



URBIS

WESTMEAD CATHOLIC COMMUNITY EDUCATION CAMPUS

Community Communication Strategy

Prepared for
**CATHOLIC SCHOOLS PARRAMATTA DIOCESE C/-
KANE CONSTRUCTIONS**
18 November 2024

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Acknowledgement of Country

Urbis acknowledges the Traditional Custodians of the lands we operate on.

We recognise that First Nations sovereignty was never ceded and respect First Nations peoples continuing connection to these lands, waterways and ecosystems for over 60,000 years.

We pay our respects to First Nations Elders, past and present.

The river is the symbol of the Dreaming and the journey of life. The circles and lines represent people meeting and connections across time and space. When we are working in different places, we can still be connected and work towards the same goal.

Title: Sacred River Dreaming
Artist Hayley Pigram
Darug Nation
Sydney, NSW

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1. INTRODUCTION

The Catholic Schools Parramatta Diocese (CSPD) is preparing to commence construction of the Westmead Catholic Community (WCC) Education Campus at 2 Darcy Road, Westmead.

This Community Communication Strategy (CCS) has been prepared by Urbis Engagement, on behalf of CSPD (the proponent). This CCS has been prepared in line with the Development Consent item C9 within the Development Consent for SSD-10383. The following CCS also outlines the approach in response to F12 which states:

The Community Communication Strategy, as approved by the Planning Secretary, must be implemented for a minimum of 12 months following the completion of construction.

1.1. CROSS-REFERENCE OF CONSENT REQUIREMENTS

Table 1 identifies the references within this CCS as they relate to the requirements under Development Consent Condition SSD-10383 – Community Communication Strategy.

Table 1 Response to Consent Requirements SSD-10383

Condition reference	Condition	Report reference
C9	No later than two weeks before the commencement of any construction, a Community Communications Strategy must be submitted to the Planning Secretary for approval and be approved by the Planning Secretary prior to the commence of construction or within another timeframe agreed with the Planning Secretary. 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 other directly impacted by the development), during the design and construction of the development for a minimum of 12 months following the completion of construction. The Community Communication Strategy must:	This document
C9	(a) Identify people to be consulted during the design and construction phases;	Section 4: Stakeholders – people to be consulted during design and construction
C9	(b) Set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the development;	Section: 5.1: Information provision
C9	(c) Provide for the formation of community-based forums, if required, that focus on key environmental management issues for the development;	Section 5.2: Community-based forums
C9	(d) Set out procedures and mechanisms:	See below
C9(d)	(i) Through which the community can discuss or provide feedback to the Applicant;	Section 5.3: Enquiries and feedback response

Condition reference	Condition	Report reference
C9(d)	(ii) Through which the Applicant will respond to enquiries or feedback from the community and	Section 5.3: Enquiries and feedback response
C9(d)	(iii) To resolve any issues and mediate any disputes that may arise in relation to construction and operation of the development, including any disputes regarding rectification or compensation.	Section 5.4: Dispute resolution and mediation
C9	(e) Include any specific requirements around traffic, noise and vibration, visual impacts, amenity, flora and fauna, soil and water, contamination, heritage.	Section 5.1: Introduction
D1	<p>A site notice(s) must be prominently displayed at the boundaries of the site during construction for the purpose of informing the public of project details and must satisfy the following requirements:</p> <ul style="list-style-type: none"> (a) (minimum dimensions of the site notice(s) must measure 841 mm x 594 mm (A1) with any text on the site notice(s) to be a minimum of 30-point type size; (b) the site notice(s) must be durable and weatherproof and must be displayed throughout the works period; (c) the approved hours of work, the name of the builder, Certifier, structural engineer, site/ project manager, the responsible managing company (if any), its address and 24-hour contact phone number for any inquiries, including construction/ noise complaint must be displayed on the site notice(s); and (d) the site notice(s) must be mounted at eye level on the perimeter hoardings/fencing and must state that unauthorised entry to the site is not permitted. 	Section 5.1: Introduction
A31	<p>At least 48 hours before the commencement of construction until the completion of all works under this consent, or such other time as agreed by the Planning Secretary, the Applicant must:</p> <ul style="list-style-type: none"> (a) make the following information and documents (as they are obtained or approved) publicly available on its website: <ul style="list-style-type: none"> (i) the documents referred to in condition A2 of this consent; (ii) all current statutory approvals for the development; (iii) all approved strategies, plans and programs required under the conditions of this consent; (iv) regular reporting on the environmental performance of the development in accordance with the reporting arrangements in any plans or programs approved under the conditions of this consent; (v) a comprehensive summary of the monitoring results of the development, reported in accordance with the specifications in any conditions of this consent, or any approved plans and programs; 	Section 5.1: Information provision

Condition reference	Condition	Report reference
	<ul style="list-style-type: none"> (vi) a summary of the current stage and progress of the development; (vii) contact details to enquire about the development or to make a complaint; (viii) a complaints register, updated monthly; (ix) audit reports prepared as part of any independent audit of the development and the Applicant's response to the recommendations in any audit report; (x) any other matter required by the Planning Secretary; and <p>(b) keep such information up to date, to the satisfaction of the Planning Secretary and publicly available for 12 months after the commencement of operations.</p>	
C1, C2	<p>C1. The Applicant must notify the Planning Secretary in writing of the dates of the intended commencement of construction and operation at least 48 hours before those dates.</p> <p>C2. If the construction or operation of the development is to be staged, the Planning Secretary must be notified in writing at least 48 hours before the commencement of each stage, of the date of commencement and the development to be carried out in that stage.</p>	<p>Section 3.1: Communication timeline</p> <p>Section 5.1: Information provision</p>
F12	The Community Communication Strategy, as approved by the Planning Secretary, must be implemented for a minimum of 12 months following the completion of construction.	Section 3.1: Communication timeline

2. PROJECT OVERVIEW

2.1. THE SITE

The Westmead Catholic Community Education Campus site is located at 2 Darcy Road, Westmead within the Parramatta Local Government Area (LGA). It is approximately 2 kilometres to the northwest of the Parramatta CBD and approximately 300m to the west of Westmead Train Station.

The site is comprised of two lots, legally described as Lot 1 in DP1095407, owned by the Trustees of the Roman Catholic Church of Parramatta, and Lot 1 in DP1211982, owned by the Trustees of the Marist Brothers.

The site has an area of approximately 12 hectares and is irregular in shape. It is bound by Darcy Road to the north, the T1 North Shore and Western / T5 Train Line to the south, the Western Sydney University (WSU) Westmead Campus to the east, and residential development to the west.

The site forms part of the Westmead Health and Education Precinct within the *Westmead Place Strategy 2036*, comprising Westmead Hospital, Westmead Private Hospital and the Western Sydney University Medical Research Institutes. The NSW Government regards this Precinct as “*Westmead’s engine room, defined by its world-class health, research, education and innovation facilities.*”

Figure 1 Site aerial



Source: NearMaps and Ethos Urban – Environmental Impact Statement (SSD-10383)

2.1.1. Existing development

The site currently contains three separate schools, which collectively accommodate approximately 2,630 students and 190 staff. These include:

- Catherine McAuley Westmead (secondary girls school), which predominately occupies the northern portion of the site.
- Parramatta Marist High School (secondary boys school), which occupies the eastern portion of the site.
- Mother Teresa Primary School (co-educational primary school), which occupies part of one of the Catherine McAuley Westmead buildings.

. The existing buildings are generally constructed of brick, with building heights ranging between one and three storeys. They are all located in the northeastern portion of the site.

The southern portion of the site contains open sports fields used by Parramatta Marist High School, and an at-grade car park occupies the western portion of the site.

2.2. PROJECT CONTEXT

In 2020, CSPD lodged a State Significant Development Application (SSDA) with the NSW Department of Planning, Housing and Infrastructure (DPHI), formerly the NSW Department of Planning, Infrastructure and Environment) that sought to meet the needs of the region's growing population by providing new and upgraded education facilities.

Specifically, the SSDA sought approval for:

- A new multi-storey primary school for approximately 1,680 students that would cater to existing students at Mother Teresa Primary School on the site and facilitate the relocation of Sacred Heart Primary School at Ralph Street to the site
- A new Parish Church
- A Catholic Early Learning Centre
- Landscaping
- Pedestrian and vehicle access upgrades.

The SSDA was approved in February 2022 and CSPD appointed Kane Constructions to undertake the construction phase.

2.2.1. Construction

Redevelopment and upgrades of WCC include:

- Alterations to an existing school building (Mother Teresa Primary School) and change of use to provide an early learning centre for 200 students and 25 full-time equivalent (FTE) staff
- Construction of a six-storey (including rooftop open space) new primary school building including classrooms and learning spaces, recreation spaces, canteen, storage, amenities and rooftop open space
- Staged increase in student numbers accommodating a total of 1680 students (1260 additional) and 76 additional FTE staff in accordance with the SSDA approval and conditions. Student increases will take place over 10 years.
- Construction of a new parish church with 400 seats
- Upgrades and alterations to two existing driveways, retention of 212 existing car parking spaces and provision of 12 additional car parking spaces
- Associated works including tree removal, pedestrian access, and landscaping.

3. OBJECTIVE AND APPROACH

The engagement approach is adapted from the International Association of Public Participation's (IAP2) *Public Participation Spectrum*. The spectrum (Figure 2) describes goals for public participation and the corresponding promise to the public. For this CCS, the engagement objective aligns with the goal of informing or consulting with stakeholders and the community. This means our objective is to either:

- Provide balanced and objective information to assist stakeholders in understanding the project; or
- Obtain public feedback and respond to enquiries and concerns throughout the duration of the construction and 12 months following completion.

Figure 2 IAP2 Public Participation Spectrum

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

Source: IAP2

To achieve these objectives, the engagement approach involves:

- Providing the community with regularly updated information about the project and construction program
- Providing timely responses to enquiries to enable ongoing risk identification and management/resolution
- Ensuring understanding of the benefits of the project; as well as the potential impacts (during construction and operation) and how these will be managed
- Building community stakeholder relationships and maintaining two-way communication with those impacted or interested
- Managing community expectations and building trust by delivering on commitments
- Providing timely information to impacted stakeholders, neighbours and the broader community
- Addressing and correcting misinformation in the public domain
- Reducing the risk of project delays caused by negative third-party intervention
- Leaving a positive legacy in the community.

3.1. COMMUNICATION TIMELINE

The CCS aligns with the project timeline for the construction of WCC and seeks to inform stakeholders at key milestones of the project, including when the most impactful works will take place.

The following timeline provides a high-level overview of the proposed consultation ahead of construction commencing on-site.

Table 2 Communication timeline summary

Milestone / activity	Expected timing	Activity on site	Engagement activity
Issue of Development Consent	February 2022	Nil	<ul style="list-style-type: none"> Community Communications Strategy (CCS) development for DPHI approval (this document).
Construction preparation (2 weeks before starting on site)	November 2024	Nil – construction management plans submitted for DPHI's approval (including this document).	<ul style="list-style-type: none"> Notification to direct neighbours, schools, parish community and surrounding community (identified in Section 4.1 of this document). Notification to include a URL to all drawings and management plans available on DPHI's website. Notification to include a URL to the project webpage (information available on the CSPD webpage). <p><i>*Notification to be issued following DPHI's approval of CCS.</i></p>
Site preparation (before works commence)	October 2024	Nil	<ul style="list-style-type: none"> CSPD webpage updated with the construction program. School and parish websites updated with construction program.
Construction works commence	November 2024	Hoarding installed. Early works underway.	<ul style="list-style-type: none"> Refer to Section 5 procedures and mechanisms during construction.
Westmead Catholic Community Education Campus in operation.	April 2026 (ongoing)	Use of Westmead Catholic Community Education Campus.	<ul style="list-style-type: none"> CSPD webpage updated with reference to all events at WCC that involve the use of new facilities. Continued consultation via CSPD's regular communication channels, including the School website, phone and email (refer to Section 5) and the Schools community newsletter/updates.

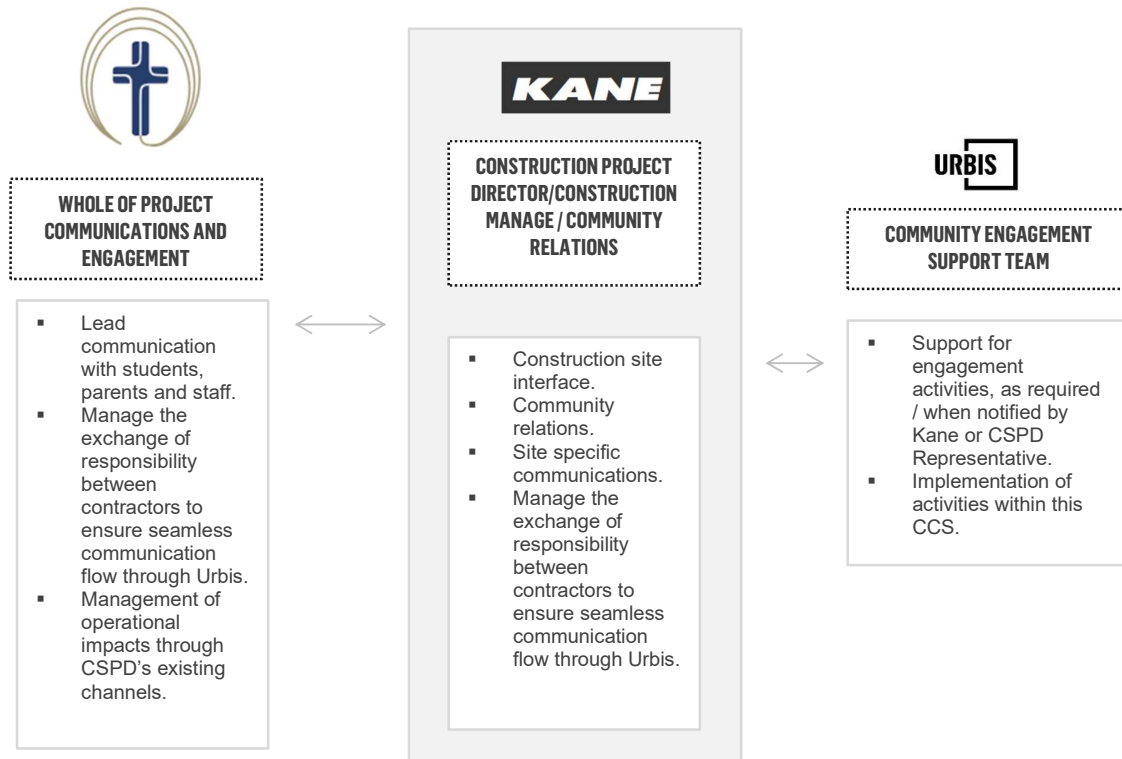
3.2. COMMUNICATIONS INTERFACE (ROLES AND RESPONSIBILITIES)

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

From the community's point of view, response to issues should appear seamless. To achieve this, the Community Engagement Support team (point of contact from Urbis) will work collaboratively with CSPD's appointed Contractors, Consultant team and CSPD's communications team to ensure all internal and external communications are in lockstep.

As Kane Constructions' scope of construction ends (anticipated in April 2026), Urbis will liaise directly with CSPD to ensure enquiries and community notifications continue to be delivered.

Figure 3 Communication interface



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

In line with Condition C9(a), this section identifies the people to be consulted during the design and construction phases of WCC.

For the purpose of this CCS, people to be consulted during construction are referred to as stakeholders. It will be important to ensure that stakeholders and the surrounding community (including adjoining affected landowners and others directly impacted by the development) are proactively well-informed about construction activity and impacts.

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

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

4.1. ABOUT THE SURROUNDING COMMUNITY

The site is nestled within a diverse range of land uses. To the west and north-west, is a mix of low to high-density residential areas, including the Westmead Hospital Accommodation Complex and detached dwellings along Darcy Road and Bridge Road. Small-scale retail and commercial properties are present along Darcy Road to the west.

The site is also surrounded by various health and education facilities to the north, east, and south-east. These include Westmead Private Hospital, Westmead Public Hospital, and Western Sydney University's Westmead Campus. Supporting facilities such as consulting rooms, research centres, and a large car parking complex are also located to the northeast.

Figure 4 identifies the stakeholders to be consulted. This area has been informed by the previous community consultation undertaken as part of the SSDA to ensure previously consulted community members can remain updated on the project. These stakeholders have also been selected given their proximity to the site and the potential impact they will experience during both the construction and operational phases.

During the consultation to inform the Environmental Impact Statement (EIS), residents and businesses identified the following areas of potential impact (in relation to construction):

- Noise and traffic during construction
- Disruption to traffic flows on the local street system
- Out of hours of work
- Pedestrian safety as a result of changes to traffic flow in and around the Schools and precinct
- Perceived property damage due to dust
- Visual impact/change of view from current oval outlook
- Day-to-day operational impacts to the School community as a result of construction work on site.

Figure 4 Neighbours and the surrounding community



4.2. STAKEHOLDER MATRIX

This section provides a detailed summary of the stakeholders to be consulted, the dedicated communications interface, communications activities, and identified areas of interest or impact. This table will be reviewed and updated throughout the construction period.

Table 3 Stakeholder matrix

Stakeholder	Communication activities (see Section 5)	Identified areas of interest or impact	Communication timing
Landowners <ul style="list-style-type: none"> Diocese of Parramatta Marist Australia 	<ul style="list-style-type: none"> Project meetings/emails Emails Briefings 	<ul style="list-style-type: none"> Permit/Authority approvals Impacts on land inc. encumbrances Impacts on local characteristics Impacts of construction activities including noise, dust and vibrations Impact on local on and off-street parking availability 	Ongoing
Project partners <ul style="list-style-type: none"> Marist Australia Sisters of Mercy Parramatta 	<ul style="list-style-type: none"> Project meetings/emails 	<ul style="list-style-type: none"> Project program and timing Construction impacts 	Ongoing
Schools <ul style="list-style-type: none"> Mother Teresa Primary School Executive Team, staff, teachers, students and parents 	During construction <ul style="list-style-type: none"> Enquires and feedback management (refer to Section 5.3) 	<ul style="list-style-type: none"> Traffic management Visual impacts Impacts on local characteristics 	<ul style="list-style-type: none"> Design Construction Operation (for 12 months after completion of construction)

Stakeholder	Communication activities (see Section 5)	Identified areas of interest or impact	Communication timing
<ul style="list-style-type: none"> Parramatta Marist High Executive Team, staff, teachers, students and parents Catherine McAuley Executive Team, staff, teachers, students and parents Parramatta Marist High Old Boys Union – Alumni Association Sacred Heart Parish Community inc. Sacred Heart Primary School 	<ul style="list-style-type: none"> Issues resolution and mediation of disputes Incident management Construction notifications as required Face to face meetings as required Construction signage. <p>During operation</p> <ul style="list-style-type: none"> Via CSPD's regular method of enquiry management (refer to Table 6 of Section 5.3). 	<ul style="list-style-type: none"> Impacts of construction activities including noise, dust and vibrations Impact on local on and off-street parking availability 	
<p>City of Parramatta</p> <ul style="list-style-type: none"> Council staff 	<ul style="list-style-type: none"> Emails Briefings 	<ul style="list-style-type: none"> Traffic management Visual impacts Community engagement, including management of enquiries and concerns Permit approvals Impacts on local characteristics Impacts of construction activities including noise, dust and vibrations 	<ul style="list-style-type: none"> Design Construction Operation (for 12 months after completion of construction)

Stakeholder	Communication activities (see Section 5)	Identified areas of interest or impact	Communication timing
		<ul style="list-style-type: none"> Impact on local on and off-street parking availability 	
Elected officials <ul style="list-style-type: none"> City of Parramatta – Mayor and Councillors Cumberland City Council – Mayor and Councillors State MP Federal MP 	<ul style="list-style-type: none"> Emails Briefings 	<ul style="list-style-type: none"> Traffic management Visual impacts Community engagement, including management of enquiries and concerns Permit approvals Impacts on local characteristics Impacts of construction activities including noise, dust and vibrations Impact on local on and off-street parking availability Permit approvals Impacts of construction activities including noise, dust and vibrations 	<ul style="list-style-type: none"> Design Construction Operation (for 12 months after completion of construction)
Surrounding community <ul style="list-style-type: none"> Westmead Catholic Community Advisory Panel 	During construction <ul style="list-style-type: none"> Enquires and feedback response (refer to Section 5.3). 	Potential likely concerns during construction could be: <ul style="list-style-type: none"> Traffic management Visual impacts 	<ul style="list-style-type: none"> Design Construction Operation (for 12 months after completion of construction)

Stakeholder	Communication activities (see Section 5)	Identified areas of interest or impact	Communication timing
<ul style="list-style-type: none"> ▪ NSW Health and the Local Health District Patients and visitors ▪ Westmead Private Hospital Staff, patients and visitors ▪ Western Sydney University Executive, staff and students ▪ Neighbours ▪ Local community ▪ Local businesses 	<ul style="list-style-type: none"> ▪ Issues resolution and mediation of disputes ▪ Incident management ▪ Construction notifications as required ▪ Face to face meetings as required ▪ Construction signage. <p>During operation</p> <ul style="list-style-type: none"> ▪ Via CSPD's regular method of enquiry management (refer to Table 6 of Section 5.3). 	<ul style="list-style-type: none"> ▪ Impacts on local characteristics ▪ Impacts of construction activities including noise, dust and vibrations ▪ Impact on local on and off-street parking availability ▪ Concerns regarding the increase in pedestrian activity ▪ Construction timing including the expected finished date 	

5. PROCEDURES AND MECHANISMS

5.1. INFORMATION PROVISION

In line with Condition C9(b), this section sets out the procedures and mechanisms for the regular distribution of accessible information about the project.

Table 4 Communication activities for information provision.

Activity	Description	Stakeholder	Timing
Establishment of a webpage, phone number and email address	<p>Project contact details and up-to-date project information will be provided in all communication activities.</p> <p>The CSPD website will provide an overview of project details, construction-related management documents, construction updates, and enquiry contact details.</p> <p>See Section 5.3 for the point of contact/s for construction. The process for responding to enquiries is outlined in Section 5.3.</p>	All stakeholders and the surrounding community	<p>Information will be available online no less than 48 hours before the start of construction (in accordance with DCC A31.</p> <p>Ongoing enquiry management and webpage content will be available for a minimum of 12 months following the completion of construction.</p>
Access to Information	<p>In accordance with Development Consent Condition A31, at least 48 hours before the commencement of construction until a minimum of 12 months following the completion of all works under this consent, or such other time as agreed by the Planning Secretary, information, and documents (as they are obtained or approved) will be made publicly available on the CSPD webpage.</p> <p>This information will include access to all drawings and management plans required by the Conditions of this Consent. The approach is to provide the community with a link to this information (once submitted and available on DPHI's website), as well as provide direct copies of this information on the CSPD webpage.</p> <p>The notification about this information being publicly available will be issued in</p>	Stakeholders and the surrounding community	No less than 48 hours before construction information will be available online (CSPD's webpage) and remain updated for a minimum of 12 months following the completion of construction.

Activity	Description	Stakeholder	Timing
	a community newsletter ahead of construction starting on-site.		
Signage (site notices)	<p>The enquiries and complaints phone number and email address will be included on signage at the front of the site.</p> <p>In accordance with Development Consent Condition D1, the signage will be prominently displayed at the boundaries of the site during construction for the purposes of informing the public of project details.</p>	Stakeholders and the surrounding community	Information and signage will be available on-site throughout construction being undertaken as part of the approved SSDA.
Start of construction notification letterbox drop (newsletter letter)	<p>In line with Development Consent C1, a community newsletter will be prepared. The newsletter will outline the construction timeline, impacts and mitigation measures, and include the enquiries and complaints' phone number and email address.</p> <p>In line with Development Consent C2, subsequent notifications will be issued at least 48 hours before the commencement of each stage of work.</p>	Surrounding community (Individual households and businesses)	<p>No less than 48 hours before start of construction.</p> <p>No less than 48 hours before the start of construction of each subsequent stage.</p>
Face-to-face meetings	Face-to-face project briefings with key stakeholders and community groups will be held to provide project information about environmental management issues for the development.	Stakeholders and the surrounding community	As required depending on the level of community interest and feedback.
Construction notification letterbox drop (out-of-hours and unplanned work)	A newsletter to inform the community about changes to construction (such as out-of-hours and unplanned work). The letter would outline works, impacts and mitigation measures, and the enquiries and complaints phone number and email address.	<p>Immediate neighbours</p> <p>Neighbouring schools (parents, students and staff)</p>	At least 72 hours before undertaking the activities or as soon as is practical afterwards.
Sensitive receiver consultation procedure	In line with Development Consent Condition C19(e), for traffic, noise and vibration, visual impacts, amenity, flora and fauna, soil and water, contamination, and heritage impacts, sensitive receivers will be informed via letterbox drop ahead of time.	Stakeholders and the surrounding community and the surrounding schools' community (parents,	Before undertaking the activities or as soon as is practical afterwards.

Activity	Description	Stakeholder	Timing
	<p>The community will also be notified via a community newsletter (with a link to the CSPD webpage, which includes drawings and post-approval management plans). Management plans available on the website will address potential impacts associated with traffic, noise and vibration, visual impacts, amenity, flora and fauna, soil and water, contamination, and heritage impacts, and ensure the community has access to information about mitigation measures. The plans available to the community addressing these impacts include:</p> <p>Construction Environmental Management Plan, including the following construction sub-plans:</p> <ul style="list-style-type: none"> ▪ Traffic and Pedestrian Management, ▪ Noise and Vibration Management, ▪ Waste Management, ▪ Soil and Water, ▪ Flood Emergency Response, ▪ Unexpected finds protocol for contamination, ▪ Unexpected finds protocol for Aboriginal and non-Aboriginal heritage. <p>All plans will be submitted to relevant agencies before and during construction to ensure each plan aligns with the required standards set out by the Department of Planning, Housing and Infrastructure (DPHI).</p> <p>While our approach anticipates sensitive receivers to be most interested / impacted, the whole community catchment (shown in Figure 4) will be notified of this information if required.</p>	students, teachers)	

5.2. COMMUNITY-BASED FORUMS

CSPD's head contractor will be responsible for managing community inquiries during construction, while CSPD's agent will handle inquiries for 12 months following the completion of construction.

CSPD's head contractor is committed to managing community enquiries, feedback and complaints and will respond quickly to enquiries with relevant information during construction. The community will also receive regular information (via community newsletters and updated information on the project website) at key construction milestones.

In addition to providing the community with regular and up-to-date information, and in line with Condition C9(c), depending on the level of stakeholder interest and feedback in the first three months of construction, the principal contractor or their authorised representative will consider the establishment of community-based forums to enable a deeper focus on key environmental management issues for the project.

Following the start of construction, CSPD's head contractor is committed to reassessing every six months through to completion of work. CSPD's agent will manage all operation enquiries for a minimum of 12 months following the completion of construction. The assessment process will measure the level of enquiries reviewed over the construction period.

If the establishment of a community-based forum is required, public meetings and presentations will be held as frequently as required. The frequency will be determined by the level of community enquiries.

Establishing a community-based forum would include:

- Advertising for community members to participate via a newsletter (letterbox drop) and newspaper advertisement – for a minimum of 28 days.
- Nominating an independent mediator for each meeting.
- Arranging meetings to take place regularly (beginning with four meetings per year).

Meetings would involve:

- Updating the community on the environmental management of the development works.
- Providing a direct face-to-face consultation between the project team and the concerned community members.
- Respond to concerns raised by the local community members.
- An agenda and meeting minutes will be circulated before and after each meeting.
- Principal contractor or CSPD's agent will also provide regular updates to DPHI.

If required, any environmental concerns raised by the community will continue to be addressed via community notifications, webpage updates and enquiry responses.

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

Meetings as required

If required via community enquiries, the principal contractor or CSPD's agent will offer the community face-to-face meetings. Meetings will be arranged with select community members upon request, and if the specific enquiry cannot be addressed over email or phone call.

5.3. ENQUIRIES AND FEEDBACK RESPONSE

In line with Conditions C9(d)(i) and C9(d)(ii), this section sets out procedures and mechanisms through which the community can discuss or provide feedback to the Applicant and how the Applicant will respond to these enquiries.

The table below outlines construction contact points that will be established and maintained through the design and construction phases of WCC.

Table 5 Contact point for construction

Channel	Details
Point of contact	Nathan Parris, Kane Constructions
Mailing address	2 John Street, Waterloo NSW 2017
Phone number	1300 606 773
Email	WCCGLA_enquiries@kane.com.au
Webpage	https://www.parra.catholic.edu.au/about/key-initiatives/westmead-catholic-community

Table 6 Contact point for operation

Channel	Details
Point of contact	CSPD's Agent
Mailing address	CSPD's Agent
Phone number	CSPD's Agent
Email	CSPD's Agent
Webpage	https://www.parra.catholic.edu.au/about/key-initiatives/westmead-catholic-community

All construction-related feedback and enquiries will be recorded in a Complaints Register. Refer to Section 5.4 for details regarding the complaints, issues and the dispute resolution process.

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

Table 7 Response times

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

5.4. DISPUTE RESOLUTION AND MEDIATION

In line with Conditions C9(d)(iii) and C9(d)(ii), this section sets out procedures and mechanisms to resolve any issues and mediate any disputes that may arise.

5.4.1. Complaints management

Robust and timely enquiry and complaints management are integral to building and maintaining two-way communication within the community throughout construction. All construction-related enquiries will be managed via Urbis in consultation with CSPD (or their representative) and Kane Constructions.

All operational enquiries (including 12 months post-construction) will be managed by CSPD or their representative.

Figure 5 and Figure 6 outline the enquiry and complaints management process for both construction and operation. These processes provide a procedure for issue resolution and the mediation of disputes, targeting resolution within seven days from the date the issue was first raised.

This mechanism allows for the identification and implementation of corrective measures in response to issues raised by the community, to minimise the likelihood of recurrence. All complaints will be recorded in a Complaints Register, and inline with Condition A31v(iii), will be available on the CSPD webpage.

Complaints, issues and disputes regarding operations will be recorded and passed on to the CSPD. The CSPD will manage operational enquiries through existing mechanisms (refer to Figure 6 for this detail).

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

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

Figure 5 Complaints, issues, and disputes resolution process (construction)

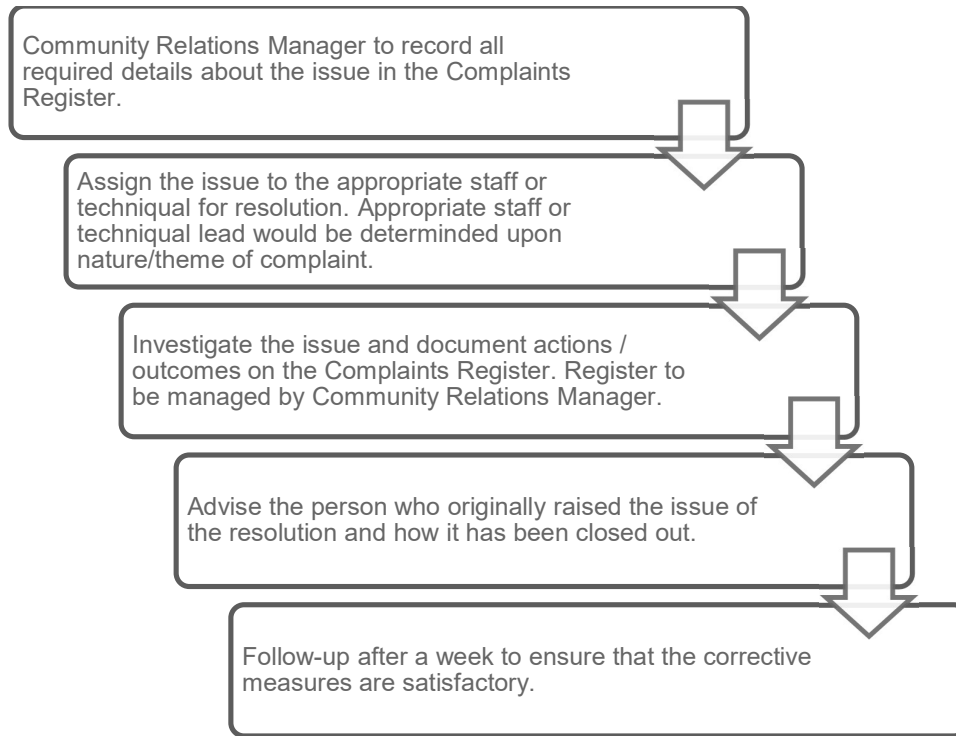
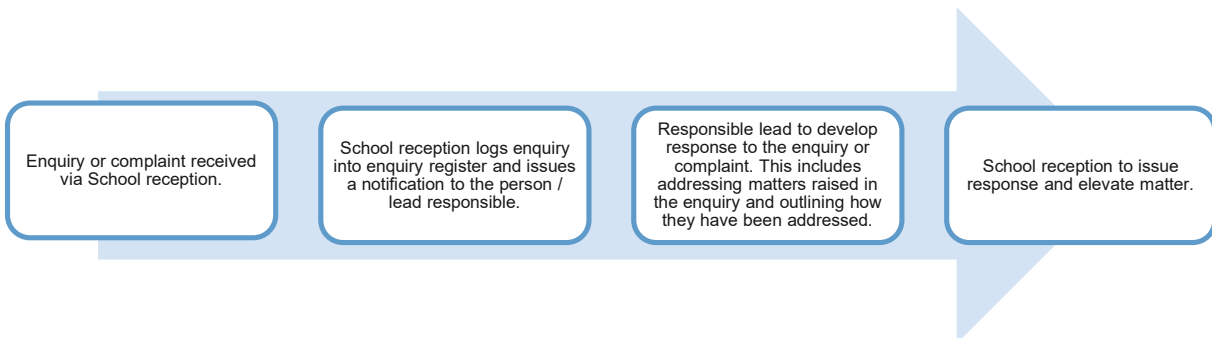


Figure 6 Mediating complaints, issues and disputes regarding Schools operations (during operation when construction is completed)



Complaints register

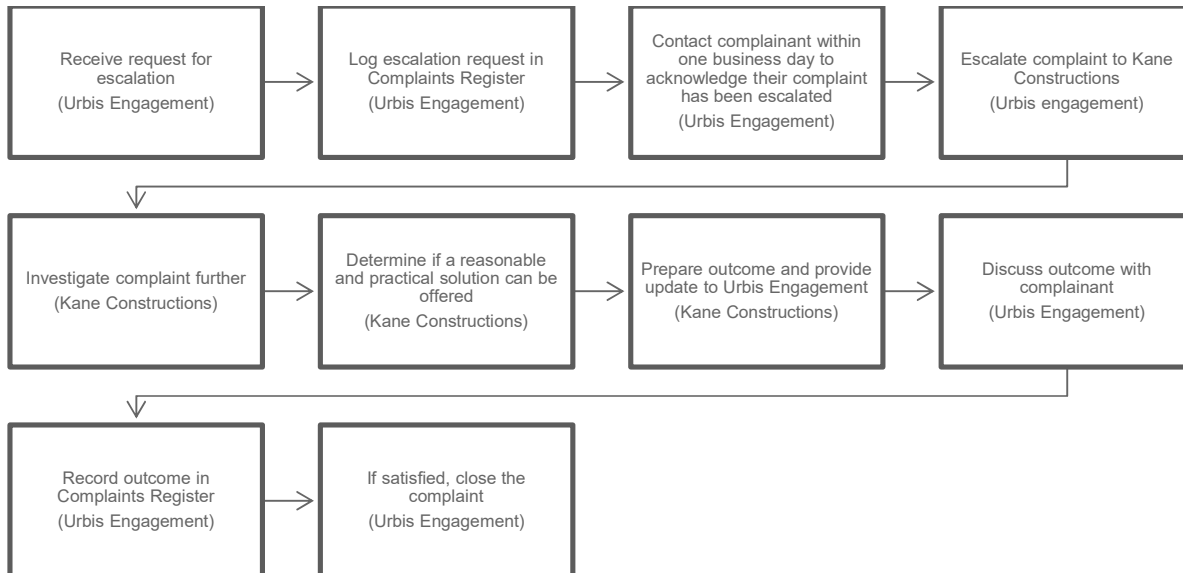
All complaints will be recorded in a Complaints Register. This register will be established at least 2 weeks before commencing construction and will include:

- A description of the complaint including the date, day and time of the complaint and works occurring that resulted in the complaints.
- Who made the complaint and relevant contact details (if provided)
- Format of the complaint received and referenced (if applicable)
- The investigative response to the complaint
- Any further actions to prevent reoccurrence
- The requirement for stakeholder follow-up or escalation (if necessary).

5.4.2. Escalation process

Figure 7 outlines the escalation process should the Complaints handling process (Figure 6) fail to resolve the complaint. Escalation actions will also be recorded in the Complaints Register. The party responsible for each action is noted in brackets.

Figure 7 Complaints escalation process



5.4.3. Independent mediation

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

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

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

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

If mediation is required, DPHI would appoint an independent mediator who would hold suitable qualifications and have experience in mediating disputes of a similar nature. In instances where a complainant remains unsatisfied, DPHI will be advised.

DISCLAIMER

This report is dated 18 November 2024 and incorporates information and events up to that date only and excludes any information arising, or event occurring, after that date which may affect the validity of Urbis Ltd (**Urbis**) opinion in this report. Urbis prepared this report on the instructions, and for the benefit only, of Westmead Catholic Community Education Campus c/- Kane Constructions (**Instructing Party**) for the purpose of Community Communication Strategy (**Purpose**) and not for any other purpose or use. To the extent permitted by applicable law, Urbis expressly disclaims all liability, whether direct or indirect, to the Instructing Party which relies or purports to rely on this report for any purpose other than the Purpose, and to any other person which relies or purports to rely on this report for any purpose whatsoever (including the Purpose).

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

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