



Community & Stakeholder Engagement Plan

Sydney Water & John Holland Pty Ltd

Upper South Creek Advanced Water Recycling Centre
and Pipelines

TBC 2025
USCP-JHG-MPL-CSR-0002


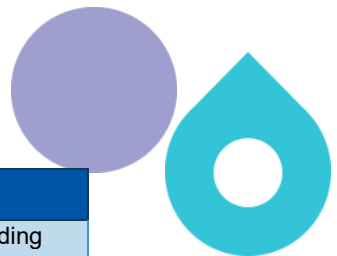
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Appendix C: AWRC Stakeholder Analysis


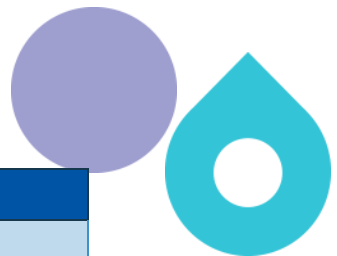
The John Holland team will continue to document and address stakeholder 'priority issues' during construction and commissioning of the project, and if relevant during handover to the Operations team.

Stakeholder group	Stakeholder	Areas of interest
First Nations groups, as listed in the EIS (RAPs)	<ul style="list-style-type: none"> Deerubbin Local Aboriginal Land Council Gandangara Local Aboriginal Land Council Tharawal Local Aboriginal Land Council A1 Indigenous Services Aragung Aboriginal Cultural Heritage Site Assessments Aunty Fran Bodkin Barking Owl Aboriginal Corporation Barraby Cultural Services Butucarbin Aboriginal Corporation Cubbitch Barta Darug Custodian Aboriginal Corporation Dhinawan Culture and Heritage Didge Ngunawal Clan Galamaay Cultural Consultants Ginninderra Aboriginal Corporation Goodradigbee Cultural and Heritage Aboriginal Corporation Kamilaroi Yankuntjatjara Working Group Merrigarn Muragadi Heritage Indigenous Corporation Murra Bidgee Mullangari Aboriginal Corporation Widescope Indigenous Group Yulay Cultural Services Yurrandaali Waawaar Awaa Aboriginal Corporation. 	<ul style="list-style-type: none"> Confidence that statutory requirements to protect heritage items are being met Confidence that Aboriginal heritage assessment is being adhered to in delivery Interest in major projects occurring in Western Sydney Participating in engagement, ensuring high value heritage areas are protected and that Caring for Country is adopted during construction and operation Increased community and government understanding of Dharug Country, values and language Preservation and rehabilitation of natural and native vegetation (including Cumberland Plain Woodland) Meaningful engagement opportunities - this involves including local Aboriginal stakeholders early in planning for the future use and management of Sydney Water's Green Space, adjacent to the AWRC operational area Other participation opportunities such as community education, employment and business involvement.
Project-specific Aboriginal Stakeholder Engagement Advisory Group	<p>This group was formed after an extensive expression of interest process run by GHD and John Holland in May 2023 and includes Traditional Custodians, Registered Aboriginal Parties and interested stakeholders with connection to this part of Dharug Country. Some of the members include Cindy Laws, Kazan Brown, Shane Laws, Thelmerie Rudd and Vicky Slater.</p>	


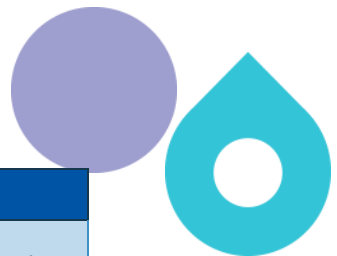
Stakeholder group	Stakeholder	Areas of interest
First Nations stakeholders including employment and supplier organisations identified by John Holland	<ul style="list-style-type: none"> Aboriginal Education Consultative Group Inc. Yarpa Hub. 	
Indirectly impacted communities	People living or working in the Penrith and Liverpool LGAs, particularly in Kemps Creek and parts of Luddenham and Badgerys Creek.	<ul style="list-style-type: none"> Interest in impacts that could affect their amenity during construction and operation – visual, odour, noise, vibration, dust, traffic, access to public open space, tree removal, service interruptions etc. Interest in the project more broadly, including the reasons for the AWRC Green Space master plan Wastewater servicing and development Cumulative impacts from multiple nearby projects Public safety during construction.
Directly impacted landowners and tenants (including homes and businesses and Sydney Water customers)	<p>Includes adjoining landowners and tenants as well as those potentially impacted along truck routes and where other services need to be extended to the facility (e.g. permanent access road, waste water mains, HV cables, rising mains, communication cables etc.)</p> <p>Includes those who made submissions to the EIS.</p>	<ul style="list-style-type: none"> Operational noise and odour Interest in impacts that could affect their amenity – visual, odour, noise, vibration, dust, traffic, access to public open space, tree removal, service interruptions etc. Interest in the location of new assets on or near their properties including the need for any easements Construction on private property and the standard of restoration work Weed management and livestock concerns Green Space master plan Wastewater servicing and development Business impacts and opportunities Property and driveway access.
Culturally and linguistically diverse communities	The most common languages other than English spoken at home in Kemps Creek include Italian 8.6%, Arabic 7.6%, Cantonese 3.9%	<ul style="list-style-type: none"> Access to culturally and linguistically appropriate information Same issues as those listed above.
Local community and interest groups including nearby schools	<ul style="list-style-type: none"> Sydney Water Community Advisory Committee Austral & Leppington Community Group Luddenham Progress Association Aerotropolis Community Liaison Group Business Western Sydney 	<ul style="list-style-type: none"> Interest in impacts that could affect their amenity – visual, odour, noise, vibration, dust, traffic, access to public open space, tree removal, service interruptions etc. Business impacts and opportunities

Stakeholder group	Stakeholder	Areas of interest
	<ul style="list-style-type: none"> Western Sydney Business Connection Residents Against Western Sydney Airport Bicycle NSW Western Sydney Cycling Network Cumberland Land Conservancy Astronomical Society of Australia Historical societies Environment and local Bushcare groups Education specialists Christadelphian Heritage College Sydney Kemps Creek Public School Badgerys Creek Public School Science of the Soul Study Centre Emmaus Catholic College Mamre Anglican School Trinity Primary School Luddenham Public School Holy Family Catholic Primary School Chifley College Bidwill Campus. 	<ul style="list-style-type: none"> Interest in the project more broadly, including the reasons for the AWRC Management of environmental impacts Cumulative impacts from multiple nearby projects Heritage preservation Other participation opportunities such as community education, employment and business involvement Public, pedestrian and road safety Construction impacts and timing Green Space master plan Traffic and parking impacts.
Commonwealth Government	<ul style="list-style-type: none"> Western Sydney Airport (WSA Co) Air Services Australia Australian Civil Aviation Safety Authority Forum on Western Sydney Airport Commonwealth Scientific and Industrial Research Organisation (CSIRO) and CSIROpedia National Heavy Vehicle Regulator Department of Agriculture, Forestries and Fisheries Department of Climate Change, Energy, the Environment and Water Department of Infrastructure, Transport, Regional Development, Communications, Sports and the Arts. 	<ul style="list-style-type: none"> Interest in project benefits Aviation risk management – glint and glare Science history preservation Support for economic growth and Aerotropolis development Coordination with existing projects Environmental and water impacts.

Stakeholder group	Stakeholder	Areas of interest
Liverpool City Council	<ul style="list-style-type: none"> Mayor – Ned Mannoun Acting CEO – Jason Breton. 	<ul style="list-style-type: none"> Clear view of works planned Minimised impacts to future projects and community assets Strong interest in timings and mitigations of risk, environmental and construction impacts and community disruption Green Space master plan Time and resources needed to review documentation and participate in engagement activities Access to wastewater services for unsewered areas.
Penrith City Council	<ul style="list-style-type: none"> Mayor – Todd Carney General Manager – Andrew Moore. 	
State Government Ministers	<ul style="list-style-type: none"> Minister for Water and Housing, the Hon Rose Jackson MLC Minister for Lands and Property, the Hon Stephen Kamper MP NSW Treasurer, the Hon Daniel Mookhey MLC Minister for Finance, Natural Resources, Domestic Manufacturing and Government Procurement, the Hon Courtney Houssos MLC Minister for Planning and Public Spaces, the Hon Paul Scully MP Minister for Climate Change, Energy, Environment and Heritage, the Hon Penny Sharpe MLC Minister for Transport, the Hon John Graham MLC Minister for Roads, the Hon Jenny Aitchison MP. 	<ul style="list-style-type: none"> Interest in project benefits Support for economic and community growth plans Interest in resilience and water reuse Ultimate responsibility for approval of the EIS Focused on shareholder and customer value for money Financial viability of the project Delivery on time and within budget Small business inclusion in procurement processes Environmental and social impacts.
State Members of Parliament	<ul style="list-style-type: none"> Penrith, Karen McKeown OAM MP Badgerys Creek, Tanya Davies MP Camden, Sally Quinnell MP Leppington, Nathan Hagarty MP. 	<ul style="list-style-type: none"> Strong interest in impacts to electorate and constituents.
State government agencies	<ul style="list-style-type: none"> Department of Climate Change, Energy, the Environment and Water Department of Planning, Housing and Infrastructure Bradfield Development Authority Western Sydney Planning Partnerships Office Western City and Aerotropolis Authority Infrastructure NSW NSW Department of Education NSW Crown Lands 	<ul style="list-style-type: none"> Highly treated water releases and overall impacts to waterways Management of environmental and construction impacts Opportunities for sustainable and resilient water management Release areas are serviced in a timely way to support NSW Government's growth goals Location of assets on or near their land Construction impacts affecting their own works or portfolio

Stakeholder group	Stakeholder	Areas of interest
	<ul style="list-style-type: none"> NSW State Emergency Service, NSW Police, Ambulance NSW, Fire and Rescue NSW, NSW Rural Fire Service Transport for NSW (including Elizabeth Drive and M12 Motorway teams) WaterNSW Sydney Metro – Western Sydney Airport Road Freight NSW State Transit Authority of NSW Greater Sydney Parklands Australian Trucking Association Department of Primary Industries and Regional Development (including Fisheries, Agriculture) The Cabinet Office and Premier's Department NSW Health NSW Environment Protection Authority. 	<ul style="list-style-type: none"> Coordination with existing projects Obtaining appropriate operations and licensing approvals Green Space master plan Fulfilling plans for the Western Parkland City Value for money.
Utilities	<ul style="list-style-type: none"> Sydney Water. 	<ul style="list-style-type: none"> Collaborative approach to planning, customer approaches and shared services How designs and works impact on assets, if applicable Co-location of utility corridors and how the project interacts Service interruptions.
Other/future project teams nearby	<ul style="list-style-type: none"> Upper South Creek Networks Program Bonds Creek Carrier Extension Kemps Creek Carrier Extension Aerotropolis Stormwater New substation, waste watermain and communication cables to the AWRC M12 Motorway Elizabeth Drive upgrade including Clifton Avenue intersection upgrade Western Sydney International Airport and Aerotropolis Sydney Metro - Western Sydney Airport Kemps Creek Industrial Estate Kemps Creek data centre Council road and footpath upgrades Urban development projects. 	<ul style="list-style-type: none"> Collaborative approach to planning, customer approaches and shared services How designs and works impact on assets, if applicable Co-location of utility corridors and how the project interacts.

Stakeholder group	Stakeholder	Areas of interest
Developers	<ul style="list-style-type: none"> Richmond Bridge Burra Park Celestino Mirvac Clifton Holdings Mamre Road landowners Suez Sydney University. 	<ul style="list-style-type: none"> Timing and availability of treated water Location of assets on or near their land What is in the project scope for landowners and what is not (i.e. Sydney Water's business as usual land water and wastewater servicing process) Coordination with existing projects.
Media	<ul style="list-style-type: none"> Various media stakeholders. 	<ul style="list-style-type: none"> General interest on behalf of consumers.
Known businesses / organisations nearby	<ul style="list-style-type: none"> Luxurious Living – Accommodation Cleanaway Kemps Creek Resource Recovery - Waste Management Mr Beef Australia – Agricultural Kemps Creek Poultry – Agricultural New BAPS Temple – Religious Ampol Foodary Kemps Creek – Service Station Royale Truck Services Truck Wash Sydney – Automotive Top Class Fruit Supply – Agricultural Ruby's Orchards – Agricultural INSPIRE ROOFING AUSTRALIA – Hardware Supply Anric Developments – Developer Western Safety Fences – Hardware Supply Goats Sheep – Agricultural Hi-Quality Group (NSW) - Waste Management Kemps Creek Sporting & Bowling Club – Recreation Science of the Soul Study Center (RSSB) – Religious E.D.S Elizabeth Drive Strawberry Farm – Agricultural Roladuct Spiral Tubing Group – Manufacturing Kingsfield Stud – Agricultural Apex Petroleum – Service Station IGA X-press Kemps Creek - Service Station Wanless Waste Management - Waste Management Return and Earn TOMRA Reverse Vending Machine – Waste Management 	<ul style="list-style-type: none"> Interest in impacts that could affect their amenity – visual, odour, noise, dust, vibration, traffic, parking, working hours etc. Business impacts and opportunities Interest in the project more broadly, including the reasons for the AWRC Cumulative impacts from multiple nearby projects Public safety during construction Coordination with other projects.




Stakeholder group	Stakeholder	Areas of interest
	<ul style="list-style-type: none"> • Muhammadi Welfare Association of Australia – Religious • Andreasens Green Wholesale Nurseries – Agricultural • CR & M Ash & Sons – Agricultural • Egg Basket Pvt Ltd – Agricultural • Other businesses. 	

Appendix D: Pipelines Stakeholder Analysis

Construction of the pipelines was completed in 2024 and commissioning of the assets will commence in the second half of 2025. Where 'priority issues' have been raised by stakeholders that are relevant to commissioning or operations, the project team will continue to seek feedback about its response to these issues.

Stakeholder group	Stakeholder	Areas of interest
First Nations groups	<ul style="list-style-type: none"> Deerubbin Local Aboriginal Land Council Gandangara Local Aboriginal Land Council Tharawal Local Aboriginal Land Council A1 Indigenous Services Aragung Aboriginal Cultural Heritage Site Assessments Aunty Fran Bodkin Barking Owl Aboriginal Corporation Barraby Cultural Services Butucarbin Aboriginal Corporation Cubbitch Barta Darug Custodian Aboriginal Corporation Dhinawan Culture and Heritage Didge Ngunawal Clan Galamaay Cultural Consultants Ginninderra Aboriginal Corporation Goodradigbee Cultural and Heritage Aboriginal Corporation Kamilaroi Yankuntjatjara Working Group Merrigarn Muragadi Heritage Indigenous Corporation Murra Bidgee Mullangari Aboriginal Corporation Widescope Indigenous Group Yulay Cultural Services Yurrandaali Waawaar Awaa Aboriginal Corporation. 	<ul style="list-style-type: none"> Interest in major projects occurring in Western Sydney Increased community and government understanding of Dharug Country, values and language Other participation opportunities such as community education, employment and business involvement.
Project-specific Aboriginal Stakeholder Engagement Advisory Group	<p>This group was formed after an extensive expression of interest process run by GHD and John Holland in May 2023 and includes Traditional Custodians, Registered Aboriginal Parties and interested stakeholders with connection to this part of Dharug Country. Some of the members include Cindy Laws, Kazan Brown, Shane Laws, Thelmerie Rudd and Vicky Slater.</p>	
Indirectly impacted communities including businesses and the wider community along the Treated Water and Brine Pipelines	<p>People living or working in the Wollondilly, Penrith, Liverpool, Fairfield, Canterbury-Bankstown and surrounding LGAs.</p>	<ul style="list-style-type: none"> Interest in impacts that could affect their amenity – visual, odour, noise, traffic, access to open space, night work etc. Interest in the project more broadly, including the reasons for the AWRC and the pipelines Wastewater servicing and development.
Directly impacted landowners	<p>There are 20 properties located along the pipeline route where Sydney Water may require access during commissioning or operation.</p>	<ul style="list-style-type: none"> Interest in impacts that could affect their amenity – visual, odour, noise, traffic, access to open space, night work, etc.

Stakeholder group	Stakeholder	Areas of interest
		<ul style="list-style-type: none"> Interest in the location of new assets on or near their properties including the need for easements Easement compensation Timely and regular updates about work happening on their properties Weed management.
Culturally and linguistically diverse communities	<p>The four most common languages other than English spoken at home in each LGA are:</p> <ul style="list-style-type: none"> Wollondilly: Italian, Arabic, Spanish, Maltese Penrith: Arabic, Punjabi, Tagalog, Hindi, Liverpool: Arabic, Vietnamese, Hindi, Serbian Fairfield: Vietnamese, Arabic, Assyrian Neo-Aramaic, Chaldean Neo-Aramaic Canterbury-Bankstown: Arabic, Vietnamese, Mandarin, Greek. 	<ul style="list-style-type: none"> Access to information Same issues as those listed above.
Local community and interest groups	<ul style="list-style-type: none"> Sydney Water Community Advisory Committee Wallacia Progress Association Cabramatta Chamber of Commerce Cabramatta Business Association Fairfield City Chamber of Commerce Austral & Leppington Community Group Luddenham Progress Association Aerotropolis Community Liaison Group Hawkesbury-Nepean Riverkeeper Leppington Progress Association Mulgoa Valley Landcare Group Mulgoa Progress Association Wallacia Our Community Group (Facebook) Penrith Valley Chamber of Commerce Silverdale/Warragamba Community (Facebook) Bicycle NSW Western Sydney Cycling Network. 	<ul style="list-style-type: none"> Interest in impacts that could affect their amenity – visual, odour, noise, traffic, access to open space, etc. Interest in the project more broadly, including the reasons for the AWRC and the pipelines Management of environmental impacts Other participation opportunities such as community education, employment and business involvement.
Commonwealth government	<ul style="list-style-type: none"> Western Sydney Airport (WSA Co) Forum on Western Sydney Airport National Heavy Vehicle Regulator Department of Agriculture, Fisheries & Forestry Department of Climate Change, Energy, the Environment and Water Department of Infrastructure, Transport, Regional Development, Communications, Sports and the Arts. 	<ul style="list-style-type: none"> Interest in project benefits Support for economic growth and Aerotropolis development Environmental and water impacts.
Liverpool City Council	<ul style="list-style-type: none"> Mayor – Ned Mannoun Councillors and staff Acting CEO – Jason Breton. 	<ul style="list-style-type: none"> Strong interest in timings and mitigations of risk, construction impacts and community disruption.
Penrith City Council	<ul style="list-style-type: none"> Mayor – Todd Carney Councillors and staff General Manager – Andrew Moore. 	
Wollondilly Shire Council	<ul style="list-style-type: none"> Mayor – Matt Gould Councillors and staff CEO – Ben Taylor. 	
Fairfield City Council	<ul style="list-style-type: none"> Mayor – Frank Carbone Councillors and staff General Manager – Bradley Cutts. 	

Stakeholder group	Stakeholder	Areas of interest
Canterbury-Bankstown City Council	<ul style="list-style-type: none"> Mayor – Bilal El-Hayek Councillors and staff General Manager – Matthew Stewart. 	
State Government Ministers	<ul style="list-style-type: none"> Minister for Water and Housing, the Hon Rose Jackson MLC Minister for Lands and Property, the Hon Stephen Kamper MP NSW Treasurer, the Hon Daniel Mookhey MLC Minister for Finance, Natural Resources, Domestic Manufacturing and Government Procurement, the Hon Courtney Houssos MLC Minister for Planning and Public Spaces, the Hon Paul Scully MP Minister for Climate Change, Energy, Environment and Heritage, the Hon Penny Sharpe MLC Minister for Transport, the Hon John Graham MLC Minister for Roads, the Hon Jenny Aitchison MP. 	<ul style="list-style-type: none"> Interest in project benefits Support for economic and community growth plans Interest in resilience and water reuse Focused on shareholder and customer value for money Delivery on time and within budget Small business contribution to project delivery Environmental and social impacts.
State Members of Parliament	<ul style="list-style-type: none"> Camden, Sally Quinnett MP Penrith, Karen McKeown OAM MP Badgerys Creek, Tanya Davies MP Cabramatta, Tri Vo MP Bankstown, Jihad Dib MP Fairfield, David Saliba MP Leppington, Nathan Hagarty MP. 	<ul style="list-style-type: none"> Strong interest in impacts to electorate and constituents.
State government agencies	<ul style="list-style-type: none"> Department of Climate Change, Energy, the Environment and Water Department of Planning, Housing and Infrastructure Bradfield Development Authority Western Sydney Planning Partnerships Office Western City and Aerotropolis Authority Infrastructure NSW NSW Crown Lands NSW State Emergency Service, NSW Police, Ambulance NSW, Fire and Rescue NSW, NSW Rural Fire Service Transport for NSW (including Elizabeth Drive team, Land use planning team, Corridors team, M7 Motorway, M12 Motorway, Sydney Trains, Sydney Metro – Western Sydney Airport) Road Freight NSW State Transit Authority of NSW Greater Sydney Parklands Australian Trucking Association WaterNSW Department of Primary Industries and Regional Development (including Fisheries, Agriculture) The Cabinet Office and Premier's Department NSW Health NSW Environment Protection Authority. 	<ul style="list-style-type: none"> Highly treated water releases and overall impacts to waterways Opportunities for sustainable and resilient water management Release areas are serviced in a timely way to support NSW Government's growth goals Location of assets on or near their land Commissioning impacts affecting their own works or portfolio Obtaining appropriate operations and licensing approvals Fulfilling plans for the Western Parkland City Value for money.

Stakeholder group	Stakeholder	Areas of interest
Developers	<ul style="list-style-type: none"> Richmond Bridge Burra Park Celestino Mirvac Clifton Holdings Mamre Road residents Suez Sydney University. 	<ul style="list-style-type: none"> Timing and availability of treated water Location of assets on or near their land Easements and compensation.
Media	<ul style="list-style-type: none"> TV, radio, print, online (news websites and social media). 	<ul style="list-style-type: none"> General interest on behalf of consumers.
Brine Pipeline (from Kemps Creek in the west to Lansdowne in the east)		
Schools and childcare centres	<ul style="list-style-type: none"> Cecil Hills High School Poppets Child Care Centre Lansvale Public School. 	<ul style="list-style-type: none"> Public, pedestrian and road safety Construction impacts and timing Traffic and parking impacts.
Sensitive/high-profile stakeholders	<ul style="list-style-type: none"> Andreasens Green Wholesale Nurseries Sydney International Shooting Centre Cabra Vale Diggers Club Our Lady of Mt Carmel's Catholic Church Phoenix Club Cabramatta Cabravale Leisure Centre Thai Christian Fellowship Other businesses. 	<ul style="list-style-type: none"> Interest in impacts that could affect their amenity – visual, odour, noise, traffic, parking, etc. Interest in the project more broadly, including the reasons for the AWRC and the pipelines Public safety during commissioning.
Treated Water Pipeline (from Kemps Creek in the east to Wallacia in the west)		
Schools and childcare centres	<ul style="list-style-type: none"> Wallacia Public School 	<ul style="list-style-type: none"> Public, pedestrian and road safety Commissioning impacts and timing Traffic and parking impacts.
Sensitive/high-profile stakeholders	<ul style="list-style-type: none"> Wallacia Country Club Wallacia Hotel Luddenham Showground Nurseries, farms, trucking and other businesses. 	<ul style="list-style-type: none"> Interest in impacts that could affect their amenity – visual, odour, noise, traffic, parking, etc. Interest in the project more broadly including the reasons for the AWRC and the pipelines Public safety during commissioning.

Appendix J: Enquiry and Complaints Procedure

John Holland has well-established complaint management policies and procedures. To maintain consistent, high-quality standards, we ensure our complaints and enquiries processes are compliant with AS-4269 Complaints Handling (current Australian Standard).

All staff are required to be familiar with and follow the project Enquiries and Complaints Procedure, and it is included in all project inductions. Workers in positions likely to encounter stakeholders, such as traffic and pedestrian management roles, receive additional training on how to politely and courteously redirect enquiries and complaints in the field to the details on the community information cards they carry.

In accordance with Sydney Water's complaints policy and procedure, stakeholder contacts (enquiries, complaints and compliments) will be managed as follows:


- Contacts may be received via:
 - 1800 064 127
 - uppersouthcreek@sydneywater.com.au
 - [Upper South Creek Advanced Water Recycling Centre](#) in person
 - by post:
 - Upper South Creek Project
 - GPO Box 160
 - Kemps Creek NSW 2178
- Enquiries and requests will be responded to in a timely manner and followed up promptly if unable to be resolved in the first contact.
- Ensure on site contacts are provided to the community team.
- The community team will record stakeholder contacts in Consultation Manager.
- Complaints will be managed in the first instance (if on site) by the site supervisor, with the community team aware of all contacts and involved in any resolution.
- The community team will immediately inform Sydney Water's Community Team of any complaints (avoidable or unavoidable) and issues raised by stakeholders.
- Other organisations such as local councils and other government agencies have been given the project team's contact details so that project-related enquiries and complaints can be sent to the project team for actioning.
- Issues that cannot be resolved will be escalated to Sydney Water's Engagement Lead. From there they may be reviewed by a manager or the person can approach the Energy & Water Ombudsman NSW (EWON).
- Complaints will be resolved in accordance with Sydney Water's [Complaint Policy](#) (Document number: 735107, version 4, dated 27 October 2021).

The complaints procedure will be maintained for a minimum of 12 months after the completion of construction of Stage 1 of the CSSI.

Avoidable and unavoidable complaints

Sydney Water aims to be a customer focused utility. All commitments must be honoured by our representatives. Recording complaints as avoidable or unavoidable allows issues to be identified and mitigation measures put in place to prevent further occurrences.

An avoidable complaint is one that results from not following approved procedures, agreements with stakeholders or mitigation measures (e.g. crews working outside approved work hours or not notifying stakeholders before work). All avoidable complaints received must be discussed with the community team and Project Manager(s) with mitigation measures or behavioural changes put in place to avoid reoccurrence. The site supervisor or community team will also advise the complainant of actions to be taken.



An unavoidable complaint is when all community engagement procedures are followed and control measures are in place, but a complaint is still received.

The total number of avoidable complaints for Pipelines works over a 12-month period should not exceed 24. The total number of avoidable complaints for AWRC works over a 12-month period should not exceed 12.

Complaints register

While the details of all complaints will be kept in Consultation Manager, an Excel file (the register) will be used for reporting purposes. It will record:

- (a) number of complaints received
- (b) the date and time of the complaint
- (c) the method by which the complaint was made
- (d) any personal details of the complainant which were provided by the complainant or, if no such details were provided, a note to that effect
- (e) nature of the complaint
- (f) means by which the complaint was addressed and whether resolution was reached, with or without mediation
- (g) if no action was taken, the reason(s) why no action was taken.

The register will be made available to the Planning Secretary upon request and within the timeframe requested (in line with the Minister's Conditions of Approval).

To support KPI reporting, complaints will also be recorded in Sydney Water's Delivery Portal system.

Complaint response times

As per Sydney water's policy, we will aim to resolve complaints at the first point of contact by providing a solution or negotiating an agreed course of action. We'll respond to complaints in a prompt, efficient and fair manner and make all reasonable efforts to resolve the complaint to the person's satisfaction.


If it's not possible to fully investigate and resolve a complaint immediately, we'll give an initial response within:

- two working days, if the person phoned or spoke directly to us
- five working days, if the person sent us an email or wrote a letter.

We'll try to respond earlier by making direct contact with the person. Our initial response will be either to:

- offer you a solution, or
- explain our intended course of action to resolve your complaint.

Complainants can escalate their complaint (as described above) if they have not received a satisfactory response or a response within the agreed timeframes.



Complainants will be advised of the following information before, or as soon as practicable after, providing personal information:

- (a) the Complaints Register may be forwarded to government agencies, including the Department (Department of Planning and Environment, 4 Parramatta Square, 12 Darcy Street, Parramatta NSW 2150), to allow them to undertake their regulatory duties;
- (b) by providing personal information, the complainant authorises the Proponent to provide that information to government agencies;
- (c) the supply of personal information by the complainant is voluntary; and
- (d) the complainant has the right to contact government agencies to access personal information held about them and to correct or amend that information (Collection Statement).

The **Collection Statement** must be included on the Proponent or development website to make prospective complainants aware of their rights under the *Privacy and Personal Information Protection Act 1998* (NSW). For any complaints made in person, the complainant must be made aware of the Collection Statement.

Appendix M: Community & Stakeholder Action Plan (CSAP)


Like the overall Community and Stakeholder Engagement Program, the below CSAP is a 'live document' and will be updated on an ongoing basis. The dates and activities below are indicative and are subject to change.

Contract award and site investigations

Date	Stakeholders	Tools and tasks	To lead
October 2022 (complete)	Sydney Water (SW) John Holland (JH)	<ul style="list-style-type: none"> Confirm early works exemption. Inform nearby residents and businesses about upcoming field investigations. Prepare Certificate of Authority and provide Notices of Entry to landowners where field investigations are needed on private property (at least 14 days' notice). Follow up with landowners by phone and email to confirm timing, access arrangements and priority issues. Contact relevant office staff from local councils, WaterNSW, Transport for NSW (TfNSW) and Sydney Trains about field investigations – meet with them about finalising detailed designs on or near their assets. 	SW JH
October to early December 2022 (complete)	JH SW NSW Department of Planning	<ul style="list-style-type: none"> Finalise this CSEP for Sydney Water's approval. Seek the Planning Secretary's approval before commencing Work (as defined by the CSSI Stage 1 Conditions of Approval). 	JH SW
October to early November 2022 (complete / ongoing)	SW JH	<ul style="list-style-type: none"> Confirm team structure, reporting requirements, writing templates and communications procedures. Provide community relations inductions (ongoing) – protocols, procedures and induction material is in the appendices – see Appendices I, J, K and L. Divert 1800 number and project email to JH. Prepare community assistance and calling cards. Update WHIMS tool on the intranet. Update Sydney Water website including mapping, latest notifications, planning approval documents, collection statement, engagement approach, implementation schedule and complaints procedure. Review Consultation Manager database and processes. Provide inputs to the reviews of the CEMP and other management plans to ensure 'customer at the heart'. Implement Careers in Construction High School Program. Identify CALD engagement opportunities. Regular community and stakeholder relations reporting. 	JH
October and November 2022 (complete)	Landowners (residents and businesses) directly affected by investigations	<ul style="list-style-type: none"> Home plan (PCCA) meeting, email or phone call to explain field investigations and restoration practices for properties where intrusive (digging) investigations needed. 	JH
Ongoing as needed (ongoing)	Western Sydney Aerotropolis Community Consultative Committee Forum on Western Sydney Airport Western Parkland City Authority	<ul style="list-style-type: none"> Support Sydney Water's coordination meetings. Seek feedback on planned engagement activities and approaches. Ask to participate in co-hosted community forums such as the community information sessions hosted by the Western Parkland City Authority. 	JH

Date	Stakeholders	Tools and tasks	To lead
November 2022 (complete)	Sydney Trains ARTC	<ul style="list-style-type: none"> Meet with Sydney Trains and the ARTC about the design and construction of the brine pipeline under the rail corridor (between Bartley Street and the Cabravale Leisure Centre car park). Confirm construction approach, potential impacts and ways to reduce disruption to the Cabravale Leisure Centre. 	JH
November 2022 and ongoing as needed (complete)	Landowners and nearby homes and businesses affected by investigations	<ul style="list-style-type: none"> Make sure landowners are reminded of upcoming work. Induct teams and manage the property access process. Implement Out of Hours Work procedure including notifications and respite offers where needed. 	JH
19 November 2022 and ongoing as invited (complete)	Western Parkland City Authority	<ul style="list-style-type: none"> Attend joint government community information session hosted by the Western Parkland City Authority. Seek feedback on planned engagement activities. 	JH SW
November 2022 to March 2023 (complete)	Local councils, utility providers, TfNSW, Sydney Trains, Sydney Metro, Western Sydney Parklands and other project teams nearby	<ul style="list-style-type: none"> Schedule meetings to discuss detailed design process and understand priority issues. Discuss management of cumulative impacts and opportunities to coordinate and stage works. Seek feedback on planned engagement activities coordination forums. 	JH
November 2022 to March 2023 (complete)	Indigenous stakeholders Registered Aboriginal Parties (RAPs) Local Aboriginal Land Councils	<ul style="list-style-type: none"> Meet key groups and individuals to introduce the JH team, confirm needs and expectations and discuss opportunities for involvement. Consult the RAPs about the Aboriginal cultural heritage management requirements of Stage 1 of the CSSI and the opportunity to identify potential sites within the construction boundary for cultural salvage – discuss upcoming low impact salvage works in more detail. Establish connections, understand priority issues and develop a suitable engagement timetable and approach. Understand key areas for further discussion including AWRC site and landscape designs, pipeline construction, AWRC operational issues and opportunities for further involvement. Develop and seek feedback on a plan for Indigenous People of the Land participation. 	SW JH
December 2022 (complete)	All stakeholders	<ul style="list-style-type: none"> Develop tailored information (FAQs, fact sheets, doorknocking scripts etc.) for people concerned about operational impacts and update throughout project. 	JH
December 2022 to early 2023 (complete)	Relevant government agencies and all five local councils	<ul style="list-style-type: none"> Prepare the Construction Environmental Management Plan (CEMP) and associated CEMP sub-plans in consultation with relevant stakeholders including government agencies. 	JH
December 2022 (complete)	Fairfield LGA – community, businesses, Council	<ul style="list-style-type: none"> Identify opportunity to represent the project at the Cabramatta Lunar New Year Festival. 	JH

Date	Stakeholders	Tools and tasks	To lead
January 2023 (complete)	All stakeholders	<ul style="list-style-type: none"> Review IS Rating tool requirements in more detail and prepare a separate document that ensures targets are understood by the wider project team, actioned and performance regularly reported on – update this CSEP with key actions including further stakeholder engagement and any surveys that may be required to monitor performance 	JH
January to March 2023 (complete)	Landowners and tenants directly affected by or adjacent to new infrastructure (e.g. the AWRC itself, brine and treated water pipelines, new substation, HV cables, watermains etc.)	<ul style="list-style-type: none"> Contact homes and businesses around the AWRC site and main construction traffic routes to explain project and understand priority issues. Contact landowners and tenants where pipelines will be installed on private property to commence home plan (PCCA) discussions. 	JH
January to March 2023 (complete)	Directly affected landowners and tenants including external project teams	<ul style="list-style-type: none"> Close out initial site investigations phase via emails and phone calls to ensure landowners are comfortable, are satisfied with temporary restoration and understand when they will be contacted again. 	JH
February to April 2023 (complete)	Fairfield City Council Sydney Trains ARTC Cultural / community organisations on Cumberland Street Cabra-Vale Diggers Club	<ul style="list-style-type: none"> Meet with Fairfield City Council and other local stakeholders to explain why, when and how the brine pipeline will be installed under the rail corridor and reasons for the final alignment. Understand each stakeholder's needs. Discuss construction timing, work hours and suitable construction mitigation measures including ways to reduce noise, traffic and parking impacts. Identify opportunities to support local businesses and community groups. 	JH
February 2023 (complete)	Sydney Water Media	<ul style="list-style-type: none"> Plan for and arrange positive media and social opportunities about the start of work (ongoing). 	SW with JH support
Throughout this phase (complete)	JH	<ul style="list-style-type: none"> Participate in risk and opportunity and design review workshops. Ensure community and stakeholder feedback is regularly reported to the wider project team. Communicate to stakeholders how their priority issues have been addressed. Keep records of how feedback and priority issues are used to revise designs and construction planning. 	JH



Date	Stakeholders	Tools and tasks	To lead
Ongoing throughout project (complete / ongoing)	Sydney Water JH	<ul style="list-style-type: none"> • Update CSEP annually based on latest information about scope, impacts and community needs and feedback. • Implement, and complete an annual review, of the plan for Indigenous People of the Land participation (APP). • Weekly Work In Progress (WIP) meetings. • Keep WHIMS and Customer Hub informed. • Undertake monthly reporting. • Manage enquiries and issues including Consultation Manager database management. • Identify positive media and social media opportunities for Sydney Water. • Guide updates to induction slides and prepare information for toolbox talks. • Conduct monthly community relations site inspections in partnership with Sydney Water and evaluate the effectiveness of the CSEP. • Participate in lessons learned workshops and respond to/action KPI feedback. • Sydney Water website updates including mapping, photography, video updates, stakeholder engagement activities, implementation schedule, and feedback and complaints processes (at least annually). 	JH



Detailed design, construction planning & mobilisation

Date to happen	Stakeholders	Tools or tasks	To lead
From December 2022 (complete / ongoing)	Indigenous stakeholders (relevant for the AWRC site itself) Registered Aboriginal Parties Local Aboriginal Land Councils	<ul style="list-style-type: none"> Work with designers on a Caring for Country approach to consulting on the landscape design, biodiversity plans and ongoing site management. Update the RAPs on project progress and provide further opportunities for consultation on the Aboriginal cultural heritage management requirements of Stage 1 of the CSSI. Work with Tract to develop a Master Plan for the Green Space at the AWRC in consultation with the Traditional Custodians. Collaborate with Traditional Custodians to interpret First Nations heritage and develop an educational display for the AWRC Administration Building. 	JH Sydney Water Sydney Water Sydney Water
From December 2022 (ongoing)	Indigenous stakeholders (relevant to specific participation opportunities)	<ul style="list-style-type: none"> Meetings to discuss supplier, employment and other participation opportunities (see appendix B). Implement participation strategy throughout project. 	JH
From February 2023 (post DPE approval of the CSEP & Prior to Project approval for implementation) (complete)	Key community representatives and stakeholders (including the five local councils, Indigenous People of the Land, local community groups, nearby schools and businesses on the project distribution list, Western Sydney Airport Co, the Forum on Western Sydney Airport, Transport for NSW project teams working nearby, Greater Sydney Parklands, the Western Parkland City Authority and directly affected landowners)	<ul style="list-style-type: none"> Seek feedback on this CSEP including stakeholder lists, planned engagement activities, feedback mechanism, complaints process and process for identifying and addressing priority stakeholder issues. Feedback to be encouraged through stakeholder meetings, liaison with directly affected landowners, stakeholder emails, community newsletter and the Sydney Water website. Update the 'interim' CSEP approved by DPE in January 2023 to address all external feedback received and complete an annual update of the CSEP during the Design and Construction phases. 	JH
Ongoing (complete / ongoing)	Local councils, utility providers, TfNSW, Sydney Trains, Sydney Metro, Western Sydney Parklands, coordination forums outlined above and other nearby project teams	<ul style="list-style-type: none"> Site walks and meetings with council staff to better understand and address remaining questions. Attend existing stakeholder / community / project forums to share information, address questions and finalise designs and construction approaches. Coordinate construction staging, traffic and communication plans with other major project teams nearby. 	JH
Ongoing	Indigenous groups, Penrith City Council, government agencies, education specialists, CSIRO, directly adjacent landowners and heritage groups	<ul style="list-style-type: none"> Individual meetings, site visits and some combined workshops to inform and consult (as appropriate) on the AWRC facility design, landscaping, urban design and architecture, heritage preservation / celebration and potential education space. 	JH Sydney Water

Date to happen	Stakeholders	Tools or tasks	To lead
Ongoing	JH Sydney Water	<ul style="list-style-type: none"> Participate in project meetings, risk and opportunity workshops, construction planning and design reviews to ensure feedback is considered by wider team. Confirm extent of construction phase out-of-hours work and prepare detailed respite management process. 	JH
Ongoing	JH	<ul style="list-style-type: none"> Work closely with Traffic Manager, Environmental Lead and others to ensure community and stakeholder needs are considered and addressed in project planning. 	JH
Ongoing	JH	<ul style="list-style-type: none"> Conduct more toolbox talks and community relations awareness sessions for the wider team. 	JH
Prior to construction commencing on private property (complete)	Landowners and tenants (residents & businesses) directly affected by new infrastructure (e.g. the AWRC itself, brine and treated water pipelines, new substation, HV cables, watermain etc.)	<ul style="list-style-type: none"> Schedule more 'home plan' or Pre-Construction Customer Agreement PCCA meetings to explain the detailed design, construction approach, restoration timing and address remaining concerns. Follow up via phone, email and face to face meetings to resolve questions or concerns. Meet with interested or affected community / special interest groups to explain upcoming construction. Check dates or arrange new Notices of Entry for any work required on private property. 	JH
Early 2023 (complete / ongoing)	Local MPs, government agencies and councils	<ul style="list-style-type: none"> Update letters and emails, with offers to provide further information. JH to support and participate as required. 	Sydney Water
March and July 2023 (complete)	All stakeholders	<ul style="list-style-type: none"> Distribute project update newsletter via email and letterbox drop. 	JH
March 2023 (complete)	Sydney Water Communities	<ul style="list-style-type: none"> Confirm community ('giving back') initiatives and consult Sydney Water how they should be delivered. 	JH
March to June 2023 (complete)	All stakeholders	<ul style="list-style-type: none"> Drop-in information sessions (with councils and government agencies invited to participate) to introduce the team, designs and construction approach. Attend community event/s in each LGA. Ensure suitable opportunities to involve CALD communities as appropriate. 	JH
July 2023 (complete)	Schools near the pipelines	<ul style="list-style-type: none"> Offer project/construction awareness (Stay Away, Stay Safe) sessions with local schools. Opportunity to leverage off Sydney Water's existing relationships and promote their education, Wonders of Water Discovery Team and community grants programs. 	JH
Prior to pipelines construction commencing (complete)	Neighbours	<ul style="list-style-type: none"> Contact properties before site compounds are established nearby. 	JH
Prior to pipelines construction commencing (complete)	All stakeholders	<ul style="list-style-type: none"> Place advertisement in local and community language newspapers, and information on the Sydney Water website, informing people about the construction of the project and the requirements of Condition M4.6 of the Environment Protection Licence 21800 including the location of works, how people can make a complaint, what the complaints line is and what works are expected to exceed certain noise levels and the control measures to be implemented. 	JH Sydney Water

Construction


Date to happen	Stakeholders	Tools or tasks	To lead
Prior to AWRC construction commencing (complete / ongoing)	Indigenous groups, Penrith City Council, government agencies, education specialists, CSIRO, directly adjacent landowners and heritage groups	<ul style="list-style-type: none"> Further meetings and site visits to consult (as appropriate) and report back on changes made to the AWRC facility design, landscaping, urban design and architecture, heritage preservation / celebration and potential education space. Communicate to stakeholders how their priority issues have been addressed. Keep records of how feedback and priority issues are used to revise designs and construction planning. 	JH
Start of construction (sod turn event complete with site establishment event due December 2023)	Indigenous stakeholders	<ul style="list-style-type: none"> Welcome to Country and Smoking Ceremony as guided by Traditional Owners and Indigenous stakeholders. 	JH
Start of construction (complete)	All stakeholders	<ul style="list-style-type: none"> Assist with positive media and social media to announce start of construction. Update the website photos, videos and FAQs. 	JH
Prior to pipelines construction commencing (complete)	Directly affected landowners, tenants and stakeholders	<ul style="list-style-type: none"> Report back on how feedback (including priority issues) helped refine alignments and construction plans. Notice of Entry notifications. More 'home plan' or PCCA meetings to manage expectations, confirm timing and carry out any pre-construction photos / property condition surveys. Follow up via phone, email and face to face meetings to resolve questions or concerns. Traffic change notifications. Implement out-of-hours work and respite management process, as needed. 	JH
Start of construction (complete)	All stakeholders	<ul style="list-style-type: none"> Roll out project signage including QR codes. 	JH
Start of construction (complete)	JH, councils, community groups, Indigenous groups, schools	<ul style="list-style-type: none"> Contact community groups, Indigenous organisations and schools to discuss opportunities to support their organisation and give back to the community. 	JH
A few months into construction and ongoing	JH, councils, community groups, Indigenous groups, schools	<ul style="list-style-type: none"> Implement 'giving back' and other community, education and participation initiatives (see Appendix B) including Careers in Construction High School Program. 	JH
A few months into construction (complete)	Community groups	<ul style="list-style-type: none"> Meet with interested and affected community groups along the pipeline route to explain upcoming construction. 	JH
Throughout construction (complete)	Council staff, utilities, other major project teams nearby and the	<ul style="list-style-type: none"> Ongoing meetings to confirm construction staging, traffic management, restoration, access agreements etc. Coordination meetings. 	JH

Date to happen	Stakeholders	Tools or tasks	To lead
	coordination forums outlined above	<ul style="list-style-type: none"> Offer to present at existing community forums such as precinct committee meetings or traffic management committees (to update community representatives about upcoming construction work in their area). 	
Ongoing	Landowners and tenants (residents and businesses) directly affected by or adjacent to new infrastructure (e.g. the AWRC itself, HV cables, watermains etc.), community groups, special interest groups	<ul style="list-style-type: none"> Follow up via phone, email and face to face meetings to resolve questions or concerns and provide progress updates. Distribute monthly look ahead notifications to communities that will experience standard hours and out of hours work in the following month – include contact details, work location map and translation panel. Door knocking ahead of the start of work in a new location or a change in work impacts. Site tours to educate them about the project's benefits and build goodwill. 	JH
Ongoing	Directly affected/nearby landowners and local stakeholders including schools, motorists, businesses and religious institutions	<ul style="list-style-type: none"> Distribute monthly look ahead notifications to communities that will experience standard hours and out of hours work in the following month – include contact details, work location map and translation panel. Request feedback on out of hours program in the monthly works look ahead letter. Door knocking and meetings with businesses and other stakeholders to understand how construction may impact their operations and to come up with solutions that minimises disruption. Advertise road closures when required by the Roads Act. Check in with key stakeholders to maintain relationships. Liaise with affected landowners regularly to keep them updated on access requirements, construction progress and the timing and nature of restoration planned for their property. Manage expectations and ensure they understand what will be done (and not done and why). Check in with them to confirm mitigation measures are effective and that past issues or concerns are still being managed well by the team. Seek feedback on performance so that corrective actions can be implemented promptly when required. 	JH
Ongoing	All stakeholders	<ul style="list-style-type: none"> Respond to basic (and involve / escalate to Sydney Water as needed) questions about operations. Support Sydney Water in efforts to educate the public about the project and promote its benefits. Continue to understand stakeholders' priority issues and explain how these issues have been addressed. Keep records of how priority issues are used to revise project delivery. 	JH Sydney Water
At key project milestones	Local MPs and councils	<ul style="list-style-type: none"> Update letters and emails, with offers to brief as needed Meet with council staff to discuss traffic management and upcoming work in their LGA. 	Sydney Water JH
Every six months or at key project milestones	All stakeholders	<ul style="list-style-type: none"> Update newsletter on progress to wider distribution area. Highlight progress and project benefits through media and social media stories. Explain other Sydney Water projects happening nearby to the community and stakeholders. Describe the property and road restoration process. Explain how the pipelines and AWRC will operate and how potential AWRC operational impacts (e.g. noise, odour and lighting) will be managed. 	JH
Every six months or at	All stakeholders	<ul style="list-style-type: none"> Conduct drop-in information session (with councils and government agencies invited to participate) to provide 	JH

Date to happen	Stakeholders	Tools or tasks	To lead
key project milestones		update on progress and outline remaining construction - seek feedback on planned engagement activities. <ul style="list-style-type: none"> Attend community events in each LGA. Ensure there are suitable opportunities to involve/meet with CALD communities including attendance at events such as the Cabramatta Lunar New Year Festival or the Luddenham Show/Markets or NAIDOC Week events. 	
Ongoing during construction	All stakeholders	<ul style="list-style-type: none"> Identify and implement suitable opportunities for the community to safely view and learn about construction and 'go on the journey' of how the AWRC and Sydney Water becomes a part of their area, e.g. site tours for schools and community groups etc, particularly opportunities for female students passionate about STEM subjects and local schools with a high population of Indigenous students such as Chifley College. 	JH
Ongoing during construction	JH	<ul style="list-style-type: none"> Conduct community awareness sessions, team inductions, lessons learned workshops and toolbox talks. 	JH

Commissioning and project completion

Date to happen	Stakeholders	Tools or tasks	To lead
Ongoing	Indigenous groups, Penrith City Council, government agencies, education specialists, CSIRO, directly adjacent landowners and heritage groups	<ul style="list-style-type: none"> Invite groups to view the AWRC facility, landscaping, urban design and architecture, heritage preservation / celebration (and potential education space) as they are progressively completed. 	JH Sydney Water
Ongoing	All stakeholders	<ul style="list-style-type: none"> Assist with positive media and social media to announce completion of major milestones and overall project. Update the website photos, videos and FAQs. 	JH
Ongoing	Council staff, utilities, other major project teams nearby and the coordination forums outlined above	<ul style="list-style-type: none"> Ongoing coordination meetings. Meetings with council staff to discuss final traffic management and any restoration requirements where assets may have deteriorated during construction. 	JH
Ongoing	Directly affected/nearby landowners and local stakeholders including schools, businesses and religious institutions	<ul style="list-style-type: none"> Ongoing notifications about new or finished construction activities and before any major traffic changes. Close out the PCCA process and make sure landowners are comfortable with the final restoration work. 	JH
Ongoing	Local MPs and councils	<ul style="list-style-type: none"> Update letters and emails, with offers to brief as needed. 	Sydney Water with JH support
First flows at the AWRC	Local MPs, key stakeholders, Traditional Custodians, media	<ul style="list-style-type: none"> Announcement of start of operations of the AWRC. Formal opening of the Administration Building and unveiling of the education displays (interpreting First Nations and Non-Indigenous heritage of the site). Announcement of site name in Dharug language. 	Sydney Water with JH support
Project completion	JH, councils, community groups, Indigenous groups, schools	<ul style="list-style-type: none"> Close out and celebrate the 'giving back' and other community, education and participation initiatives. 	JH



Date to happen	Stakeholders	Tools or tasks	To lead
Project completion	All stakeholders	<ul style="list-style-type: none"> Issue final newsletter to thank the community and stakeholders and celebrate the success of the project. Site tours and information sessions at the new facility. 	JH
Project completion	Sydney Water JH	<ul style="list-style-type: none"> Deliver lessons learned and project review workshops involving the project senior leadership team and wider project cohort such as senior project engineers. 	John Holland
Project completion	JH	<ul style="list-style-type: none"> Prepare a Consultation Outcomes Report in consultation with other discipline leads to summarise the main activities completed, key feedback themes, how feedback was used to influence the project, the achievements, lessons learned and recommendations for future projects. Present the Outcomes Report to TRILITY and Sydney Water's Operations Team. Issue the Outcomes Report to the project senior leadership team. 	JH
12-24 months post construction	All stakeholders	<ul style="list-style-type: none"> Monitor the 1800 number, website and project email address. Respond to community, stakeholder and landowner questions or complaints. Maintain the project web page for 24 months after construction is finished. 	JH