

Community Engagement Plan Summary



**NORTH WEST
HUB ALLIANCE**

One Team. Safe Hands. On Time.





Acknowledgement of Country

The North West Hub Alliance respectfully acknowledges the Traditional Custodians across Dharawal, Gundungurra, Darkinjung, Dharug and Eora nations where we work, live and learn. Their lore, traditions and customs nurtured and continue to nurture the waters, both saltwater and freshwater, in our operating area, creating wellbeing for all. We pay our deepest respect to Elders, past and present. We acknowledge their deep connections to the land and waters. We are committed to reconciliation and partnering with our Traditional Custodians, to support ongoing collaboration on Caring for Country now and into the future, learning from traditional and contemporary approaches, while maintaining and respecting cultural and spiritual connections.

Project background

Sydney Water is delivering a transformative investment to provide water, wastewater and stormwater systems that meet the needs of customers now and into the future. To support housing growth in the North West – including an additional 24,000 dwellings in the Metro Northwest Urban Renewal Corridor – they are delivering the North West Treatment Hub Program. The North West Treatment Hub includes three treatment facilities in the region – Castle Hill, Rouse Hill and Riverstone Water Resource Recovery Facilities (WRRFs). Sydney Water has partnered with John Holland, KBR and Stantec to form the North West Hub Alliance (NWHHA). The NWHHA will upgrade some of these WRRFs so that the wastewater system in the north-west region can cater for housing growth while keeping waterways clean.

Project outcomes

- Continued reliability of wastewater services and management of impacts to neighbouring residents to the WRRFs.
- Improved ability to manage odour and reduce operational noise through upgraded inlet works, secondary treatment processes and supporting infrastructure.
- Improved treated wastewater quality, with reducing nutrient loads released to waterways and opportunities for the safe reuse of treated recycled water.
- Improved quality of wastewater byproducts with the introduction of biochar as an alternative to biosolids in Riverstone.
- Improved by-products and resource recovery, including enhanced biosolids quality at Rouse Hill and the introduction of biochar production at Riverstone as an alternative pathway to traditional biosolids.
- Strengthened circular-economy outcomes, with improved capability to capture wastewater by-products and convert them into useful resources such as energy, soil enhancers or biochar.
- Increased capacity to meet growing demand, supporting ongoing residential and commercial development in Sydney's North West.
- Enhanced operational efficiency and resilience, supported by upgraded electrical systems (HV/LV), modernised SCADA/PLC control, improved chemical storage and dosing systems, and purpose-built workshops and storerooms at both WRRFs.

Purpose

This Community Engagement Plan Summary (CEPS) identifies a planned approach by the NWHHA in engaging with the community and stakeholders for the North West Treatment Hub (NWTB)'s growth projects.

The purpose of the CEPS is to identify the customised communications channels suited for the project's objectives, stakeholder segments and timeframes, as well as identify work specific mitigation measures for stakeholders which may be impacted by the NWHHA growth project.

We will inform the community and stakeholders of project activities and facilitate communication between the project and the community (including Council, government authorities, adjoining affected landowners and businesses and other stakeholders directly impacted by the project).

This CEPS includes information about:

- The project's stakeholders.
- Communication channels and methods.
- How communities can contact the project and/or learn about the project.



Project stages

To support housing growth in the North West, work packages have been split and staged based on priority to allow delivery in line with various growth and environmental compliance drivers.

To enable Sydney Water to respond to the increased demand, three investment budgets have been allocated to deliver these programs progressively. This CSEP refers to the Rouse Hill and Riverstone WRRFs only, as part of Scheme 1 and Scheme 2 budgets awarded to the Alliance.

Project scope

Since the initial plans for the project were displayed, Sydney Water has assessed the suitability of carbonisation technology as an alternative to construction of pipelines in the short term. This has led to a change in the proposed methodology for the NWTW Program at Riverstone WRRF.

Design changes

Additional changes since the 2022 Review of Environmental Factors (REF) have led to:

- Avoiding impacts to Aboriginal Heritage sites, given no transfer pipelines are planned through this option.
- Reducing community impacts during construction, with most work completed within the existing plant boundaries.
- Removing the impacts to more than 100 private properties by eliminating transfer pipelines as part of this project.
- Keeping heavy vehicles off the streets around Riverstone WRRF, with around 50% less truck movements during ongoing plant operations, including potentially odorous biosolids trucks.
- A more sustainable wastewater system, contributing to a circular economy by allowing wastewater by-products to be transformed into renewable energy and biochar for reuse.



Riverstone WRRF



Figure 1: Riverstone Water Resource Recovery Facility

The Riverstone WRRF (Figure 1) is being significantly upgraded to boost treatment capacity and introduce new, sustainable technologies that improve how wastewater, biosolids and contaminants are managed. The upgrade will modernise core treatment systems, improve reliability and support long-term environmental outcomes.

Works include:

- Improvements to the inlet works and grit management systems.
- Upgrades to sludge processing, dewatering buildings and electrical systems.
- New automation and monitoring technology (PLCs and SCADA).
- Introduction of carbonisation to transform biosolids into biochar and remove PFAS.
- A new secondary treatment process and expanded chemical storage.
- A new effluent pipeline plus upgraded internal roads and drainage.

Introducing carbonisation technology

Carbonisation (Figure 2) is a controlled, high-temperature process that heats biosolids to between 600 and 900 degrees Celsius. This breaks down PFAS, organic pollutants and microplastics while producing biochar, a stable, carbon-rich material with potential uses in agriculture, construction and manufacturing. Excess heat generated during the process is captured and reused for drying, improving efficiency and reducing waste.

Carbonisation is a proven technology used internationally and within Australia. It supports Sydney Water's commitment to recycling wastewater solids and developing new, sustainable products such as biochar. The NSW Environment Protection Authority (EPA) regulates biosolids and gas emissions for safe operation.

Biochar production is also a means of carbon sequestration which is the process of capturing and storing atmospheric carbon dioxide. It is a method of reducing the amount of carbon dioxide in the atmosphere with the goal of reducing global climate change.

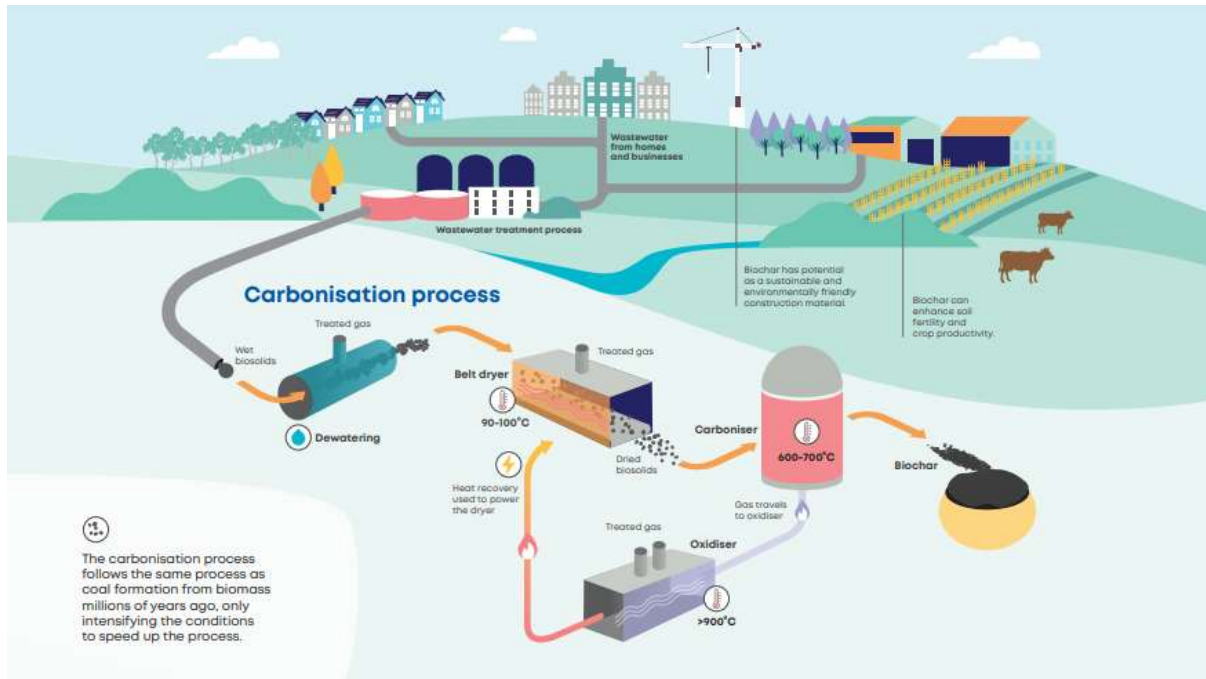


Figure 2 – Carbonisation process explanation graphic

Work location

Most of the work will remain within the site compound, therefore, upgrades to the Riverstone WRRF are expected to have minimal impacts to the community. A portion of construction will be outside the site compound, and potential impacts will include but not be limited to:

- Potential noise from out of hours work.
- Additional truck movements.
- Rock hammering activities.
- Traffic impacts due to trenching along Riverstone Parade for installation of high-voltage 11kV electrical cables (this work will have a separate communication plan).

Once the carbonisation unit is installed and operational, there will be a reduction in overall truck movements relating to biosolids transportation.



Rouse Hill WRRF



Figure 3: Rouse Hill Water Resource Recovery Facility

The Rouse Hill WRRF (Figure 3) is being upgraded to increase capacity from 25 to 39 million litres (ML) per day, supporting population growth and providing reliable, high-quality wastewater services. The project modernises key treatment systems and enhances biosolids, recycled water and odour management processes.

Works include:

- Conversion of existing lagoons into modern membrane bioreactors (MBRs).
- Enhanced biosolids processing and improved recycled water disinfection.
- Upgraded odour control and chemical dosing systems.
- A new workshop and storeroom to support ongoing operations.

Work location

Most of the work will remain within the site compound, therefore, upgrades to the Rouse Hill WRRF are expected to have minimal impacts to the community. A portion of construction will be outside the site compound, and potential impacts will include but not limited to:

- Potential noise from out of hours work.
- Additional truck movements.
- Odour impacts from dewatering activities.
- Some traffic impacts due to high voltage electrical cable installation along Mile End, Withers and Windsor roads (22kV).



Our project stakeholders

As most of the work at Rouse Hill and Riverstone will be contained within existing WRRF boundaries, and sites previously established at locations away from built up or residential areas, the community impacts and risks are expected to be low.

At Rouse Hill, stakeholders immediately adjacent to the work site will be doorknocked for work activities deemed moderate-high impact. Other activities including some trenching for high voltage electrical cable work will require door knocking to affected community members and businesses on Mile End Road.

At Riverstone, trenching work is needed for high-voltage electrical cable work, and some occupants in the area may be impacted for up to six months. Based on noise assessments undertaken to date, most noise impacts for the duration of the project are expected to be low-moderate with the closest residential receiver more than 500 metres (m) away.

Stakeholder groups

There are seven (7) main stakeholder groups identified for this project:

- Government – local and State.
- Government departments and agencies.
- Utility companies.
- Residents and landowners.
- First Nation groups.
- Businesses.
- Community groups including environment, interest groups.

Traditional owners, traditional custodians and legal entities such as Local Aboriginal Land Councils and Aboriginal community-controlled organisations are key stakeholder groups that are core to successful and delivery of the program. Given engagement occurs across multiple functional areas, it's important to insatiate maintain genuine, appropriate and ongoing engagement with First Nations stakeholder groups for the NWTH Program.

Therefore, First Nation stakeholders need a nuanced approach that is culturally sensitive and appropriate. This engagement approach is undertaken by Ngurra Advisory. With the exception of the First Nation groups (as per Sta-1 requirements), no other high influence or affected minority groups were identified on the project.

Potential community concerns

Potential community concerns are listed below (Table 1) with mitigation measures utilised by the project to minimise impacts where possible.



Table 1 Potential community concerns

Potential issues or risks	Mitigation
• Rock hammering noise or other high noise/impact activities near commercial occupants. • Odour management from dewatering activities • Some trenching on local roads. • Truck movements along haulage and delivery routes. • Worker behaviours travelling to/from site. • Perceived damage to local streets/ roads. • Traffic impacts due to increased truck and vehicle movements around the site.	• Notification of work activities and construction program. • Community pop ups and information stalls. • Doorknock and direct engagement with nearby stakeholders. • Noise mitigation and management outlined in the Environmental Management Plan and available on the Sydney Water Talk website. • Noise monitoring per the Construction Noise and Vibration Guidelines. • Traffic management plans. • Timely response to enquiries or complaints. • Project site inductions and toolbox talks educate workers about 'customer at the heart' values in the communities we work in. This includes being polite and respectful to the communities in which we work in and specific parking protocols. • Complaints process developed and referenced in all staff inductions.

Community and stakeholder engagement

Engagement objectives

The project's engagement objectives are to:

- Build positive, authentic relationships with stakeholders.
- Establish a legacy of good will and trust in Sydney Water.
- Localised community approach to allow realisation of environment and community benefits.
- Provide project stakeholders with easy access to timely, accurate and relevant information to promote a "no surprises" approach with regards to this project to build relationships and trust for the longer term.
- Manage the expectations of stakeholders with clear communications around project negotiables and non-negotiables.
- Provide clear communication around new infrastructure to mitigate risks related to misinformation or community unease.
- Encourage openness and transparency across the project to further enhance confidence in the project and project outcomes.
- Promote Sydney Water's vision of creating a better life with world-class water services.

REF engagement

In 2022, Sydney Water engaged the community, key stakeholders and property owners in developing plans for the growth packages.

Engagement efforts were widespread and successful, including:

- Displaying the REF for a three-week period.
- Delivering more than 13,000 community updates to residents and businesses throughout the proposal area.
- Managing a community information line and email.
- Hosting community information sessions and pop-ups to educate the community on the proposal, including advertising these sessions and contacting potentially impacted residents and property owners individually.
- Producing a summary document covering details of the REF in plain English.
- Publishing the REF on the Sydney Water Talk website (www.sydneypwatertalk.com.au).
- Sending letters to relevant government agencies, elected representatives, councils and community groups advising of the REF display and inviting comment.
- An online community information session.



- An online interactive map.
- Social media tiles and an advertising campaign.
- Individual landowner meetings with landowners who would be impacted by easements taken to connect treatment plants via pipeline.
- Engagement with Deerubbin Local Aboriginal Land Council (LALC) regarding the planned pipeline and its impact to aboriginal heritage sites and Deerubbin LALC owned land.

Nine (9) submissions were made to the REF. Given the efforts made to engage widely with the community, using a multi-channel approach, this could indicate that stakeholders were generally satisfied by the plans outlined in the REF, with a few impacted landowners concerned about the potential impacts to future development of their properties.

Other matters raised included noise and vibration, flora and fauna, accessibility, water quality and environmental controls during construction.

REFA engagement

In 2024 an Addendum to the 2022 Growth REF (REFA 2024) was drafted and sent out for public display for feedback between Monday 17 June to Tuesday 9 July 2024. The REFA included:

- Construction of a new carbonisation facility and associated infrastructure at Riverstone WRRF.
- Construction of a new dewatering and outloading building at Rouse Hill WRRF.
- Removal of both sludge transfer systems (pipelines) from the scope.
- Expansion of the construction footprint at Rouse Hill WRRF to include a temporary compound site at 7 Money Close, Rouse Hill, new temporary access road into the facility, as well as a 3m wide extension to the northern WRRF boundary for permanent access.

Consultation efforts on the REFA involved:

- Sharing the REFA and specialist studies online during the consultation period (North West Treatment Hub | Sydney Water Talk) during the display period.
- Delivering 13,000 community newsletters.
- Delivery of 117 personalised letters to landowners previously directly impacted by the sludge transfer system.
- Doorknocked 112 properties in Vineyard, surrounding the Riverstone WRRF. Calling cards were left with residents when doors were not answered.
- Providing a Sydney Water Talk webpage to the public, which was also available via a QR code provided in personalised letters and the community newsletter.
- Managing a community information line and email.
- Providing a community information session at Rouse Hill Bunnings on Saturday 29 June 2024, 9.30am to 2.30pm.
- Project collateral printed and made available online, including the community newsletter and fact sheet.
- A community member meeting on 2 July 2024 (in-lieu of an online community session which only had 1 registration).
- Numerous stakeholder meetings including government departments.

Three submissions were received because of these efforts including support for carbonisation.

In August 2025 a Minor REFA was drafted to include the following:

- Construction of a new chlorine contact tank (CCT) pipeline at Rouse Hill.
- Installation of additional yard piping at Rouse Hill.
- Installation of odour ducts across the WRRF at Rouse Hill.

Due to the low impact nature of the work, the REFA was not subject to public display.

In November 2025 a REFA was drafted to address the Scheme 2 scope of works which includes:

- Augmentation to the existing inlet works for increased capacity at Riverstone.
- Upgrade of the Riverstone secondary treatment process to cater up to 41 ML/day.
- Construction of internal roads and drainage within the Riverstone WRRF
- Construction of a duplicate effluent discharge pipe at the Riverstone WRRF.



- Review of Environmental Factors Addendum | North West Treatment Hub (Growth Package) Riverstone.
- WRRF Liquid Amplification Works.
- Partial relocation on-site of an existing stockpile in south-west corner of the Riverstone WRRF for expanded secondary treatment units.
- Construction of a chemical storage facility and bund at the Riverstone WRRF.

Due to the low impact nature of the work, the REFA was not subject to public display.

Infrastructure Sustainability (IS) Requirements

What is the IS rating scheme?

The Infrastructure Sustainability Council seeks to promote infrastructure sustainability through the development and operation of the Infrastructure Sustainability (IS) rating scheme. The IS rating scheme has been designed to help infrastructure deliver the best possible environmental, social, and economic outcomes.

The project team has prepared a Sustainability Strategy, which will be implemented to achieve a minimum Silver rating for 'Design' and 'As built' under the Infrastructure Sustainability Council Infrastructure v2.1 rating tool. The benchmarks for stakeholder engagement are summarised in the tables below. The project team is targeting at least the Level 1 benchmarks but may have the opportunity to go beyond these and achieve a higher rating.

This project aims to achieve a Level 3 Infrastructure Sustainability rating through stakeholder engagement, aligned with the Infrastructure Sustainability Council's framework. Over 15 credits in the IS rating require stakeholder engagement, with varying levels of involvement based on the project's goals. Detailed information on these credits is provided in section 4.7. Our engagement strategy and impact management follows the structure outlines in Table 2, and our reporting will track outcomes according to this framework.

Table 2: ISC Stakeholder Engagement and Impacts Strategy

IS Stakeholder Engagement Strategy		
Level 1	Level 2	Level 3
DL1.1 Stakeholder engagement strategy has been developed (or reviewed and updated)	The requirements for Level 1 have been achieved.	The requirements for Level 2 have been achieved.
DL1.2 Strategy is informed by local context and stakeholder characteristics.	DL2.1 A plan for Indigenous People of the Land participation has been developed and implemented with them.	DL3.1 The draft strategy was reviewed with key external stakeholders and their input reflected in the final strategy.
DL1.2 Strategy is informed by local context and stakeholder characteristics.	DL2.2 Stakeholder engagement progress is reviewed and used to update the strategy	DL3.2 Stakeholder engagement activities, implementation schedule, and feedback and complaints processes have been made public.
IS Stakeholder Impacts Strategy		
Level 1	Level 2	Level 3
DL1.1 High priority stakeholder issues have been identified and confirmed with project stakeholders	The requirements for Level 1 have been achieved.	The requirements for Level 2 have been achieved.
DL1.2 Stakeholder inputs have contributed to positive outcomes for one of their high priority issues.	DL2.1 Stakeholder inputs have contributed to positive outcomes for three or more of their high priority issues.	DL3.1 At least 75% of stakeholders are satisfied that their input has had a positive impact on the project.



	DL2.2 Lessons learnt have been collected and documented.	
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As-Built IS Stakeholder Engagement Strategy

Level 1	Level 2	Level 3
ABL1.1 The stakeholder engagement strategy has been developed (or reviewed and updated).	The requirements for Level 1 have been achieved.	The requirements for Level 2 have been achieved.
ABL1.2 Strategy is informed by local context and stakeholder characteristics.	ABL2.1 A plan for Indigenous People of the Land participation has been developed and implemented with them.	ABL3.1 Stakeholder engagement progress has been regularly reviewed with key external stakeholders and their inputs used.
ABL1.3 Stakeholder engagement strategy has been integrated into project governance and implemented.		ABL3.2 Stakeholder engagement activities, implementation schedule, and feedback and complaints processes have been made public.
ABL1.4 Stakeholder engagement progress has been reviewed and used to update the strategy.		

As-Built IS Stakeholder Engagement Strategy

Level 1	Level 2	Level 3
ABL1.1 High priority stakeholder issues have been identified and confirmed with project stakeholders	The requirements for Level 1 have been achieved.	The requirements for Level 2 have been achieved.
ABL1.2 Stakeholder inputs have contributed to positive outcomes for one of their high priority issues.	ABL2.1 Stakeholder inputs have contributed to positive outcomes for three or more of their high priority issues.	ABL3.1 At least 75% of stakeholders are satisfied that their input has had a positive impact on the project.
	ABL2.2 Lessons learnt have been collected and documented.	

Engagement approach

Table 3 Communications and Engagement Tools

Type	Purpose	Who	When
Community Engagement Plan Summary (CEPS)	The CEPS is the public facing version of the CSEP, available for viewing on Sydney Water Talk. It covers project purpose, scope, engagement objectives and approach, potential issues and mitigation, and feedback and complaints process.	NWHASydney Water	CSEP is audited twice a year by a Sydney Water Engagement Lead and updated by NWAHA Engagement team. Updates to the CSEP will be reflected in the CEPS.
Contact cards	Can be handed out to community members	Stakeholders Community Media	As required



Type	Purpose	Who	When
	during face-to-face enquiries Also used for any face-to-face media enquiries		
Calling cards	Used as a 'Sorry I missed you' contact mechanism during doorknocks.	Stakeholders Community	As required
Site inductions	Inductions occur regularly once the project is underway. The inductions will highlight to site staff how to interact appropriately with community and will remind staff/contractors of their commitment to not do anything that poses a risk of community complaint. Inductions will also advise staff on media, elected representative and social media protocols	NWHA Sydney Water Contractors Site visitors	Regularly
Toolbox Talk	Regular attendance at Toolbox Talks to highlight to site staff how to interact appropriately with community staff/contractors of their commitment to not do anything that poses a risk of community complaint. Inductions will also advise staff on media, elected representative and social media protocols	NWHA Sydney Water Contractors	Regularly
Dedicated Alliance phone line and Sydney Water project email address	Provides a free and accessible point of contact for enquiries related to the project	All	Ongoing
Briefing packs and briefings with elected officials	To provide an overview of the project and the engagement activities that will occur within their portfolio or electorate	Parliament Members Local councils	As required
Frequently asked questions (FAQ) document	To provide basic information and project key messages with which to respond to enquiries from community members and stakeholders	All	Ongoing
Key messages	To provide consistent and accurate messaging to stakeholders	All	Ongoing



Type	Purpose	Who	When
Media release	To inform the media of our consultation and to increase visibility of the project (where applicable).	All	As required for key milestones
Newsletters	Provides a general update and brief information on the project to the surrounding community. It also covers feedback and complaints process.	Local residents at Rouse Hill and Vineyard/Riverstone	Half-yearly
Community notifications	Work notices to inform community of upcoming construction activity that may impact them and to provide contact details for the project team.	Community members	As required One week prior to work commencing
Information sessions	Displays located at public centres to provide information and obtain feedback from external stakeholders, and provide an opportunity to speak to the project team. Potential to explore digital option pending demand.	Landowners Developers Community organisations and groups Sensitive receivers	As required by project milestones
Project website	Project website to inform the community about the project and gather feedback. It also covers feedback and complaints process.	All	Ongoing
Social Media	To promote our work and provide project information and to enhance social media engagement.	Local landowners Community organisations and groups	As required by project milestones
Other project promotions	Positive position the project with proactive community outreach.	All	Separate promotional plan in development.
Google Maps	Utilise Google Maps to update access changes and provide the community with real time data on best way to navigate around construction work	All	As required
Google MyMaps	Digital map developed for NWA to provide a platform with up to date information on work zones within the community.	All	As required



Type	Purpose	Who	When
Doorknock	Doorknock businesses and residents to discuss works that may impact them.	Residents and businesses	As required
Community pop-ups	Community pop-ups at local events and sessions to promote the project and provide a platform to answer questions.	Residents and businesses	As required
Events	Project team to attend events that align with outcomes such as career expos, local celebrations.	All	As required
Site visits	Community invited to attend the sites for an educational piece on the project.	Residents	As required
Presentations	Presentations provided to community members where appropriate such as local schools and childcare centres.	Residents and businesses	As required
Industry Presentations	Presentations at conferences and industry events to enhance project understanding and share knowledge/outcomes.	Industry	As required

Evaluating and reporting

Evaluation

Engagement evaluation measures are tracked and insights used to inform planning and delivery. We will respond quickly and with empathy to the expectations of our community and stakeholders. We will adapt our engagement approach when needed.

Engagement will be measured by:

- Performance against customer and community KPIs.
- Timeliness and quality of communications.
- Number of avoidable complaints received.
- Regular functional inspections.
- Management of stakeholder enquiries and complaints.
- Regular reassessing engagement risks and whether the CSEP adequately addresses these.
- Reviews against the IS Rating tool.
- Ongoing reporting.

Recording customer and stakeholder feedback

Sydney Water uses a stakeholder engagement database to record interactions with community members and stakeholders, including feedback, enquiries and complaints. Information captured through this system supports formal monthly reporting, monitoring of performance against engagement objectives and the overall evaluation of project engagement activities.

An overarching Community and Stakeholder Engagement Outcomes Report will be prepared at the end of the project to reflect the evaluation findings and lessons learned. This report will be shared with other teams across Sydney Water to share lessons learned which will translate into process changes that improve community experience in future projects.



Reporting

Monthly reporting provides the project team and Sydney Water with insight into reach and success of community and stakeholder engagement.

Monthly reporting

Monthly scorecard reporting summarises key community and stakeholder engagement activities over the preceding month and is completed in line with the project KPIs. Monthly reporting also includes

- Critical actions and key meetings.
- Number of engagement activities.
- Key community and stakeholder areas of interest, issues and concerns.
- Key achievements and outcomes.
- Activities in the preceding month and their reach (e.g. number of letters distributed).
- Upcoming activities.
- Any other engagement comments that the project team should be aware of.

Goals and objectives performance review - as at June 2026*

The Community Engagement Plan Summary (CEPS) demonstrates strong alignment between planned objectives and delivered engagement activities. Table 4 provides an overview of how the project's current performance reflects a mature, structured, and adaptive engagement approach, with clear strengths in reach, transparency, and stakeholder targeting.

Table 4: Goals and objectives overview

Building Positive, Authentic Relationships	
Objective: Build positive, authentic relationships with stakeholders and establish long-term goodwill and trust.	• Extensive early engagement (e.g. 13,000+ updates distributed, 112 properties doorknocked, multiple information sessions) reflects a proactive and inclusive approach • Continued use of multi-channel engagement (face-to-face, digital, newsletters, hotline) supports ongoing relationship-building. • Stakeholder segmentation and tailored approaches demonstrate genuine consideration of stakeholder needs, particularly for residents, businesses, and government stakeholders.
Transparency and “No Surprises” Communication	
Objective: Provide timely, accurate, and accessible information to promote transparency and minimise surprises.	• Regular newsletters (half-yearly), notifications, and project website updates ensure ongoing information flow. • Clear commitment to one-week advance notification of works and accessible communication channels (phone, email, stakeholder engagement database). • Publication of REF/REFA materials and supporting documents demonstrates open access to project information.
Managing Stakeholder Expectations	
Objective: Manage expectations through clear communication of impacts, mitigations, and project parameters.	• Comprehensive identification of potential impacts (noise, traffic, odour, trenching) alongside mitigation measures. • Targeted engagement methods (e.g. doorknocks for high-impact works, direct contact with affected landowners) allow expectations to be managed at a local level.



	Low submission numbers during REF/REFA consultation suggest general stakeholder acceptance and limited unresolved concerns.
Encouraging Openness and Stakeholder Input	
Objective: Encourage open dialogue, stakeholder participation, and feedback integration.	- Multiple engagement mechanisms (pop-ups, information sessions, hotline, online tools) provide accessible pathways for feedback. - Evidence of stakeholder input influencing project design (e.g. removal of transfer pipelines, reduced property impacts) demonstrates responsiveness. - Stakeholder manager database system supports systematic tracking and response to feedback and complaints.
Reducing Risk of Misinformation and Community Concern	
Objective: Provide clear communication about infrastructure changes to mitigate misinformation and unease.	- Use of plain English summaries, FAQs, and targeted messaging improves community understanding. - Strong focus on explaining new technologies (e.g. carbonisation, biochar) helps address potential uncertainty. - Ongoing engagement in Vineyard focused on education about benefits indicates proactive narrative management.
First Nations Engagement	
Objective: Deliver culturally appropriate, ongoing engagement with First Nations stakeholders.	- Dedicated engagement via Ngurra Advisory and Registered Aboriginal Parties demonstrates a structured and culturally informed approach. - Integration of First Nations engagement into planning aligns with IS Level 2+ requirements.
Performance Monitoring and Continuous Improvement	
Objective: Evaluate engagement effectiveness and adapt strategies over time.	- Clear evaluation framework including KPIs, complaint tracking, timeliness, and IS rating reviews. - Monthly reporting and scorecards provide regular visibility of performance. - Commitment to a final outcomes report and lessons learned supports continuous improvement.

Opportunities for Improvement

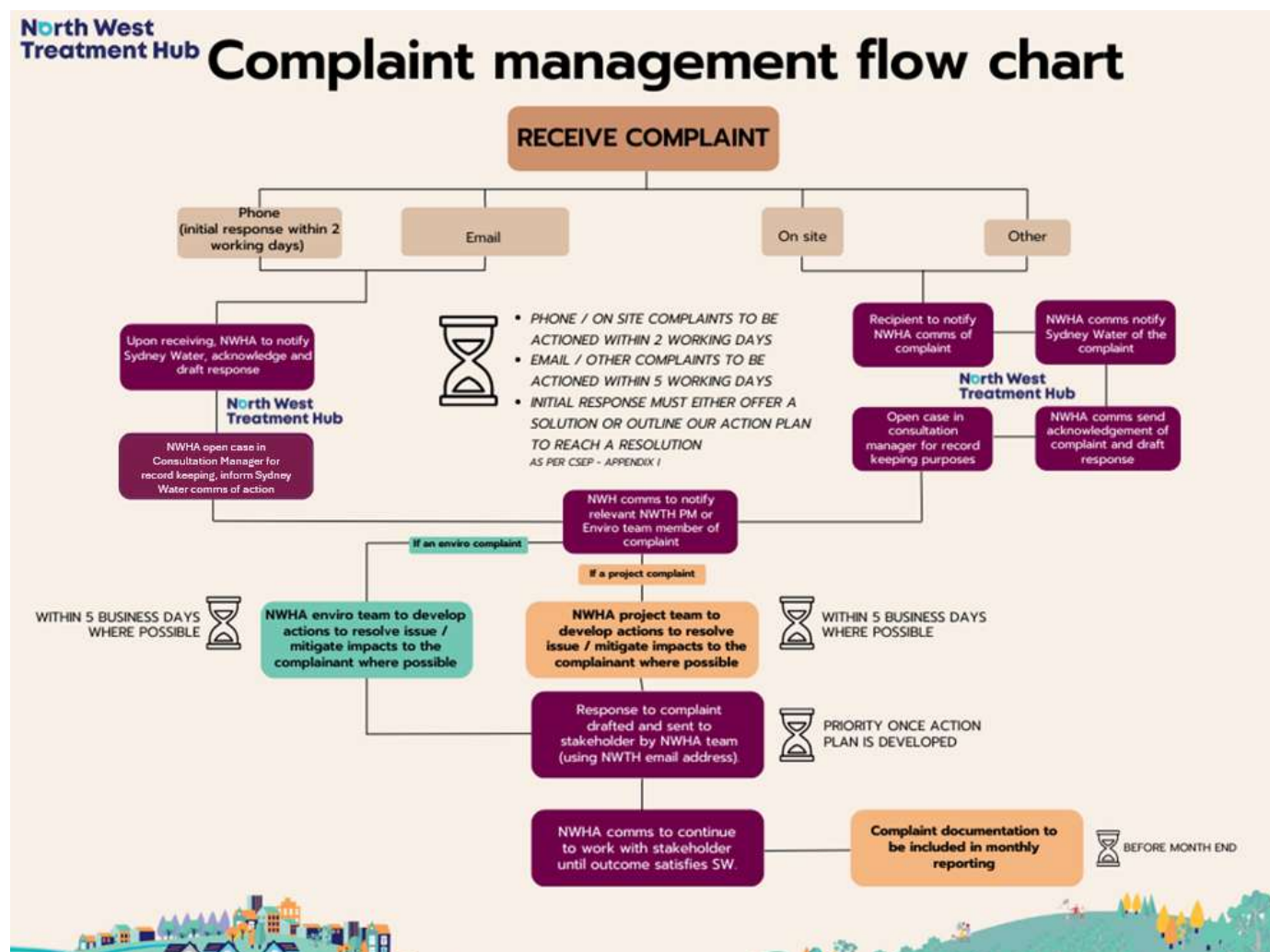
Key opportunities for improvement include introducing formal mechanisms to measure stakeholder satisfaction, such as surveys or sentiment tracking, to better demonstrate performance outcomes; strengthening evidence of co-design and shared decision-making with stakeholders to support higher maturity engagement practices; and continuing to clearly document and proactively communicate how stakeholder feedback has directly influenced project decisions to reinforce transparency and build trust.



Complaints procedure

Complaints can be made to the Sydney Water hotline: 1800 060 584.

All complaints and comments received are documented in our stakeholder management systems by the NWA Community Team. The Sydney Water Engagement Team will liaise with the NWA Community Team and act where necessary to resolve any issues that may arise during the project.





Review of the Community Engagement Plan Summary

This plan will be reviewed in line with the management plan audits (Community and Stakeholder Engagement Plan) to consider changes in stakeholders, issues and opportunities, construction progress and overall program.

How can I find out more?

If you have any questions about this work or the North West Treatment Hub, you can scan the QR code or phone **1800 060 584**



If you need an interpreter, call the number listed below:

Interpreter service **13 14 50**

Arabic | Chinese (Traditional) | Chinese (Simplified) | Greek | Korean | Vietnamese

اتصل بالرقم أعلاه إذا كنت بحاجة إلى مترجم

如果您需要口譯員，請撥打上面列出的電話號碼

如果您需要口译员，请拨打上面列出的电话号码

Εάν χρειάζεστε διερμηνέα, καλέστε τον αριθμό που αναφέρεται παραπάνω

통역이 필요한 경우 위에 나열된 번호로 전화하십시오.

Nếu bạn cần thông dịch viên, hãy gọi số điện thoại được liệt kê ở trên