



School Infrastructure NSW

Community Engagement Summary Report

Glenwood High School

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1. Introduction

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

As part of our transformation in the way we plan, develop and deliver schools across the state, we are committed to openly sharing information. This will show how one school compares with its neighbouring group of schools. It also explains the challenges we face in the complex world of schools planning. Part of this transparency means that we will let the community know which schools will be worked on and at what time. It will take time since we have over 2,200 schools across the state, so we will address high growth areas within each district and region across the State first.

As we develop a range of options for addressing school infrastructure requirements, members of the community will be able to see and comment on our proposal before it is finalised. Feedback is important and helps us refine our planning process. Whilst we cannot commit to implementing everything suggested, engaging with the broader community ensures we've considered what's important to you, and balanced this with practicality and cost to deliver sustainable and relevant solutions for schools.

This report summarises the consultation and communication activities that have been undertaken in relation to the proposed upgrade to Glenwood High School. It forms part of the Environmental Impact Statement required for the State Significant Development (SSD) application as specified in the Secretary's Environmental Assessment Requirements (SEARs).

This report summarises the engagement undertaken for this stage of the proposed upgrades by outlining:

- the SEARs for stakeholder and community consultation
- the consultation process undertaken, including key meetings with stakeholders
- a summary of feedback received, and issues raised, by specific stakeholders, and
- how feedback has been considered in the development of the SSD application.

2. Background

The NSW Government is investing \$7.9 billion over four years to deliver 215 new and upgraded schools to support communities across NSW.

School Infrastructure NSW (SINSW) aims to deliver school infrastructure to meet the needs of a growing population, and support modern, flexible teaching and learning. SINSW are delivering 215 new and upgraded schools while maintaining a portfolio of 2,200+ schools around the state and ensuring they're safe and fit-for-purpose spaces.

This report summarises the consultation and communication activities that have been undertaken in relation to the proposed upgrade at Glenwood High School. This report will form part of the Environmental Impact Statement (EIS) for submission of a State Significant Development (SSD) application as specified in the Secretary's Environmental Assessment Requirements (SEARS).

2.1. School description

Glenwood High School (Glenwood HS) is a public-private partnership (PPP) which is owned by Axiom Education No 1 Pty Ltd (Axiom) and operated by the Department of Education (DoE) under a PPP arrangement.

Glenwood High School is located at 85 Forman Avenue, Glenwood. An existing childcare centre is also located within the site. The site is located in the Blacktown Local Government Area (LGA) in the suburb of Glenwood. It is situated within a well-established residential area approximately 4.7 km north-east of Blacktown Train Station. The current student capacity is 67 Teaching Spaces (49 permanent and 18 temporary) and current enrolments for 2021 are 1,410 students.

The site is bound by residential development and Forman Street to the south; Glenwood Reserve to the north and west with residential development beyond; and Glenwood Park Road to the east, with a drainage channel and residential development beyond.

Bus stops are located on Forman Avenue and Glenwood Park Drive for public bus services. A dedicated school bus pull-in loop road is provided on the school's frontage to Glenwood Park Drive. Bella Vista Metro station is approximately 600m to the east of the site.

A dedicated school student car drop off/pick up facility is provided along Forman Avenue. This takes the form of a slip lane and kerbside lane parking. The combined pick up / drop off facility is approximately 180 metres long. Bicycling within the vicinity of the site is inaccessible given the lack of off-road easy access cycling routes.

Glenwood High School is located approximately 520m south of Parklea Public School, 1.5km to the south-west of Bella Vista Public School and 3.5km to the east of Quakers Hill High School.

The built form and land use character surrounding the site is predominantly low scale, 1-2 storey dwelling houses.

Map of Glenwood High School and surrounding areas



2.2. Project description

The Glenwood High School upgrade is a February 2019 Election Commitment to “deliver more spaces for local students in new permanent air-conditioned classrooms and upgraded core facilities”.

The proposal involves major alterations and additions to the existing high school, comprising the construction of a new 3 storey building that will provide contemporary learning spaces, replacing 18 existing demountable classrooms on site. The proposed development will provide 47 additional learning spaces, including refurbished wood/metal and food tech units, provision of an additional support learning unit plus new administration and staff facilities, upgrades to the existing library, construction of new covered walkways and ancillary utility infrastructure and landscaping works.

The proposed development seeks to upgrade Glenwood High School. The upgrade consists of the following alterations and additions:

- Construction of a new three-storey building at the north-eastern portion of the site facing Glenwood Park Drive which will accommodate approximately 54 learning spaces.
- Refurbishment of existing Building Block A (ground floor only) to provide one new support unit within the space of an existing general learning space;
- Refurbishment of Building Block D (ground floor only) to provide an additional office space and storeroom;
- Refurbishment of Building Block E to re-purpose it on the ground floor for computer learning spaces, staff and administration as well as upgrades to the library on the first floor;
- Refurbishment of Building Block J to re-purpose it from visual arts and performing arts to learning spaces and workshops for food tech and woods/metal unit; and
- The proposed development will also involve ancillary works at the site associated with the proposed upgrades

2.3. Secretary’s Environmental Assessment Requirements

The Secretary’s Environmental Assessment Requirements (SEARS) for the State Significant Development were received in July 2021. The SEAR in relation to consultation is as follows:

During the preparation of the EIS, you must consult with the relevant local, State or Commonwealth Government authorities, service providers, community groups, relevant special interest groups, including local Aboriginal land councils and registered Aboriginal stakeholders and affected landowners. In particular, you must consult with:

- *the relevant Council.*

- *Government Architect NSW (through the NSW SDRP process).*
- *Transport for NSW.*

Consultation should commence as soon as practicable to inform the scope of investigation and progression of the proposed development.

The EIS must describe and include evidence of the consultation process and the issues raised and identify where the design of the development has been amended in response to these issues. Where amendments have not been made to address an issue, a short explanation should be provided.

Targeted consultation in accordance with the Social Impact Assessment Guideline (Department of Planning, Industry and Environment) must also occur where there is a requirement to prepare and submit a Social Impact Assessment.

3. Consultation Approach

3.1. Consultation objectives

As set out in the Community Engagement Plan, the following community engagement objectives have been identified for this proposal:

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

3.2. Description of consultation and communication channels and activities

The table below describes the consultation and communication channels and activities that have been undertaken and the strategic intent of each activity.

Activity	Strategic intent
School community engagement (Project Review Group, Meetings, workshops, school tours, and design user group sessions)	Project Review Group meetings, ad-hoc meetings, workshops and school tours comprise representatives from John Palmer Public school communities including the Principals and P&C President, to discuss aspects of the design, consultation and construction approach and seek feedback and input from members. Design user groups seek input from end users including staff and students about the proposed design and its applicability.
Communications (Project webpage, Information Pack, Project Updates and Works Notifications)	Distribution of project information to stakeholders delivered via letterbox drop and school newsletter.
Contact channels (Emails and 1300 project information number)	Direct responses to stakeholder and community contact.
School community communication (Newsletters, updates on app, P&C meetings)	Ongoing updates as required and direct responses to questions.

3.3. Consultation and Communication activities

A key factor of the project is the governance provided through the Project Reference Group (PRG), which provides feedback on critical design elements and the overall project direction. PRG meetings commenced on 13 May 2021 and has met on six occasions to date. PRG membership comprises school principals, P&C community representatives, and project team members.

The Technical Stakeholder Group (TSG) is comprised of technical specialists within SINSW in the areas of design, heritage, disability access and standards, sustainability, IT services, safety and school transport. The TSG ensures the project design meets education facility standards and operational needs.

Additional stakeholder groups include:

- School Operations and Performance (School Ops): representatives from School Operations and Performance, including Director/s Education Leadership, principal, and teacher representatives
- Design Advisory: A group of advisors who advise on Educational Facilities Standards and Guidelines (EFSG) compliance of the project
- Expert Review Group (ERG): A panel of experts who advise across all SINSW projects in regards to design, buildability, compliance etc.; and
- School and local community members.

A summary of consultation is provided in the table following:

Date/s	Targeted stakeholders	Consultation activity	Attendance
February 2019	School community, nearby residents	Project announced. Media release	School community, local community
Mid 2019	School community, nearby residents	Project website live	School community, local community
13/05/2021	Project Reference Group (PRG)	Meeting	Jacobs, SINSW, DEL, Principal, AMU, ICT
10/06/2021	Project Reference Group (PRG)	Meeting	Jacobs, SINSW, DEL, Principal, AMU, ICT
23/06/2021	Project Reference Group (PRG)	Meeting	Jacobs, SINSW, DEL, Principal, AMU, ICT
29/06/2021	Technical Stakeholder Group (TSG)	Meeting	TSG, Jacobs, SINSW, project team
01/07/2021	Axiom 1 (PPP) Working Group	Meeting	Axiom 1, Jacobs, SINSW, project team
20/07/2021	Axiom 1 (PPP) Working Group	Meeting	Axiom 1, Jacobs, SINSW, project team
20/07/2021	School Principal	SIA interview	School Principal, SIA consultant
20/07/2021	School P&C Representative	SIA interview	School P&C Representative, SIA consultant
21/07/2021	Technical Stakeholder Group (TSG)	Meeting	TSG, Jacobs, SINSW, project team
21/07/2021	Goodstart Early Learning Glenwood	SIA interview	Goodstart Early Learning Glenwood, SIA consultant

Date/s	Targeted stakeholders	Consultation activity	Attendance
22/07/2021	Blacktown City Council	SIA interview	Blacktown City Council, SIA consultant
29/07/2021	Project Reference Group (PRG)	Meeting	Jacobs, SINSW, DEL, Principal, AMU, ICT
03/08/2021	Axiom 1 (PPP) Working Group	Meeting	Axiom 1, Jacobs, SINSW, project team
03/08/2021	SINSW WHS	Meeting	SINSW WHS, Jacobs, SINSW, Architect
04/08/2021	Technical Stakeholder Group (TSG)	Meeting	TSG, Jacobs, SINSW, project team
10/08/2021	Expert Review Group (ERG)	Meeting	ERG, Jacobs, SINSW, project team
18/08/2021	Axiom 1 (PPP) Working Group	Meeting	Axiom 1, Jacobs, SINSW, project team
01/09/2021	Project Reference Group (PRG)	Meeting	Jacobs, SINSW, DEL, Principal, AMU, ICT
06/09/2021	Design Advisory Team (DAT)	Meeting	DAT, Jacobs, SINSW, Architect
07/09/2021	Expert Review Group (ERG)	Meeting	ERG, Jacobs, SINSW, project team
10/09/2021	School Principal, SINSW Aboriginal Advisory Team	Connection with Country Workshop	School Principal, SINSW Aboriginal Advisory Team, Aboriginal Heritage consultant, DEL, Jacobs SINSW, Architect
15/09/2021	Axiom 1 (PPP) Working Group	Meeting	Axiom 1, Jacobs, SINSW, project team
20/09/2021 – 04/10/2021	Local community	SIA survey	Local community
01/10/2021	Technical Stakeholder Group (TSG)	Meeting	TSG, Jacobs, SINSW, project team
05/10/2021	Project Reference Group (PRG)	Meeting	Jacobs, SINSW, DEL, Principal, AMU, ICT
07/10/2021	Axiom 1 (PPP) Working Group	Meeting	Axiom 1, Jacobs, SINSW, project team
18/09/2021	School community, nearby residents	Project update. Advise of business case approval and	School community, local community

Date/s	Targeted stakeholders	Consultation activity	Attendance
		ask for feedback through survey	

4. Stakeholder and Community Feedback

Stakeholder and community feedback has been integral to the development of this proposal. Feedback was sought from stakeholders and communities through the consultation activities and communication channels listed in Section 3.

Since June 2019 we have had no enquiries direct to SINSW about the Glenwood High School upgrade.

Consultation identified key issues of community interest for consideration during the preparation of the Environmental Impact Statement.

Key themes have emerged from the feedback and are described below.

Positive themes:

Key themes	Project response	Relevant report
New learning spaces to accommodate more students	New learning spaces included in accordance with the project business case and the Education Facilities Standards and Guidelines (EFSG).	Architectural design package
New metal/woodwork and food tech spaces	New metalwork, woodwork and food technology teaching spaces included in architectural design.	Architectural design package
New support unit	Additional support unit included in architectural design.	Architectural design package
Contemporary learning spaces	New learning spaces included in accordance with the project business case and the Education Facilities Standards and Guidelines (EFSG) and furniture selections made to promote contemporary teaching methods.	Architectural design package
Open spaces, recreation and outdoor learning areas	Outdoor learning areas included in architectural design. The new performance centre design includes a large external amphitheatre, promoting outdoor learning. Designated outdoor learning spaces have been provided at each level of the new building.	Architectural design package

Negative themes:

Key themes	Project response	Relevant report
Operational traffic congestion	This has been considered in the Traffic Management Plan through a transport assessment and promotion of alternative transport modes.	Traffic and Accessibility Impact Assessment
Parking constraints	This has been considered in the Traffic Management Plan and Preliminary Construction Management Plan through staging, restrictions on construction vehicle parking and the extent of the construction site boundary.	Preliminary Construction Traffic and Pedestrian Management Plan, Preliminary Construction Management Plan

4.1. Stakeholder meetings and correspondence

This section outlines a summary of the key consultation undertaken with stakeholders, as defined and required by the SEARs.

Stakeholder	Date/s	Feedback topics	Outcomes
Transport Working Group (Blacktown Council and Transport for NSW)	05/08/2021	<ul style="list-style-type: none"> Inaccurate traffic count data during COVID. 	<ul style="list-style-type: none"> Traffic engineer submitted RFI to Blacktown Council for historical traffic count data.
Registered Aboriginal Party (RAP)	11/5/21 – 8/6/21 (through ACHAR process)	<ul style="list-style-type: none"> Consider a monitoring program during construction / excavation. 	<ul style="list-style-type: none"> Monitoring program will not be pursued as the project archaeologist has completed a series of test excavation pits at the site that concluded that fill is present down to the clay layer (sterile layer). Additionally, outside of the area targeted for test excavation there has been a comprehensive series of geotechnical test bores that have determined the same level of disturbance across the remainder of the development footprint (e.g. fill and disturbance down to clay). Therefore, there is no evidence of any surviving soils or sediments between the fill and clay boundary.
Blacktown Council	18/08/2021	<ul style="list-style-type: none"> Specifications for rainwater harvesting tank to be confirmed. Request for flood water to discharge directly into the site adjacent watercourse to alleviate flooding impact on Glenwood Park Drive. Acoustic impact on adjacent residential buildings. Request for building finishes and colours. 	<ul style="list-style-type: none"> Hydraulic engineer has provided rainwater harvesting tank specifications in the Hydraulic Services specification Section 13 at schematic design. Project team rebuttal to watercourse discharge provided – the channel required to address this request would impact mature trees and the substation. Blacktown Council subsequently withdrew this request. Noise and vibration assessment report provided including mitigation measures for noise impact on adjacent residential buildings. Building finishes and colour palette included in Architectural design package.
Transport Working Group (Blacktown Council and Transport for NSW)	02/09/2021	<ul style="list-style-type: none"> Consider public transport strategy actions including travel access guide, school bus pass, and school transport scheme. Consider kiss and ride strategy to reduce kiss and ride usage by 10%. Consider car parking strategy including a school travel coordinator. Consider timing of the use of Glenwood Reserve sports fields in the Traffic Management Plan. 	<ul style="list-style-type: none"> Public transport strategy, kiss and ride strategy, car parking strategy and use of Glenwood Reserve sports fields detailed in the Transport and Accessibility Impact Assessment Report and Traffic Management Report.
Government Architect NSW (SDRP)	25/09/2021	<ul style="list-style-type: none"> Refer to Appendix 3 for SDRP meeting minutes. 	<ul style="list-style-type: none"> Connection with Country workshop held with the school and local community on 10/09/2021. Design detail progressed through schematic design including detailed elevations, circulation spaces and performance arts centre detailed drawings and consideration given to reducing the soffit dominance and privacy arising from the visibility of student amenities along the new building learning walkways.
Transport Working Group (Blacktown Council and Transport for NSW)	30/09/2021	<ul style="list-style-type: none"> Council expressed concerns with the on-site car-parking provisions, noting that this may put additional pressure on on-street parking. 	<ul style="list-style-type: none"> Traffic and Accessibility Impact Assessment to promote active transport modes. Council to provide formal response following SSD submission.

5. Project response

The feedback received during consultation has been considered in the preparation of the Environmental Impact Statement. The table below provides a detailed summary of the key issues that emerged and the corresponding project response.

Key issues	Project response	Relevant report
Inaccurate traffic count data during COVID.	Traffic engineer submitted RFI to Blacktown Council for historical traffic count data.	N/A
Consider a monitoring program during construction / excavation.	Monitoring program will not be pursued as the project archaeologist has completed a series of test excavation pits at the site that concluded that fill is present down to the clay layer (sterile layer). Additionally, outside of the area targeted for test excavation there has been a comprehensive series of geotechnical test bores that have determined the same level of disturbance across the remainder of the development footprint (e.g. fill and disturbance down to clay). Therefore, there is no evidence of any surviving soils or sediments between the fill and clay boundary.	ACHAR
Specifications for rainwater harvesting tank to be confirmed.	Civil engineer has included sizing and requirements for the rainwater harvesting tank in the project specification at schematic design.	Civil Design Package
Request for flood water to discharge directly into the site adjacent watercourse to alleviate flooding impact on Glenwood Park Drive.	Project team rebuttal to watercourse discharge provided – the channel required to address this request would impact mature trees and the substation. Blacktown Council subsequently withdrew this request.	N/A
Acoustic impact on adjacent residential buildings.	Noise and vibration assessment report provided including mitigation measures for noise impact on adjacent residential buildings.	Noise and Vibration Assessment Report
Consider public transport strategy actions including travel access guide, school bus pass, and school transport scheme.	Public transport strategy detailed in the Transport and Accessibility Impact Assessment Report and Traffic Management Report.	Transport Impact Assessment and Transport Plan
Consider kiss and ride strategy to reduce kiss and ride usage by 10%.	Kiss and ride strategy detailed in the Transport and Accessibility Impact Assessment Report and Traffic Management Report.	Transport Impact Assessment and Transport Plan
Consider car parking strategy including a school travel coordinator.	Car parking strategy detailed in the Transport and Accessibility Impact Assessment Report and Traffic Management Report.	Transport Impact Assessment and Transport Plan
Consider timing of the use of Glenwood Reserve sports fields in the Traffic Management Plan.	Use of Glenwood Reserve sports fields detailed in the Transport and Accessibility Impact Assessment Report and Traffic Management Report.	Transport Impact Assessment and Transport Plan
Refer to Appendix 3 for SDRP meeting minutes.	<ul style="list-style-type: none"> Connection with Country workshop held with the school and local community on 10/09/2021. Design detail progressed through schematic design including detailed elevations, circulation spaces and performance arts centre detailed drawings and consideration given to reducing the soffit dominance and privacy arising from the visibility of student amenities along the new building learning walkways. 	Architectural Design Package, Landscape Design Package
Council expressed concerns with the on-site car-parking provisions, noting that this may put additional pressure on on-street parking.	<ul style="list-style-type: none"> Traffic and Accessibility Impact Assessment to promote active transport modes. Council to provide formal response following SSD submission. 	Traffic and Accessibility Impact Assessment

6. Next Steps

In preparing the SSD application for the Glenwood High School project, the project team has exceeded the consultation requirements prescribed by the SEARs.

School Infrastructure NSW has demonstrated in this report how it has engaged with stakeholders and how feedback has led to significant design revision and incorporated into the designs and studies lodged with the SSDA.

Continued engagement will take place with stakeholders and communities during the statutory exhibition of the SSD application, as well as during future stages of the planning and development process. Specifically, School Infrastructure NSW will continue to work closely with the schools' communities and Blacktown Council to plan and coordinate potential future construction, should consent be granted.

School Infrastructure NSW will continue to update the project webpage and produce updates at key project stages for stakeholders and communities. Works notifications for any disruptive works throughout the project will be added to the project webpage and letterbox dropped to nearby residents.

Signage will be installed at Glenwood High School to provide high level information including project scope, project image, generic image and SINSW contact information. Appendix 4 goes through in detail the different tools and activities SINSW will use to engage various stakeholders.

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

Stakeholders	Interest and engagement	Engagement type and timing
<p>Local members:</p> <ul style="list-style-type: none"> ▪ Federal – Member for Greenway ▪ State – Member for Blacktown 	<ul style="list-style-type: none"> ▪ Meeting the economic, social and environmental objectives of state and federal governments ▪ Delivering increased public education capacity on time ▪ Delivering infrastructure which meets expectations. Addressing local issues such as traffic, congestion, construction impacts caused by the upgrade and public transport solutions 	<ul style="list-style-type: none"> ▪ Local members will be informed of all upcoming milestones. The method of engagement will be through formal letter and email correspondence – managed via Media and/or Ministerial Briefing teams. <p>They will be provided opportunities for public announcements.</p>
<p>Government agencies and peak bodies:</p> <ul style="list-style-type: none"> ▪ Transport for NSW ▪ Roads and Maritime Services NSW ▪ NSW Department of Education ▪ NSW Department of Planning, Industry and Environment ▪ NSW Environmental Protection Authority ▪ Sydney Water ▪ NSW Office of Environment and Heritage ▪ NSW Department of Premier and Cabinet 	<ul style="list-style-type: none"> ▪ Traffic and congestion on the federal/state/local road system ▪ Adequate public transport options and access ▪ Ensuring new infrastructure meets standard requirements for safety and fire evacuation ▪ Ensuring the development is compliant ▪ Easing over-crowding in local schools 	<ul style="list-style-type: none"> ▪ Ongoing consultation throughout project ▪ Specific consultation in relation to any planning requirements

Stakeholders	Interest and engagement	Engagement type and timing
<p>Local Aboriginal Community</p> <ul style="list-style-type: none"> ▪ Local Aboriginal Land Council (LALC) 	<ul style="list-style-type: none"> ▪ Recognition of Aboriginal culture and language in the design and operation of the new school ▪ Considering support needs and improving outcomes for Aboriginal students ▪ Relationships between the Aboriginal Community and the school ▪ Potential for impact on cultural heritage or significant sites 	<ul style="list-style-type: none"> ▪ Ongoing consultation throughout project
<p>Blacktown Council:</p> <ul style="list-style-type: none"> ▪ Mayor ▪ CEO/ General Manager ▪ Councillors 	<ul style="list-style-type: none"> ▪ Staging schedule for construction and opening of school upgrade ▪ Impacts to the local community including parking, noise, congestion and traffic ▪ Providing amenities to meet increasing population density ▪ Consent authority for minor alterations ▪ Tree clearing around the project site and public domain upgrades 	<ul style="list-style-type: none"> ▪ Briefings and face to face meetings as required ▪ Communicate upcoming project milestones ▪ Opportunity to review and comment on the development of design options ▪ Communication will be initiated via digital engagement and then most likely followed up with meetings during pre-letting phase
<p>School community:</p> <ul style="list-style-type: none"> ▪ Principal ▪ Parents ▪ Teachers ▪ Students 	<ul style="list-style-type: none"> ▪ Concerns as to whether the school will remain open during construction and what alternative options have been discussed (i.e. moving demountables on site or expanding capacity of school to accommodate) ▪ Safe pedestrian and traffic access to the school ▪ Quality of infrastructure and resources upon opening ▪ Evacuation plans and asbestos procedures during construction ▪ Public transport options ▪ External users of school 	<p>Engagement through PRG as well as direct engagement through:</p> <ul style="list-style-type: none"> ▪ Project Updates/Works notifications ▪ Information booths ▪ Information sessions ▪ Educational Rationale workshops with teaching staff ▪ Website ▪ Staff meetings ▪ P&C meetings as required ▪ SINSW community hotline and email inbox promoted on project

Stakeholders	Interest and engagement	Engagement type and timing
	facilities and impact on them <ul style="list-style-type: none"> ▪ Impact during construction ▪ Changes to traditional learning spaces and new outdoor learning spaces ▪ Ongoing professional development required for innovative learning practices 	collaterals <ul style="list-style-type: none"> ▪ Change management strategy to be implemented in time to allow teachers and staff to adapt their new environment
Potential joint use partners <ul style="list-style-type: none"> ▪ Axiom 1 – PPP ▪ Spotless ▪ Early Child Learning Centre 	<ul style="list-style-type: none"> ▪ Facilities Management ▪ Maintenance Management ▪ Safety Management ▪ Traffic and access to the school site ▪ Impact during construction 	<ul style="list-style-type: none"> ▪ Ongoing consultation throughout the project ▪ Briefings and face to face meetings as required ▪ Project Updates/Works notifications ▪ Information booths ▪ Information sessions ▪ Website ▪ SINSW community hotline and email inbox promoted on project collaterals
Community and advocacy groups: <ul style="list-style-type: none"> ▪ Glenwood HS Parents and Citizens Association (P&C) ▪ Glenwood Community Association NSW - https://www.glenwoodcommunity.net/ 	<ul style="list-style-type: none"> ▪ Impacts of the upgrade on the surrounding community including roads, facilities, playing fields etc. ▪ Impacts of the upgrades on access and parking ▪ Impacts of upgrade on existing infrastructure and public transport capacity ▪ Evacuation plans and asbestos procedures during construction ▪ External community group use of school facilities and amenities ▪ Delivering high-standard facilities and infrastructure ▪ Impacts of construction on operations and safety ▪ Tree clearing around the 	Engagement through PRG and informed at project milestones and encouraged to provide feedback through: <ul style="list-style-type: none"> ▪ notifications – letterboxed to immediate neighbours ▪ project updates distributed to local community ▪ info booths and community info sessions held at the school ▪ website updates ▪ SINSW community hotline and inbox promoted on collateral

Stakeholders	Interest and engagement	Engagement type and timing
	<ul style="list-style-type: none"> project site and public domain upgrades 	
Local community – Glenwood and surrounding suburbs	<ul style="list-style-type: none"> Increased enrolments Change of built form and overshadowing Road network and access to the school Noise and truck movements during construction Increased traffic and congestion on nearby streets Local traffic and pedestrian safety Changed traffic conditions during pick-up and drop-off Shared use of school facilities and amenities Tree clearing around the project site and public domain upgrades Impacts to heritage significance of existing buildings Managing expectations of new residents 	<ul style="list-style-type: none"> Will be informed at project milestones through project updates and notifications and encouraged to provide feedback. Communication will be a combination of digital engagement and communications collateral
Future parents within the catchment area	<ul style="list-style-type: none"> Current enrolments – how do I enrol my child? What year's groups are you enrolling? If I enrol my child, when will building works be complete? Quality of infrastructure and resources upon opening Pedagogical delivery methods and school values 	Principal led engagement through: <ul style="list-style-type: none"> Response to queries Information at project milestones through project updates and notifications via digital engagement
Nearby public schools in the catchment area <ul style="list-style-type: none"> Seven Hills High Quakers Hill High 	Potential impacts on: <ul style="list-style-type: none"> School resources Current students 	DEL led engagement through: <ul style="list-style-type: none"> Regular school network meetings

Stakeholders	Interest and engagement	Engagement type and timing
<ul style="list-style-type: none"> ▪ The Ponds High ▪ Model Farms High ▪ Crestwood High ▪ Kellyville High ▪ Blacktown Boys High ▪ Blacktown Girls High 	<ul style="list-style-type: none"> ▪ Teaching staff ▪ Impacts to other nearby schools due to change in enrolments ▪ Impacts to other nearby schools due to frozen enrolments during construction phase 	<ul style="list-style-type: none"> ▪ Will be informed at project milestones through project updates and notifications
<p>Adjoining affected landowners and businesses</p> <ul style="list-style-type: none"> ▪ Goodstart Early Learning ▪ Residential property owners <ul style="list-style-type: none"> • 48-100 Forman Ave • 9-33 Kidman St ▪ Blacktown Council 	<ul style="list-style-type: none"> ▪ Planning considerations ▪ Overshadowing ▪ Builtform street perception/ visual amenity impacts ▪ Altered site access ongoing ▪ Upgrades to services infrastructure – power, water etc. and impact on surrounding supply ▪ Noise and truck movements during construction ▪ Increased traffic and congestion on nearby streets ▪ Local traffic and pedestrian safety ▪ Changed traffic conditions during pick-up and drop-off ▪ Shared use of school facilities and amenities ▪ Tree removal/clearing ▪ Ongoing noise impacts from proposed new site layout 	<ul style="list-style-type: none"> ▪ Will be informed at project milestones and construction works through project updates and notifications ▪ Will be informed of local impacts in timely fashion via a combination of digital engagement and communications collateral
<p>Technical Stakeholder Group (TSG)</p> <ul style="list-style-type: none"> ▪ The TSG is an advisory group that will make recommendations to the Project Team from concept design onwards and will work closely with those teams to identify and resolve technical infrastructure issues 	<ul style="list-style-type: none"> ▪ TSG will provide key information from a design, operations and logistics perspective into the planning phase of the project ▪ TSG is also responsible for key progress updates and ensuring consistencies in 	<ul style="list-style-type: none"> ▪ TSG will receive and attend project briefings, provide key progress updates and workshops on project progress

Stakeholders	Interest and engagement	Engagement type and timing
	design approach is achieved across the program	
<p>Project Control Group (PCG)</p> <ul style="list-style-type: none"> ▪ The PCG oversees the planning of the Project throughout planning and delivery 	<ul style="list-style-type: none"> ▪ During planning the PCG will oversee the production of key deliverables including: business cases, responsible to relevant operational policies, change management plans, benefits realisation plan, economic and financial assessments, master, concept and schematic plans with associated cost plans, Program ▪ During delivery, the PCG is responsible for overseeing construction and commissioning, managing change of project scope and development of the project to realise the benefits documented in the Business Case 	<ul style="list-style-type: none"> ▪ PCG will organise planning deliverable reviews, responsible for site investigations and reports coordination and review
<p>Project Reference Group</p> <p>The PRG is an advisory group that will make recommendations to the project teams into the planning through the design and construction phases of the projects and will work closely with those teams to manage school level issues and matters.</p> <p>Membership will be nominated by the School Executive Director and may alter during Planning and Delivery phases. Membership may include School Director Education Leadership; Principal; Teachers; Parents and Community Members; Students</p> <p>Glenwood PRG Stakeholders:</p> <ul style="list-style-type: none"> • SINSW – Senior Project Director, Infrastructure Delivery • SINSW – Project Director, Infrastructure Delivery • SINSW – Project Officer, Infrastructure Delivery • SINSW – Project Coordinator, Infrastructure Delivery • SINSW – Manager PPP Unit 	<p>During planning the PRG provide input to design and layout</p>	<p>Regular PRG meetings to discuss project progress</p>

Stakeholders	Interest and engagement	Engagement type and timing
<ul style="list-style-type: none"> SINSW – Community Engagement Manager SINSW – Group Director, Asset Management Unit DoE – Director Education Leadership DoE – Principal SINSW External Project Manager 		
<p>Executive Steering Committee</p> <p>SINSW CEO/COO</p> <p>SOaP Deputy Secretary</p> <p>Executive Director, School Performance</p> <p>Executive Director, Asset Management</p> <p>Director, Planning Innovation, Infrastructure Planning</p> <p>Executive Director, Service Planning</p> <p>Director, Infrastructure Planning</p> <p>Senior Project Director</p> <p>Project Director</p> <p>Manager and Project Director, PPP</p>	Project governance and decision-making	Regular meetings. Committee meetings are attended by the SINSW Director and Senior Project Director, and the SOaP Director of Educational Leadership

The Phases of the project program will inform understanding of the changing requirements of relationships with stakeholders, the changing communications risk profile and the different tools and approaches needed. The below table shows the key Communications and Engagement activity and key messages for planning milestones

Phase / milestone	Purpose of engagement	Communication tools / activities	Key messages (to be tailored according to audience)
<ul style="list-style-type: none"> Planning approval granted 	<ul style="list-style-type: none"> Approval to proceed with construction of designed structure and grounds Inform stakeholders of any amendments to proposal Inform stakeholders of construction timeline and next steps 	<ul style="list-style-type: none"> Publicly available on DPIE/Council website and site boundary Media release Info booth Project update Website update Consultation with affected residents regarding noise and vibration works Complaints register is uploaded to the SINSW website monthly Community Consultation Strategy is developed and made publicly available 	<ul style="list-style-type: none"> The SSD/DA application has been approved by DPIE/Council <ul style="list-style-type: none"> We have listened to your feedback and this is reflected in the design Work will begin [timeframe] Impact to school operations
<ul style="list-style-type: none"> Construction contract awarded 	<ul style="list-style-type: none"> To commence main works contract Announce construction contractor 	<ul style="list-style-type: none"> Publish updates on SINSW website Public announcements through newsletters and notifications 	<ul style="list-style-type: none"> The strongest candidate to carry out the works both for quality of the development works and for the benefit of the local

Phase / milestone	Purpose of engagement	Communication tools / activities	Key messages (to be tailored according to audience)
	<ul style="list-style-type: none"> Reminder of project timeline Build excitement – work is beginning Increase awareness of construction impacts 	<ul style="list-style-type: none"> Info Session 	<ul style="list-style-type: none"> community has been engaged
<ul style="list-style-type: none"> Construction contract awarded 	<ul style="list-style-type: none"> Announce construction contractor Reminder of project timeline Build excitement – work is beginning Increase awareness of construction impacts 	<ul style="list-style-type: none"> Project update distributed to local community, near neighbours and local members Information booth/session at the school SINSW website updates Media release (SINSW Media Team) 	<ul style="list-style-type: none"> The construction contract has been awarded to [contractor] Site establishment will begin in the coming weeks and will involve [actions] Project scope and objectives Target construction timeline Site establishment works hours SINSW contact details for enquiries, comments and complaints
<ul style="list-style-type: none"> Sod turning 	<ul style="list-style-type: none"> Inform the community of works commencing 	<ul style="list-style-type: none"> Media release Project update Sod turn ceremony 	<ul style="list-style-type: none"> Works to upgrade Glenwood HS will be starting soon You will be impacted during construction and we are here to make sure that work is completed safely and efficiently and we minimise impacts on the community at every opportunity. Health and safety is our highest priority
<ul style="list-style-type: none"> Construction 	<ul style="list-style-type: none"> Communicate and celebrate major construction milestones Plan for operational changes 	<ul style="list-style-type: none"> Works notifications (specific impacts) Door knocks of adjacent properties Advertising as required SINSW website update Project updates for school newsletter/social media channels Info booths/sessions if significant impacts (e.g. contamination remediation, school operational, access and traffic changes etc.) 	<ul style="list-style-type: none"> Communicate to the school community and adjacent properties: Project progress and timing Construction impacts including noise, dust, traffic, services and other impacts Major site changes including traffic impacts Finds on the site Operational impacts Reinforce project benefits Communicate to

Phase / milestone	Purpose of engagement	Communication tools / activities	Key messages (to be tailored according to audience)
		<ul style="list-style-type: none"> FAQs updated PRG meetings 	<p>agencies and regulators:</p> <ul style="list-style-type: none"> Report site finds, construction issues and mitigation measures
<ul style="list-style-type: none"> Site inspection 	<ul style="list-style-type: none"> Public update announcement 	<ul style="list-style-type: none"> Media Releases or other materials where appropriate 	<ul style="list-style-type: none"> Progress of the works to date. Public reminder of new school opening
<ul style="list-style-type: none"> Site visit 	<ul style="list-style-type: none"> Promote project as it nears completion Build excitement for project Media opportunity 	<ul style="list-style-type: none"> Media release 	<ul style="list-style-type: none"> Today the minister/MP toured the [Insert school name] upgrade. The school upgrade is nearly complete and includes [facilities]
<ul style="list-style-type: none"> Handover 	<ul style="list-style-type: none"> Allow new school operations to begin and learn their new environment 	<ul style="list-style-type: none"> Operational training and tours for familiarisation prior to students arriving for Day 1, Term X Media release Project update Website update 	<ul style="list-style-type: none"> School is now in use and in working order Contractor / SINSW work with the operational school to ensure handover is smooth
<ul style="list-style-type: none"> Official opening 	<ul style="list-style-type: none"> Advise local community of the official opening of a new school 	<ul style="list-style-type: none"> Media release Project completion notification Official opening ceremony Welcome Pack Fly through Website update 	<ul style="list-style-type: none"> Upgrade completed for local residents to meet current demand and plan for future enrolments

Appendices

Appendix 1: Screenshot of project webpage

schoolinfrastructure.nsw.gov.au/projects/g/glenwood-high-school-upgrade.html

Upgrade | Glenwood High School upgrade

[About the project](#) [Get involved](#) [Library](#)

The design for an upgrade at Glenwood High School is underway to provide improved education facilities to support the growing student community. We will let you know more about your school upgrade as the design develops.

The benefits

- New flexible learning spaces
- New performance space
- Additional staff facilities
- Refurbished learning spaces
- Improved outdoor learning spaces

Timeline

Planning Design In progress Complete

Appendix 2: Sample Project Update

| NSW Department of Education – School Infrastructure



Image of recently built school

Glenwood High School

Project update | September 2021

Investing in our schools

The NSW Government is investing \$7.9 billion over the next four years, continuing its program to deliver 215 new and upgraded schools to support communities across NSW. This is the largest investment in public education infrastructure in the history of NSW.

The NSW Department of Education is committed to delivering new and upgraded schools for communities across NSW. The delivery of these important projects is essential to the future learning needs of our students and supports growth in the local economy.

Project overview

A project to upgrade Glenwood High School is underway to provide improved education facilities to support the growing student community.

Subject to development consent, the project will deliver new flexible learning spaces, a new performance space, additional staff facilities, refurbished learning spaces, and improved outdoor learning spaces.

Progress summary

Our architects and planners are finalising the concept design in consultation with the department's technical stakeholder group. The concept design will be shared with the school and local community in Term 4 2021.

The statutory planning approval process is under way. The project is considered a State Significant Development (SSD) and therefore the NSW Department of Planning, Industry and Environment (DPIE) will assess the development application.

A request to DPIE for the Secretary's Environmental Assessment Requirements (SEARs) for the project has been submitted. In response to the SEARs request, the Planning Secretary will issue the environmental assessment requirements for the Environmental Impact Statement (EIS) which will form part of the State Significant Development Application for the project.

For more information contact:

School Infrastructure NSW
Email: schoolinfrastructure@det.nsw.edu.au
Phone: 1300 482 651
www.schoolinfrastructure.nsw.gov.au



Next steps

Once the concept design has been finalised, the project will move into the schematic design phase. The schematic design will confirm the:

- Look and feel of the buildings
- Internal layouts and room configurations
- Transport and access solutions.

Once complete, the schematic design will be submitted with the development application to the Department of Planning, Industry and Environment for planning approval

How can I get involved?

We have engaged a consultant to prepare a Social Impact Assessment (SIA). The SIA is a technical study that considers the impacts and benefits of a particular project on a community. It aims to develop measures to enhance benefits for the community and to mitigate, manage, or minimise potential negative impacts. As part of this SIA, we are conducting community and stakeholder consultation.

Share with us what's important to you by completing our online survey before 4 October 2021.

The QR code below will take you to the survey or go online to: <https://www.research.net/r/glenwoodhighschool>



For more information contact:

School Infrastructure NSW
Email: schoolinfrastructure@det.nsw.edu.au
Phone: 1300 482 651
www.schoolinfrastructure.nsw.gov.au



Appendix 3: SDRP Meeting Minutes

