement activities
Sub-Stage 1 - Reconfigure Osborn Rd carpark	December 2021 to May 2022	<ul style="list-style-type: none"> <li>Reconfigure the Osborn carpark and removal of vegetation.</li> <li>Construct 2 pick-up/drop-off spaces.</li> <li>Hard and soft landscaping.</li> </ul>	<b>Throughout sub-stages 1, 2 and 3:</b> <ul style="list-style-type: none"> <li>Information available on the Loreto website (an overview of project details, construction related management documents, construction updates, and enquiry contact details)</li> <li>1,800 number and enquiry email activated (managed by dedicated Community Relations Manager)</li> <li>Start of construction community newsletter</li> <li>Construction notification letterbox drop (out-of-hours and unplanned work) – as required</li> <li>Information signage accessible on site</li> <li>Community information drop in session</li> <li>Establishment of Community Consultative Committee</li> <li>A series of sensitive receiver consultation notifications – as required.</li> </ul>
Sub-Stage 2 - Through site link	December 2021 to May 2022	<ul style="list-style-type: none"> <li>Construct through site road including 3 pick-up/drop-off spaces.</li> <li>Hard and soft landscaping</li> <li>Reallocation of the Osborn Road slip road into use by buses</li> </ul>	
Substage 3 – Tennis court carpark	December 2021 to May 2022	<ul style="list-style-type: none"> <li>Reconfigure P2 Admin/Chapel and Pennant Hills carparks.</li> <li>Demolish existing tennis courts and sheds.</li> <li>Construct tennis court carpark including two new tennis courts.</li> <li>Hard and soft landscaping</li> </ul>	
Substage 4 – Boarding Accommodation Building	June 2022 to June 2024	<ul style="list-style-type: none"> <li>Relocate uniform shop.</li> <li>Demolish Loreto. Community House and associated buildings.</li> <li>Construct boarding accommodation building.</li> <li>Reconfigure P4 Primary carpark.</li> </ul>	<b>Throughout sub-stages 4 and 5:</b> <ul style="list-style-type: none"> <li>Update CCS based on assessment of communication activities undertaken through sub-stages 1-3.</li> <li>Pending this assessment, activities intended through these stages include:</li> </ul>

Stage 1 sub-stages	Expected timing	Activity on site	Engagement activities
		<ul style="list-style-type: none"> <li>• Hard and soft landscaping, including Osborn Road / Pennant Hills Road corner.</li> </ul>	<ul style="list-style-type: none"> <li>• Information available on the Loreto website (an overview of project details, construction related management documents, construction updates, and enquiry contact details)</li> <li>• 1,800 number and enquiry email (managed by dedicated Community Relations Manager)</li> <li>• Community Consultative Committee – ongoing</li> <li>• Information signage accessible on site</li> <li>• Face to face meetings (as required)</li> <li>• Construction notification letterbox drop (out-of-hours and unplanned work) – as required</li> <li>• A series of sensitive receiver consultation notifications – as required.</li> </ul>
Substage 5 – Multi-Purpose Carpark	June 2024 to December 2024	<ul style="list-style-type: none"> <li>• Demolish 3 multi-purpose courts/structures.</li> <li>• Construct Multi-purpose carpark including three new multi-purpose courts.</li> </ul>	

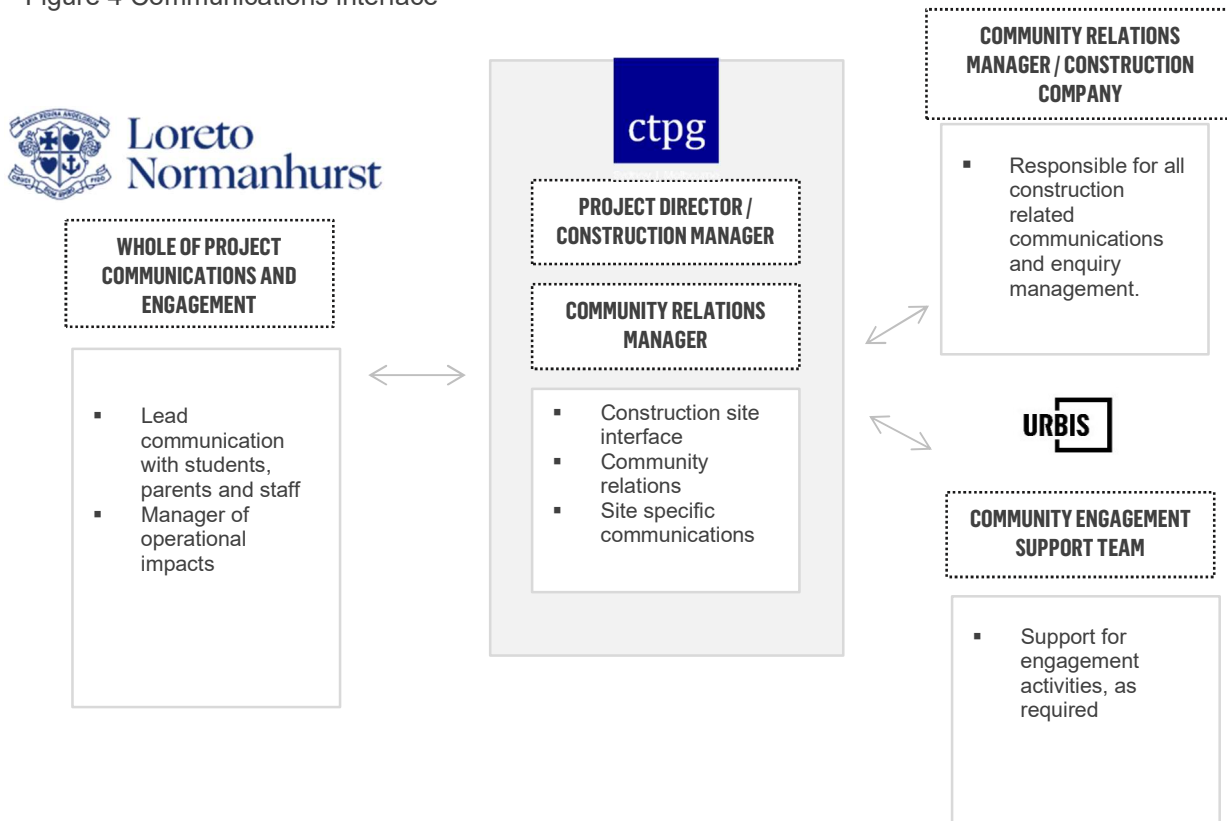
## 3.2. COMMUNICATIONS INTERFACE (ROLES AND RESPONSIBILITIES)

The successful delivery of the project is contingent on a coordinated, consistent and considered approach to community communication and stakeholder engagement.

From the community's point of view, response on issues should appear seamless. In order to achieve this objective, the Community Relations Manager (point of contact) will work collaboratively with the Project Director and Construction Manager and the School's internal communications team to ensure all internal and external communications are in lockstep.

This approach will be implemented during Stage 1 construction and for 12 months following completion.

Figure 4 Communications interface



## 4. STAKEHOLDERS – PEOPLE TO BE CONSULTED DURING DESIGN AND CONSTRUCTION

Loreto Normanhurst is surrounded by low-density residential dwellings to the south (immediately neighbouring the site), to the east (across Mount Pleasant Avenue) and to the west (across Osborn Road) of the site. Other sites of significance include:

- Normanhurst Public School – to the northwest of the site (across Pennant Hills Road)
- Church of the Latter Day Saints – to the northeast (at 94 Pennant Hills Road).
- Normanhurst Boys High School – to the northeast (across Pennant Hills Road).

For the purpose of this CCS, people to be consulted during construction are referred to as stakeholders and the surrounding community.

It will be important to ensure that stakeholders and the surrounding community (including adjoining affected landowners and others directly impacted by the development) are well informed about construction activity and impacts.

The near neighbours outlined below in the figure below have been identified as the affected community due to their proximity to the site and likely impact during construction and operation.

This includes the nearby residents that could potentially be impacted by noise, traffic and access as a result of construction. The surrounding community are familiar with this development as Loreto Normanhurst undertook a comprehensive stakeholder engagement program throughout each stage of planning.

Therefore, engagement with stakeholders and the surrounding community will focus on the specific potential impacts of construction work associated with Stage 1 of the master plan.

Likely impacts of construction include:

- Noise and traffic during construction
- Disruption to traffic flows on the local street system
- Out of hours of work
- Pedestrian safety as a result of changes to traffic flow in and around the School
- Perceived property damage due to dust
- Day-to-day operational impacts to the School community as a result of construction work on site.

Figure 5 The surrounding community



#### Legend

- The site
- Neighbours

People who will be informed and consulted during design and construction (stakeholders and the surrounding community) are outlined in the table below. The table also outlines the dedicated engagement interface, communications activities, the potential concerns and their involvement. This table will be reviewed and updated as needed.

Table 3 Stakeholders, activities, and concerns

People to be consulted (Stakeholders)	Engagement interface	Communication activities (see Section 4)	Potential concerns	Interests and involvements
<p><b>Hornsby Shire Council, specifically:</b></p> <p>Mayor - The Honourable Philip Ruddock AO</p> <p><b>Ward B Councillors:</b></p> <p>Cr Robert Browne – Liberal</p> <p>Cr Joe Nicita – The Greens</p> <p>Cr Janelle McIntosh – Labor</p> <p><b>Planning and Compliance Division</b></p> <p>Director - James Farrington</p>	<p><b>Engagement lead:</b></p> <p>Community Relations Manager (COWYN Building Group)</p> <p>CTPG</p> <p>Loreto Normanhurst</p> <p><b>Engagement support:</b></p> <p>Urbis Engagement</p>	<ul style="list-style-type: none"> <li>Enquires and feedback response</li> <li>Issues resolution and mediation of disputes</li> <li>Incident management</li> <li>Construction notifications as required</li> <li>Construction signage.</li> </ul>	<ul style="list-style-type: none"> <li>Traffic management</li> <li>Visual impacts</li> <li>Community concerns</li> <li>Permit approvals</li> <li>Impacts on local characteristics</li> <li>Impacts of construction activities including noise, dust and vibrations</li> <li>Impact on local on and off-street parking availability.</li> </ul>	Consent authority
<p><b>Government agencies</b></p> <p>Transport for NSW (TNSW), including Service NSW</p>	<p><b>Engagement lead:</b></p> <p>Community Relations Manager (COWYN Building Group)</p> <p>CTPG</p> <p>Loreto Normanhurst</p> <p><b>Engagement support:</b></p> <p>Urbis Engagement.</p>	<ul style="list-style-type: none"> <li>Notification letter and updates</li> <li>Enquires and feedback response</li> </ul>	<ul style="list-style-type: none"> <li>Implication to services as a result of consultation</li> <li>Vehicles access</li> <li>Changes to local road network as a result of the Master Plan.</li> </ul>	Consent authority

People to be consulted (Stakeholders)	Engagement interface	Communication activities (see Section 4)	Potential concerns	Interests and involvements
<b>Loreto Normanhurst - School community</b>  Current and future parents  Current and future staff  Current and future students	<b>Engagement lead:</b>  Loreto Normanhurst  <b>Engagement support:</b>  Community Relations Manager (COWYN Building Group)  CTPG  Urbis Engagement	<ul style="list-style-type: none"> <li>Enquires and feedback response</li> <li>Issues resolution and mediation of disputes</li> <li>Incident management</li> <li>Construction notifications as required</li> <li>Face to face meetings as required</li> <li>Construction signage.</li> </ul>	<ul style="list-style-type: none"> <li>Day-to-day operational impacts as a result of construction</li> <li>Student safety as a result of changes to traffic flow and pedestrian infrastructure</li> <li>Impact on teaching as a result of construction noise and disturbances</li> <li>Changes to staff parking conditions</li> <li>Impacts of construction activities including noise, dust and vibrations.</li> </ul>	Site users  Operational impacts as a result of construction works on site
<b>Surrounding community</b>  <b>Immediate neighbours:</b> <ul style="list-style-type: none"> <li>Residents at 52 – 95 Osborn Rd</li> <li>Residents at 1 - 84 Mount Pleasant Ave</li> </ul> <b>Wider community (residents and businesses):</b> <ul style="list-style-type: none"> <li>Nepean Ave</li> </ul>	<b>Engagement lead:</b>  Community Relations Manager (COWYN Building Group)  CTPG  Loreto Normanhurst  <b>Engagement support:</b>	<ul style="list-style-type: none"> <li>Enquires and feedback response</li> <li>Issues resolution and mediation of disputes</li> <li>Incident management</li> <li>Construction notifications as required</li> </ul>	During Environmental Impact Statement (EIS) consultation, local residents and businesses identified the following concerns: <ul style="list-style-type: none"> <li>Traffic management</li> <li>Visual impacts</li> </ul>	Localised impacts

People to be consulted (Stakeholders)	Engagement interface	Communication activities (see Section 4)	Potential concerns	Interests and involvements
<ul style="list-style-type: none"> <li>Currawong Ave</li> <li>Rivertop Clos</li> <li>Waratah Way</li> <li>Redgrave Rd</li> <li>Ferndale Rd</li> <li>Pennant Hills Rd (in between Redgrave Rd and Osborn Rd)</li> <li>Dunbar Clos</li> <li>Campbell Avenue</li> <li>Hinemoa Ave</li> <li>Normanhurst Rd</li> <li>Fraser Rd.</li> </ul>	Urbis Engagement.	<ul style="list-style-type: none"> <li>Community information drop-in session</li> <li>Construction signage.</li> </ul>	<ul style="list-style-type: none"> <li>Impacts on local characteristics , such as tree clearing</li> <li>Impacts of construction activities including noise, dust and vibrations</li> <li>Impact on local on and off street parking availability</li> <li>Concerns regarding the increase in pedestrian activity</li> <li>Construction timing including the expected finished date</li> </ul>	
<p><b>Schools within a 1km radius of the construction zones, including:</b></p> <p>Normanhurst Public School, specifically;</p> <ul style="list-style-type: none"> <li>Principal, Ms Amber Gorrell</li> </ul> <p>Normanhurst Boys High School, specifically:</p> <ul style="list-style-type: none"> <li>Principal, Asli Harman</li> </ul>	<p><b>Engagement lead:</b></p> <p>Community Relations Manager (COWYN Building Group)</p> <p>CTPG</p> <p>Loreto Normanhurst</p> <p><b>Engagement support:</b></p>	<ul style="list-style-type: none"> <li>Enquires and feedback response</li> <li>Construction notifications as required</li> <li>Construction signage</li> </ul>	<ul style="list-style-type: none"> <li>Traffic management</li> <li>Impacts of construction activities including noise, dust and vibrations</li> </ul>	Localised impacts

People to be consulted (Stakeholders)	Engagement interface	Communication activities (see Section 4)	Potential concerns	Interests and involvements
	Urbis Engagement.			
<b>Community groups/organisations:</b>  Church of the Latter Day  Thornleigh, Westleigh and Normanhurst Community (private FB group)	<b>Engagement lead:</b>  Community Relations Manager (COWYN Building Group)  CTPG  Loreto Normanhurst  <b>Engagement support:</b>  Urbis Engagement	<ul style="list-style-type: none"> <li>• Enquires and feedback response</li> <li>• Construction notifications as required</li> <li>• Construction signage</li> </ul>	<ul style="list-style-type: none"> <li>• Traffic management</li> <li>• Visual impacts</li> <li>• Impacts of construction activities including noise, dust and vibrations</li> </ul>	Localised impacts

## 5. PROCEDURES AND MECHANISMS

### 5.1. INFORMATION PROVISION

Information about the project will be provided to residents in line with the requirements of Development Consent Condition C10 and C11 through the communication activities outlined in the Table 4 Communication activities for information provision.

Table 4 Communication activities for information provision.

Activity	Description	Stakeholder	Timing
Establishment of website, phone number and email	<p>Project contact details and up to date project information will be provided for all communication activities.</p> <p>The project website will provide an overview of project details, construction related management documents, construction updates, and enquiry contact details.</p> <p>See Section Table 2 Contact point for Stage 1 construction .</p> <p>Process for responding is outlined in Section 6.1..</p>	All stakeholders and the surrounding community	<p>Information will be available online no less than 14 days before construction.</p> <p>Ongoing enquiry management and website content available for a minimum of 12 months following the completion of construction.</p> <p><b>Website updates will take place as follows (or as frequently as required):</b></p> <ul style="list-style-type: none"> <li>• Substages 1, 2 and 3 – ahead of commencement</li> <li>• Substages 4 and 5 – ahead of commencement.</li> </ul>
Access to Information	In accordance with Development Consent Condition A29, 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, information, and documents (as they are obtained or approved) will be made publicly available on the website.	Stakeholders and the surrounding community	<p>No less than 14 days before construction.</p> <p>Information available online (School's website) for a minimum of 12 months following the completion of construction.</p> <p><b>Available information will be updated as</b></p>

Activity	Description	Stakeholder	Timing
			<b>frequently as required:</b>
Community Consultative Committee	<p>Support the establishment and consultation requirements of a Community Consultative Committee for the project in accordance with the Community Consultative (CCC) Committee Guidelines for State Significant Projects.</p> <p>Process outlined in Section 5.3.</p>	Stakeholders and the surrounding community	<p>Established ahead of construction commencement.</p> <p>Active throughout the duration of construction.</p> <p>Committee meetings held quarterly (at least four meetings per year).</p>
Signage	<p>The community feedback, enquiries and complaints phone and email will be included on signage at the front of the site.</p> <p>In accordance with Development Consent Condition D1, the signage will be prominently displayed at the boundaries of the site during construction for the purposes of informing the public of project details.</p>	Stakeholders and the surrounding community	Information and signage available on site throughout the duration of Stage 1 construction.
Start of construction notification letterbox drop (newsletter letter)	A community newsletter outlining construction timeline, impacts and mitigations, and community feedback, enquiries and complaints phone number and email.	<p>Individual households and businesses surrounding the School</p> <p>Schools within a 1km radius of the construction zones</p> <p>Community groups/organisations</p>	No less than 14 days before start of construction.
Community information drop-in session	Design and host a community information display on the site. The session to be advertised and timed to enable people to drop in over a 3 – 4-hour period. During these advertised sessions, members of the project team will be on hand to explain the works underway and respond to any questions or concerns from the community.	Stakeholders and the surrounding community	<p>Following commencement of sub-stages 1, 2 and 3 (in early 2022).</p> <p>And as required throughout each stage of construction.</p>

Activity	Description	Stakeholder	Timing
	The session will include a presentation and/or poster boards of content.		
Face-to-face meetings	Face-to-face project briefing with key stakeholders and community groups provide project information about environmental management issues for the development.	Stakeholders and the surrounding community	As required depending on the level of community interest and feedback.
Construction notification letterbox drop (out-of-hours and unplanned work)	Letter notification to inform changes to construction (out-of-hours and unplanned work). The letter would outline works, impacts and mitigations, and community feedback, enquiries and complaints phone number and email.  In accordance with Development Consent Condition D4 and D5, notification of out of hours construction activities must be given to residents before undertaking the activities or as soon as is practical afterwards.	Immediate neighbours  School community (parents, students and staff)	At least 72 hours before undertaking the activities or as soon as is practical afterwards.
Sensitive receiver consultation procedure	For high noise generating works, vibration intensive activities or potential traffic disruptions, visual impacts, amenity, flora and fauna, soil and water, contamination, heritage, sensitive receivers will be informed via letterbox drop ahead of time.	Individual households within a 500m radius of the project  School community (parents, students and staff)	No less than 7 days before works planned, or when reasonably practical.

## 5.2. COMMUNITY BASED FORUMS

Depending on the level of stakeholder interest and feedback in the first three months of construction of Stage 1, the principal contractor or their authorised representative will consider the establishment of community-based forums to enable deeper focus on key environmental management issues for the project.

Following the first three months of Stage 1 construction, this process will be reassessed every six months through to completion of Stage 1 works.

If required, public meetings and presentations will be held as frequently as required.

Meetings would include:

- Updating the community on the environmental management of the development works.
- Providing a direct face to face consultation between the project team and the concerned community members.

Meetings and presentations will be held on a required basis to raise concerns by the local community members. If required, any environmental concerns among the community will also be addressed in Community Consultative Committee meetings (held quarterly).

The above forums are considered appropriate to the scale of the development works. If required, we would recommend community-based forums be held on site at the School and attended by at least one School representative, relevant technical leads and CTPG (project managers).

### 5.3. COMMUNITY CONSULTATIVE COMMITTEE (CCC)

In line with the requirements of Development Consent Condition C11, a Community Consultative Committee (CCC) will be established in accordance with DPIE's *Community Consultative Committee Guidelines for State Significant Projects*.

The CCC is a forum for discussion between the proponent, representatives of the community and other stakeholders including the Council. The CCC comprises of an Independent Chair, up to seven community representatives, a representative from Council and up to three representatives from the proponent.

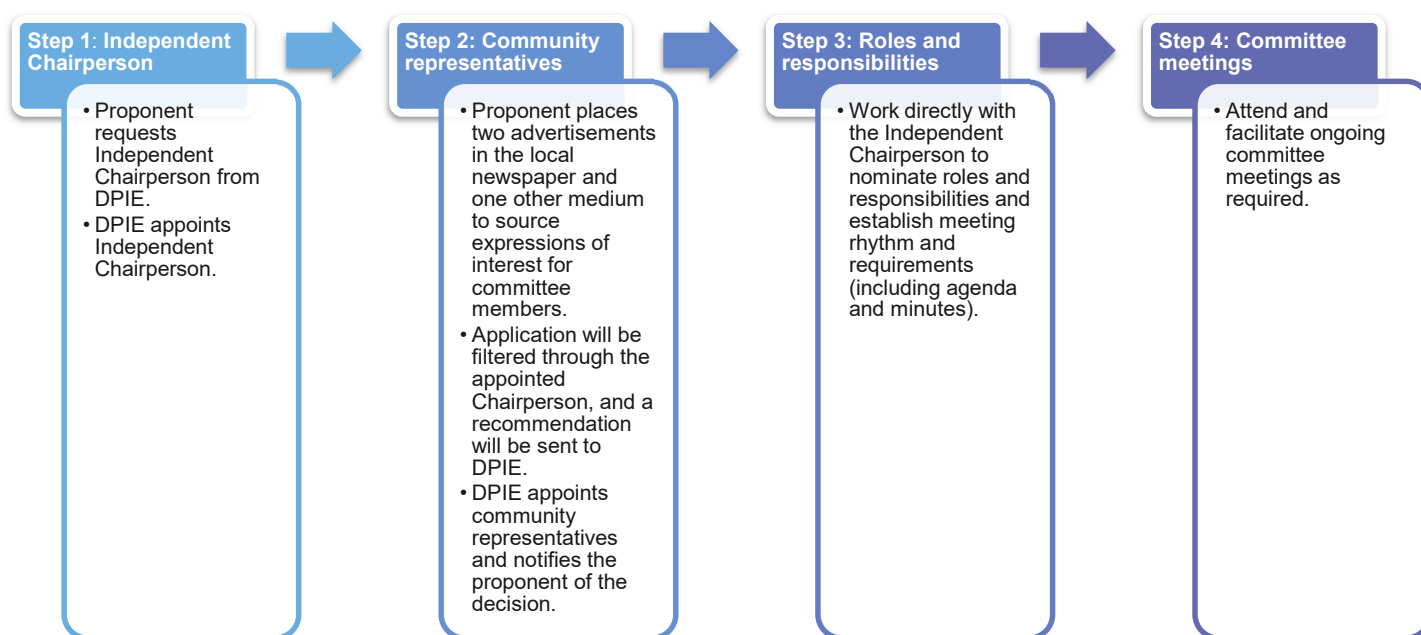
The Loreto Normanhurst Master Plan CCC will exercise functions in accordance with such guidelines before the commencement of construction and continue to do so for the duration of construction and for at least six months following completion of construction.

CCC meetings will take place at least quarterly and align with the construction milestones outlined in Section 3.1 of this document. As part of the CCC establishment phase, the proponent has been appointed an Independent Chairperson from the DPIE. The Independent Chairperson will then support the proponent call for nominations for the community representatives.

The community representatives will be people impacted by the project and who are able to represent the community, contribute to discussions during meetings and disseminate information from meetings to the broader community. The chairperson oversees the selection process.

Figure 2 outlines the high-level CCC process. The process will be outlined in detail when the independent chair is appointed.

Figure 6 CCC process



## 6. ENQUIRES AND FEEDBACK RESPONSE

As outlined in Table 3, website, phone number and email will be established and maintained for design, construction and operation of the project.

Table 2 Contact point for Stage 1 construction

Channel	Details
Point of contact	Luke Gladwish, Project Director, Carmichael Tompkins Property Group c/o Loreto Normanhurst
Mailing address	91-93 Pennant Hills Road, Normanhurst NSW 2076, Australia
Phone number	(02) 7202 1239
Email	<a href="mailto:engagement@urbis.com.au">engagement@urbis.com.au</a>
Website	<a href="https://www.loretonh.nsw.edu.au/">https://www.loretonh.nsw.edu.au/</a>

Table 7 School operation contact points:

Channel	Details
Point of contact	Loreto Normanhurst
Mailing address	91-93 Pennant Hills Road, Normanhurst NSW 2076, Australia
Phone number	(02) 9487 3488
Email	<a href="mailto:reception@loretonh.nsw.edu.au">reception@loretonh.nsw.edu.au</a>
Website	<a href="https://www.loretonh.nsw.edu.au/">https://www.loretonh.nsw.edu.au/</a>

All Stage 1 construction-related enquiries feedback and enquiries will be recorded in a Complaints Register. Refer to Section 6.1 for the details regarding the complaints, issues and disputes resolution process.

All feedback and enquiries during construction will be answered in accordance with the timeframes below.

Feedback and enquiries in relation to day-to-day School operations will be recorded and passed on to the School. The School will manage operational enquiries through the School's existing mechanism.

Table 3 Response times – for Stage 1 construction related enquiries

Channel	Response time
Email	One business day (if contact is made outside of businesses hours, a response will be provided on the next business day)
In-person contact	One business day (if contact is made outside of businesses hours, a response will be provided on the next business day)

Channel	Response time
Site phone line	Thirty minutes - during business hours (if contact is made outside of businesses hours, a response will be provided on the next business day)
Website contact	Three business days (if contact is made outside of businesses hours, a response will be provided on the next business day)

## 6.1. ISSUES RESOLUTION AND MEDIATION OF DISPUTES

Robust and timely enquiry and complaints management is integral to building and maintaining trust in the community. The School can build and maintain good will within the community through careful management of enquiries and complaints throughout all phases of the Project. The below diagram outlines the enquiry and complaints management process.

This plan provides a procedure for issues resolution and the mediation of disputes, targeting resolution within seven days from the date the issue was first raised.

This mechanism in Figure 7 Complaints, issues, and disputes resolution process' allows for the identification and implementation of corrective measures in response to issues raised by the community, to minimise the likelihood of recurrence. All complaints will be recorded in a Complaints Register.

The following process will be implemented during Stage 1 construction and for 12 months following completion.

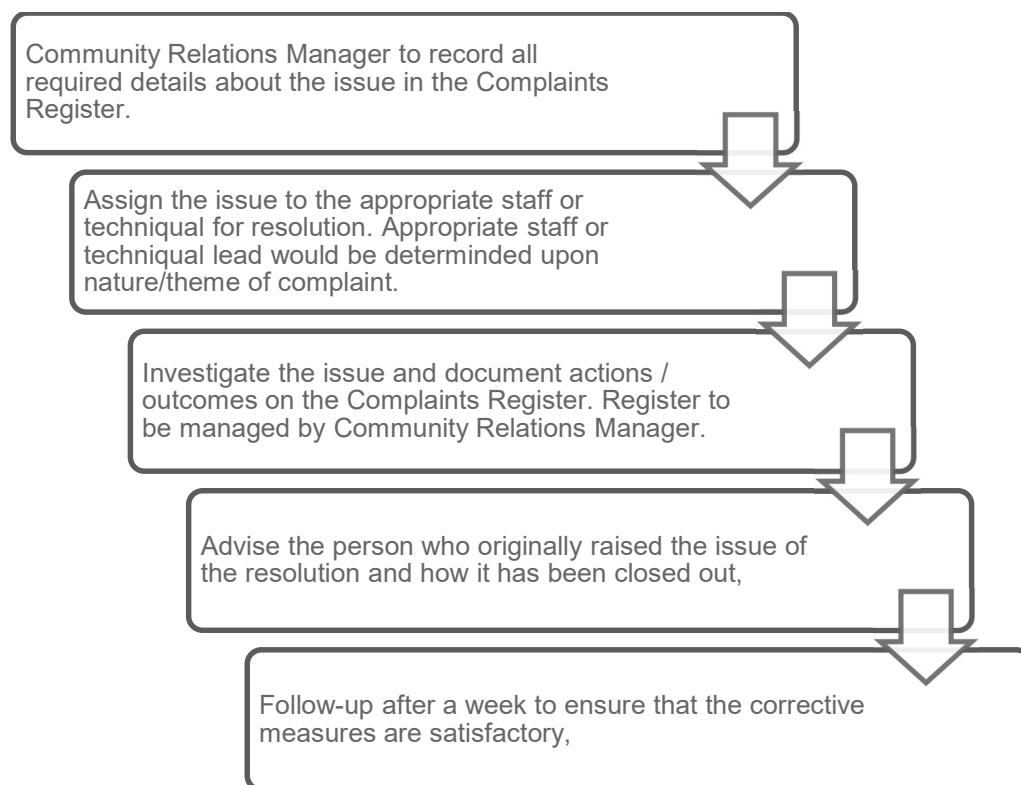
Complaints, issues and disputes regarding School operations will be recorded and passed on to the School. The School will manage operational enquiries through the School's existing mechanism.

Complaints, issues, and disputes that may require the implementation of this process if a reoccurring or unavoidable complaint is received.

Nature/ theme of concerns may include, but are not limited to the following:

- Noise and traffic during construction
- Disruption to traffic flows on the local street system
- Out of hours of work
- Pedestrian safety as a result of changes to traffic flow in and around the School
- Perceived property damage due to dust
- Day-to-day operational impacts to the School community as a result of construction work on site.

Figure 7 Complaints, issues, and disputes resolution process



## 6.2. ROLE OF INDEPENDENT MEDIATION

In some circumstances, a complaint may be referred for independent mediation. The role of independent mediation is to assist in facilitating communication between conflicting parties to reach a voluntary mutually agreeable outcome to a dispute. Independent mediation is to mediate and not arbitrate. A mediator actively encourages and facilitates discussion toward an outcome but cannot order or decide an outcome.

Issues and complaint escalation to independent mediation would be at the recommendation of the Community Relations Manager following a thorough review of the complaint information in consideration of the project planning and assessment process. Generally, complaints that would require change to the approved project scope of works would not be referred for mediation and a complaint would only be referred for mediation once.

The actions of the independent mediator would depend on the type of issue. However, the process may include the following general steps:

- Establishing expectations upon the expected behaviour and involvement of all parties
- Meet with the complainant and project team to understand concerns and suggest methods as appropriate to resolve and/or work through issues
- Seek involvement of various internal and external subject matter experts
- Provide recommendations or next steps that clearly reflect input from all parties.

Any independent mediator would hold suitable qualifications and have experience in mediating disputes of a similar nature. In instances where a complainant remains unsatisfied, DPIE will be advised.

## 7. DISCLAIMER

This report is dated 13 December 2021 and incorporates information and events up to that date only and excludes any information arising, or event occurring, after that date which may affect the validity of Urbis Pty Ltd (**Urbis**) opinion in this report. Urbis prepared this report on the instructions, and for the benefit only, of CARMICHAEL TOMPKINS PROPERTY GROUP (**Instructing Party**) for the purpose of Community Communications Strategy (CCS) (**Purpose**) and not for any other purpose or use. To the extent permitted by applicable law, Urbis expressly disclaims all liability, whether direct or indirect, to the Instructing Party which relies or purports to rely on this report for any purpose other than the Purpose, and to any other person which relies or purports to rely on this report for any purpose whatsoever (including the Purpose).

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All surveys, forecasts, projections and recommendations contained in or associated with this report are made in good faith and on the basis of information supplied to Urbis at the date of this report, and upon which Urbis relied. Achievement of the projections and budgets set out in this report will depend, among other things, on the actions of others over which Urbis has no control.

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