

30 April 2021

Jim Betts
Planning Secretary
Department of Planning and Environment
GPO Box 39
Sydney NSW 2001

DOC21/478724

Attn: Shiraz Ahmed

Dear Mr Betts,

School Infrastructure NSW contacted the Chatswood Public School adjoining landowners in September 2020 and February 2021 via letter (Appendix A and B), satisfying *Consent Condition B1(a): consult with the landowners of 1 James Street, 2 James Street, 1 Jenkins Street and 3 Jenkins Street, Chatswood about providing improvements to their private open space in order to mitigate any visual impacts from the new buildings.*

On both occasions, the landowners were invited to meet with members of the project team to discuss the impact from the new buildings and possible improvements to their private open space. Landowners of 1 James Street, 2 James Street and 3 Jenkins Street responded following each invitation and virtual/face to face meetings were arranged. No response was received at any time from 1A James Street or 1 Jenkins Street.

Following consultation with 1 James Street, 2 James Street and 3 Jenkins Street, it was agreed that no action was needed to make improvements to their private open space (Appendix C).

Therefore, the following consent conditions are not triggered:

- *B1(b): if the relevant landowner/s agrees for improvement works to be carried out on their property, the Applicant must prepare landscape plans including ongoing maintenance instructions prepared by a suitably qualified person; and*
- *B2: The improvement works detailed in condition B1 are limited to feasible and reasonable landscaping and fencing. Costs associated with providing these improvement works are to be borne by the Applicant. The landowner/s are responsible for any ongoing maintenance requirements (including any ongoing maintenance costs) of the improvement works.*
- *B3: Prior to the occupation of Buildings P1 and P2, the Applicant must submit evidence that condition B1 has been complied with to the Planning Secretary for approval.*
- *D27: Improvements to Public School Northern Boundary Interface: Prior to the commencement of operation, all improvement works required under condition B1 must be completed and evidence of completion submitted the Certifier.*

Separately, the Community Communication Strategy (Appendix D) has been submitted to the Planning Secretary for information and addresses Consent Condition B1(c): document the consultation strategy with the subject landowners in the Community Communication Strategy required under condition B14.

Yours sincerely,



Martin Cook
Director, Projects
School Infrastructure NSW

Appendix A – Sample letter to Chatswood Public School adjoining neighbours

29 September 2020

Address
CHATSWOOD
NSW 2067

Dear ,

We are contacting you as a neighbour of Chatswood Public School.

The upgrade to Chatswood Public School is expected to start in early 2021, following determination of the State Significant Development (SSD) application by the Department of Planning, Industry and Environment. To prepare the site for construction, some early works will begin during the 2020/2021 summer break.

As a direct neighbour of the school we would like to talk through with you what the works will mean for you, and what we plan to do about it. We would like to invite you to meet virtually with the project team to discuss the upcoming construction works and how we can minimise any disruption as well as the impact from the new buildings.

Please respond via the contact information below with an appropriate time to meet. Please also specify if you require anything else, for example, if you would prefer face to face, or would feel more comfortable meeting with a translator present.

Yours sincerely,

Community Engagement Team

29 September 2020



Appendix B – Sample letter to Chatswood Public School adjoining neighbours

3 February 2021

Address
CHATSWOOD
NSW 2067

Dear ,

We are contacting you in follow up to our meeting last year.

The State Significant Development (SSD) application for the upgrades to Chatswood Public School and Chatswood High School has been approved by the Department of Planning, Industry and Environment and construction will start shortly.

In our last meeting you raised concerns around the loss of privacy as a result of the new buildings. We invite you to meet with us once again to discuss possible improvements to your private open space to reduce the potential visible impact from the new buildings. Improvements may include fencing and landscaping.

We are also committed to improving the structural integrity of the retaining wall located between your property and the school and would like to update you on the measures we propose to take to strengthen the wall.

Please respond with an appropriate time by contacting Community Engagement Representative Alex Middleton via the details below, and advise if you prefer a face to face or virtual meeting.

Yours sincerely,

Community Engagement Team

3 February 2021



Appendix C – Outcome of consultation and engagement activities

Landowner address	Date	Communication activity	Outcome
1 James Street	12/2/21	Virtual meeting	Landowner concerns: • Loss of privacy, visual amenity and view outwards from the new buildings • Does not want anything added to their private open space, prefers the outlook to remain open Project response: • No action needed to improve private open space • Retaining wall integrity will be maintained, and wall will be repaired if required
2 James Street	2/3/21	Face to face meeting onsite	Landowner concerns: • No plantings wanted or needed in their rear yard • Improvements to the adjoining timber fence needed only to ensure safety • Concern about the integrity of the retaining wall. SINSW response: • No action needed to improve private open space • Confirmed mesh will be added to the exterior façade to prevent projectiles being thrown into their property • No load will be placed on the wall. • Contractor's landscape designer to discuss design options with landowner re the adjoining timber fence.
3 Jenkins Street	2/3/21	Face to face meeting onsite	Landowner's concerns: • Nothing to be done to their rear yard as it has previously been landscaped • Request for large trees to be planted on the school side of the boundary • Request for no fencing on the adjoining boundary • Concerned about the integrity of the retaining wall. • Compensation for the loss in property value and rental income • Traffic and parking concerns during and post construction. SINSW response: • No action needed to improve private open space • Formal SINSW response sent to landowner with regards to compensation. • Formal SINSW response sent to landowner with regards to other landowner concerns.

Appendix D – Community Communication Strategy (CCS)

See attached CCS which has already been submitted to the Planning Secretary.

School Infrastructure NSW

Community Communication Strategy

Upgrades to Chatswood Public School and Chatswood High School

Version	Date of Approval / Review	Summary of Changes
1.0		Project specific draft for SINSW Internal Review – Prepared by Alexandra Middleton, Community Engagement
1.1	16 February 2021	Review completed by RCC
1.2	23 February 2021	Review completed by SINSW CEM
1.3	2 March 2021	Review completed by SINSW Senior CEM
1.4	26 March 2021	Review by SINSW Compliance

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Document Purpose

This Community Communication Strategy (CCS) has been developed to:

Successfully consider and manage stakeholder and community expectations as integral to the successful delivery of the project.

Outline interfaces with other disciplines, including safety, construction, design and environment, to ensure all activities are co-ordinated and drive best practice project outcomes.

Inform affected stakeholders, such as the local community or road users about construction activities.

Provide a delivery strategy which enables the open and proactive management of issues and communications.

Highlight supporting procedures and tools to enable the team to deliver this plan effectively.

Provide support for the broader communications objectives of School Infrastructure NSW (SINSW), including the promotion of the project and its benefits.

This Community Consultation Strategy (CCS) will be implemented through the design and construction phase of the project, and for 12 months following construction completion. Table 1 below lists the communication and engagement requirements outlined in the State Significant Development (SSD 9483) application consent condition B14.

Plan review

The CCS will be revised regularly to address any changes in the project management process, comments and feedback by relevant stakeholders, and any changes identified as a result of continuous improvement undertakings. This will be done in close consultation with the SINSW Senior Project Director, appointed Project Management Company and/or Contractor and SINSW Community Engagement Manager.

Approval

The CCS is reviewed and approved by the SINSW Senior Project Director, in close consultation with Schools Operations and Performance, with final endorsement from the SINSW Community Engagement Senior Manager before being submitted to the Planning Secretary for approval.

Consent Condition B14: Community Communication Strategy

Table 1: Condition B14 requirements and where they are addressed

Consent Condition B14: Community Communication Strategy	The Community Communication Strategy addresses this in section:
No later than 48 hours before the commencement of construction, a Community Communication Strategy must be submitted to the Planning Secretary for information. 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:	The Community Communication Strategy was submitted to the Planning Secretary greater than 48 hours before construction.
a) Identify people to be consulted during the design and construction phases	Section 4 Section 5 Section 6
b) Set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the development	Section 7 Section 8 Section 9.4

Consent Condition B14: Community Communication Strategy	The Community Communication Strategy addresses this in section:
c) Provide for the formation of community-based forums, if required, that focus on key environmental management issues for the development	Section 5
d) Set out procedures and mechanisms:	
i. Through which the community can discuss or provide feedback to the Applicant	Section 5, PRG Section 7 Section 9.5
ii. Through which the Applicant will respond to enquiries or feedback from the community; and	Section 9.5
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 9.5

Consent Condition B1c: Improvements to Public School Residential Boundary Interface

Table 2: Condition B1c requirements and where they are addressed

Consent Condition B1c: Improvements to Public School Residential Boundary Interface	The Community Communication Strategy addresses this in section:
Prior to the commencement of construction of Buildings P1 and P2, the Applicant must: (c) document the consultation strategy with the subject landowners in the Community Communication Strategy required under condition B14.	Section 4

1. Project Overview

The NSW Government is investing \$7 billion over four years, continuing its program to deliver more than 200 new and upgraded schools to support communities across NSW. This is the largest investment in public education infrastructure in the history of NSW.

Both Chatswood Public School (CPS) and Chatswood High School (CHS) have seen significant enrolment growth with resulting pressure on available space and facilities at each school given their reputation for educational excellence, including opportunity classes at the Public School and a selective stream at the High School.

Upgrades to Chatswood Public School includes the provision of:

- 53 Classrooms (comprising 25 existing, 28 new spaces);
- Four (4) x special program classrooms (music, language etc);
- Three (3) x special support unit classrooms;
- Increased quality play spaces;
- Retention of heritage buildings A and B;
- New hall;
- New car parking facilities and
- Associated site works and landscaping.

Upgrades to Chatswood High School includes the provision of:

- 118 Classrooms (comprising 18 existing, 18 upgraded and 82 new spaces);
- Four (4) x special support unit classrooms;
- New administration and staff facilities;
- New hall; and
- Associated site works and landscaping.

The Upgrades to Chatswood Public School and Chatswood High School is classified as a state significant development, and has been assessed by the Department of Planning, Industry and Environment (DPIE). Consent was provided on 30 November 2020.

DPIE's project web page is <https://www.planningportal.nsw.gov.au/major-projects/project/10561>.

2. Community Engagement Objectives

SINSW's goal is that our school infrastructure meets the needs of a growing population and enables future-focused learning and teaching.

This CCS has been developed to achieve the following community engagement objectives:

- Promote the benefits of the project
- Build key school 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. Key Messages

Through each phase of the project, the key messages and means of engagement will be regularly reviewed, refined and updated. Information that is currently in the public domain is outlined below.

3.1. High level messaging

The NSW Government is investing \$7 billion over the next four years, continuing its program to deliver more than 200 new and upgraded schools to support communities across NSW. This is the largest investment in public education infrastructure in the history of NSW.

3.2. Project messaging

3.2.1. Project status

The State Significant Development application has been assessed by the Department of Planning, Industry and Environment and consent has been granted.

3.2.2. Project benefits

We are upgrading Chatswood Public School and Chatswood High School with new and improved education facilities to support the student community.

With a growing reputation for educational excellence, including opportunity classes at the Public School and a selective stream at the High School, both schools have seen significant enrolment growth exceeding predicted current and future capacity, with resulting pressure on available space and facilities at each school.

The benefits:

- More than 150 new and refurbished teaching spaces from Kindergarten to Year 12.
- Increased quality active play space currently allocated to both schools.
- Specialist teaching facilities such as maths, science and art rooms.
- Dedicated performing arts spaces and music rooms at the high school.
- New sports facilities and recreational areas.
- New libraries and administration facilities.

3.2.3. High-quality learning environment

The project will provide new and refurbished contemporary learning and teaching facilities at Chatswood Public School and Chatswood High School making use of the latest technology to enhance the learning experience for the next generation of students. Furthermore, the contemporary and sustainable facilities provide an outstanding working environment for school staff.

Flexible learning spaces are adaptable to accommodate small or large groups and facilitate student use of modern technology, while working independently and collaboratively.

3.2.4. Environmental benefits

The new school will be built in accordance with current sustainability principles. School Infrastructure NSW is committed to environmentally conscious construction and maintenance practices.

3.3. Construction phase

3.3.1. Safety

School Infrastructure NSW is committed to ensuring that work is completed safely and efficiently and with minimal impact to the school and local communities. Prior to construction starting, any hazardous material is required to be removed from the site. This work will be carried out in accordance with regulatory requirements including the provisions of SafeWork NSW.

3.3.2. Traffic and transportation

The construction contractor has developed a Construction Traffic and Pedestrian Management Plan to ensure that vehicle movements are managed with minimal disruption to the school and local communities. All construction vehicles (excluding worker vehicles) are to:

- be contained wholly within the site, except if located in an approved on-street work zone, and vehicles must enter the site before stopping.
- arrive at the site or surrounding precincts within the hours of work.
- keep driveways, footways and parking areas unobstructed at all times.

Alternative transportation arrangements for construction workers and school staff will be encouraged to minimise demand for parking in nearby public and residential streets.

A complaint management system will be established for surrounding residents to report issues and impacts of school staff and construction workers using the local roads for parking.

3.3.3. Noise, vibration and dust

Any activity that could exceed approved construction noise management levels will be managed in strict accordance with the Protection of the Environment Operations Act 1997.

Mitigation measures will be in place to manage noise and dust levels, including hoarding to minimise the effects of noise and dust and hosing down as required to ensure the safety of the school and local community.

Construction works, including the delivery of materials to and from the site, will take place between 7:00am and 6:00pm Monday to Friday inclusive and between 8:00am and 1:00pm on Saturdays. No work will occur on Sundays or public holidays.

Provided noise levels do not exceed the existing background noise level plus 5dB, works may also be undertaken between 6:00pm and 7:00pm, Mondays to Fridays inclusive; and between 1:00pm and 4:00pm, Saturdays.

Activities may be undertaken outside of these hours if required:

- (a) by the Police or a public authority for the delivery of vehicles, plant or materials; or
- (b) in an emergency to avoid the loss of life, damage to property or to prevent environmental harm; or
- (c) where the works are inaudible at the nearest sensitive receivers; or
- (d) where a variation is approved in advance in writing by the Planning Secretary or his nominee if appropriate justification is provided for the works.

Notification of such activities must be given to affected residents before undertaking the activities or as soon as is practical afterwards.

Rock breaking, rock hammering, sheet piling, pile driving and similar activities may only be carried out between the following hours:

- (a) 9:00am to 12:00pm, Monday to Friday;
- (b) 2:00pm to 5:00pm Monday to Friday; and
- (c) 9:00am to 12:00pm, Saturday.

3.3.4. Flora and fauna

School Infrastructure NSW is committed to ensuring construction work has a minimal impact upon flora and fauna.

School Infrastructure NSW will comply with all Development Consent Conditions relating to the protection of flora and fauna, and will comply with all relevant mitigation measures listed in the Environmental Impact Statement (EIS).

Prior to construction, a Construction Environmental Management Plan (CEMP) will be prepared to govern the completion of all construction works. The CEMP will detail measures to be taken for the protection and management of flora and fauna, will be prepared in accordance with relevant guidelines and performance indicators, and will be prepared to the satisfaction of the Department of Planning, Industry and Environment (DPIE).

For the duration of construction, additional measures will be in place to protect street trees and other trees onsite including:

- street trees must not be trimmed or pruned without prior consent from Council
- street trees adjacent to the approved disturbance area/property boundaries must be protected at all times
- all trees on the site that are not approved for removal must be suitably protected during construction as per the recommendations of the Arboricultural Impact Assessments (Ref: 18SYD-11012, v5 and 18SYD-11012, v6), dated 6 March and prepared by Eco Logical Australia

- if access to the area within any protective barrier is required during the works, it must be carried out under the supervision of a qualified arborist.

3.3.5. Soil and water

School Infrastructure NSW is committed to the appropriate management of soil and water on the construction site.

School Infrastructure NSW will comply with all Development Consent Conditions relating to soil and water management, and will comply with all relevant mitigation measures listed in the Environmental Impact Statement (EIS).

Prior to construction, a Construction Environmental Management Plan (CEMP) will be prepared to govern the completion of all construction works. The CEMP will detail measures for the management of soil and water, will be prepared in accordance with relevant guidelines and performance indicators, and will be prepared to the satisfaction of the Department of Planning, Industry and Environment (DPIE).

A suitably qualified and experienced consultant will prepare a Construction Soil and Water Management Sub-Plan (CSWMSP), which will form part of the CEMP. The CSWMSP will:

- describe measures to ensure sediment and other materials are not tracked onto the roadway by vehicles leaving the site
- describe erosion and sediment control measures to be implemented during construction
- provide a plan of how construction works will be managed in wet-weather events
- detail flows from the site to surrounding area
- describe the measures to be taken to manage stormwater and flood flows for small and large sized events.

Erosion and sediment controls will be installed and maintained in accordance with the “Blue Book” – *Managing Urban Stormwater: Soils and Construction (4th edition)*. These controls will be implemented prior to the commencement of any other site disturbance works.

A rainwater harvesting system will be installed onsite and used onsite during construction. Approval will be obtained prior to the discharge of onsite stormwater to Council’s stormwater drainage system or street gutter.

Only approved soil and fill types will be used onsite. Accurate records will be kept on the volume and type of fill used onsite.

3.3.6. Contamination

Prior to construction, a Construction Environmental Management Plan (CEMP) will be prepared to govern the completion of all construction works. The CEMP will detail contamination management measures and will be prepared in accordance with relevant guidelines and performance indicators.

The CEMP will include protocols for the management of unexpected contamination discovered during the course of construction works as well as site remediation measures.

The project site has been tested for contamination and is considered to be safe and suitable for the school upgrade.

3.3.7. Visual amenity

Prior to construction, a Construction Environmental Management Plan (CEMP) will be prepared to govern the completion of all construction works. The plan will detail measures to maintain visual amenity, will be prepared in accordance with relevant guidelines and performance indicators, and will be prepared to the satisfaction of the Department of Planning, Industry and Environment (DPIE).

The CEMP will include provisions for the management of outdoor lighting. The installation and operation of outdoor lighting will comply with both AS 4282-2019 – Control of the Obtrusive Effects of Outdoor Lighting and AS 1158.3.1-2005 – Lighting for Roads and Public Spaces – Part 3.1: Pedestrian Area (Category P) Lighting.

Visual amenity impacts will be limited during construction via the installation of appropriate site fencing and adherence to site housekeeping procedures.

In addition, and prior to construction, School Infrastructure NSW has contacted adjoining Chatswood Public School landowners (1, 1A and 2 James Street and 1 and 3 Jenkins Street) to discuss possible improvements to their private open space to reduce the visual impact from the new buildings. Improvements may include fencing and landscaping. Additional measures may be taken to improve the structural integrity of the existing boundary retaining wall located between Chatswood Public School and landowners of adjoining properties will be consulted accordingly.

3.3.8. Heritage

Prior to construction, a Construction Environmental Management Plan (CEMP) will be prepared to govern the completion of all construction works. The plan will detail measures to protect heritage matters, will be prepared in accordance with relevant guidelines and performance indicators, and will be prepared to the satisfaction of the Department of Planning, Industry and Environment (DPIE).

The CEMP will include unexpected finds protocols for objects of Aboriginal or Historic heritage.

In the event that relics of Aboriginal heritage are discovered, all works in the immediate area will cease immediately, and consultation will occur with a suitably qualified archaeologist, registered Aboriginal representatives and DPIE to determine an appropriate management strategy.

In the event that relics of historic heritage are discovered, all works in the immediate area will cease immediately, and consultation will occur with DPIE to determine an appropriate management strategy.

3.3.9. Disruptive works

Construction work for the Upgrades to Chatswood Public School and Chatswood High School is underway. The following activities are planned for the upcoming weeks (*works will be outlined*). You can contact us directly using the details below to discuss any aspect of this work.

3.3.10. Get involved

We are committed to working together with our school communities and other stakeholders to deliver the best possible learning facilities for students. Your feedback is important to us. For more information contact us via the details below.

- Email: schoolinfrastructure@det.nsw.edu.au
- Website: schoolinfrastructure.nsw.gov.au
- Phone: 1300 482 651

3.4. Handover phase

3.4.1. Traffic and access

Construction work on the Upgrades to Chatswood Public School and Chatswood High School has been completed. We are now in a position to confirm access provisions for the new school, including pick-up and drop-off arrangements.

3.5. Official school opening

The upgrades to Chatswood Public School and Chatswood High School was completed today, delivering 150 new and refurbished teaching spaces from Kindergarten to Year 12.

Thank you for your patience during construction and we are thrilled to deliver this project for the school community.

4. Consultation Strategy with Public School Boundary Landowners

Consent Condition B1(c): document the consultation strategy with the subject landowners in the Community Communication Strategy required under condition B14.

The consultation strategy with the Public School boundary landowners was initiated in September 2020.

The strategy developed to consult with school boundary landowners included a combination of direct letters delivered to landowners and one on one meetings between landowners and the project team (online and face to face to align with public health orders). A subsequent meeting between landowners and a suitably qualified landscape designer will be arranged to finalise improvement works aimed to minimise the impact from the new buildings. Improvement works will be undertaken as required.

Table 3: Consultation strategy with Public School boundary landowners

Project stage	Consultation activity
Post SSD application submission Pre approval	Letter invitation to meet to discuss the impact of the new buildings
Post SSD application submission Pre approval	Landowner meetings
Post approval Pre construction	Letter invitation to meet to discuss how SINSW can minimise the impact from the new buildings by providing improvements to their private open space and the measures that will be taken to improve the integrity of the retaining wall, per consent condition B1.
Post approval Pre construction	Landowner meetings
Construction	Landowner meetings with a suitably qualified landscape designer to discuss design options for their private open space. Undertake improvement and retaining wall works as required. Ongoing communication channels and activities to continue including communication through the SINSW mailbox, letter box drops and the 1300 number.

4.1. Delivering on the strategy

A direct invitation via letter was sent to each landowner inviting them to discuss the project and related impacts of the new Buildings P1 and P2 with members of the project team (Appendix A).

An initial round of virtual/face to face meetings were held in October 2020 with interested landowners.

The project team reviewed and considered the feedback received during these meetings prior to finalising the State Significant Development Response to Submissions report submitted to the Department of Planning, Industry and Environment.

Following receipt of the development consent approval, the project team again directly invited each landowner via letter to meet to discuss how the project can mitigate any visual impacts from the new buildings by providing improvements to their private open space (Appendix B), as well as improvements that will be made to the adjoining retaining wall.

A second round of face to face/virtual meetings were held with interested landowners in February/March 2021.

As a result of this second round of landowner meetings, one landowner requested improvement works be undertaken. In the coming months, the Contractor's suitably qualified landscape designer will contact the landowner to discuss design options prior to preparing landscape plans and ongoing maintenance instructions.

No other landowner during the consultation process wanted improvement works / landscaping to be carried out in their private open space.

Table 4: Delivering on the consultation strategy with Public School boundary landowners

Project stage	Date	Consultation activity	Reference
Post application submission Pre approval	September 2020	Letter invitation to meet to discuss the impact of the new buildings	Appendix A
Post application submission Pre approval	October 2020	Landowner meetings	N/A
Post approval Pre construction	February 2021	Letter invitation to meet to discuss how SINSW can minimise the impact from the new buildings by providing improvements to their private open space and the measures that will be taken to improve the integrity of the retaining wall, per consent condition B1.	Appendix B
Post approval Pre construction	February / March 2021	Landowner meetings	N/A
Construction	Mid 2021	Meeting between landowners and a suitably qualified landscape designer to finalise landscape plans. Undertake improvement works as required.	N/A

5. Project Governance

Consent Condition B14a: Identify people to be consulted during the design and construction phases.

Consent Condition B14c: Provide for the formation of community-based forums, if required, that focus on key environmental management issues for the development.

Consent Condition B14d(i): Set out procedures and mechanisms through which the community can discuss or provide feedback to the Applicant.

5.1. Project Reference Group

The Department's engagement process strives to engage with key stakeholders from the school communities. As part of this process, a Project Reference Group (PRG) is established early in the project with nominated representatives from the school communities to ensure input from, and consultation with, impacted stakeholders.

The PRG provides key information from an operational, educational, change and logistics perspective into the planning, through the design and construction phases of the project.

The PRG will receive project briefings and key progress updates on project progress to support its responsibilities in assisting to communicate updates to school staff, parents and stakeholders in the wider local community.

The Project Reference Group will be conducted as two separate groups during the development and delivery of all projects:

(a) Project Reference Group – Planning

A nominated group participated in workshops to develop the Educational Principles and Education Rationale to inform the Functional Design Brief. These workshops were chaired by the SINSW Senior Project Director (or delegate) and at times facilitated by an Education Consultant. This activity informed the development of the building design.

(b) Project Reference Group – Delivery

The purpose of the group is to seek input and inform design processes and provide operational requirements and information to help minimise the impact of the project on school operations. These workshops are chaired by the Senior Project Director (or delegate) and may be facilitated by the appointed architectural consultant, as required. The PRG will provide key information from an operational and logistics perspective to assist project delivery.

Specifically to communications and engagement related matters, the PRG will also:

- Provide a forum for discussion and exchange of information relating to the planning and delivery of the project
- Identify local issues and concerns to assist the project team with the development of mitigation strategies – to manage and minimise construction and environmental impacts to the school community and local residents
- Provide feedback to the communications and community engagement team on key messages and communications and engagement strategies
- Provide advice on school engagement activities
- Assist to disseminate communications to the school community and other stakeholders.

As per all department led delivery projects, the PRG acts as a consultative forum and not a decision-making forum for the planning and delivery of this school infrastructure.

Figure 1: Project Reference Group (PRG)

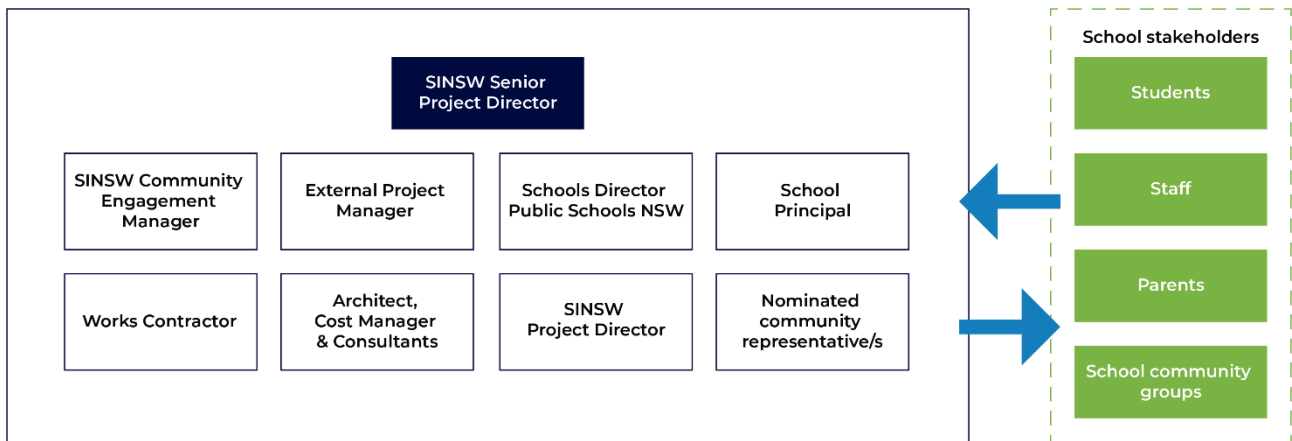
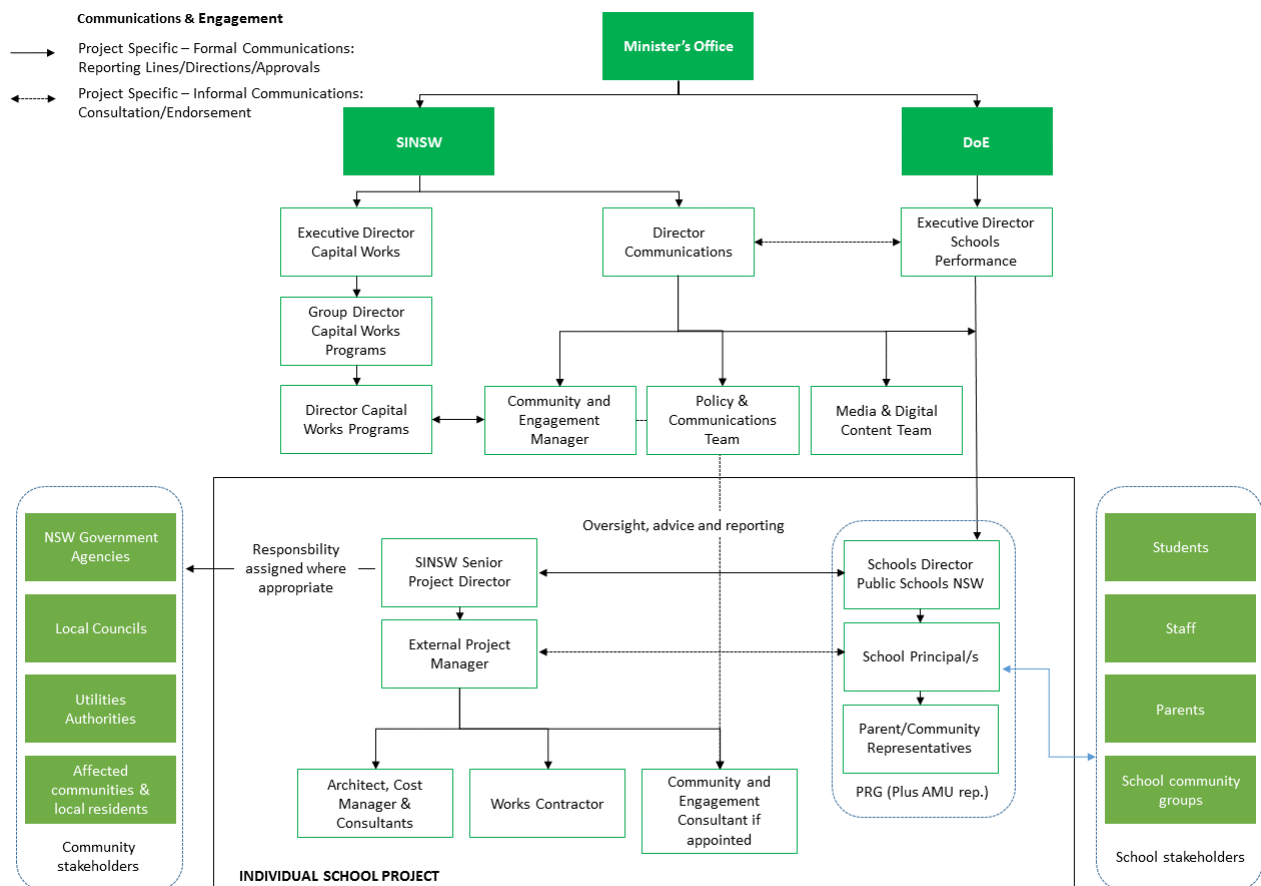


Figure 2 below maps how the department and SINSW will communicate both internally and externally.

Figure 2: SINSW Project Governance



6. Stakeholders

Consent Condition B14a: Identify people to be consulted during the design and construction phases

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

Table 5: Stakeholders

Stakeholders	Interest and involvement
Local Members of Parliament: - NSW – Member for Willoughby - Federal – Member for Bradfield	- 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 and public transport solutions
Government agencies and peak bodies: - Transport for NSW - Roads and Maritime Services NSW - Fire and Rescue NSW - NSW Department of Education - NSW Department of Planning, Industry and Environment - NSW Environmental Protection Authority - NSW Rural Fire Service - Sydney Water - NSW Heritage Council - NSW Office of Environment and Heritage - NSW Department of Premier and Cabinet	- Traffic and congestion on the local road system - Construction access to and from each site - Adequate public transport options and access - Ensuring new infrastructure meets standard requirements for safety and fire evacuation - Ensuring the development is compliant - Ensuring the development does not impact heritage items - Easing overcrowding in local schools
Local Council - Willoughby Council - Councillors - Bureaucrats - Mayor - General Manager	- Schedule for construction and opening of each school - Impacts to the local community including noise, congestion, traffic and pedestrian management - Shared use of community spaces - Providing amenities to meet increased population density
School community - Principal - Teachers - Staff - Parents and carers - Students	- Safe pedestrian and traffic access to the temporary school during construction - Construction impacts and how these will be minimised - Quality of infrastructure and resources upon project completion - How to access the new school once completed

Stakeholders	Interest and involvement
Local community Public School 1-30 James Streets 1-37 Jenkins Street 1-33 Edgar Street High School 8-98 Centennial Avenue - Dardanelles Road 1-60 Eddy Road 1-20 Freeman Road - Whitton Road 1-8 Oliver Road 1-22 Critchett Road 30-38 Goodchap Road 1-17 Carr Street	- 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 - Environmental and visual amenity impacts during construction
Nearby public schools - Mowbray Public School - Willoughby Girls' High School - Willoughby Public School - Lindfield Public School - Roseville Public School - Lindfield Learning Village	- Impact on school resources - Impact on current students - Implications for teaching staff - Possible impacts on enrolments - Opportunities to view the new facilities
Adjoining affected landowners (Chatswood High School) 1, 3, 5, 7, 9 Dardanelles Road 60 Centennial Avenue 1-3, 8 Oliver Road 20 Freeman Road 27 Eddy Road	- 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 - Environmental and visual amenity impacts during construction
Adjoining affected landowners (Chatswood Public School) 1 and 2 James Streets 1 and 3 Jenkins Streets	- Landscaping and fencing works to private outdoor spaces - 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

Stakeholders	Interest and involvement
	• Shared use of school facilities and amenities • Environmental and visual amenity impacts during construction
Community groups • Willoughby Council Bushcare (Chatswood High – Mandy Wilson/Lynne Saville) • Willoughby Environment Protection Association • Chatswood West Ward Progress Association • Northern Suburbs Football • North Shore Junior Cricket Association • North Shore AFL club • Chatswood Rangers • Birds in Backyards	• Shared use of school facilities and amenities • Changed traffic conditions • Construction impacts and how these will be minimised

7. Engagement Approach

Consent Condition B14b: Set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the development.

Consent Condition B14d(i): Set out procedures and mechanisms through which the community can discuss or provide feedback to the Applicant.

From 30 March 2020, the way we communicate temporarily changed, please refer to Appendix C for more details on changed methods and tools. The table below outlines both traditional and alternative methods to be used in line with the changes.

The key consideration in delivering successful outcomes for this project is to make it as easy as possible for anyone with an interest to find out what is going on. In practice, the communications approach across all levels of engagement will involve:

- Using uncomplicated language
- Taking an energetic approach to engagement
- Encouraging and educating whenever necessary
- Engaging broadly including with individuals and groups that fall into harder to reach categories
- Providing a range of opportunities and methods for engagement
- Being transparent
- Explaining the objectives and outcomes of planning and engagement processes.

In addition to engagement with Government Departments and Agencies and Council, two distinct streams of engagement will continue for the project as follows:

- School community for existing schools being upgraded, or surrounding schools for new schools, and
- Broader local community.

This allows:

- School-centric involvement from school communities (including students, parents/caregivers, teachers, admin staff) unencumbered by broader community issues, and
- Broad community involvement unencumbered by school community wants and needs. Broad community stakeholders include local residents, neighbours and local action groups.

7.1. General community input

Members of the general public impacted by the construction phase are able to enquire and complain about environmental impacts via the following channels:

- Information booths and information sessions held at the school, local community meeting place, or virtually, and advertised at least 7 days before in local newspapers, on our website and via letterbox drops
- 1300 number that is published on all communications material, including project site signage
- School Infrastructure NSW email address that is published on all communications material, including project site signage
- Interpreters are available through the Translating and Interpreting Service (TIS), managed by the Department of Home Affairs, and contactable via 131 450. The contact information is published on all communication material.

Refer to Section 9.5 of this document for detail on our enquiries and complaints process.

A number of tools and techniques will be used to keep stakeholders and the local community involved as summarised in table 6 below.

For reference, project high level milestones during the delivery phase include:

- Site establishment/early works
- Commencement of main works construction

- Term prior to project completion
- Project completion
- First day of school following project completion
- Official opening

Table 6: School Infrastructure NSW Communications Tools

Communications Tool	Description of Activity	Frequency
1300 community information line	The free call 1300 482 651 number is published on all communication materials and is manned by SINSW. All enquiries that are received are referred to the appointed C&E Manager and/or Senior Project Director as required and logged in our CRM. Once resolved, a summary of the conversation is updated in the CRM.	Throughout the life of the project and accessible for 12 months post completion
Advertising (print)	Advertising in local newspapers is undertaken with at least 7 days' notice of significant construction activities, major disruptions and opportunities to meet the project team or find out more at a face to face event.	At project milestones or periods of disruption
Call centre scripts	High level, project overview information provided to external organisations who may receive telephone calls enquiring about the project, most namely stakeholder councils.	Throughout the project when specific events occur or issues are raised by stakeholders
Community contact cards	These are business card size with all the SINSW contact information. The project team/ contractors are instructed to hand out contact cards to stakeholders and community members enquiring about the project. Cards are offered to school administration offices as appropriate. Directs all enquiries, comments and complaints through to our 1300 number and School Infrastructure NSW email address.	Throughout the life of the project and available 12 months post completion
CRM database	All projects are created in SINSW's Customer Relationship Management system – Darzin - at project inception. Interactions, decisions and feedback from stakeholders are captured, and monthly reports generated. Any enquiries and complaints are to be raised in the CRM and immediately notified to the Senior Project Director, Project Director and Community Engagement Manager.	Throughout the life of the project and updated for 12 months post completion
Display boards	A0 size full colour information boards to use at info sessions or to be permanently displayed in appropriate places (school admin office for example).	As required
Door knocks	Provide timely notification to nearby residents of upcoming construction works, changes to pedestrian movements, temporary bus stops, expected impacts and proposed mitigation.	As required prior to periods of construction impacts

Communications Tool	Description of Activity	Frequency
	Provide written information of construction activity and contact details.	
Face-to-face meetings/briefings	Activities include meeting, briefings and “walking the site” to engage directly with key stakeholders, directly impacted residents and business owners and the wider community.	As required
FAQs	Set of internally approved answers provided in response to frequently asked questions. Used as part of relevant stakeholder and community communication tools. These are updated as required, and included on the website if appropriate.	Throughout the life of the project
Information booths	Information booths are held locally and staffed by a project team member to answer any questions, concerns or complaints on the project. Info booths are scheduled from the early stages of project delivery through to project completion. Information booths are to be held both at the school/ neighbouring school, as well for the broad community: - School information booths are held at school locations at times that suit parents and caregivers, with frequency to be aligned with project milestones and as required. - Community information booths are usually held at local shopping centres, community centres and places that are easily accessed by the community. They are held at convenient times, such as out of work hours on weekdays and Saturdays. Collateral to be provided include community contact cards, latest project notification or update, with internal FAQs prepared. All liaison to be summarised and loaded in the CRM. Notice of at least 7 days to be provided.	At project milestones and as required
Information sessions (drop in)	Information sessions are a bigger event than an info booth, held at a key milestone or contentious period. We have more information on the project available on display boards/ screens and an information pack handout – including project scope, planning approvals, any impacts on the school community or residents, project timeline, FAQs. Members from the project and communications team will be available to answer questions about the project. These events occur after school hours on a week day (from 3pm – 7pm to cover working parents). All liaison summarised and loaded on the CRM.	As required
Information pack	A 4 page A4 colour, fold out flyer that can include: - Project scope - Project update - FAQs	As required

Communications Tool	Description of Activity	Frequency
	- Contact information - Project timeline To be distributed at info sessions or at other bigger events/ milestones in hard copy and also made available electronically.	
Media releases/events	Media releases are distributed upon media milestones. They promote major project milestones and activities and generate broader community awareness.	Media milestones: - Project announcement - Concept design completed - Planning approval lodged - Planning approval granted - Construction contract tendered - Construction contract awarded - SOD turning opportunity - Handover - Official opening
Notifications	A4, single or double sided, printed in colour that can include FAQs if required Notifications are distributed under varying templates with different headings to suit different purposes: Works notification are used to communicate specific information/ impacts about a project to a more targeted section of the community. This template doesn't have an image so it can be more appropriately targeted for matters like hazardous material. Project update is used when communicating milestones and higher level information to the wider community i.e. project announcement, concept design/DA lodgement, construction award, completion. Always includes the project summary, information booths/ sessions if scheduled, progress summary and contact info.	As required according to the construction program. Distributed via letterbox drop to local residents and via the school community at least 5-7 days prior to construction activities or other milestones throughout the life of the project. Specific timings indicated in table 7 – Section 8.
Photography, time-lapse photography and videography	Captures progress of construction works and chronicles particular construction activities. Images to be used in notifications, newsletters and report, on the website and Social Media channels, at information sessions and in presentations. Once the project is complete, SINSW will organise photography of external and internal spaces to be used for a range of communications purposes.	Project completion (actual photography and video of completed project) Prior to project completion - artist impressions, flythrough, site plans and

Communications Tool	Description of Activity	Frequency
		construction progress images are used
Presentations	Details project information for presentations to stakeholder and community groups.	As required
Priority correspondence	Ministerial (and other) correspondence that is subject to strict response timeframes. Includes correspondence to the Premier, Minister, SINSW and other key stakeholders. SINSW is responsible for drafting responses as requested within the required timeframes.	As required
Project Reference Group	SINSW facilitated Project Reference Group sessions providing information on the design solution, construction activities, project timeframes, key issues and communication and engagement strategies.	Meets every month or as required More information on the PRG is detailed in Section 5
Project signage	A0 sized, durable aluminium signage has been installed at Chatswood Public School and Chatswood High School. Provides high level information including project scope, project image and SINSW contact information. Fixed to external fencing/ entrances etc. that are visible and is updated if any damage occurs.	Throughout the life of the project and installed for 12 months post completion
Site visits	Demonstrate project works and progress and facilitate a maintained level of interest in the project. Includes media visits to promote the reporting of construction progress.	As required
School Infrastructure NSW email address	Provide stakeholders and the community an email address linking direct to the Community Engagement team. Email address (schoolinfrastructure@det.nsw.edu.au) is published on all communications materials.	Throughout the life of the project
School Infrastructure NSW website	A dedicated project page for the Upgrades to Chatswood Public School and Chatswood High School is located on the SINSW website: https://www.schoolinfrastructure.nsw.gov.au/projects/c/chatswood-public-school-chatswood-high-school-upgrades.html#category-project-updates	Updated at least monthly and is live for at least 12 months post completion of the project
Welcome pack/ thank you pack	At project completion the following flyers are utilised: Welcome pack – project completion for school community - A 2 to 4 page A4 flyer which is provided to the school community on the first day/week they are returning to school when new facilities are opening, or attending a new school. Includes project overview, map outlining access to the school and key locations, FAQs, contact information. Thank you pack – A 2 to 4 page A4 flyer tailored to the local residents to thank them for their patience and support of the project.	Project completion only

8. Engagement Delivery Timeline

Consent Condition B14b: Set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the development.

From 30 March 2020, the way we communicate temporarily changed, please refer to Appendix C for more details on changed methods and tools. The table below outlines both traditional and alternative methods to be used in line with the changes.

The following engagement delivery timeline maps tailored communications tools and activities by key milestone.

Table 7: Engagement timeline

Project Phase / milestone	Target Audiences	Proposed communication tools / activities / purpose as per Table 6	Timing / implementation
Lodgement of Environmental Impact Statement as part of SSD	All	Media release Website update Notification Online info session with display boards and info pack	March 2020
Planning approval	All	Media release Website update Notification	November 2020
Site establishment and early works	School communities Local community Local council State agencies Electorate office	Media release Notification Website update FAQs updated	December 2020
Main Construction works, including but not limited to: - Remediation - Works commenced - Key impact periods – noise, dust, traffic, vibration - Construction milestones	School communities Local community Local council State agencies Electorate office	Planned: Advertising of events and high impact periods Door knocks, letters and one on one meetings (virtual or face to face) with directly impacted residents as per public health guidelines Info booth/s or info sessions Website updates Notifications tailored to school communities and residents regarding construction Project updates	Mid 2021 (at key construction events as required, as per our notification process in Table 8)

Project Phase / milestone	Target Audiences	Proposed communication tools / activities / purpose as per Table 6	Timing / implementation
		School newsletter content FAQs Contact cards Media release SINSW hotline and email address Alternative methods where applicable: No doorknock – letterbox drop Digital information booth (if required) with information boards and pack online	
Term prior to project completion	School communities Local community Local council Electorate office	Planned: Project update: letterbox drop and online Information booth and presentation Information packs Information boards Website update SINSW email address and hotline Site visits Alternative methods where applicable: Digital information booth (if required) with information boards and pack online	Late 2023
Handover and welcome to new school	School communities Local community	Planned: Media release Website update SINSW email address and hotline Site visits Thank you pack Welcome pack	Late 2023
Opening	Local Council	Planned:	Late 2023

Project Phase / milestone	Target Audiences	Proposed communication tools / activities / purpose as per Table 6	Timing / implementation
	Local MP's/ Government School communities	Media release Official opening ceremony	
Post-opening	All	Planned: Website remains live Project signage remains installed 1300 phone and email still active, and CRM still maintained for complaints and enquiries.	Late 2024 (12 months post completion)

9. Protocols

9.1. Media engagement

SINSW manages all media relations activities, and is responsible for:

- Responding to all media enquiries and instigating all proactive media contact.
- Media interviews and delegation to SINSW media spokespeople who are authorised to speak to the media on behalf of the project
- Informing the Minister's Office and SINSW project team members and communications representatives of all media relations activities in advance and providing the opportunity to participate in events where possible.

9.2. Site visits

SINSW in partnership with Schools Operations and Performance organises and hosts guided project site tours and media briefings as required by the Minister's Office. The Project Team will ensure the required visitor site inductions are undertaken and that all required Personal Protective Equipment (PPE) is worn.

For media site visits and events, SINSW creates, or contributes to, the production of an event pack. This will include an event brief, media release, speaking notes and Q&As.

9.3. Social, online and digital media

SINSW initiates and maintains all social and online media channels. These channels can include Facebook, Twitter, LinkedIn and the website. The SINSW Online Content Team upload to the SINSW website.

9.4. Notification process

Consent Condition B14b: Set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the development.

Notifications (titled works notifications or project updates as per Table 6) are SINSW's prescribed notification requirement and are the primary mechanism to inform the community and key stakeholders about the impact of school construction on the local area. Notifications provide advance warning of activities and planned disruptions, as per the notice periods in Table 8 below, allowing stakeholders and community members to plan for the impacts and make alternative arrangements where required. Notifications are distributed in person via door knocks, via letterbox drop, via the school and electronically via email. See Appendix D, E and F for a sample project update, works notification and project website.

The C&E Manager advises the project team of the relevant notification requirements and timeframes to be met. The team obtains the information necessary to meet these timeframes by:

- Having oversight of the project delivery program
- Visiting site as required
- Attending and participating in construction meetings, planning meetings, and Risk and Opportunity workshops.

Table 8: Notifications periods

Works activity	Minimum community notification period
Notification to communities following major incident	Same day
Emergency works/unforeseen events	Same day
Contamination management and notification	Within 48 hours
Upcoming works notification (minimum disruption)	5 – 7 days
Invitation/notification of community event (e.g. info booth)	5 – 7 days
Notifications regarding traffic changes, parking impacts, road closures, major detours	10 – 14 days

Works activity	Minimum community notification period
Pedestrian route changes and other impacts	10 – 14 days
Notifications regarding operational changes for the school community (school drop-off points, entry and exit points)	10 – 14 days
Major construction impacts (out of hours/ significant noise/ demolition)	10 – 14 days
Major impacts to school community e.g. relocation to temporary school	6 months

9.5. Enquiries and complaints management

Consent Condition B14d(i): Set out procedures and mechanisms through which the community can discuss or provide feedback to the Applicant.

Consent Condition B14d(ii): Set out procedures and mechanisms through which the Applicant will respond to enquiries or feedback from the community; and

Consent Condition B14(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.

SINSW manages enquiries (*called interactions in our CRM, Darzin*), and complaints in a timely and responsive manner.

Prior to project delivery, a complaint could be related to lack of community consultation, design of the project, lack of project progress, etc.

During project delivery, a complaint is defined as in regards to construction impacts – *such as* – safety, dust, noise, traffic, congestion, loss of parking, contamination, loss of amenity, hours of work, property damage, property access, service disruption, conduct or behaviour of construction workers, other environmental impacts, unplanned or uncommunicated disruption to the school.

As per our planning approval conditions, a complaints register is updated monthly and is publicly available on the project's website page on the SINSW website. The complaints register will record the number of complaints received, the nature of the complaints and how the complaint was resolved.

9.5.1. Complaints management process

If SINSW receives a complaint about the project during construction, it must be logged in our CRM system, actively managed, closed out and resolved by SINSW within 24-48 hours of receipt by the SINSW Community Engagement Manager, as outlined in Table 9 below. If this is not possible, the complaint must be escalated internally as required and resolved within 7 business days.

Complaints received via the following channels will be directed to the SINSW Community Engagement Manager for resolution:

- Phone: 1300 482 651 (24 hour toll free number)
- Email: schoolinfrastructure@det.nsw.edu.au
- Postal address: GPO Box 33, Sydney, NSW 2001
- Face to face
- School executive
- Project team

If the complainant is not satisfied with the SINSW response, and they approach SINSW for rectification, the process will involve a secondary review of their complaint as per the outlined process.

Complaints will be escalated when:

- An activity generates three complaints within a 24-hour period (separate complainants).
- Any construction site receives three different complaints within a 24-hour period.

- A single complainant reports three or more complaints within a three day period.
- A complainant threatens to escalate their issue to the media or government representative.
- The complaint was avoidable.
- The complaint relates to a compliance matter.

Complaints will be first escalated to the Senior Manager, Community and Engagement or Director of Communications for SINSW as the designated complaints handling management representatives for our projects. Further escalation will be made to the Executive Director, Office of the Chief Executive to mediate if required.

If a complaint still cannot be resolved by SINSW to the satisfaction of the complainant, we will advise them to contact the NSW Ombudsman - <https://www.ombo.nsw.gov.au/complaints>.

The below table summarises timeframes for responding to enquiries and complaints, through each correspondence method:

Table 9: Complaint and enquiry response time

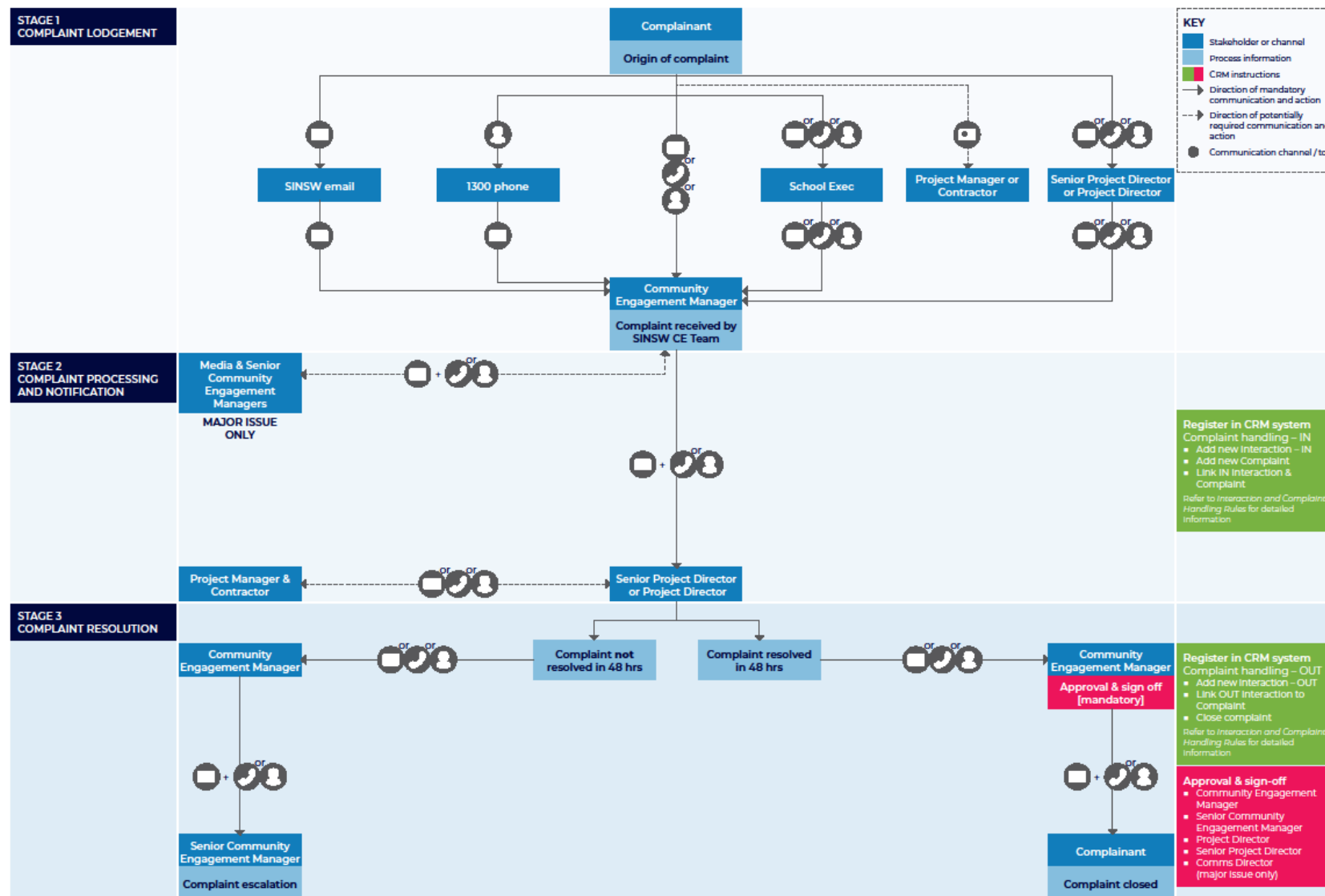
Complaint	Acknowledgement times	Response times
Phone call during business hours	At time of call – and agree with caller estimated timeframe for resolution.	Complaint to be closed out within 48 hours. If not possible, continue contact, escalate as required and resolve within 7 business days.
Phone call after hours*	Within two (2) hours of receiving message upon returning to office.	Following acknowledgement, complaint to be closed out within 48 hours. If not possible, continue contact, escalate as required and resolve within 7 business days.
Email during business hours	At time of email (automatic response)	Complaint to be closed out within 48 hours. If not possible, continue contact, escalate internally as required and resolve within 7 business days.
Email outside of business hours	At time of email (automatic response)	Complaint to be closed out within 48 hours (once return to business hours). If not possible, continue contact, escalate internally as required and resolve within 7 business days.
Letter	NA	Complaint to be closed out within 48 hours following receipt. If phone or email contact details are not provided a written response to be sent within 48 hours following receipt. If not possible, continue contact, escalate internally as required and resolve within 7 business days.
Interaction/ Enquiry		
Phone call during business hours	At time of call – and agree with caller estimated timeframe for response.	Interaction to be logged and closed out within 7 business days.
Phone call after hours	Within two (2) hours of receiving message upon returning to office.	Interaction to be logged and closed out within 7 business days.
Email during business hours	At time of email (automatic response)	Interaction to be logged and closed out within 7 business days.

Complaint	Acknowledgement times	Response times
Email outside of business hours	At time of email (automatic response)	Interaction to be logged and closed out within 7 business days.
Letter	N/A	Interaction to be logged and closed out within 10 business days following receipt.

The below diagram outlines our internal process for managing complaints.

Figure 3 - Internal Complaints Process

COMPLAINTS MANAGEMENT PROCESS FLOW CHART



9.5.2. Complaints in common community languages

Complaints can be made in common community languages using the Translating and Interpreting Service (TIS), managed by the Department of Home Affairs. Community members can be connected to an interpreter by calling TIS on 131 450. TIS contact details are included on all project communications. Once TIS has the interpreter on the line, the interpreter and community member are connected to School Infrastructure and phone interpretation can begin. School Infrastructure NSW receives the complaint via the translator and begins the complaints management process as outlined above.

9.5.3. Disputes involving compensation and rectification

School Infrastructure NSW is committed to working with the school and broader community to address concerns as they arise. Where disputes arise that involve compensation or rectification, the process for resolving community enquiries and complaints will be followed to investigate the dispute. Depending upon the results of the investigation, School Infrastructure NSW may seek legal advice before proceeding.

9.6. Incident management

An incident is an occurrence or set of circumstances that causes or threatens to cause material harm and which may or may not be or cause a non-compliance. Material harm is harm that:

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

9.6.1. Roles and responsibilities following an incident

In the event of an incident, once emergency services are contacted, the incident must be immediately reported to the SINSW Senior Project Director who will inform:

- SINSW Executive Director
- SINSW C&E Manager
- SINSW Senior Manager, C&E
- SINSW Communications Director

SINSW Communications Director will:

- Lead and manage all communications with the Minister's office in the event of an incident, with assistance as required
- Direct all communications with media to the SINSW Media Manager in the first instance for management
- Notify all other key project stakeholders of an incident.

The school and local community will be notified within 24 hours in the event of an incident, as per our notification timelines in Table 8.

The SINSW Senior Project Director will issue a written incident notification to Department of Planning, Industry & Environment (DPIE) (compliance@planning.nsw.gov.au) and Local Council immediately following the incident to set out the location and nature of the incident.

This must be followed within seven days following the incident of a written notification to the Department of Planning, Industry and Environment (compliance@planning.nsw.gov.au) that:

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

- (g) identifies further action(s) that will be taken in relation to the incident; and
- (h) provides the contact information for further communication regarding the incident (the Senior Project Director).

Within 30 days of the date on which the incident occurred or as otherwise agreed to by the Planning Secretary, SINSW will provide the Planning Secretary and any relevant public authorities (as determined by the Planning Secretary) with a detailed report on the incident addressing all requirements below:

- (a) a summary of the incident;
- (b) outcomes of an incident investigation, including identification of the cause of the incident;
- (c) details of the corrective and preventative actions that have been, or will be, implemented to address the incident and prevent recurrence; and
- (d) details of any communication with other stakeholders regarding the incident.

9.7. Reporting process

Throughout the project, data will be recorded on participation levels both face to face and online, a record of engagement tools and activities carried out in addition to queries received and feedback against emerging themes.

Stakeholder and community sentiment will be evaluated throughout to ensure effectiveness of the engagement strategy and to inform future activities.

Reporting will include but not be limited to:

- Stakeholder engagement reporting – numbers of forums, participation levels and a summary of the outcomes
- Community sentiment reporting – outputs of all community engagement activities, including numbers in attendance at events, participation levels and feedback received against broad themes
- Online activity – through the project website and via social media
- Media monitoring – as part of the proactive media campaign
- Engagement risk register - to be updated regularly.

Appendix A – Sample letter to Chatswood Public School adjoining neighbours



29 September 2020

Address
CHATSWOOD
NSW 2067

Dear ,

We are contacting you as a neighbour of Chatswood Public School.

The upgrade to Chatswood Public School is expected to start in early 2021, following determination of the State Significant Development (SSD) application by the Department of Planning, Industry and Environment. To prepare the site for construction, some early works will begin during the 2020/2021 summer break.

As a direct neighbour of the school we would like to talk through with you what the works will mean for you, and what we plan to do about it. We would like to invite you to meet virtually with the project team to discuss the upcoming construction works and how we can minimise any disruption as well as the impact from the new buildings.

Please respond via the contact information below with an appropriate time to meet. Please also specify if you require anything else, for example, if you would prefer face to face, or would feel more comfortable meeting with a translator present.

Yours sincerely,

Community Engagement Team

29 September 2020



School Infrastructure NSW
E schoolinfrastructure@det.nsw.edu.au
T 1300 482 651
www.schoolinfrastructure.nsw.gov.au

Appendix B – Sample letter to Chatswood Public School adjoining neighbours



3 February 2021

Address
CHATSWOOD
NSW 2067

Dear ,

We are contacting you in follow up to our meeting last year.

The State Significant Development (SSD) application for the upgrades to Chatswood Public School and Chatswood High School has been approved by the Department of Planning, Industry and Environment and construction will start shortly.

In our last meeting you raised concerns around the loss of privacy as a result of the new buildings. We invite you to meet with us once again to discuss possible improvements to your private open space to reduce the potential visible impact from the new buildings. Improvements may include fencing and landscaping.

We are also committed to improving the structural integrity of the retaining wall located between your property and the school and would like to update you on the measures we propose to take to strengthen the wall.

Please respond with an appropriate time by contacting Community Engagement Representative Alex Middleton via the details below, and advise if you prefer a face to face or virtual meeting.

Yours sincerely,

Community Engagement Team

3 February 2021



School Infrastructure NSW
E schoolinfrastructure@det.nsw.edu.au
T 1300 482 651
www.schoolinfrastructure.nsw.gov.au

Appendix C – Changing the way we communicate – community engagement alternative methods

Below are proposed alternatives to our standard mandatory requirements for community engagement effective as of 30 March 2020. These alternatives are proposed to ensure we continue to comply with SSD and DA conditions and that our communities can remain informed about our projects while adhering to current COVID-19 social distancing requirements and NSW Health advice.

Our engagement principles for this period should continue to ensure our communications are:

- Simple
- Streamlined
- Accessible.

Summary of mandatory requirements and alternatives:

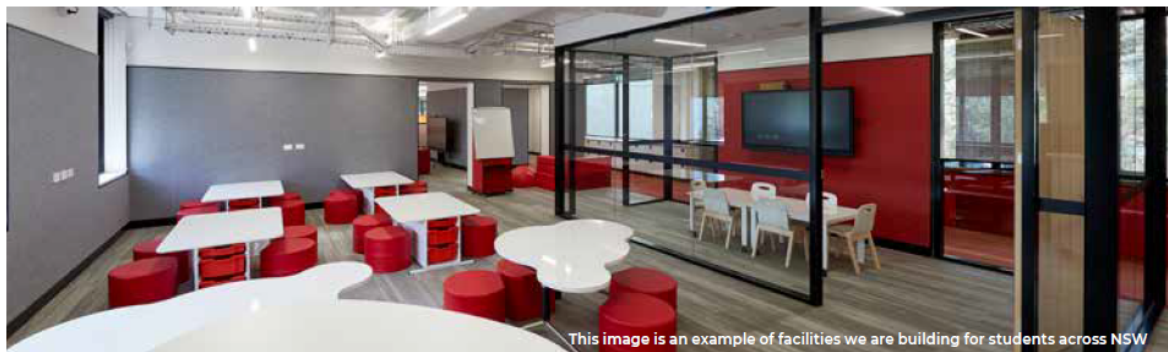
Items in **bold** have alternate delivery options.

SSD CONDITION	ALTERNATIVE
1300 community information line	No change
Advertising (print)	Promote online info session / generic single advert
Call centre scripts	No change
Community contact cards	Contractors to hand out as required
CRM database	No change
Display boards	Digital version
Door knocks	No door knocks, use letterbox drop*
Face-to-face meetings/briefings	Phone call or teleconferencing
FAQs	No change
Information booths	No info booths: issue project update instead Digital version
Information sessions (drop in)	Digital version
Information pack	Digital version
Media releases/events	No change to media releases, no events to be held
Notifications	Distributed to TAFE community via email Distributed to near neighbours via letterbox drop*

SSD CONDITION	ALTERNATIVE
Photography, time-lapse photography and videography	Source photography if health advice permits Use images and time-lapse from similar projects if unable to photograph site
Presentations	Digital version for PRGs/stakeholder meetings
Priority correspondence (RML)	No change
Project Reference Group	Skype meetings / teleconferencing
Project signage	No change if production and installation still possible; A4 print out delivered
Site visits	Site visits via phone/video/photography
School Infrastructure NSW email	No change
School Infrastructure NSW website	No change (may publish updates more frequently)
Welcome pack/ thank you pack	Welcome pack: Do not issue until school resumes Thank you pack: Issued when project is entirely complete

*alternative may change depending on distributor operations

NSW Department of Education – School Infrastructure NSW



This image is an example of facilities we are building for students across NSW

Upgrades to Chatswood Public School and Chatswood High School

Project update

October 2020

Investing in our schools

The NSW Government is investing \$6.7 billion to deliver more than 190 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.

Upgrades to Chatswood Public School and Chatswood High School will deliver:

- more than 150 new and refurbished learning and teaching spaces
- increased quality active play space currently allocated to both schools
- specialist teaching facilities such as maths, science and art rooms
- dedicated performing arts spaces and music rooms at the high school
- new sports facilities and recreational areas
- new libraries and administration facilities.

Progress summary

The Response to Submissions report has been finalised for the Department of Planning, Industry and Environment (DPIE) and provides an opportunity for the project team to respond to the issues raised in submissions. It can be viewed on the DPIE project page: www.planningportal.nsw.gov.au/major-projects/project/10561.

The construction staging plan has been developed in consultation with the school principals and contractor. The plan outlines the steps that will be taken to complete the upgrades and includes enabling works and construction works. Importantly, the plan prioritises safety and amenity, minimises disruption and maximises open play space.

Work to install demountables at the High School has started in preparation for the construction of Building R and the main works at both sites. These works will continue until early 2021 and form the start of the project's enabling works.

Next steps

- Detailed design consultation is continuing with staff and students at both schools.
- Additional demountables will be installed at the High School on the car park, sports courts, cricket nets and near the Bush Campus.
- Construction of the new Building R, to the north of the High School oval, will start in late 2020 following receipt of the complying development certificate.
- Construction of the main works will not start until the outcome of the SSD application is known.

Virtual information sessions:

You're invited to a virtual information session to find out more about the project's staging plan. This session is available from Friday 23 October 2020 to Friday 30 October 2020 via <https://www.schoolinfrastructure.nsw.gov.au/projects/c/chatswood-public-school-chatswood-high-school-upgrades.html>

For more information contact:

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

schoolinfrastructure.nsw.gov.au



NSW Department of Education – School Infrastructure

Upgrades to Chatswood Public School and Chatswood High School

Works notification

March 2021

Dear Neighbour,

We are continuing to prepare for the upgrade to Chatswood High School.

Electrical works at Chatswood High School

A new substation kiosk will be installed near the Chatswood High School staff car park off De Villiers Avenue. The substation kiosk will upgrade the school's power supply and is required as part of the redevelopment project.

Fencing will be set up around the work area and a concrete slab will be poured in preparation for the installation of the substation kiosk (see map below). Construction vehicles will enter and exit through the De Villiers Avenue driveway and all work will be carried out within the boundary of Chatswood High School.

Power supply to the local area will not be affected during these works.

We are aware of the significance of the trees in this area. The trees will be protected while the work is in progress.

The work will start on Tuesday 16 March and will take approximately 4-6 weeks to complete. Work hours will be Monday to Friday 7:00am to 6:00pm and Saturdays 8:00am to 1:00pm.

Chatswood High School site map – De Villiers Avenue staff carpark



We appreciate your understanding for any inconvenience the work may cause.

For more information contact:

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



Appendix F – Sample Project Website

NSW Department of Education – School Infrastructure

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Upgrade

Upgrades to Chatswood Public School and Chatswood High School



About the project

Get involved

Library

We are upgrading Chatswood Public School and Chatswood High School with new and improved education facilities to support the student community.

The benefits

- More than 150 new and refurbished teaching spaces from Kindergarten to Year 12.
- Increased quality active play space currently allocated to both schools.
- Specialist teaching facilities such as maths, science and art rooms.
- Dedicated performing arts spaces and music rooms at the high school.
- New sports facilities and recreational areas.
- New libraries and administration facilities.

Timeline

Planning

Design

In progress

Complete









Progress summary

+

Next steps

+