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School Infrastructure NSW

# Community Communication Strategy

**New Public School in Liverpool**

**SSD10391**

Version	Date of Review
1.0	08 June 2022
2.0	20 December 2022

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# Document purpose

School Infrastructure NSW (SINSW) consults and engages with communities and stakeholders throughout the development of a school project. This engagement helps to inform the design of the school project and provides an opportunity to share and address potential constraints and impacts during construction.

A Consultation Report outlining the consultation and engagement during this planning phase of the project is submitted as part of the State Significant Development (SSD) application.

This Community Communications Strategy (CCS) provides an overview of how SINSW will continue to communicate and consult with the community during construction of the project.

The Consultation Report is available on the planning portal <https://pp.planningportal.nsw.gov.au/major-projects/projects/new-liverpool-primary-school>

The New Public School in Liverpool is classified as a state significant development, and has been assessed by the Department of Planning and Environment (DPE). Consent was provided on 19 May 2022.

For more information visit the [DPE web page](#) on the SSD.

This CCS has been developed to comply with SSD condition B24.

## **Community Communication Strategy**

*B24. 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*

*The Community Communication Strategy must:*

- a) identify people to be consulted during the design and construction phases;*
- b) set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the development;*
- c) provide for the formation of community-based forums, if required, that focus on key environmental management issues for the development;*
- d) set out procedures and mechanisms:*
  - i. through which the community can discuss or provide feedback to the Applicant;*
  - ii. through which the Applicant will respond to enquiries or feedback from the community;*
  - 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.*
- e) include any specific requirements around traffic, noise and vibration, visual impacts, amenity, flora and fauna, soil and water, contamination, heritage.*

This CCS outlines SINSW's commitment to:

- Consider and manage stakeholder and community expectations as integral to the successful delivery of the project.
- Inform affected stakeholders, such as the local community or road users about construction activities.
- Enable the open and proactive management of issues and communications.

This CCS will be implemented through the construction phase of the project, and for 12 months following construction completion.

## Plan review

The CCS will be revised as required to address any changes in stakeholders or the project management or complaints handling process. 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 School Performance, with final endorsement from the SINSW Community Engagement Senior Manager.

**Table 1: List of SSD requirements and where they are addressed**

State Significant Development 10391 (Condition B24)	The Community Communications Strategy addresses this in section
Identify people to be consulted during the design and construction phase	<ul style="list-style-type: none"><li>▪ Section 4</li><li>▪ Section 5</li><li>▪ Section 6</li></ul>
Set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the development	<ul style="list-style-type: none"><li>▪ Section 6</li><li>▪ Section 7</li><li>▪ Section 8.4</li></ul>
Provide for the formation of community-based forums, if required, that focus on key environmental management issues for the development	<ul style="list-style-type: none"><li>▪ Section 4</li></ul>
Set out procedures and mechanisms: <ul style="list-style-type: none"><li>▪ Through which the community can discuss or provide feedback to the Applicant</li></ul>	<ul style="list-style-type: none"><li>▪ Section 4, PRG</li><li>▪ Section 6</li><li>▪ Section 9.5</li></ul>
Set out procedures and mechanisms: <ul style="list-style-type: none"><li>▪ Through which the Applicant will respond to enquiries or feedback from the community; and</li></ul>	<ul style="list-style-type: none"><li>▪ Section 9.5</li></ul>
Set out procedures and mechanisms: <ul style="list-style-type: none"><li>▪ 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</li></ul>	<ul style="list-style-type: none"><li>▪ Section 9.5</li></ul>

## 1. Context

Planning is underway to build a new primary school in Liverpool at 18 Forbes St. The site is set to the north of the Liverpool Hospital, to the east of Liverpool Boys' and Liverpool Girls' High School and to the west of the Liverpool rail corridor. The New School in Liverpool will accommodate 1280 students and provide:

- a) 44 teaching spaces
- b) 4 support units
- c) 4 special program units
- d) 2 preschool rooms (cold shell)
- e) 35 core facilities

For more information on the project, visit the project [web page](#) on the School Infrastructure NSW website.

## 2. Community Engagement Objectives

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

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 Overarching messaging

The NSW Government is investing \$8.6 billion in school infrastructure over the next four years, continuing its program to deliver 160 new and upgraded schools to support communities across NSW. This builds on the more than \$9.1 billion invested in projects delivered since 2017, a program of \$17.7 billion in public education infrastructure.

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.

### 3.2 Project messaging

#### 3.2.1 Project status

The State Significant Development application has been assessed by the Department of Planning and Environment (DPE) and consent has been granted.

#### 3.2.2 Project benefits

School Infrastructure NSW (SINSW) is building a new primary school in Liverpool at 18 Forbes St. The new school will accommodate 1280 students and provide:

- 44 teaching spaces
- 4 support units
- 4 special programs units
- 2 preschool units (cold shell)
- Core 35 facilities.

The new school will also:

- Meet the growth in demand in an effective and sustainable manner
- Advance the capability of the schools in the precinct to provide authentic and personalised learning pathways from early childhood to life after school
- Improve the learning environment for teachers and students through the provision of contemporary facilities
- Maximise the opportunities provided by the Liverpool Innovation Precinct to create new horizons for students and improve their pathways into knowledge-based careers with the future economy of Liverpool and beyond
- Enable the school to become a central place in the community and provide a focal point for the community by acting as a hub and conduit for services that will support their education and overall health and wellbeing.

### **3.2.3 High-quality learning environment**

- The project will provide flexible learning spaces that make 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 students use of modern technology, while working independently and collaboratively.

### **3.2.4 Environmental benefits**

- The school will be built in accordance with current sustainability principles. School Infrastructure NSW is committed to environmentally conscious construction and maintenance practices.
- The new school is designed in line with Environmental Sustainable Development (ESD) principles.

## **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 local community. Prior to construction starting, any hazardous material is required to be remediated. This work will be carried out in accordance with regulatory requirements including the provisions of SafeWork NSW.

### **3.3.2 Traffic management**

- The construction contractor has developed a Traffic Management Plan to ensure that vehicle movements are managed with minimal disruption to the local community. 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.

### **3.3.3 Noise, vibration and dust**

- A Construction Noise and Vibration Management Plan is being prepared prior to the commencement of any work.
- 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 and between 8:00am to 1:00pm on Saturdays. No work is currently proposed for Sundays or Public Holidays.
- During the COVID-19 pandemic, in line with the NSW Environmental Planning and Assessment (COVID-19 Development – Construction Work Days) Order 2020, School Infrastructure NSW construction sites can operate on weekends and public holidays if required. This is to allow workers to abide by social distancing rules while on construction sites by distributing building work across the week. These hours will continue while the EPA COVID-19 order is in place.
- Provided noise levels do not exceed the existing background noise level plus 5dB, works may also be undertaken during the following hours: (a) between 6pm and 7pm, Mondays to Fridays inclusive; and (b) between 1pm and 4pm, 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 and Environment (DPE).

#### **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 and Environment (DPE).
- A suitably qualified and experienced consultant will prepare a Construction Soil and Water Management Sub-Plan (CSWMSP) condition B16. The CSWMSP will;
  - 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
  - Include an Acid Sulfate Soils Management Plan, if required.
- Erosion and sediment controls will be installed and maintained in accordance with the “Blue Book” – *Managing Urban Stormwater: Soils and Construction (4<sup>th</sup> edition)*. These controls will be implemented prior to the commencement of any).

#### **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, will be prepared in accordance with relevant guidelines and performance indicators, and will be prepared to the satisfaction of the Department of Planning and Environment (DPE). The project site has been tested for contamination and is considered to be safe and suitable for the school upgrade.
- The CEMP will include protocols for the management of unexpected contamination discovered during the course of construction works.
- Air monitoring will be required during ACM remediation. Air monitoring samples to be analysed by NATA laboratory.
- The CEMP will include protocols for the management of unexpected contamination discovered during the course of construction works.

### 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 and Environment (DPE).
- 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.
- Should outdoor lighting result in any residual impacts on the amenity of surrounding sensitive receivers, the Applicant must provide mitigation measures in consultation with affected landowners to reduce the impacts to an acceptable level.

### 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 and Environment (DPE).
- The CEMP will include unexpected finds protocols for objects of Aboriginal or Historic heritage.
- Construction must be undertaken in accordance with the recommendations of the Aboriginal Cultural Heritage Assessment Report prepared by Coomber dated March 2022.
- In the event that relics of Aboriginal heritage are discovered, all works in the immediate vicinity will cease, and consultation will occur with a suitably qualified archaeologist, registered Aboriginal representatives and DPE to determine an appropriate management strategy. In the event that relics of historic heritage are discovered, all works in the immediate vicinity will cease, and consultation will occur with DPE to determine an appropriate management strategy. In addition:
  - Construction methodology will be prepared to ensure against damage to heritage items.
  - Photographic archival recording of the school, buildings, artwork and landscape will be undertaken.
  - An Art Management Strategy will be prepared.
  - An Interpretation Plan should be prepared with representatives of the school community and include stories of site geography.

### 3.3.9 Disruptive works

- Construction work for the new public school in Liverpool 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](mailto:schoolinfrastructure@det.nsw.edu.au)
  - Website: [schoolinfrastructure.nsw.gov.au](http://schoolinfrastructure.nsw.gov.au)
  - Phone: 1300 482 651

## 3.4 Handover phase

### 3.4.1 Traffic and access

- Construction work at the new public school in Liverpool is complete. We can now confirm access arrangements including pick-up and drop-off arrangements.



### **3.5 Official school opening**

- The new public school in Liverpool was delivered today, with brand new facilities now open for the school.
- Thank you for your patience during construction and we are thrilled to deliver this project for the school community.

## 4 Project Governance

### 4.1 Project Reference Group

The Department's engagement process strives to engage with key stakeholders from the school community. As part of this process, a Project Reference Group (PRG) is established early in the project with nominated representatives from the school community 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 (limited to 10) will participate in workshops to develop the Educational Principles and Education Rationale which will inform the Functional Design Brief. These workshops are chaired by the SINSW Senior Project Director (or delegate) and may be facilitated by an Education Consultant. This activity will inform 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)**

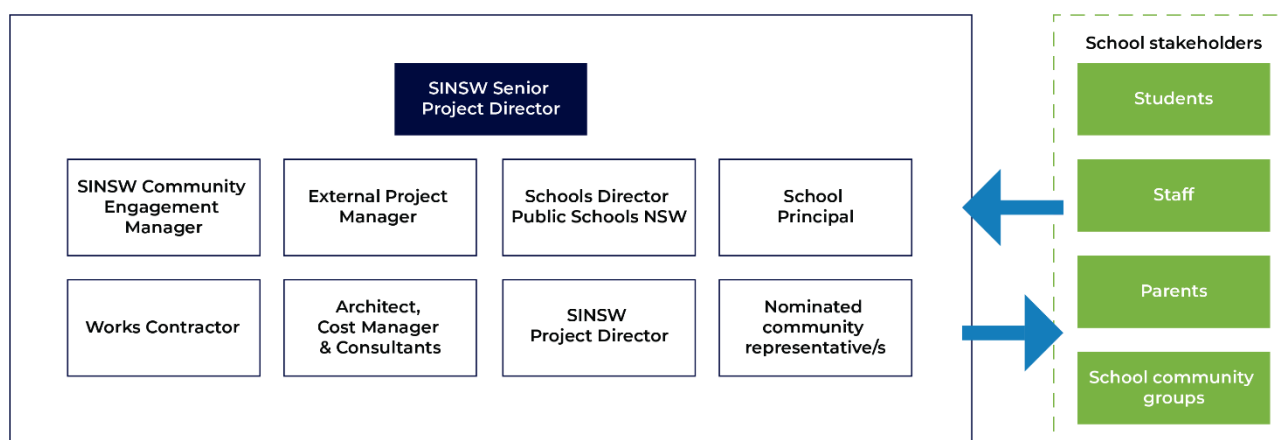
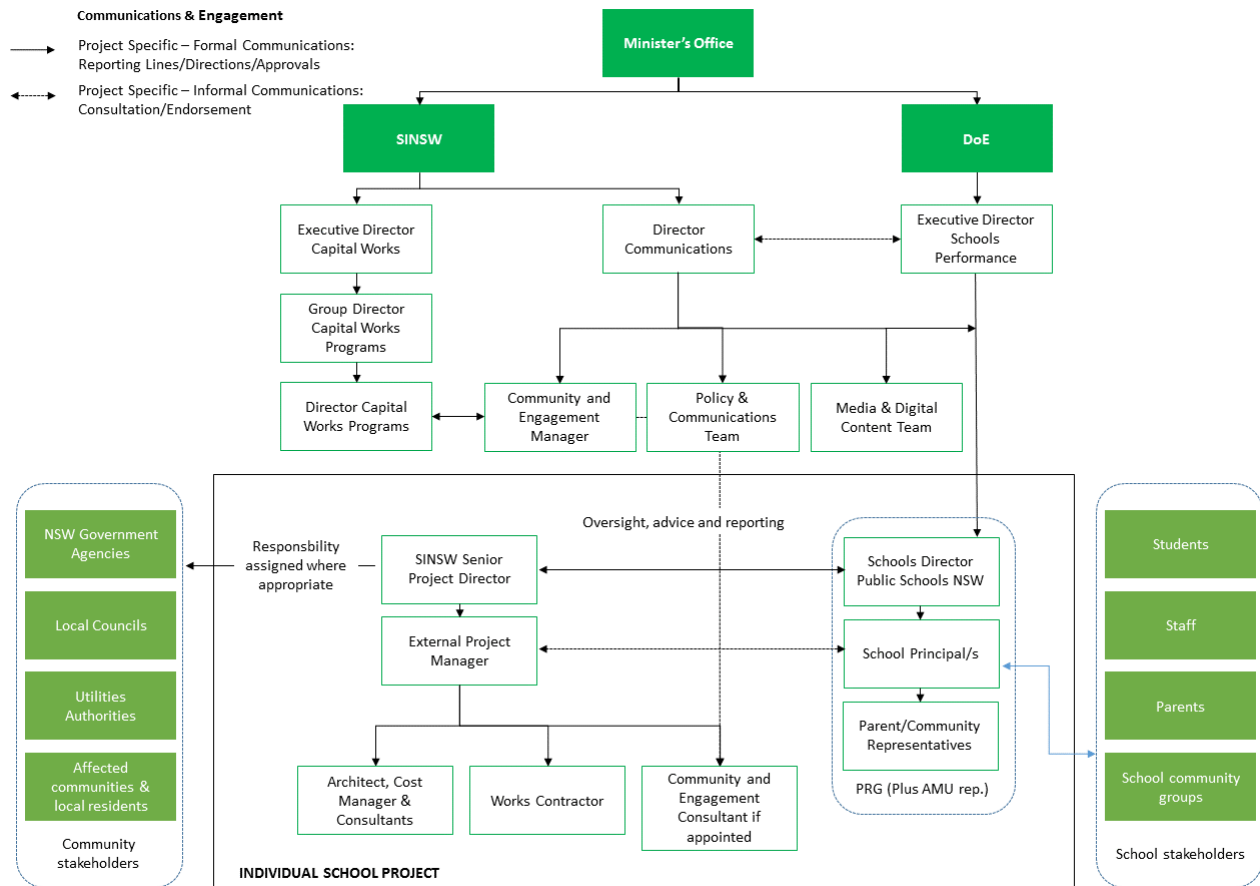


Figure 2 below maps how the department and SINSW will communicate both internally and externally.

**Figure 2: SINSW Project Governance**



## 5 Stakeholders

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 2: Stakeholders**

Stakeholders	Interest and involvement
<b>Local Members of Parliament:</b> <ul style="list-style-type: none"> <li>Federal – Member for Fowler, Ms Dai Le MP</li> <li>State – Member for Liverpool, Paul Lynch MP</li> </ul>	<ul style="list-style-type: none"> <li>Meeting the economic, social and environmental objectives of state and federal governments</li> <li>Delivering increased public education capacity on time</li> <li>Delivering infrastructure which meets expectations</li> <li>Addressing local issues such as traffic, congestion and public transport solutions</li> </ul>
<b>Government agencies and peak bodies:</b> <ul style="list-style-type: none"> <li>Transport for NSW</li> <li>Roads and Maritime Services NSW</li> <li>Fire and Rescue NSW</li> <li>NSW Department of Education</li> <li>NSW Department of Planning and Environment</li> <li>NSW Environmental Protection Authority</li> <li>NSW Rural Fire Service</li> <li>NSW Heritage Council</li> <li>NSW Office of Environment and Heritage</li> <li>NSW Department of Premier and Cabinet</li> </ul>	<ul style="list-style-type: none"> <li>Traffic and congestion on the local road system</li> <li>Adequate public transport options and access</li> <li>Ensuring new infrastructure meets standard requirements for safety and fire evacuation</li> <li>Ensuring the development is compliant</li> <li>Ensuring the development does not impact heritage items</li> <li>Easing overcrowding in local schools</li> </ul>
<b>Local Council – Liverpool City Council</b> <ul style="list-style-type: none"> <li>Mayor Ned Mannoun</li> </ul>	<ul style="list-style-type: none"> <li>Schedule for construction and opening of school</li> <li>Plans for enrolled students during the operation of the temporary school</li> <li>Impacts to the local community including noise, congestion and traffic</li> <li>Shared use of community spaces</li> <li>Providing amenities to meet increase population density</li> </ul>
<b>School community (Liverpool Boys and Girls High Schools)</b> <ul style="list-style-type: none"> <li>Principals</li> <li>Teachers</li> <li>Staff</li> <li>Parents and carers</li> <li>Students</li> </ul>	<ul style="list-style-type: none"> <li>Safe pedestrian and traffic access during construction</li> <li>Construction impacts and how these will be minimised</li> <li>Quality of infrastructure and resources upon project completion</li> <li>How to access the redeveloped school once completed</li> </ul>

Stakeholders	Interest and involvement
<ul style="list-style-type: none"> <li>• Neighbouring residents</li> <li>• Local businesses in the area</li> <li>• Nearby childcare</li> </ul>	<ul style="list-style-type: none"> <li>▪ Shared use of school and community facilities (N.B. community use at New Public School in Liverpool is limited to the library, hall, and outdoor play areas)</li> <li>▪ Traffic: increased congestion on nearby streets</li> <li>▪ Providing accurate information regarding upcoming construction and school impacts</li> <li>▪ School operations: increased enrolments, longer OSHC longer operational hours</li> <li>▪ Planning considerations: change of built form, overshadowing, perception of design</li> <li>▪ Construction: noise and impacts of truck movements and site access, tree removal</li> <li>▪ Utilities infrastructure: Upgrades and impact on existing supply</li> <li>▪ </li> </ul>
<p><b>Nearby public schools</b></p> <ul style="list-style-type: none"> <li>• Liverpool Public School</li> <li>• Liverpool West Public School</li> </ul>	<ul style="list-style-type: none"> <li>▪ Impact on school resources and funding concerns (as these schools have not received funding)</li> <li>▪ Impact on current students for special needs purposes</li> <li>▪ Implications for teaching staff</li> <li>▪ Possible impacts on enrolments</li> <li>▪ Opportunities to view the new facilities</li> </ul>
<p><b>Adjoining affected landowners and businesses</b></p> <p>Residents and businesses on:</p> <ul style="list-style-type: none"> <li>• Forbes Street and Lane</li> <li>• Drummond Street and Lane</li> <li>• Lachlan Street and Lane</li> <li>• Hart Street</li> <li>• Priddle Street</li> </ul> <p>N.B. Construction noise is expected to exceed the construction noise management levels (NMLs) during site preparation and construction at the following locations: Lachlan Street, Drummond Street, Hart Street, Priddle Street, and Liverpool Boys High School</p>	<ul style="list-style-type: none"> <li>▪ Noise and truck movements during construction</li> <li>▪ Increased traffic and congestion on nearby streets</li> <li>▪ Local traffic and pedestrian safety</li> <li>▪ Changed traffic conditions during pick-up and drop-off</li> <li>▪ Shared use of school facilities and amenities</li> <li>▪ Environmental impacts during construction</li> </ul>
<p><b>Community groups</b></p> <ul style="list-style-type: none"> <li>• Gandangara Local Aboriginal Land Council</li> <li>• Aboriginal community within the school and local area</li> </ul>	<ul style="list-style-type: none"> <li>▪ Preserve, protect and renew culture and heritage</li> </ul>

## 6 Impacts

### 6.1 Noise and vibration

The New Public School in Liverpool site is surrounded by:

- To the north: a medium density residential area is located to the north of the site, comprising of mostly 3-4 storey apartment buildings of various age and style. Hart Park is also located to the north of the site, which includes picnic areas and a playground. Beyond this is Warwick Farm Train Station.
- To the south: directly adjacent to the south of the site is Liverpool Health Precinct, which spans both sides of the railway line. A recent SSD application (SSD-10389) was approved for the Liverpool Health Precinct, including the construction and operation of an integrated services building and associated refurbishment works. Beyond the hospital is the Georges River and Liverpool Train Station.
- To the east: immediately to the east of the site is the railway line, which includes services to the Inner West and Leppington, Cumberland, and Bankstown. Across the railway line is an industrial area.
- To the west: the Liverpool Boys and Girls High Schools are located in the western portion of the site. Medium density residential is located further to the west, with a mix of older and newer residential apartments. Further services ancillary to the hospital are also located to the west, such as pathology and medical centres. Beyond this is the Liverpool Town Centre, including Westfield Liverpool.

The project area is divided into three noise catchment areas (NCA).

NCA	Description of noise catchment area
1	NCA 1 mostly comprises residential apartment buildings, to the west of Forbes Street. There is also a church and Health services building within the noise catchment area.  Applicable noise logging location: Location 1
2	NCA 2 comprises 2 to 4 storey residential apartment buildings, to the north of Lachlan Street.  Applicable noise logging location: Location 2
3	NCA 3 comprises a few single residential buildings, to the east of Burnside Drive. The area is mostly an industrial precinct along with a railway station to the east of Burnside Drive.  Applicable noise logging location: Location 3





Construction noise is expected to exceed the construction noise management levels (NMLs) at the following locations.

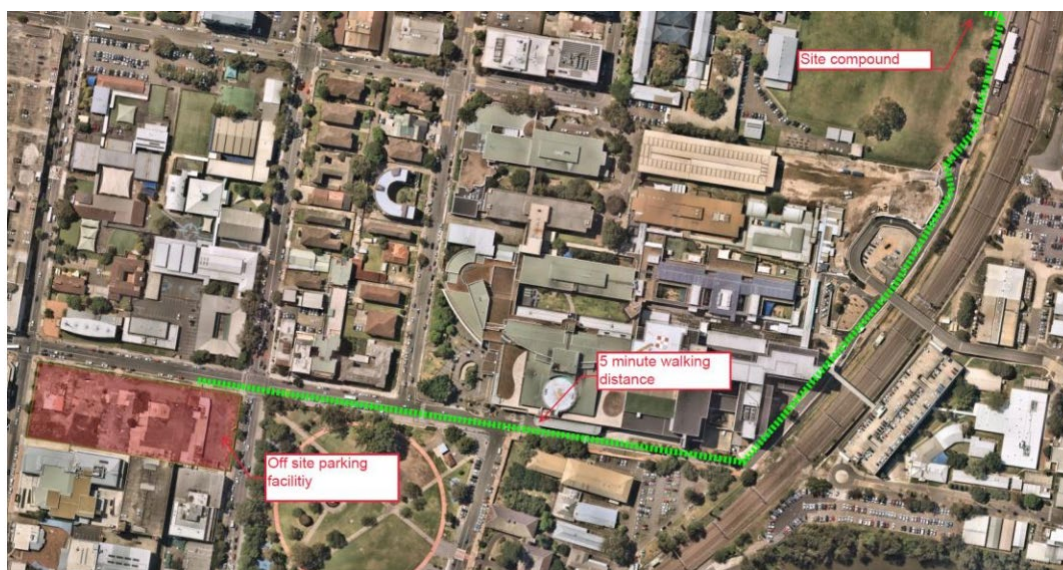
Location		NML, dB(A)	Maximum predicted construction noise level, dB(A)	Maximum predicted exceedance, dB
<b>Site Preparation and Excavation</b>				
Residential properties	Lachlan Street	57	79	22
	Drummond Street	57	66	9
	Hart Street	57	71	14
	Priddle Street	57	58	1
Liverpool Boys High School		65	66	1
<b>NLPS Construction</b>				
Residential properties	Lachlan Street	57	79	22
	Drummond Street	57	66	9
	Hart Street	57	71	14
	Priddle Street	57	58	1
Liverpool Boys High School		65	66	1

It should be noted that some residences on Lachlan Street are classified as highly noise affected receivers. Respite periods may need to be considered for works conducted along Lachlan Street to reduce the impact on these residences.

## 6.2 Construction traffic management

Construction related traffic movements are expected to be approximately 10 heavy vehicles per day. Construction access is via Lachlan St. All vehicles will enter and leave the site in a forward direction and will be accepted directly onto the site to reduce the impact on the surrounding road network.

It is expected that a maximum of 100 construction workers will be located on the site during peak construction time. There will be sufficient parking available within the site compound, however, any overflow requirements for workers will be provided at an offsite parking facility current leaved by the contractor. The parking is located within a 5 minute walk from the site (see image below). Given the site's proximity to high frequency train services, workers would be encouraged to use public transport to access the site where practicable. Workers typically begin and end their workday outside of network peak periods (i.e., 6:30am-3:30pm) and as such are unlikely to have an adverse impact on surrounding road networks.





## 7 Engagement Approach

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

- Using uncomplicated language
- Taking an energetic approach to engagement
- Encouraging and educating whenever necessary
- Engaging broadly including with individuals and groups that fall into 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 or local community meeting place, 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

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 3 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

## 7.2 Noise and vibration approach

As mentioned in section 6.1, construction noise is expected to exceed the construction NMLs at: Lachlan Street, Drummon Street, Hart Street, and Priddle Street, as well Liverpool Boys High School. As a result, we will keep these properties well-informed of site activities.

## 7.3 Construction traffic approach

**Table 4: School Infrastructure NSW Communications Tools**

Communications Tool	Description of Activity	Frequency
1300 community information line	<p>The free call 1300 482 651 number is published on all communication materials and is manned by SINSW.</p> <p>All enquiries that are received are referred to the appointed CE Manager and/or Senior Project Director as required and logged in our CRM.</p> <p>Once resolved, a summary of the conversation is updated in the CRM.</p>	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	<p>These are business card size with all the SINSW contact information.</p> <p>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.</p> <p>Directs all enquiries, comments and complaints through to our 1300 number and School Infrastructure NSW email address.</p>	Throughout the life of the project and available 12 months post completion
CRM database	<p>All projects are created in SINSW's Customer Relationship Management system – Darzin - at project inception.</p> <p>Interactions, decisions and feedback from stakeholders are captured, and monthly reports generated.</p> <p>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.</p>	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	<p>Information booths are held locally and staffed by a project team member to answer any questions, concerns or complaints on the project.</p> <p>Info booths are scheduled from the early stages of project delivery through to project completion.</p> <p>Information booths are to be held both at the school/ neighbouring school, as well for the broad community:</p> <ul style="list-style-type: none"> <li>▪ 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.</li> <li>▪ 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 Saturday's.</li> </ul> <p>Collateral to be provided include community contact cards, latest project notification or update, with internal FAQs prepared.</p> <p>All liaison to be summarised and loaded in the CRM.</p> <p>Notice of at least 7 days to be provided.</p>	At project milestones and as required
Information sessions (drop in)	<p>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.</p> <p>Members from the project and communications team will be available to answer questions about the project.</p> <p>These events occur after school hours on a week day (from 3:00pm – 7:00pm to cover working parents).</p> <p>All liaison summarised and loaded on the CRM.</p>	As required
Information pack	<p>A 4 page A4 colour, fold out flyer that can include:</p> <ul style="list-style-type: none"> <li>▪ Project scope</li> <li>▪ Project update</li> </ul>	As required

Communications Tool	Description of Activity	Frequency
	<ul style="list-style-type: none"> <li>FAQs</li> <li>Contact information</li> <li>Project timeline</li> </ul> <p>To be distributed at info sessions or at other bigger events/ milestones in hard copy and also made available electronically.</p>	
Media releases/events	Media releases are distributed upon media milestones. They promote major project milestones and activities and generate broader community awareness.	<p>Media milestones:</p> <ul style="list-style-type: none"> <li>Project announcement</li> <li>Concept design completed</li> <li>Planning approval lodged</li> <li>Planning approval granted</li> <li>Construction contract tendered</li> <li>Construction contract awarded</li> <li>SOD turning opportunity</li> <li>Handover</li> <li>Official opening</li> </ul>
Notifications	<p>A4, single or double sided, printed in colour that can include FAQs if required</p> <p>Notifications are distributed under varying templates with different headings to suit different purposes:</p> <ul style="list-style-type: none"> <li><b>Works notification</b> 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.</li> <li><b>Project update</b> 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.</li> </ul>	<p>As required according to the construction program.</p> <p>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 5 – Section 8.</p>
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.	<p>Project completion (actual photography and video of completed project)</p> <p>Prior to project completion - artist impressions, flythrough,</p>

Communications Tool	Description of Activity	Frequency
	Once the project is complete, SINSW will organise photography of external and internal spaces to be used for a range of communications purposes.	site plans and 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 4
Project signage	A0 sized, durable aluminium signage has been installed at the new public school in Liverpool.  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 new public school in Liverpool is located on the <a href="#">SINSW website</a> .	Updated at least monthly and is live for at least 12 months post completion of the project
Welcome pack/ thank you pack	At project completion the following flyers are utilised: <ul style="list-style-type: none"> <li><b>Welcome pack</b> – 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.</li> <li><b>Thank you pack</b> – A 2 to 4 page A4 flyer tailored to the local residents to thank them for their patience and support of the project.</li> </ul>	Project completion only

## 8 Engagement Delivery Timeline

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

**Table 5: Engagement timeline**

Project Phase / milestone	Target Audiences	Proposed communication tools / activities / purpose as per Table 3	Timing / implementation
Site establishment and early works	School community Local community and neighbours	Webpage update Media release (if required) Early works commencement notification	Jan 2022
Community consultation regarding noise and vibration management	Sensitive receivers and other nearby residents	Project update, which details the noise and vibration measures designed to mitigate impacts to local residents. Residents were asked to provide feedback on these measures.	March 2023
Main Construction works, including but not limited to: <ul style="list-style-type: none"> <li>Works commenced</li> <li>Key impact periods – noise, dust, traffic, vibration</li> </ul>	School community Local community and neighbours	Sod turn Webpage update Media release (if required) Project Update / Information Pack Information Sessions (TBC) Works notifications	(at key construction events as required, as per our notification process in Table 6)
Term prior to project completion	School Community Local community and neighbours	Webpage update Project Update / Information Pack Information Sessions (TBC)	TBD
Handover and welcome to new school	School community	D1T1 Welcome Pack Welcome Teams Information Boards Media release (if required)	TBD
Opening	School community Local community and neighbours	Official opening ceremony	TBD
Post-opening	All	Website remains live	TBD

Project Phase / milestone	Target Audiences	Proposed communication tools / activities / purpose as per Table 3	Timing / implementation
		<p>Project signage remains installed</p> <p>1300 phone and email still active, and CRM still maintained for complaints and enquiries.</p>	

## 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

The SINSW Online Content Team upload to the SINSW website. SINSW also maintains a LinkedIn page. SINSW utilises the Department of Education's social channels including Facebook and Twitter, where appropriate.

### 9.4 Notification process

Notifications (titled works notifications or project updates as per Table 3) are SINSW's 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, allowing stakeholders and community members to plan for the impacts and make alternative arrangements where required. Depending on the work activity, notifications are distributed in person via door knocks, via letterbox drop, via the school, electronically via email, and uploaded to the SINSW project webpage.

Stakeholder engagement and community notification will:

- outline the reason that the work is required
- outline the location, nature, and duration of the proposed works
- outline work hours
- be written in plain English
- include a diagram that clearly indicates the location of the works, where required
- include a 1300 community contact number, project email address and website details.

#### **Table 6: Notifications periods**

Table 6 below outlines minimum notification periods for specific work activities that will be targeted for stakeholder and community notification. All notification periods prescribed within development approvals or by approving bodies will be adhered to. Regular project updates regarding the general work program will be also provided to nearby households and businesses throughout construction.

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



Works activity	Minimum community notification period
Notifications regarding traffic changes, parking impacts, road closures, major detours	10 – 14 days
Pedestrian route changes and other impacts	10 – 14 days
Notifications regarding operational changes for the school community (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

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.

If a phone call, email or face-to-face complaint is received during construction, it will be acknowledged within 2 working days and logged in our CRM, actively managed, closed out and resolved by SINSW within 10 days, where practicable. Where complaints are unable to be resolved within this timeframe the complainant will be provided with regular updates regarding the complaint resolution process.

A 24-hour contact number for the project site manager will be displayed at the site and can be shared with the community as necessary for any urgent issues that need to be addressed on site, outside of business hours.

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.

If the complainant is not satisfied with 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.
- The complaint relates to a community safety matter.
- The complaint relates to a property damage claim.

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>.

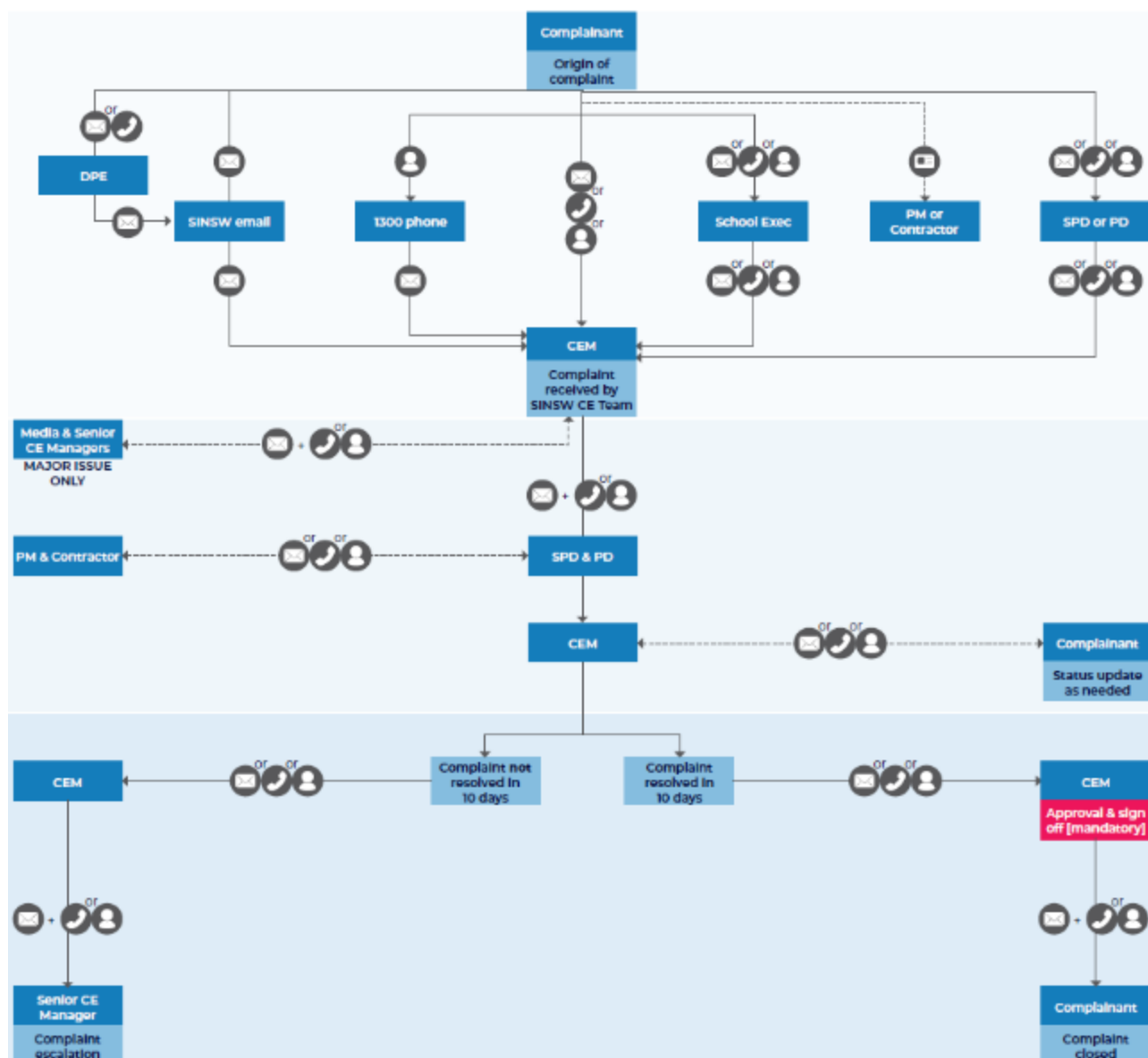
The below table summarises timeframes for responding to enquiries and complaints, through each correspondence method:

**Table 7: Complaint and enquiry response time**

Complaint	Acknowledgement times	Response times
Phone call during business hours	At time of call.	Complaint to be closed out within 10 days, where practicable.  If not possible, continue contact, escalate internally as required, and provide the complainant with regular updates until resolved.
Phone call after hours*	Within two (2) hours of receiving message upon returning to office.	Complaint to be closed out within 10 days, where practicable.  If not possible, continue contact, escalate internally as required, and provide the complainant with regular updates until resolved.
Email during business hours	At time of email (automatic response)	Complaint to be closed out within 10 days, where practicable.  If not possible, continue contact, escalate internally as required, and provide the complainant with regular updates until resolved.
Email outside of business hours	At time of email (automatic response)	Complaint to be closed out within 10 days, where practicable.  If not possible, continue contact, escalate internally as required, and provide the complainant with regular updates until resolved.
Interaction/ Enquiry		
Phone call during business hours	At time of call.	Interaction to be logged and closed out within 10 days, where practicable.
Phone call after hours	Within two (2) hours of receiving message upon returning to office.	Interaction to be logged and closed out within 10 days, where practicable.
Email during business hours	At time of email (automatic response)	Interaction to be logged and closed out within 10 days, where practicable.
Email outside of business hours	At time of email (automatic response)	Interaction to be logged and closed out within 10 days, where practicable.
Letter	N/A	Interaction to be logged and closed out within 10 days following receipt, where practicable.

The below diagram outlines our internal process for managing complaints.

**Figure 4 - Internal Complaints Process**



### 9.5.1 Referrals

Stakeholders such as Local Councils and Department of Planning and Environment (DPE) will encourage complainants to contact SINSW directly about enquiries and complaints.

For complaints received by DPE on a SINSW project, DPE officer who receives the complaint will refer the complaint to SINSW. DPE staff will reiterate to the complainant that further submissions should be lodged to SINSW directly rather than using DPE (Compliance) as a conduit.

In the first submission of a referred complaint:

- If the complaint is made to DPE via email, the DPE officer will forward the email complaint verbatim to SINSW's email address (they may omit contact details as per point b below).
- If the complaint is made via phone or verbally to DPE, notes shall be emailed verbatim and to SINSW's email address (they may omit contact details as per point b below).

DPE staff will send emails from their DPE staff email address ([Firstname.Lastname@planning.nsw.gov.au](mailto:Firstname.Lastname@planning.nsw.gov.au)) to the SINSW email address as soon as practicable after the complaint is received.

Once received by the School Infrastructure inbox, the email copy of the complaint will be logged in the Customer Relationship Manager (CRM) and follow the [same internal process](#) as a complaint received directly to the SINSW inbox or community information phone line. SINSW will consider the complaint 'received' only when physically sighted by the relevant Community Engagement Manager (CEM).

- a) If the complainant has agreed to share contact details, the complaint will be managed entirely by SINSW as per internal processes and responses will be sent directly to the complainant from [schoolinfrastructure@det.nsw.edu.au](mailto:schoolinfrastructure@det.nsw.edu.au) email or via phone (in line with SINSW policy, CEMs will use their phone with caller ID turned off and refer to the 1300 phone line as the point of contact).
- i) For emails, the CEM will cc the DPE officer who referred the original complaint into the response(s), or for phone calls, will send a separate email with a summary of the conversation in order to provide transparency on how the complaint has been addressed.
- b) If the complainant wishes to remain anonymous to SINSW, it is the DPE officer's responsibility to make clear that the project (SINSW) may not be able to address all concerns. The DPE officer will provide as much of the original complaint, omitting any of the details that the complainant does not wish to be shared. The CEM will provide the approved response to the DPE officer, who is then responsible for ensuring the response is provided to the complainant. The complaint will be considered closed by SINSW at the point the response is sent from SINSW's email address ([schoolinfrastructure@det.nsw.edu.au](mailto:schoolinfrastructure@det.nsw.edu.au)).

All interactions are recorded in SINSW's CRM.

### 9.5.2 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:

- (c) involves actual or potential harm to the health or safety of human beings or to the environment that is not trivial; or
- (d) 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:

- a) SINSW Executive Director
- b) SINSW Community Engagement Manager
- c) SINSW Senior Manager, Community Engagement
- d) SINSW Communications Director

SINSW Communications Director will:

- a) Lead and manage all communications with the Minister's office in the event of an incident, with assistance as required
- b) Direct all communications with media to the SINSW Media Manager in the first instance for management
- c) 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 5.

The SINSW Senior Project Director will issue a written incident notification to Department of Planning & Environment (DPE) and Local Council (if required) 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 and Environment that:

- (e) identifies the development and application number;
- (f) provides details of the incident (date, time, location, a brief description of what occurred and why it is classified as an incident);

- (g) identifies how the incident was detected;
- (h) identifies when SINSW became aware of the incident;
- (i) identify any actual or potential non-compliance with conditions of consent;
- (j) describes what immediate steps were taken in relation to the incident;
- (k) identifies further action(s) that will be taken in relation to the incident; and
- (l) 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:

- (m) a summary of the incident;
- (n) outcomes of an incident investigation, including identification of the cause of the incident;
- (o) details of the corrective and preventative actions that have been, or will be, implemented to address the incident and prevent recurrence; and
- (p) 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.

A monthly report is prepared for all SINSW projects, which includes but is not limited to:

- a) 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
- b) Online activity – through the project website.