



Community & Stakeholder Engagement Plan

Sydney Water & John Holland Pty Ltd

Upper South Creek Advanced Water Recycling Centre
and Pipelines

November 2025
USCP-JHG-MPL-CSR-0002

Sydney
WATER



Document Control

This Community Communication Strategy, or Community and Stakeholder Engagement Plan (CSEP), must be approved by the Planning Secretary prior to the commencement of any Work. It will be updated annually in consultation with Sydney Water's Engagement Lead and members of John Holland's senior management team for the project. The Environmental Representative approved by the Planning Secretary can consider and approve any minor amendments to this CSEP that do not increase impacts to nearby sensitive land users, are of an administrative nature and are consistent with the terms of the Project Approval.

Version	Prepared by	Date	Reviewed by	Date	Approved by	Date
VERSION 1.0 Document number USCP-MPL-G-0015	Michael Robertson, JH Holland (JH) Community & Stakeholder Engagement Lead	24/10/22	Jason Julius, JH Project Director	25/10/22		
			Michael Johnson, Sydney Water (SW) Engagement Manager Grant Thomas, SW Engagement Lead	15/11/22		
			Gill Fowler, SW Environment & Sustainability Manager	16/11/22		
Addressed comments received on VERSION 1.0	Michael Robertson, JH Community & Stakeholder Engagement Lead	30/11/22	Michael McIlveen, JH Construction Manager	30/11/22		
			Stephanie Clarke, SW Project Director Kris Bradley, SW Project Manager	6/12/22		
Final review & approval					Emma Pryor, SW Head of Major Projects	16/12/22
Final review & approval					Nicole Ryan, SW Head of GSC	12/12/22
Final review & approval					Stuart Wallace, SW GM of C&SE	13/12/22
			Department of Planning and Environment (DPE)	22/12/22		
VERSION 2.0 (addressed DPE feedback)	Michael Robertson, JH Community & Stakeholder Engagement Lead	17/1/23				
			Grant Thomas, SW Engagement Lead	17/1/23		
Review and approval					Nicole Ryan, SW Head of GSC	17/1/23

Approval – final Rev A created			Department of Planning and Environment (DPE)			20/1/23
Rev B	Michael Robertson, JH Community & Stakeholder Engagement Lead	20/4/23	Jason Julius, JH Planning Development & Completions Director Grant Thomas, SW Engagement Lead Gill Fowler, SW Environment & Sustainability Manager	26/4/23 26/4/23 27/4/23	Ben Bracken, Environmental Representative, BBEnviro Pty Ltd	28/4/23
Rev C	Michael Robertson, JH Community & Stakeholder Engagement Consultant	19/7/23	Sheila Maidment, JH Community & Stakeholder Engagement Lead	25/7/23	Grant Thomas, SW Engagement Lead Ben Bracken, Environmental Representative, BBEnviro Pty Ltd	3/8/23 4/8/23
Rev D	Michael Robertson, JH Community & Stakeholder Engagement Consultant	4/10/23	Sheila Maidment, JH Community & Stakeholder Engagement Lead	30/10/23	Grant Thomas, SW Engagement Lead Richard Ioffrida Ben Bracken, Environmental Representative, BBEnviro Pty Ltd	15/12/23 11/1/24 2/2/24
Rev E	Michael Robertson, JH Community & Stakeholder Engagement Consultant	7/8/24	Sheila Maidment, JH Community & Stakeholder Engagement Lead	16/9/24	Jason Julius, JH Planning Development & Completions Director Grant Thomas, SW Engagement Lead Ben Bracken, Environmental Representative, BBEnviro Pty Ltd	20/09/24 30/9/24 1/11/24
Ref F	Sheila Maidment, JH Community & Stakeholder Engagement Lead	30/07/25	Grant Thomas, SW Engagement Lead Hope Cockatoo-Collins, SW Senior Aboriginal Advisor	18/11/25	Jason Julius, JH Planning Development & Completions Director Ben Bracken, Environmental Representative, BBEnviro Pty Ltd	18/11/25 4/12/25



Acknowledgement of Country

Sydney Water respectfully acknowledges Aboriginal people as the traditional custodians of Sydney, Illawarra and the Blue Mountains where we work, live and learn.

Their lore, traditions and customs nurtured and continue to nurture the waters (bulingang or saltwater and muulii ngadyuung or sweetwater) in our operating area, creating well-being for all.

We pay our deepest respect to Elders, past and present. We acknowledge their deep connections to land and waters. In the spirit of reconciliation, we remain committed to working in partnership with local Traditional Owners to ensure their ongoing contribution to the future of the water management landscape, learning from traditional and contemporary approaches, while maintaining and respecting their cultural and spiritual connections.

Dharug Country

The Dharug people are the Traditional Custodians of Country in the project area. As Traditional Custodians, the Dharug people have had a continual connection to Country since time immemorial, and strong custodial obligations and responsibilities to care for Country in this area.

Wianamatta

Wianamatta, meaning “Mothers place” in Dharug language, or otherwise known as ‘South Creek’, is a creek that runs from Dharawal Country in the south to Dharug Country in the north, and Eastern Creek, flowing into the Hawkesbury, and Prospect Creek draining into the Georges River. Wianamatta connects with a large and complex network of tributaries including creeks and streams and borders the Upper South Creek Advanced Water Recycling Centre site.

Aboriginal People have nurtured Wianamatta for thousands of years, and in return Country has provided everything needed to live. Wianamatta is important to Dharug People and the health of water must be maintained and protected. Evidence suggests that the junction of Kemps Creek, the Georges River and Wianamatta was traditionally used as a gathering area.

The Cumberland Plain

The Cumberland Plain consists of hills, valleys and ridges which encompass Wianamatta and create a complex system of passing water. The Cumberland Plain stretches from Windsor in the north to Picton in the south, and from the Nepean River in the west across to the inner west of metropolitan Sydney. The Cumberland Plain is characterised by grassy woodlands of eucalypts, gums and ironbarks with an undergrowth of many grass variations and a variety of wildlife. There are many culturally significant areas on Dharug Country such as viewpoints, scar trees, resource rich areas, and gathering places. Salt Pan Creek is an example of an important historical gathering place located along the north shore of the Georges River on the traditional Country of Pemulwuy, an Aboriginal Resistance Leader and important historical figure.



Compliance Table

a) Compliance with Minister's Conditions of Approval requirements


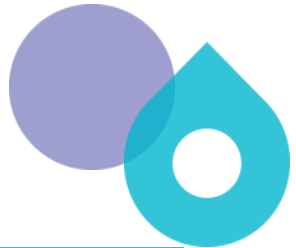
Requirement to be addressed	Reference in this document
<p>B1 A Community Communication Strategy must be prepared to provide mechanisms to facilitate communication about construction and operation of Stage 1 of the Critical State significant infrastructure (CSSI) with:</p> <p>(a) the community (including adjoining affected landowners and businesses, and others directly impacted by Stage 1 of the CSSI)</p>	<p>This whole document, including Sections 3 and 4 and Appendices B, C, D, E, J, M and N.</p>
<p>B1 A Community Communication Strategy must be prepared to provide mechanisms to facilitate communication about construction and operation of Stage 1 of the CSSI with:</p> <p>(b) Aboriginal people, Registered Aboriginal Parties (RAPs) and Local Aboriginal Land Councils (LALCs)</p>	<p>Sections 3 and 4 and Appendices B, C, D, E, M and N.</p>
<p>B1 A Community Communication Strategy must be prepared to provide mechanisms to facilitate communication about construction and operation of Stage 1 of the CSSI with:</p> <p>(c) the relevant councils and relevant government agencies</p>	<p>Sections 3 and 4 and Appendices B, D, E, M and N.</p>
<p>B2 (a) identify people, organisations, councils and agencies to be consulted during the design and Work phases of Stage 1 of the CSSI</p>	<p>Section 3 and Appendices C, D, E and M.</p>
<p>B2 (b) identify details of the community and its demographics</p>	<p>Section 3 and Appendices C and D.</p>
<p>B2 (c) identify timing of consultation</p>	<p>Section 1.6 and Appendix M.</p>
<p>B2 (d) set out procedures and mechanisms for the regular distribution of accessible information including to Registered Aboriginal Parties, culturally and linguistically diverse communities that speak languages other than English and vulnerable communities about or relevant to Stage 1 of the CSSI</p>	<p>Section 4 and Appendices B, C, D, E, G and M.</p>
<p>B2 (e) identify opportunities for education within the community about construction sites</p>	<p>Section 5.2 and Appendix B.</p>
<p>B2 (f) detail the measures for advising the community in advance of upcoming construction including upcoming out-of-hours work as required by Condition E43</p>	<p>Section 4 and Appendices B and M.</p>
<p>B2 (g) detail measures for consulting with Fairfield City Council about disruption to Cabravale Leisure Centre car park and potential investigation of an alternate brine pipeline alignment at this location</p>	<p>Appendix M.</p>
<p>B2 (h) provide for the formation of issue or location-based community forums that focus on key environmental management issues of concern to the relevant community(ies) for Stage 1 of the CSSI</p>	<p>Appendix B.</p>
<p>B2 (i) detail the role and responsibilities of the Public Liaison Officer(s) engaged under Condition B6</p>	<p>Section 6.</p>
<p>B2 (j) set out procedures and mechanisms:</p>	<p>Section 4 and Appendices G, J and</p>

Requirement to be addressed	Reference in this document
<ul style="list-style-type: none"> i) through which the community can discuss or provide feedback to the Proponent; ii) through which the Proponent will respond to enquiries or feedback from the community; and iii) to resolve any issues and mediate any disputes that may arise in relation to the environmental management and delivery of Stage 1 of the CSSI, including disputes regarding rectification or compensation 	N.
B2 (k) address who will engage with the community, relevant councils and agencies	Sections 4 and 6 and Appendix M.
B3 The Community Communication Strategy must be submitted to the Planning Secretary and be approved prior to the commencement of any Work	Document Control.
B4 Work for the purposes of Stage 1 of the CSSI must not commence until the Community Communication Strategy has been approved by the Planning Secretary	Document Control.
B5 The Community Communication Strategy as approved by the Planning Secretary, including any minor amendments approved by the ER, must be implemented for the duration of the Work and for 12 months following the completion of construction	Section 1.6.
B6 A Public Liaison Officer must be appointed to assist the public with questions and complaints they may have at any time during Work. The Public Liaison Officer must be available at all times that Work is occurring	Section 6.
<p>B7 A Complaints Management System must be prepared and implemented before the commencement of any Work and maintained for the duration of construction and for a minimum of 12 months following completion of construction of Stage 1 of the CSSI. The Complaints Management System must be consistent with Sydney Water's Complaint Policy (Document number: 735107, version 4, dated 27 October 2021).</p> <p><i>Note: In the situation where there are different entities constructing and operating Stage 1 of the CSSI, continuity of access to the Complaints Management System must be maintained</i></p>	Appendix J.
<p>B8 The following information must be available to facilitate community enquiries and manage complaints one month before the commencement of Work and for 12 months following the completion of construction:</p> <ul style="list-style-type: none"> (a) a 24- hour toll free telephone number for the registration of complaints and enquiries about Stage 1 of the CSSI; (b) a postal address to which written complaints and enquires may be sent; (c) an email address to which electronic complaints and enquiries may be transmitted; and (d) a mediation system for complaints unable to be resolved, consistent with Sydney Water's Complaint Policy (Document number: 735107, version 4, dated 27 October 2021 or its subsequent versions), and inclusive of escalation of a complaint to an independent dispute resolution body. <p>This information must be accessible to all in the community regardless of age, ethnicity, disability or literacy level.</p>	Appendix J.
<p>B9 A Complaints Register must be maintained recording information on all complaints received about Stage 1 of the CSSI during the carrying out of any Work and for a minimum of 12 months following the completion of construction. The Complaints Register must record the:</p> <ul style="list-style-type: none"> (a) number of complaints received; 	Appendix J.

Requirement to be addressed	Reference in this document
<ul style="list-style-type: none"> (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; and (g) if no action was taken, the reason(s) why no action was taken. 	
<p>B10 Complainants must be advised of the following information before, or as soon as practicable after, providing personal information:</p> <ul style="list-style-type: none"> (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). <p>The Collection Statement must be included on the Proponent or development website to make prospective complainants aware of their rights under the <i>Privacy and Personal Information Protection Act 1998</i> (NSW). For any complaints made in person, the complainant must be made aware of the Collection Statement.</p>	Appendix J.
<p>B11 The Complaints Register must be provided to the Planning Secretary upon request, within the timeframe stated in the request.</p>	Appendix J.
<p>B12 A website or webpage providing information in relation to Stage 1 of the CSSI must be established before commencement of Work and be maintained for the duration of construction, and for a minimum of 24 months following the completion of construction of Stage 1 of the CSSI. The following up-to-date information (excluding confidential, private, commercial information or any other information that the Planning Secretary has approved to be excluded) must be published before the relevant Work commences and maintained on the website or dedicated pages including:</p> <ul style="list-style-type: none"> (a) information on the current implementation status of Stage 1 of the CSSI; (b) a copy of the documents listed in Condition A1, and any documentation relating to any modifications made to the CSSI or the terms of this approval; (c) a copy of this approval in its original form, a current consolidated copy of this approval (that is, including any approved modifications to its terms), and copies of any approval granted by the Minister to a modification of the terms of this approval; (d) a copy of each statutory approval, licence or permit required and obtained in relation to Stage 1 of the CSSI; (e) a copy of the current version of each document required under the terms of this approval; and (f) a copy of the audit reports required under this approval. <p>Where the information / document relates to a particular Work or is required to be implemented, it must be published before the</p>	<p>Appendices B and G.</p> <p>Project page on the Sydney Water website references the Planning Portal link.</p>

Requirement to be addressed	Reference in this document
<p>commencement of the relevant Work to which it relates or before its implementation.</p> <p>All information required in this condition must be provided on the Proponent's website, ordered in a logical sequence and which is easy to navigate.</p> <p><i>Note: The intention of this condition is to increase transparency and for information/documents required as part of the approval to be provided proactively and publicly in an easily accessible manner. Where information is excepted by this condition, it is intended that these documents are provided in their redacted form.</i></p>	
<p>E43 An Out-of-Hours Work Protocol must be prepared to identify a process for the consideration, management and approval of work, which is outside the hours defined in Conditions E40, and that is not subject to an EPL (Environmental Protection License). The Protocol must be submitted to and approved by the Planning Secretary before commencement of the out-of-hours work. The Protocol must be prepared in consultation with the Environmental Representative, Acoustic Advisor and Environmental Protection Authority.</p>	<p>Appendix B. Addressed in detail in the CEMP (Construction Environment Management Plan) and Out of Hours Work protocol & procedure.</p>
<p>E46 Noise generating Work in the vicinity of community, religious, educational institutions, noise and vibration-sensitive businesses and critical working areas (such as theatres, laboratories and operating theatres) resulting in noise levels above the NMLs must not be timetabled during sensitive periods, unless other reasonable arrangements with the affected institutions are made at no cost to the affected institution.</p>	<p>Appendix B. Addressed in detail in the CEMP and Out of Hours Work protocol and procedure.</p>
<p>E49 Owners and occupiers of properties at risk of exceeding the screening criteria for cosmetic damage must be notified before Work that generates vibration commences in the vicinity of those properties. If the potential exceedance is to occur more than once or extend over a period of 24 hours, owners and occupiers are to be provided a schedule of potential exceedances on a monthly basis for the duration of the potential exceedances, unless otherwise agreed by the owner and occupier. These properties must be identified and considered in the Noise and Vibration CEMP Sub-plan required by Condition C4 and the Community Communication Strategy required by Condition B1.</p>	<p>Appendix B. Addressed in detail in the CEMP and Noise and Vibration sub-plan.</p>
<p>E55 In order to undertake out-of-hours work outside the hours specified under Condition E40, the appropriate respite periods must be identified for the out-of-hours work in consultation with the community at each affected location on a regular basis.</p> <p>This consultation must include (but not be limited to) providing the community with:</p> <ul style="list-style-type: none"> (a) a progressive schedule for periods of likely out-of-hours work; (b) a description of the potential work, location and duration of the out-of-hours work; (c) the noise characteristics and likely noise levels of the work; and (d) likely mitigation and management measures which aim to achieve the relevant noise management levels and vibration criteria under Condition E44 (including the circumstances of when respite or relocation offers will be available and details about how the affected community can access these offers). <p>The outcomes of the community consultation, the identified respite periods and the scheduling of the likely out-of-hour work must be provided to the Environmental Representative, Acoustic Advisor and Environmental Protection</p>	<p>Appendix B. Addressed in detail in the CEMP and Out of Hours Work protocol and procedure.</p>

Requirement to be addressed	Reference in this document
<p>Authority and the Planning Secretary for information prior to undertaking the Work scheduled for the subject period.</p> <p>Note: <i>Respite periods can be any combination of days or hours where out-of-hours work would not be more than 5 dB(A) above the rating background noise level at any residence.</i></p>	
<p>E61 The place making, design and landscape outcomes for the AWRC site of Stage 1 of the CSSI must be:</p> <ul style="list-style-type: none"> (a) informed by and be consistent with the Upper South Creek Advanced Water Recycling Centre Urban Design Report, dated July 2021 (provided as Attachment A to RFI 1, dated 1 June 2022) and identified in the documents listed in Condition A1, including but not limited to the objectives and design principles, requirements, and opportunities; and (b) prepared in consultation with the community (including the affected landowners and businesses or a representative of the businesses), LALCs, RAPs and relevant council(s). 	<p>Section 4 and Appendix B.</p> <p>Addressed in detail in the Urban Design and Landscape Plan.</p>
<p>E62 Where Work results in the temporary removal of a recreational or community use, and no similar use with sufficient capacity for regular users is located within two (2) kilometers of the site, then a temporary facility of comparable scale must be provided for the duration of the use of that site.</p>	<p>Noted by this Plan.</p> <p>Addressed in detail in the CEMP.</p>
<p>E63 An Urban Design and Landscape Plan (UDLP) must be prepared for the AWRC site to document and illustrate the permanent built works and landscape design of Stage 1 of the CSSI and how these works are to be maintained. The UDLP must be:</p> <ul style="list-style-type: none"> (a) prepared by a suitably qualified and experienced person(s) in place, urban and landscape design and bush regeneration; (b) prepared in consultation with relevant council(s) and the community, including affected landowners and businesses; (c) submitted to the Planning Secretary for approval no later than one month before the construction of permanent built surface works and/or landscaping in the area to which the UDLP applies; and (d) implemented during construction and operation of Stage 1 of the CSSI. <p>Note: <i>The UDLP may be developed and considered in stages to facilitate design progression and construction. Any such staging and associated approval would need to facilitate a cohesive final design and not limit final design outcomes.</i></p>	<p>Noted by this Plan.</p> <p>Addressed in detail in the Urban Design and Landscape Plan.</p>
<p>E102 A Construction Parking and Access Strategy must be prepared to identify and mitigate impacts resulting from on and off-street parking changes during construction in highly urbanised settings. The Strategy must include, but not be limited to:</p> <ul style="list-style-type: none"> (a) achieving the requirements of Condition E101; (b) confirmation and timing of the removal of on and off-street parking associated with construction of Stage 1 of the CSSI; (c) parking surveys of all parking spaces to be removed or occupied by the CSSI workforce in the vicinity of the tunnelling compounds at Cabravale Leisure Centre and Bartley Street, Cabramatta to determine current demand during peak, off-peak, school drop off and pickup, weekend periods and during special events; (d) consultation with affected stakeholders utilising existing on and off-street parking stock which will be impacted as a result of construction; (e) assessment of the impacts to on and off-street parking stock taking into consideration, use by the CSSI workforce, outcomes of consultation with affected stakeholders and considering the impacts of special events; 	<p>Noted by this Plan.</p> <p>Addressed in detail in the Construction Parking and Access Strategy.</p>

Requirement to be addressed	Reference in this document
<ul style="list-style-type: none"> (f) identification of mitigation measures to manage impacts to stakeholders as a result of on and off-street parking changes including, but not limited to, staged removal and replacement of parking, and provision of alternative parking arrangements; (g) mechanisms for monitoring, over appropriate intervals, to determine the effectiveness of implemented mitigation measures; (h) details of shuttle bus service(s) to transport the CSSI workforce to construction sites from public transport hubs and off-site car parking facilities (where these are provided) and between construction sites; (i) provision of contingency measures should the results of mitigation or monitoring indicate implemented measures are ineffective; and (j) provision of reporting of monitoring results to the Planning Secretary and relevant council(s) at three monthly intervals. 	
<p>E109 A Utility Coordination Manager must be appointed for the duration of Stage 1 of the CSSI Work. The role of the Utility Coordination Manager must include, but would not be limited to:</p> <ul style="list-style-type: none"> (a) the management and coordination of all utility Work associated with the delivery of Stage 1 of the CSSI, to ensure respite is provided to the community; (b) providing advice to the Public Liaison Officer(s) regarding upcoming utility Work, including the scope of the Work and the responsibility for the Work; and (c) investigating complaints received from the Public Liaison Officer(s) relating to utility Work and providing a response to the Public Liaison Officer(s). 	Noted by this plan.

b) Compliance with Infrastructure Sustainability Rating v2.1 requirements


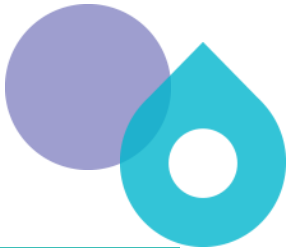
Requirement to be addressed		Reference in this document
Stakeholder Engagement Strategy		
D/ABL1.1 Stakeholder engagement strategy has been developed (or reviewed and updated).	MS1.1a: If a stakeholder engagement strategy was verified for the project's Planning/Design rating, that strategy must be reviewed and updated for the Design/Construction phase.	This whole document.
	MS1.1b: The stakeholder engagement strategy for the Construction phase must include the following, unless justification can be provided for not considering certain points relevant: <ul style="list-style-type: none"> • Relevant and measurable objectives for engagement • The identification and analysis of project stakeholders, including First Nations people connected to the project location • Material risks and opportunities related to identified stakeholders (may be defined for Lea-2) • The process for working with stakeholders to identify their priority issues (only required if targeting Sta-2) • An implementation program, including timing, roles and responsibilities • The process to record engagement and input received, commitments made, and actions promised • A mechanism for managing stakeholder complaints • How and when progress on achieving stakeholder engagement objectives will be monitored and evaluated. 	Section 4.2 Section 3 and Appendices C and D Section 2 Section 4 Appendices C, D, M and N Appendix J Section 7
	MS1.1c: The stakeholder engagement strategy must be developed or approved by a suitably qualified professional.	Section 6.
D/ABL1.2 Strategy is informed by local context and stakeholder characteristics.	MS1.2a: An assessment of local context and stakeholder characteristics must inform the stakeholder engagement strategy (e.g. assisting in the identification of stakeholders including those who may be vulnerable or 'difficult to reach', identifying effective engagement activities), and consider: <ul style="list-style-type: none"> • Population demographics, cultural and linguistic diversity, employment and livelihoods, service provision, community perceptions and stakeholder preferences for engagement • Previous legacy issues – that is, issues that occurred prior to the project that could influence stakeholders' opinions, requirements or attitudes. 	Sections 1.5, 2.2 and 3 and Appendices C and D.

Requirement to be addressed		Reference in this document
D/ABL1.3 Stakeholder engagement strategy has been integrated into project governance and been implemented.	MS1.3a: Project governance systems and processes must be informed by the stakeholder engagement strategy, including at a minimum: <ul style="list-style-type: none"> • Risks to stakeholder engagement are included in the main project risk register (see Lea-2) • Key stakeholder engagement activities are included in the project schedule • Stakeholder engagement strategy reflected in management plans 	Section 2 and Appendix B.
	MS1.3b: Construction phase actions from the stakeholder engagement strategy must be implemented, including: <ul style="list-style-type: none"> • Engagement activities • Engagement recording and feedback processes • Complaints management mechanism. 	Section 4 and Appendices B, J and M.
ABL1.4 Stakeholder engagement progress has been reviewed and used to update the strategy.	MS1.4a: Progress against the stakeholder engagement strategy must be monitored, reviewed and documented, and cover: <ul style="list-style-type: none"> • Stakeholder groups engaged • Approach to engagement and methods used • Issues and concerns raised through the engagement • A review of performance against goals and objectives outlined in the strategy. 	Section 7.
	MS1.4b: The stakeholder engagement strategy review must be: <ul style="list-style-type: none"> • Undertaken annually during construction and involve at least one representative from the senior management team • Used to update the strategy where needed. 	Section 7.
D/ABL2.1 A plan for First Nations peoples participation has been developed and implemented with them.	MS2.1a: A plan for First Nations people participation must be created with the intention of integrating the local community into the project and achieving outcomes meaningful to them and include: <ul style="list-style-type: none"> • The First Nations People and groups connected to or affected by the project and its location • Objectives of participation proposed actions and measures of success • Monitoring, reporting and review. 	Section 4 and Appendix B. More detail is in the plan itself.
	MS2.1b: The plan must be developed with local community representatives or a First Nations peoples reference group.	Section 4 and Appendix B. More detail is in the plan itself.

Requirement to be addressed		Reference in this document
	MS2.1c: Evidence of the plan implementation must be provided.	More detail is in the plan itself.
DL2.2 Stakeholder engagement progress is reviewed and used to update the strategy.	MS2.2a: Progress against the stakeholder engagement strategy objectives must be monitored, reviewed and documented, and the strategy updated to reflect identified remedial actions.	Section 7.
	MS2.2b: The stakeholder engagement strategy review must : <ul style="list-style-type: none"> • Be undertaken at least once during the Design phase, or annually if the phase is longer than one year • Involve at least one representative from the senior management team. 	Section 7.
D/ABL3.1 Stakeholder engagement progress has been regularly reviewed with key external stakeholders and their inputs used.	MS3.1a: Key community representatives and stakeholders, including First Nations people connected to the project, must be engaged with as part of the annual stakeholder engagement strategy review (ABL1.4), and their inputs reflected in updates to the strategy.	Section 7. Appendix M. More details are in an internal Infrastructure Sustainability progress tracking sub-plan.
	MS3.1b: Elements of the strategy for which input is sought must include: <ul style="list-style-type: none"> • Identification of stakeholders • Engagement activities and tools • Feedback mechanism and complaints management process • A review of performance against goals and objectives outlined in the strategy. 	Section 7. Appendix M. More details are in an internal Infrastructure Sustainability progress tracking sub-plan.
	MS3.1c: Where stakeholder groups have been invited but decline to participate, effort must be made to accommodate their views eg. feedback register comments.	More details are in in an internal Infrastructure Sustainability progress tracking sub-plan.
D/ABL3.2 Stakeholder engagement activities, implementation schedule, and feedback and complaints processes have been made public.	MS3.2a: The project's stakeholder engagement activities, implementation schedule, and feedback and complaints processes must be made publicly available eg. on the project website, via newsletters or social media.	Sydney Water website Appendix M.
	MS3.2b: The publicly available stakeholder engagement activities, implementation schedule, and feedback and complaints processes must be updated on an annual basis during construction.	Sydney Water website Appendix M.
Stakeholder Engagement Implementation		
D/ABL1.1 High priority stakeholder issues have been identified	MS1.1a: Project-related stakeholder issues for the design and construction phases must be identified and prioritised early in the Design/Construction phase with key stakeholder and community representatives (see	Section 4. Appendices C, D, M and N.

Requirement to be addressed		Reference in this document
and confirmed with project stakeholders.	Sta-1) and a list of high priority stakeholder issues (10 or fewer) agreed.	
	MS1.1b: Opportunities to address high priority issues must be developed with input from affected stakeholders.	Section 4. More details are in in an internal Infrastructure Sustainability progress tracking sub-plan.
	MS1.1c: Where external stakeholder groups have been invited but decline to participate, effort must be made to accommodate or incorporate their views eg. surveys rather than face-to-face meetings; available data or reports.	Section 4. Appendices M and N. More details are in in an internal Infrastructure Sustainability progress tracking sub-plan.
	Design - MS1.1d: Where stakeholder issues have been identified, prioritised and verified for a Planning rating, they can form the basis of this criterion, but they must be reviewed and updated. As Built - MS1.1d: High priority stakeholder issues and opportunities to address them must be reviewed and updated with key stakeholder and community representatives, at least annually during construction.	Section 4. More details are in in an internal Infrastructure Sustainability progress tracking sub-plan.
D/ABL1.2 Stakeholder inputs have contributed to positive outcomes for one of their high priority issues.	MS1.2a: Evidence must demonstrate that stakeholder input has directly contributed to project actions related to one of their high priority issues (DL1.1).	Section 4. Appendices M and N. More details are in in an internal Infrastructure Sustainability progress tracking sub-plan.
	MS1.2b: The actions to be taken by the project to address the priority stakeholder issue must be communicated to and acknowledged by stakeholders.	Section 4. Appendices M and N. More details are in in an internal Infrastructure Sustainability progress tracking sub-plan.
D/ABL2.1 Stakeholder inputs have contributed to positive outcomes for three or more of their high priority issues.	MS2.1a: Evidence must demonstrate that stakeholder input has directly contributed to project actions related to three or more of their high priority issues (D/ABL1.1).	Section 4. Appendices M and N. More details are in in an internal Infrastructure Sustainability progress tracking sub-plan.

Requirement to be addressed		Reference in this document
	MS2.1b: The actions to be taken by the project to address the priority stakeholder issue must be communicated to and acknowledged by stakeholders.	Section 4. Appendices M and N. More details are in in an internal Infrastructure Sustainability progress tracking sub-plan.
D/ABL2.2 Lessons learnt have been collected and documented.	MS2.2a: At the end of the Design phase, lessons learnt from stakeholder engagement must be collated, documented and provided to the Contractor, and include: <ul style="list-style-type: none"> Records of engagement activities undertaken A summary of key feedback themes An outline of how stakeholder or community involvement or input has influenced the development of the project An evaluation of the process, including what worked and what didn't, to ensure future activities and phases can build upon these learnings.	Sections 4 and 7. Appendix M.
	MS2.2b: Collating and documenting lessons learnt must be done with key members of the project team e.g. stakeholder manager, design team staff, environmental specialists, project manager.	Sections 4 and 7. Appendix M.
	(As Built only) MS2.2c: Lessons learnt must be provided to the operator (if known) or the proponent.	Section 7.
D/ABL3.1 At least 75% of stakeholders are satisfied that their input has had a positive impact on the project.	MS3.1a: Feedback must be sought from key stakeholders and community representatives (including First Nations people) on engagement during the Design phase and on whether they believe their input has influenced project outcomes eg. through surveys or structured interviews.	Sections 4 and 7. More are in the Indigenous People of the Land participation plan and internal Infrastructure Sustainability progress tracking sub-plan.
	MS3.1b: The process used to collect feedback must : <ul style="list-style-type: none"> Gather feedback specifically on whether they believe their input has positively impacted project outcomes related to their high priority issues Be undertaken at least once, towards the end of the Design phase Document results and commentary so they can be included in lessons learnt (DL2.2). 	More details are in an internal Infrastructure Sustainability progress tracking sub-plan.
	MS3.1c: The size, nature and representation of the sample group from which feedback is sought must be determined and justified.	More details are in an internal Infrastructure Sustainability progress tracking sub-plan.

Requirement to be addressed		Reference in this document
	MS3.1d: The aggregated results must demonstrate at least 75% of stakeholders were satisfied that their input had a positive impact on the project.	More details are in an internal Infrastructure Sustainability progress tracking sub-plan.
	MS3.1e: The results of the survey or other feedback mechanism must be reviewed and validated by a community reference panel (see Definitions) or an independent suitably qualified professional from the proponent (client) organisation or a third party.	More details are in an internal Infrastructure Sustainability progress tracking sub-plan.



Document Purpose

This CSEP identifies a planned approach to community and stakeholder engagement for the Upper South Creek Advanced Water Recycling Centre (AWRC) and Pipelines project. It describes the engagement activities that John Holland and its partners will deliver during the construction and commissioning of the AWRC and associated pipelines. It provides information on the specific tools and procedures to be implemented.

It will ensure:

- community and stakeholders are provided with timely and relevant information about the project
- communication to and from stakeholders and the community is adequately documented
- the community and stakeholders are provided with a responsive point of contact for any enquiries, complaints or suggestions
- internal and external stakeholders are identified and provided with consistent messages about the project
- minimal disruption to impacted stakeholders and the wider community
- Sydney Water communications procedures and protocols are followed.

This CSEP articulates Sydney Water's strategic approach to community and stakeholder engagement for the AWRC and Pipelines construction and commissioning phases. It also meets the requirements of the *Community Communication Strategy* required under the *Minister's Conditions of Approval* (CSSI 8609189) and Environment Protection Licence 21800 from the NSW Environment Protection Authority.

It includes tailored information about the different stakeholders, risks and engagement approaches developed for the AWRC (a fixed construction site) and for commissioning of the project, including the Pipelines. The AWRC is due to start servicing in 2026, this version of the plan is tailored to dovetail with the Operations Communication and Stakeholder Engagement Plan.



Table of Contents

Document Control.....	3
Acknowledgement of Country	5
Compliance Table	7
Document Purpose	19
1. Project Overview	22
1.1. Project need	22
1.2. Project objectives	22
1.3. Project benefits	22
1.4. Project scope	23
1.5. Past engagement outcomes	24
1.6. Project timeline	24
1.7. Project maps	25
2. Impact Assessment.....	28
2.1. AWRC risk rating	28
2.2. AWRC - supporting rationale and key issues.....	28
2.3. Pipelines risk assessment.....	29
3. Stakeholder Analysis	30
3.1. AWRC community analysis	30
3.2. AWRC stakeholder analysis	33
3.3. Sydney Water projects near the AWRC.....	33
3.4. Pipelines community analysis.....	33
3.5. Pipelines stakeholder analysis	43
3.6. Sydney Water projects near the Pipelines	43
4. Engagement Approach	44
4.1. Infrastructure Sustainability rating scheme	45
4.2. Engagement objectives.....	46
4.3. Statutory consultation upon Ministerial approval.....	47
5. Key Messages.....	48
5.1. Messaging	48
5.2. Opportunities	50
6. Roles and Responsibilities	51
7. Evaluation and Reporting	52
7.1. Evaluation.....	52
7.2. Reporting	53

8. Appendices	54
Appendix A: AWRC and Pipelines Risk Assessments	54
Appendix B: Engagement Framework and Approach	59
Appendix C: AWRC Stakeholder Analysis	66
Appendix D: Pipelines Stakeholder Analysis	74
Appendix E: IS Rating Scheme Benchmarks	79
Appendix F: Key project contacts	93
Appendix G: Engagement Tools & Channels	94
Appendix H: Media & Social Media Policy	97
Appendix I: Privacy Policy	98
Appendix J: Enquiry and Complaints Procedure	99
Appendix K: Inductions and training	102
Appendix L: Infrastructure Sustainability (IS) tool stakeholder engagement activities	103
Appendix M: Community & Stakeholder Action Plan (CSAP)	115
Appendix N: Process for addressing priority stakeholder issues	125



1. Project Overview

Sydney Water is building an Advanced Water Recycling Centre (AWRC) in the suburb of Kemps Creek, at the junction of Kemps Creek and Wianamatta-South Creek. It will produce high-quality treated water for non-drinking reuse and for release to local waterways, which will support the environmental health of those waterways.

The project includes the construction and operation of a:

- new Advanced Water Recycling Centre
- new treated water pipeline
- new brine (a waste by-product of the reverse osmosis process) pipeline
- associated ancillary infrastructure.

The AWRC and associated pipelines will be built to support the population and economic growth of Western Sydney, including designated growth areas known as South-West Growth Area and Western Sydney Aerotropolis Growth Area.

The project's infrastructure will be in the local government areas of Canterbury-Bankstown, Fairfield, Liverpool, Penrith and Wollondilly.

1.1. Project need

The economic development of Western Sydney is reliant on efficient wastewater treatment to support population growth. Current systems are unlikely to meet the future needs of this rapidly growing region. To meet this demand, Sydney Water will build and operate an AWRC at Kemps Creek, a strategically critical location adjacent to the Western Sydney International Airport and growing Aerotropolis.



1.2. Project objectives

To achieve the project's primary aim of wastewater servicing for the Southwest Growth Area (SWGA) and Western Sydney Aerotropolis Growth Area (WSAGA or Aerotropolis), Sydney Water has developed a series of strategic objectives:

- Respond to growth
- Provide cost effective service
- Minimise disruption
- Adaptable solution
- Sustainable solutions.

1.3. Project benefits

As outlined in the project's Environmental Impact Statement (EIS), the AWRC will produce high-quality water. This recycled water is suitable for a wide range of non-drinking uses in homes, for various industrial uses, in businesses, in agriculture and for watering of public open spaces. This saves valuable drinking water and provides increased resilience to Sydney's water supplies. Given the high-quality nature of the water once treated, it can be released to the Nepean River to help sustain an important river ecosystem that continues to come under significant pressure from climatic changes and developments within its catchment.



The AWRC also provides a foundation for developing a future circular economy hub in the Western Parkland City for waste collection, reuse, resource recovery and renewable energy generation. This aligns with the principles of a multi-utility approach to servicing Western Sydney and supports Commonwealth and NSW Government policies to promote a circular economy.

By establishing a green space area on the AWRC site, the project will also support the environmental health and amenity of Wianamatta-South Creek, the waterway directly bordering the AWRC site. This will enhance biodiversity on the site and use best practice water-sensitive urban design to effectively manage site stormwater. As a result, the AWRC site will be an important link in the green spine along Wianamatta-South Creek as envisaged in the NSW Government's vision for the Aerotropolis.

The Upper South Creek AWRC and Pipelines project is expected generate approximately 1,000 jobs, across construction, operations, professional services and supply chain. This is in addition to countless number of indirect jobs that will be generated by new wastewater services enabling the growth and development of the Western Parkland City.

1.4. Project scope

The Upper South Creek (USC) project, which includes treatment of wastewater and transfer of high-quality treated water via new pipelines, will be planned in stages to align with the timing and size of population growth. The AWRC will treat an average dry weather flow of up to 35 megalitres per day (ML/day) at Stage 1. The future Stage 2 upgrade is expected to increase the plant's capacity to 70 ML/day.

The AWRC site is about 78 ha in size and is in the suburb of Kemps Creek, bounded by Wianamatta-South Creek to the west, Kemps Creek to the northeast and the M12 Motorway to the south. The site, accessed from Elizabeth Drive via Clifton Avenue, will include an operational area and a green space area.

The operational area will include:



- the AWRC which includes buildings, infrastructure and equipment for wastewater treatment
- ancillary infrastructure including pumping stations, administration building, carparking, internal roads, renewable energy generation, onsite detention basins, chemical storage and switch rooms.

The green space area will include:

- landscaping to develop a green space that enhances biodiversity, uses best practice water sensitive urban design and provides visual screening of the AWRC
- infrastructure to release treated water and stormwater to Wianamatta-South Creek.

Support infrastructure will be built including:

- high voltage electricity cables to the existing Kemps Creek substation, at the corner of Devonshire Road and Cross Street (and to a new substation yet to be built)
- new water mains from Elizabeth Drive and a wastewater rising main tie-in
- a new access road to the construction site from Clifton Avenue (finished in 2023)
- a permanent access road to the operational facility from Clifton Avenue
- a 24 kilometre brine water pipeline
- a 17 kilometre treated water pipeline.



In addition to treating wastewater to high levels, the AWRC will include a range of design measures to minimise odour impacts, generate renewable energy and provide treated biosolids for use as agricultural fertilisers. The AWRC will operate 24 hours per day, seven days per week.

The Pipelines part of the project involves building:

- a new 17km western pipeline from the AWRC to release treated water to the Nepean River at Wallacia Weir
- a new 24km eastern pipeline from the AWRC to discharge brine to the North Georges River Submain (NGRS), which connects to Sydney Water's existing Malabar wastewater system at Lansdowne.

1.5. Past engagement outcomes

Sydney Water completed extensive consultation during project planning and the assessment of environmental impacts. Comprehensive information about the engagement activities, issues raised by stakeholders and how these issues were addressed is in [Sydney Water's EIS and Submissions Report](#).

In 2024, John Holland engaged with the community and stakeholders on the design of the AWRC and Pipelines. A summary of the engagement activities, issues raised and how they were addressed has been documented in the Design Phase Stakeholder Engagement Outcomes Report.

The issues raised during the planning and design phases and a subsequent stakeholder satisfaction survey have been considered in the development of this CSEP.

1.6. Project timeline

Stakeholder engagement began with the reference design phase in 2019. The Department of Planning and Environment (DPE) then issued the final Secretary's Environmental Assessment Requirements (SEARs) for the project in January 2021. Sydney Water prepared an EIS responding to these requirements, which was on public exhibition from 21 October to 17 November 2021. Since public exhibition of the EIS, the Minister for Planning declared the project Critical State significant infrastructure (CSSI) and Sydney Water prepared a Submissions Report in response to feedback received on the EIS. The NSW Minister for Planning provided state government planning approval (SSI 8609189) for the Project on 28 November 2022. Commonwealth approval (EPBC 2020/8816) was provided on 23 February 2023. An Environment Protection Licence (21800) for the Project was granted by the NSW Environment Protection Authority to John Holland Pty Ltd on 25 July 2023.

Below is a schedule of key milestones for this project. These dates are indicative and as such are subject to change and will be updated during scheduled document review periods.

- Contract Award – September 2022
- Site Investigations & Construction Planning – November 2022 to Q1 2024
- Detailed Design – Q3 2022 to Q1 2024
- Construction
 - AWRC – Q3 2023 to Q1 2026
 - Pipelines – Q3 2023 to Q4 2024
- Process Commissioning – Q1 2026 to Q4 2026
- Handover to Operations – Q4 2026 (this CSEP will be in operation for 12 months after project completion)



1.7. Project maps

The maps at **Figure 1** show the AWRC facility location and alignment of the treated water and brine pipelines.

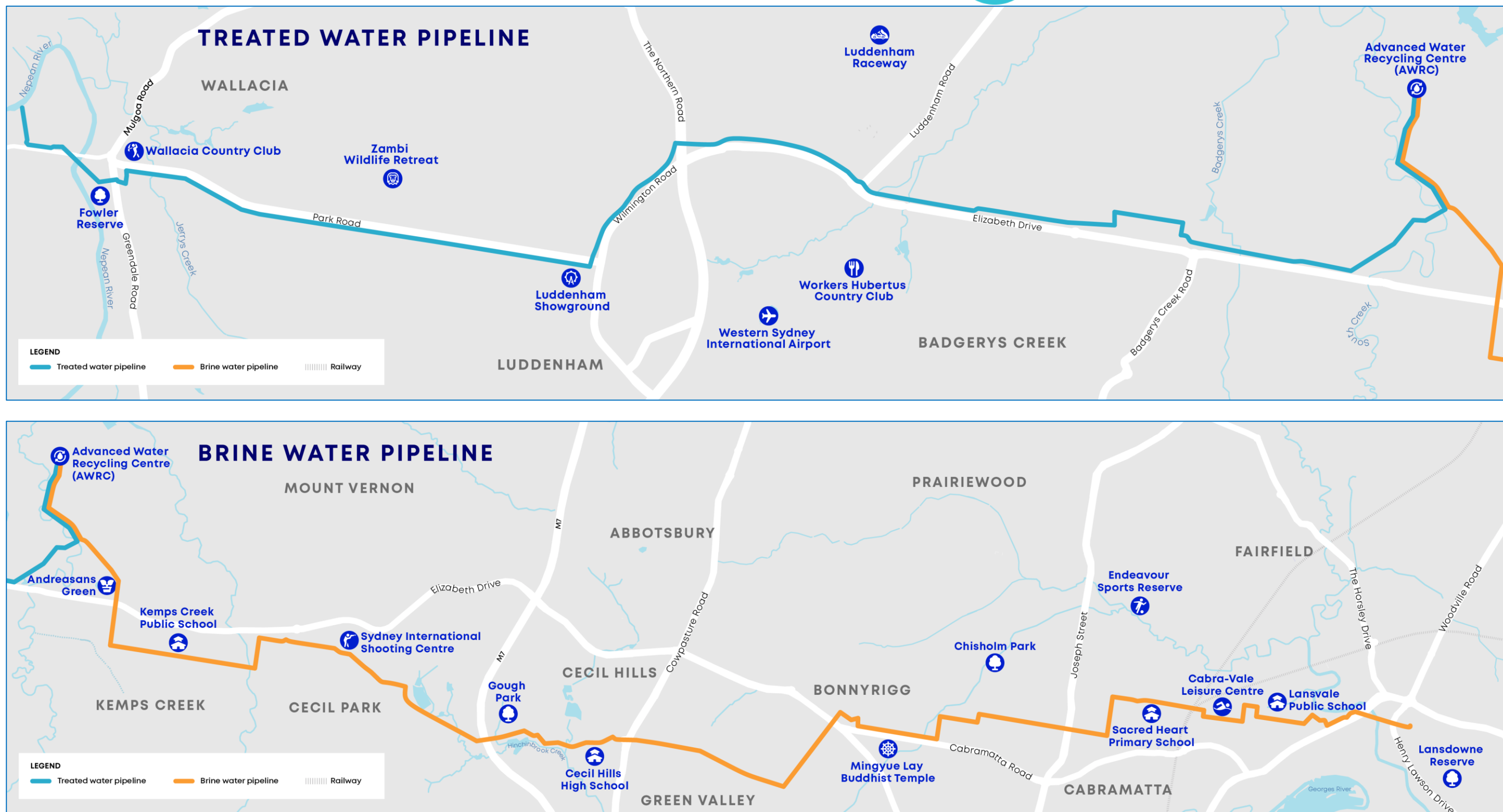


Figure 1: Project location

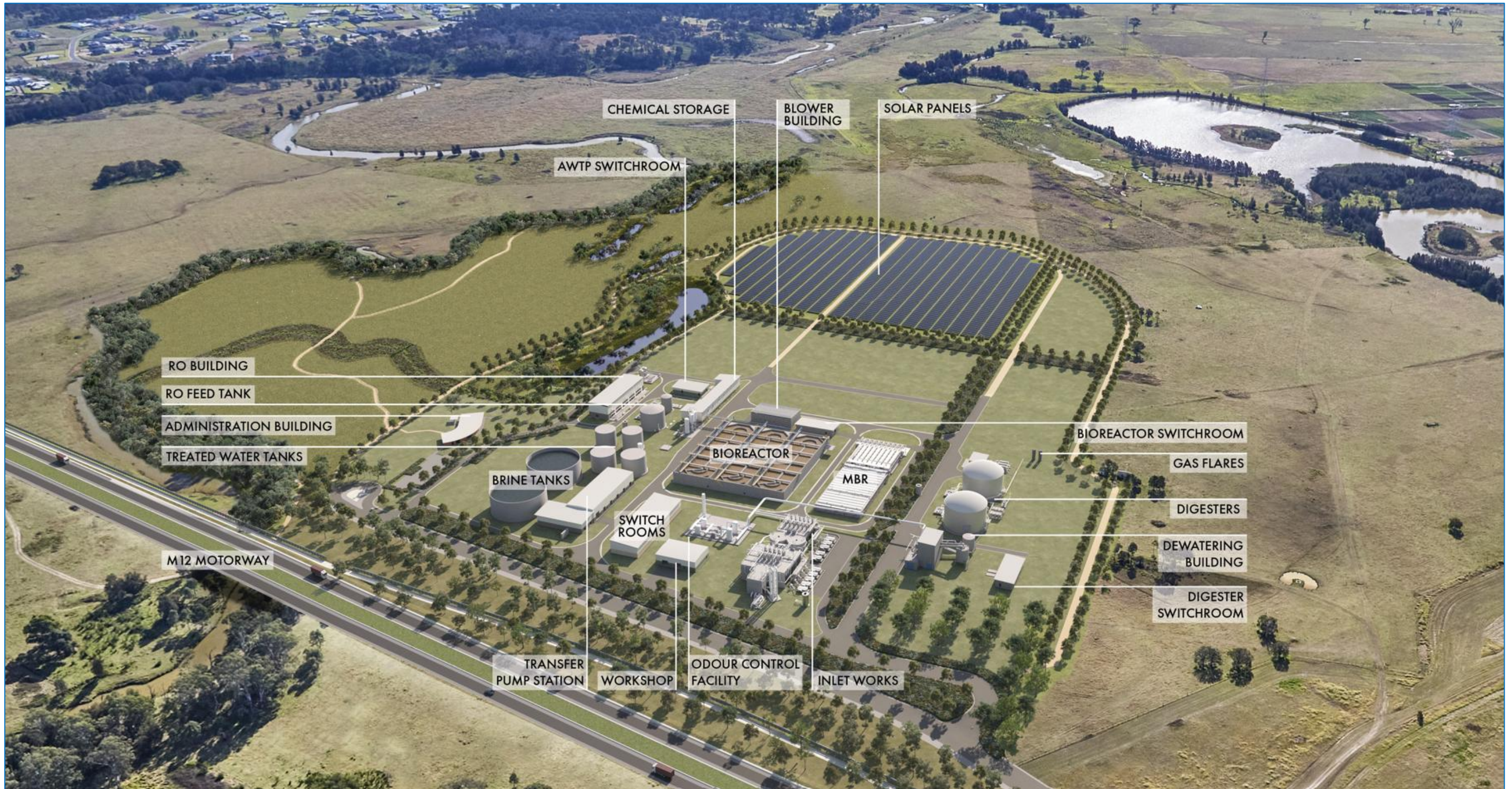
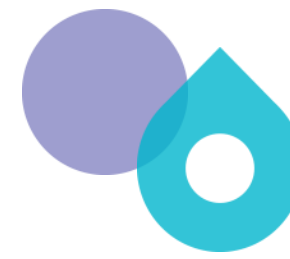


Figure 2: Stage 1 AWRC layout





2. Impact Assessment

A project impact is defined as an important issue, query, reaction or event relating to the project that has the potential to adversely affect impacted communities or stakeholders and/or Sydney Water's relationships with them. Every effort will be made by Sydney Water to reduce the impact of this project on these communities and stakeholders.

2.1. AWRC risk rating

Sydney Water's risk assessment tool (Appendix A) has been used to better understand the issues that may affect project stakeholders, communities and inform the engagement approach in this CSEP.

Using this tool, the risk rating for the delivery of the AWRC has been assessed as LOW. The risk rating remains at LOW once the mitigation measures recommended in this plan have been applied.

A detailed overview of the risk assessment can be found in Appendix A. The assessment has been reviewed by the wider project team and the individual risks have been considered in the project's overall risk assessment and delivery approach.

2.2. AWRC - supporting rationale and key issues



This project is of high strategic value given its objective is to provide reliable wastewater treatment for a rapidly growing part of Sydney, including Western Sydney International Airport and the surrounding Aerotropolis. It will deliver major new assets and enhance Sydney Water's approach to wastewater treatment and reuse.

The project also presents significant opportunities and some challenges in relation to how the Green Space is to be used and managed into the future. Aboriginal, aviation and government stakeholders have a keen interest in the master planning process and decisions that will be made about the Green Space.

Despite its overall strategic significance, the AWRC element of the project is considered relatively low risk as construction will mostly take place on Sydney Water land, away from built-up residential areas.

Tailored engagement strategies are being implemented to minimise construction and commissioning impacts for nearby landowners, businesses and other stakeholders. These strategies also address perceptions about the operational impacts of the AWRC such as noise, odour and permanent visual impacts. Opportunities to involve Aboriginal stakeholders in the urban design, landscaping and Green Space plans are being maximised.

Most surrounding properties are rural or light industrial, including market garden businesses, nurseries and a waste treatment facility however many properties are in the process of being sold to developers. Recent development on Mamre Road, for example, includes freight and logistics warehouses. Nearby poultry (egg) farms, a horse stud, a horse-riding centre and an animal shelter have special requirements during construction. There are no schools close by, however there is a place of worship (the Muhammadi Welfare Association of Australia) just over a kilometre away, which has been engaged early to understand potential impacts.



The nearest residential properties, along with some market gardens, are located off Clifton Avenue and Mamre Road. There are only a handful of these homes, about 300 to 500 metres away. The closest built-up residential area to the AWRC construction site is about one kilometre away, south of the Twin Creeks Golf and Country Club in Luddenham.

Truck movements along Clifton Avenue, Elizabeth Drive and on to the M7 may impact residents, motorists and local businesses more than the construction or operation of the plant itself. Mitigation strategies are being implemented such as starting major concrete pours at 5am before traffic volumes peak on Clifton Avenue and Elizabeth Drive.

Some of the main issues identified by the AWRC risk assessment, stakeholder research and other analysis include:

- **construction impacts** for properties near the AWRC and properties along major transport routes (particularly on Clifton Avenue and Elizabeth Drive) – these may include noise, dust, visual, vibration, business impacts, traffic congestion, public safety and access impacts
- potential impacts to **Aboriginal cultural heritage** including undiscovered artefacts, impacts to waterways and future use and management of the **Green Space**
- **operational impacts of an AWRC** including perceived impacts to property values, concerns about operational odour and noise, wildlife management, visual impacts, glint and glare for pilots, light spill, the co-generation gas flare, urban heat, transport of chemicals and increased traffic
- concern or interest in any stated or perceived **development restrictions** near the AWRC
- potential impacts to **heritage items** including remnants of the Fleurs radio telescope array
- **construction and consultation fatigue** from this and other projects including Western Sydney Airport, Sydney Metro, M12 and the upgrade of Elizabeth Drive
- **construction near services and environmentally sensitive sites.**

Strategies and actions to address these issues are provided in Section 4, Appendix B and M.

2.3. Pipelines risk assessment

Sydney Water's risk assessment tool has been used to better understand the issues that may affect project stakeholders, communities and inform the engagement approach in this CSEP.

Using this tool the risk rating for the commissioning of the treated water and brine pipelines has been assessed as LOW. The risk rating falls to LOW once the mitigation measures recommended in this plan have been applied.

A detailed overview of the risk assessment can be found in Appendix A. The assessment has been reviewed by the wider project team and the individual risks have been considered in the project's overall risk assessment and delivery approach.

Some of the main issues this plan addresses in relation to the Pipelines include:

- placement of **new infrastructure** on private property - perceived impact on property values, easements, constraints on future development
- **commissioning activity impacts**, particularly on private land and in built-up residential areas – short-duration noise, out of hours work, traffic, parking and access
- construction and consultation **fatigue**
- working near and with **other projects nearby.**

Strategies and actions to address these issues are in Section 4, Appendix B and Appendix M.



3. Stakeholder Analysis

Engaging with impacted communities and stakeholders will be key to the project's success. Ongoing transparent and effective communication will ensure their needs and requirements are addressed.

3.1. AWRC community analysis

The AWRC site is at a low point in the local geography near Wianamatta-South Creek, making it visible from high points, with views from some locations filtered through existing vegetation, buildings or new developments. It is vegetated with low level grasses and significantly modified from its natural state due to decades of clearing.

As outlined in Section 2.2 above, land uses around the AWRC site include rural, rural residential lots and market garden businesses. Small creeks and farm dams are commonly found throughout the landscape.

The nearest residential properties, along with some market gardens, are located off Clifton Avenue and Mamre Road. The closest built-up residential area, Twin Creeks Estate, is a residential estate about one kilometre to the northwest of the AWRC site.

The SUEZ Kemps Creek Resource Recovery Park is located southwest of the AWRC site, off Elizabeth Drive.

There are no schools close by, however there is a place of worship (the Muhammadi Welfare Association of Australia) just over one kilometre away. There are several potentially sensitive business receivers that need to be consulted with throughout the project's construction, commissioning and handover to Operations.

Figure 3 below indicates the area that would receive regular updates about construction and commissioning of the AWRC. It also highlights the semi-rural nature of the area. It shows there are about 635 properties (homes, farms and businesses) that may be impacted by the construction of the AWRC including truck movements, noise, dust and the construction of support infrastructure such as new pipelines and high voltage electricity cables. Some nearby landowners may also be concerned about operational issues like future development and the potential for noise and odour.

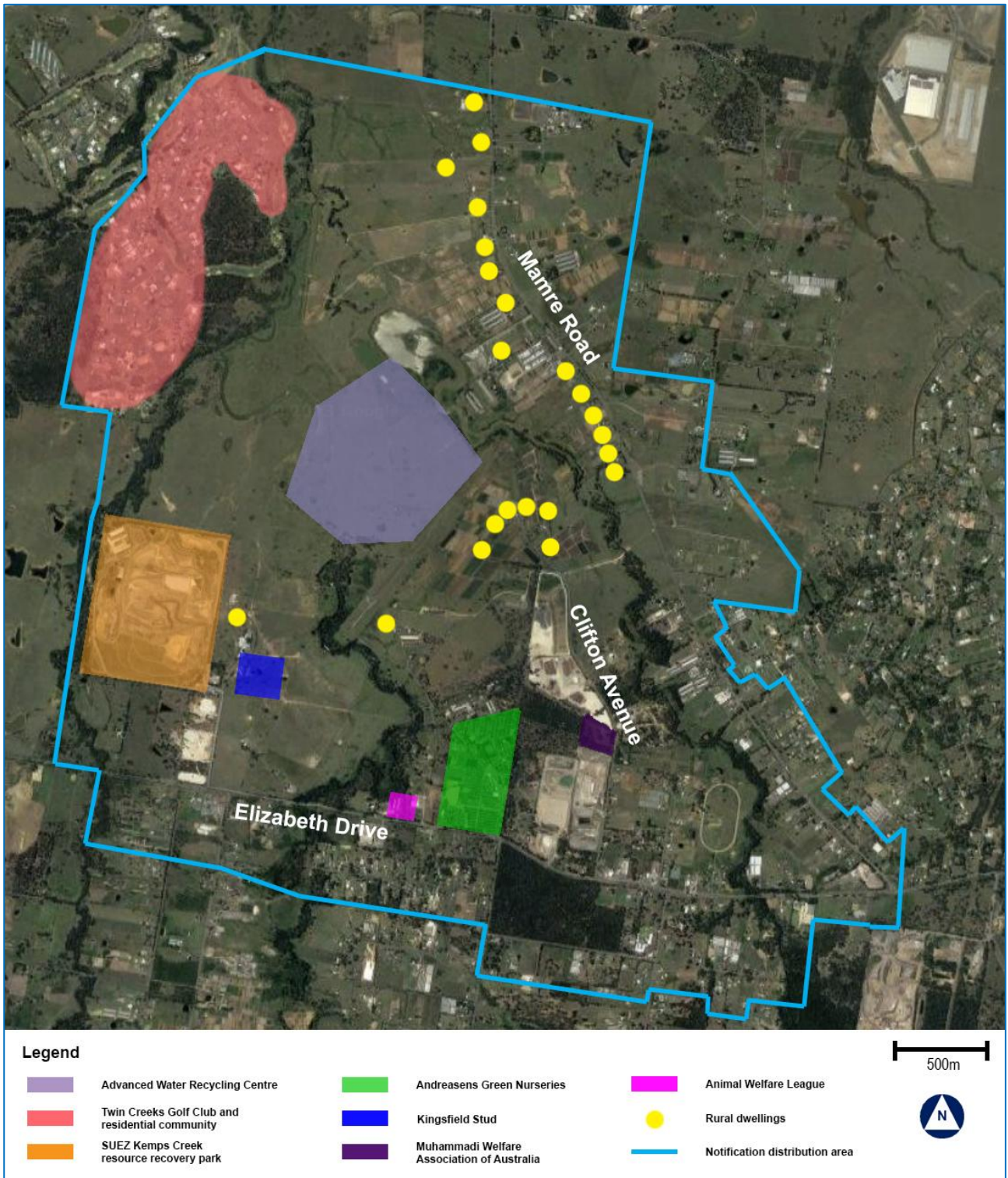


Figure 3: Notification distribution area for the AWRC

Relevant demographic information from the Australian Bureau of Statistics (ABS) about Kemps Creek has been considered. A summary of the top line social and demographic information is provided below for Kemps Creek and neighbouring suburbs.

Suburb	Population	Median age	Languages spoken at home (other than English)	Local media	Social media
Kemps Creek	2,121 (2.5% stated Aboriginal or Torres Strait Islander)	44	Italian 8.6%, Arabic 7.6%, Cantonese 3.9%	The Western Weekender (print and online)	Several anti-Western Sydney Airport groups
Badgerys Creek	168 (0% stated Aboriginal or Torres Strait Islander)	40	Cantonese 20.8%, Italian 7.7%, Arabic 5.4%,	The Western Weekender The District Reporter (print only)	Several anti-Western Sydney Airport groups
Luddenham	1,927 (2.3% stated Aboriginal or Torres Strait Islander)	37	Arabic 4.5%, Italian 2.7%, Maltese 1.7%	The Western Weekender	Luddenham and Surrounds Locals You are from Luddenham NSW if you remember... Luddenham and Surrounding Locals Several anti-Western Sydney Airport groups

Table 1: Social and demographic summary (based on 2021 ABS data)

The information outlined above, and described in more detail by the ABS, indicates:

- a smaller (and just slightly older) population compared to those living near other major construction projects in Sydney
- fewer First Nations peoples compared to the NSW average
- the top languages other than English spoken at home
- limited print and social media opportunities, with Luddenham being a more online community than Kemps Creek and Badgerys Creek
- people are much more likely to drive to work, meaning any traffic congestion will be a key concern.

3.2. AWRC stakeholder analysis

A stakeholder analysis table for the AWRC aspect of the overall project is in Appendix C. It was compiled based on research conducted to date and will evolve over time as the project moves through its various phases. The interest and influence levels in the table have been considered in the development of the planned engagement activities. Engagement strategies for key stakeholder groups are in Appendix B and should be read together with the analysis here.

3.3. Sydney Water projects near the AWRC

Below are other Sydney Water projects that are geographically close to this work site. They are listed in this CSEP as the community team will likely engage the same/similar stakeholders.

Project	Description	Timing	Responsible	Impact/benefit
Brine and treated water pipelines components of the overall USC project	24 km pipeline to take treated water from AWRC to Lansdowne in the east 17 km pipeline to take treated water from AWRC to Wallacia in the west	Commissioning from Q3 2025	John Holland's commissioning team	Commissioning will happen in three stages with only stage 1 and 2 visible to residents and stakeholders along the pipeline alignment. Commissioning activities will occur along the alignment at surface assets and will include some short-duration noise and water discharge collected by a vacuum truck.
Bonds Creek Carrier Extension	Wastewater network to service growth in the Austral and Leppington Precincts. Extension to Austral Leppington Stage 3 Phase 1 Project.	Construction commenced in late 2024 and will be completed in 2026.	Sydney Water and Quickway	Will supply wastewater to the Upper South Creek Advanced Water Recycling Centre.
Western Sydney Aerotropolis stormwater	Regional stormwater network across the Aerotropolis and Mamre Road precincts	Planning phase Ongoing	Sydney Water	Naturalised integrated water cycle management across the Aerotropolis.
USC Networks Program	Over 96km of wastewater pipelines and 9 pumping stations to service development and transfer flows to the AWRC.	Planning, design and pre-construction planning underway in several catchments	Sydney Water and the Jacobs-Seymour Whyte joint venture	Coordination of nearby works and transfer of some flows to the AWRC in 2026.

Table 2: Sydney Water projects near the AWRC

3.4. Pipelines community analysis

The Pipelines were installed in parts of Badgerys Creek, Bonnyrigg, Bonnyrigg Heights, Cabramatta, Cabramatta West, Canley Heights, Canley Vale, Cecil Hills, Cecil Park, Elizabeth Hills, Fairfield, Green Valley, Kemps Creek, Lansdowne, Lansvale, Luddenham, Mount Pritchard, Mulgoa and Wallacia.

Community demographics based on 2021 ABS data are provided below for the affected Local Government Areas (LGAs). These include Canterbury-Bankstown, Fairfield, Liverpool, Penrith and Wollondilly. It should be noted that only a very small part of the treated water pipeline aspect of the project is located within Wollondilly LGA.

Key take aways from these statistics is that the pipelines have been installed across culturally and linguistically diverse communities who speak a variety of languages other than English and who mostly drive to and from work. Other information relating to education, religion and income is also provided below.

	Canterbury-Bankstown	Fairfield	Liverpool	Penrith	Wollondilly
Identify as First Nations people	0.8% (3.4% NSW average)	0.7%	1.6%	5%	4.4%
Completed Secondary Education	20.1%	22.8%	20.2%	15.4%	12.3%
Completed Tertiary Education	43.1% (52.1% NSW average)	30.5%	42.9%	46%	49.5%
Language Spoken (other than English)	Arabic, Vietnamese, Mandarin, Greek Cantonese	Vietnamese, Arabic, Assyrian Neo-Aramaic, Chaldean Neo-Aramaic and Cantonese	Arabic, Vietnamese, Hindi, Serbian and Spanish	Arabic, Punjabi, Tagalog, Hindi and Mandarin	Italian, Arabic, Spanish, Maltese and Croatian
Religion Type	Islam (23.6%) Catholicism (21.5%)	Buddhism (23.6%) Catholicism (30.3%)	Islam (15.1%) Catholicism (25.8%)	No Religion (28.9%), Catholicism (28.7%)	No Religion (31.9%), Catholicism (28.8%)
Weekly Media Income	\$625 (compared to \$813 across NSW)	\$485	\$694	\$866	\$813
Commute Type	6.2% public transport 40.5% car	4.2% public transport 53.3% car	3.7% public transport 47.6% car	3.1% public transport 52.4% car	0.9% public transport 56.5% car

Table 3: Community demographics based on 2021 ABS data

The maps below show the areas that may receive updates about high-noise impact commissioning activities. Sensitive receivers are also indicated (landowners marked with a dot). Notifications will be informed by noise modelling of specific activities.

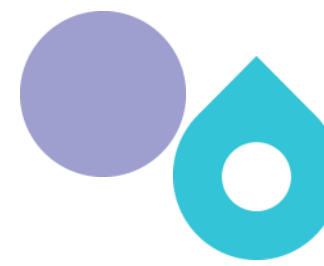


Figure 4 – Landowners directly impacted by commissioning activities along the treated water pipeline.



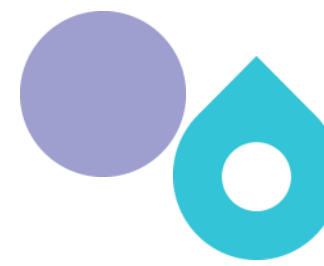


Figure 4 – Landowners directly impacted by commissioning activities along the treated water pipeline.



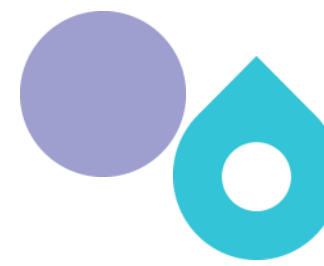


Figure 4 – Landowners directly impacted by commissioning activities along the treated water pipeline.



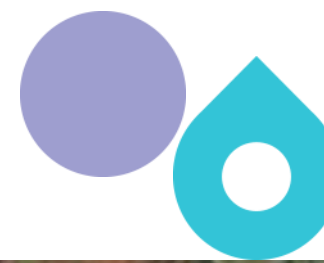


Figure 4 – Landowners directly impacted by commissioning activities along the treated water and brine pipelines.





Figure 4 – Landowners directly impacted by commissioning activities along the brine pipeline.





Figure 4 – Landowners directly impacted by commissioning activities along the brine pipeline.



Figure 4 – Landowners directly impacted by commissioning activities along the brine pipeline.





Figure 4 – Landowners directly impacted by commissioning activities along the brine pipeline.



3.5. Pipelines stakeholder analysis

Stakeholders who have an interest in or may be affected by the delivery of the pipelines are described in detail in Appendix D.

3.6. Sydney Water projects near the Pipelines

Below are other Sydney Water projects that are geographically close to this work site. They are listed in this CSEP as the engagement team will likely engage the same/similar stakeholders.

Project	Description	Timing	Responsible	Impact/benefit
Carramar Rising Main	Wastewater rising main.	July 2025	Sydney Water and West Region Delivery Team	Construction of a rising main inside Lansdowne Reserve, adjacent to the Brine Pipeline Control Valve Station that connects the Brine to Sydney Water's NGRS.

Table 4: Sydney Water projects near the pipelines



4. Engagement Approach

The engagement approach for the design and construction of the AWRC and Pipelines has been influenced by:

- Sydney Water's planning phase Community and Stakeholder Engagement Plan
- USC EIS and NSW Department of Planning's Conditions of Approval
- Sydney Water's Policy and Guidelines for Community and Stakeholder Engagement
- Sydney Water's community and stakeholder risk assessment tool
- NSW Department of Planning and Environment's Undertaking Engagement Guidelines for State Significant Projects
- International Association for Public Participation's (IAP2's) core values and code of ethics
- Recognise Country – Guidelines for development in the Aerotropolis
- Infrastructure Sustainability Council's v2.1 rating tool requirements
- Engagement outcomes from the project EIS and Submissions Report
- Information from the Australian Bureau of Statistics' 2021 census data and community profiles from local councils
- Feedback from stakeholders throughout detailed design and project delivery.

The overall approach to engagement is based on understanding stakeholder expectations up front, providing relevant and timely updates on project progress and working closely with the project team and stakeholders to minimise project impacts wherever possible.


Stakeholder expectations and areas of interest have been documented in the stakeholder analysis tables in this CSEP based on external stakeholder feedback, stakeholder satisfaction survey results, lessons learned workshops and past engagement outcomes, including from the EIS and Submissions Report.

Priority issues for stakeholders were identified and formally documented during the initial site investigations and detailed design stage of the project. The project team has addressed these issues through design, construction and restoration and has surveyed key stakeholders again in mid-2025 to seek their feedback on the project team's response to their priority issues. The community engagement team will continue to update landowners and stakeholders on the progress of commissioning and preparing for operations. Appendix N provides more detail on this process.

Given the nature and location of the work, the level of likely public interest and the potential impacts, the engagement approach will generally range from 'inform' to 'involve' on the IAP2 Public Participation Spectrum. As major construction work is concluded in the second half of 2025, naturally the opportunities for stakeholders to influence outcomes will diminish. Opportunities to move beyond 'consult' and 'involve' approaches, including in relation to the future use and management of the Green Space, are being pursued.

John Holland continues to focus on delivering an enduring positive legacy for Sydney Water and the community. We will put the customer and community at the forefront of everything we do. We are committed to involving stakeholders in the decision-making process wherever possible, providing them with fair and equal access to the information they need to be engaged, being responsive to public concerns and ensuring strategies do not risk polarising community interests.

Our approach to managing enquiries and complaints is in accordance with Sydney Water's [Complaint Policy](#) and is described in Appendix J. It includes information about how enquiries and



complaints can be made, complaint management procedures, response times, reporting and escalation procedures.

Appendix B includes strategies for engaging with key stakeholder groups and managing challenging community risks. Appendix M provides a detailed Community and Stakeholder Engagement Action Plan.

Guiding principles

We are committed to:

- treating people with respect and being fair, honest and transparent in our actions
- no surprises for the community encouraging involvement from a diverse range of stakeholders, including communities that speak languages other than English, First Nations peoples and heritage stakeholders
- taking the time to develop meaningful relationships with communities and stakeholders
- keeping everyone informed and minimising the impact of our activities
- promoting the positive change this project will deliver for Sydney
- supporting our teams so they can deliver exceptional customer service and minimise impacts.

4.1. Infrastructure Sustainability rating scheme

The Infrastructure Sustainability Council (ISC) 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 “Gold” ‘Design’ and ‘As built’ rating under the ISC infrastructure v2.1 rating tool. The benchmarks for stakeholder engagement are summarised in the Compliance Table and in Appendix E. 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.

In addition to the Stakeholder Engagement credits, there are over 15 other credits that require stakeholder engagement to varying degrees (depending on the materiality and the IS credit level the project team targets). The credits/phases of the IS rating that require structured stakeholder engagement are outlined below and addressed in more detail in Appendix L:

- Materiality Assessment
- Base Case
- Pla-2 Urban and Landscape design
- Lea-1 Integrating Sustainability
- Lea-2 Risks and opportunities
- Lea-3 Knowledge Sharing
- Spr-1 Sustainable Procurement Strategy
- Spr-2 Supplier Assessment and Selection
- Res-1 Climate and Natural Hazard Risks
- Res-2 Resilience Planning (internal and external)
- Ecn-1 Options Assessment
- Env-1 Receiving Water Quality
- Env-2 Noise
- Env-3 Vibration
- Env-4 Air Quality
- Rso-1 Resource Strategy Development

- Wat-2 Appropriate Use of Water Sources
- Eco-1 Ecological Protection and Enhancement
- Leg-1 Leaving a Lasting Legacy
- Her-1 Heritage Protection and Enhancement
- Wfs-1 Jobs, Skills and Workforce Planning
- Wfs-2 Workplace culture and wellbeing (internal only).

4.2. Engagement objectives

The following engagement objectives have been prepared for the project based on IAP2's Core Values, the IS rating scheme and Sydney Water's project objectives and key performance indicators.

Objective	Measure
Engagement strategy is informed by local context and stakeholder characteristics.	Evidence that the engagement strategy has considered risk assessments, community profiles and stakeholder analyses and that engagement activities have been tailored to meet these.
Stakeholder engagement strategy has been integrated into project governance.	Evidence that milestone stakeholder engagement tasks and risks are included in the overall project schedule and risk register, respectively.
A plan for First Nations peoples (also known as the Aboriginal Participation Plan) has been developed and implemented with their participation.	A plan for participation by First Nations peoples has been created (with involvement of local community representatives or a First Nations peoples reference group) with the intention of integrating the local community into the project and achieving outcomes meaningful to them.
An inclusive engagement program.	Evidence that engagement activities sought to involve culturally and linguistically diverse people who speak languages other than English and vulnerable groups who may be affected by the project.
Stakeholder engagement helps minimise construction disturbance on the community and reduces the risk of delays to the program.	The number of Avoidable Complaints received, offset by audits (of this Plan and site community relations inspections) and positive community initiatives (refer to Sydney Water's KPI 7: Stakeholder and Community Engagement for details).
Stakeholder engagement progress is reviewed and used to update the strategy.	Evidence of senior managers being involved in a review and changes being made to the strategy at least once during the As Built period.
High priority stakeholder issues have been identified and confirmed with project stakeholders.	Evidence that high priority (design and construction) issues, and opportunities to address them, have been confirmed with stakeholders and understood by the project team.
Stakeholder inputs have contributed to positive outcomes for one of their high priority issues.	Evidence that stakeholder input on high priority issues influenced design or construction planning e.g. design reports, drawings, meeting minutes or management plan content.
Stakeholder engagement performance is monitored.	Site community relations (functional) inspections occur quarterly (AWRC only).

4.3. Statutory consultation upon Ministerial approval

The Construction Environmental Management Plan (CEMP) and associated sub-plans have been prepared in consultation with relevant stakeholders, including government agencies, in accordance with the CSSI Upper South Creek Advanced Water Recycling Project Minister's Conditions of Approval (MCoA).

The list below describes the CEMP sub-plans and associated stakeholder consultation as detailed in MCoA C4. Consultation with relevant stakeholders was required to be undertaken prior to Environmental Representative endorsement of and subsequent DPE assessment and approval of the CEMP and CEMP sub-plans.

CEMP sub-plans	Stakeholders consulted
Surface water and groundwater	NSW EPA NSW Environment and Heritage Group DPE Water DPI Fisheries WaterNSW Relevant council(s)
Flood emergency response	NSW Environment and Heritage Group State Emergency Services Relevant council(s)
Soils and contamination	NSW EPA Relevant council(s)
Biodiversity	NSW Environment and Heritage Group DPI Fisheries Relevant council(s)
Noise and vibration	NSW EPA WaterNSW Relevant council(s)
Traffic and transport	TfNSW Relevant council(s)
Heritage (First Nations, non-First Nations, World and National heritage)	Heritage NSW NSW Environment and Heritage Group WaterNSW Relevant council(s)
Air quality	NSW EPA Relevant council(s)



5. Key Messages

5.1. Messaging


The below key messages will ensure that stakeholders and the community understand the work being done by Sydney Water to provide world class water and wastewater services while protecting public health and the environment. These will be refined over time and adapted to collateral developed for each audience.

Overarching Sydney Water messaging

- To support future development across Western Sydney, Sydney Water is planning and building new water and wastewater infrastructure to enable development in growth areas.
- We work with other government agencies to meet growth forecasts, ensuring we deliver the right services at the right time.
- We are protecting public health and the environment by ensuring the community can access safe and reliable wastewater services.
- We are taking steps to minimise any impacts to the environmental and community.
- We are working with the community and stakeholders throughout each project and will keep them informed.

Project messaging

- Sydney Water is building the Upper South Creek Advanced Water Recycling Centre (AWRC) in Kemps Creek and associated pipelines to support population and economic growth in Western Sydney.
- The AWRC is Sydney Water's largest infrastructure investment in Western Sydney and when completed will provide a foundation for a circular economy hub in the Parkland City.
- When completed in 2026, the AWRC will deliver sustainable wastewater treatment and high-quality recycled water to support a cooler, greener Western Parkland City.
- We support the use of recycled water and/or harvested stormwater to meet non-drinking demands. We're in the early phase of planning recycled water service from the AWRC. The recycling scheme and timing are subject to the outcome of the planning study. The AWRC will be a sophisticated wastewater treatment and resource recovery centre that will produce recycled water, renewable energy and bio-resources. It will use reverse osmosis - the same technology used by the desalination plant - to treat water to a high quality.
- The project's scope of work includes the construction and operation of a:
 - new AWRC
 - new treated water pipeline
 - new brine pipeline
 - associated ancillary infrastructure.
- This project will deliver sustainable wastewater treatment and high-quality recycled water to create a cooler, greener Western Parkland City, with a wide range of benefits for the entire community including:
 - efficient and cost-effective wastewater services
 - producing high-quality, recycled water for a range of potential reuses
 - potential to recycle organic waste to generate energy
 - protecting local waterways and aquatic ecosystems via environmental flows
 - producing biosolids for an alternative to chemical fertilisers in agriculture
 - enhancing biodiversity by greening Western Sydney with recycled water
 - supporting the vision for the Western Parkland City, keep water resources in the catchment to support greening and reduce heat island effects
 - generating renewable energy within the AWRC
 - a centre that can respond to changes in demand as our community grows.

- 
- Construction of the pipelines has been completed and commissioning tests will commence in the second half of 2025 to make sure the pipelines are ready to operate.
 - A pipeline, for the high-quality treated water produced by the centre, has been built from the AWRC to the Nepean River at Wallacia. This water will help sustain our important river ecosystems. Another pipeline has been built from the AWRC to transfer the brine (salty) water left after treatment to Sydney Water's existing wastewater network at Lansdowne.
 - All our pipes are underground. While the two pipelines have been installed under roads and other public spaces, some sections have been built across private property. We worked closely with landowners throughout construction and will continue to work with affected landowners throughout commissioning of these assets.

Commissioning messaging

- Sydney Water will work to deliver the best outcomes for the environment and the community.
- Sydney Water welcomes community feedback and enquiries about its projects.
- Sydney Water is committed to informing the local community and stakeholders about the progress of the project.
- Sydney Water will minimise commissioning impacts and notify affected landowners in advance of activities starting on their properties.
- Work will generally be carried out during the day from 7 am to 6 pm, Monday to Friday and 8 am to 1 pm Saturdays. Advance notice will be provided for any work required outside of these hours.
- Our delivery partner, John Holland, is constructing and commissioning the AWRC and pipelines.
- As commissioning activities begin in a neighbourhood, landowners, residents, businesses and other stakeholders may notice technicians opening and closing pit lids, using hand tools to operate components and using vacuum trucks to extract water from the pipelines. These activities will be very short in duration and mostly quiet.
- We will do everything we can to minimise impacts, such as scheduling noisy night works near homes for the beginning of a shift and switching off machinery when not in use.



5.2. Opportunities

Some of the community and stakeholder engagement opportunities being explored during delivery and commissioning phases include:

- further involvement of stakeholders to inform how the surrounding green space could be used to contribute to a range of environmental, cultural, historical and community initiatives
- working with industry groups and John Holland's partners to engage a diverse mix of workers, businesses and suppliers, including those from First Nations backgrounds, female workers, apprentices and businesses from Western Sydney
- involving community groups, local councils, WIRES, Bushcare groups and schools in project design and delivery so that John Holland can give back through education, participation, mentorship and support
- the promotion of the project and its benefits to the wider community and a range of interested stakeholders.

Opportunities to give back to the community are also an important part of this community and stakeholder engagement plan. We will strive to be a good neighbour and we will identify opportunities to give back to the communities in which we work. Some of the community and sustainability initiatives could include:

- maximising engagement of local subcontractors, suppliers and First Nations businesses
- providing opportunities for Science, Technology, Engineering, Mathematics (STEM) students, particularly females, to learn more about the project and construction, engineering and environment careers
- promoting opportunities for women, apprentices, First Nations peoples and people living with a disability to join our workforce
- raising money for local schools or community groups through workplace initiatives (like collecting cans and bottles for the Return and Earn scheme)
- promoting Sydney Water's community grants program, where feasible
- promoting Sydney Water's Wonders of Water Discovery Team.



6. Roles and Responsibilities

Below outlines the roles and responsibilities of key individuals responsible for the delivery and approval of community and stakeholder engagement activities associated with this project.

Note: project managers and directors have broader project roles and responsibilities beyond community and stakeholder engagement.

John Holland Community & Stakeholder Lead / Public Liaison Officer

- Prepare, implement and update this CSEP throughout the project.
- Fulfil the role of Public Liaison Officer under the Minister's Conditions of Approval and be available at all times that work is occurring.
- Ensure the wider project team is inducted and familiar with the communication protocols.
- Prepare communication material suitable for external audiences and seek Sydney Water approval.
- Ensure interested and affected landowners, local councils, government agencies, businesses, communities and other stakeholders are well informed and can provide feedback during design and construction – appropriate members of the wider project team will provide support during stakeholder meetings.
- Lead the implementation of activities outlined in this CSEP.
- Provide support to Sydney Water's stakeholder engagement and project promotion activities.
- Report on progress, issues and upcoming activities to Sydney Water.
- Provide advice and manage customer, community and stakeholder issues as they arise.
- Respond to enquiries and complaints and ensure the complaints register is maintained.
- Fulfil the notification requirements of the Out-of-Hours Work protocol.
- Prepare an outcomes report summarising the engagement process and lessons learnt.
- Fulfil the requirements of the ISC Suitably Qualified Professional (SQP) role.

John Holland Project Director (supported by Project Managers)

- Review and endorse this CSEP.
- Support the achievement of the overall engagement objectives.
- Ensure the wider project team understands and supports the community and stakeholder engagement program and related communication protocols (and ensure relevant project team members attend stakeholder meetings as requested by the Community and Stakeholder Lead).

Sydney Water Community & Stakeholder Lead (supported by a Community Advisor)

- Review and endorse this CSEP.
- Review external communication material.
- Carry out community relations audits.
- Provide guidance and support on challenging stakeholder and reputational issues.
- Lead engagement activities with government agencies and inter-agency coordination forums.

Sydney Water Project Director (supported by two Project Managers)

- Endorse this CSEP ready for approval by the Planning Secretary.
- Approve external communication material.



7. Evaluation and Reporting

7.1. Evaluation

Engagement evaluation measures (section 4.2) will be 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 in line with any identified improvement opportunities.

Engagement will be measured by:

- timeliness and quality of communications
- number of avoidable complaints received
- community relations inspections on site
- management of stakeholder enquiries and complaints
- regular reassessing of engagement risks and whether the CSEP adequately addresses these
- reviews against the IS rating tool including stakeholder satisfaction survey results
- ongoing reporting (see below).

Performance against key performance indicators will be measured through community relations site inspections and the number of Avoidable Complaints. Site inspections may include the following topics:

- Ability of senior team members to explain the community engagement approach, key messages and project benefits.
- Evidence of community procedures and copies of recent notifications on site.
- Tidy site with relevant community information signage up to date and clearly visible.
- Knowledge of Sydney Water's media procedure.
- Understanding of Sydney Water's complaints management procedure.
- Evidence of the project team's planning and governance relating to community and stakeholder engagement - forward planning to ensure the community is well informed and that impacts are minimised as much as possible.
- Improvements since previous inspection.

Further details on the KPI evaluation process can be found in Sydney Water's KPI Schedule document.

Sydney Water's Consultation Manager database will be used to record and report on stakeholder interactions including the handling of complaints and enquiries. Reports from Consultation Manager will be used to support formal monthly reporting, monitoring of performance against the engagement objectives and overall project evaluation.

While ongoing reporting will be used to track engagement performance, this should be supplemented by regular review of feedback received to help guide the future engagement on the project and for Sydney Water in general. This evaluation will include:

- qualitative feedback from stakeholders, including feedback on this CSEP, stakeholder satisfaction survey results, sentiment from meetings, complaints and other interactions
- monitoring sentiment for most affected communities, including sharing insights and community feedback at each major hold point
- tracking feedback from Sydney Water's annual stakeholder perception survey
- comparison of metrics through engagement surveys before and after the project
- tracking compliments and complaints, reviewing trends yearly and monthly

- conducting a ‘lessons learned’ discussion after each major consultation stage.

This CSEP will be reviewed regularly and formally updated at least once a year in consultation with a member of the senior management team. Community and stakeholder feedback, performance against KPI 7 and lessons learned will form a key part of this process. Key community representatives and stakeholders, including First Nations peoples connected to the project, must be engaged with as part of the annual stakeholder engagement strategy review.

It is noted that an extensive stakeholder satisfaction survey was undertaken after the completion of the project’s Design Phase. It asked stakeholders to provide feedback on how the John Holland project team engaged with them during the design and construction planning activities undertaken mostly in 2023. Just over 83% of respondents said that they were satisfied that their issues and requests raised during the Design Phase had been addressed and the average score given for John Holland’s engagement performance overall was 8.3 out of 10.

Another survey will be undertaken in the second half of 2025 to ask stakeholders for feedback on how the John Holland project team engaged with them during construction (As-Built Phase). This feedback will be included in a Community and Stakeholder Engagement Outcomes Report that will be prepared at the end of the project. The purpose of this report is to evaluate findings and lessons learned to share with other teams across Sydney Water and with the operator of the AWRC.

7.2. Reporting

Regular reporting on a weekly and monthly basis provides the project team and Sydney Water with insight into reach and success of community and stakeholder engagement.

Weekly reporting

The project will report on relevant engagement activities and issues of concern every week via a joint Sydney Water and John Holland Community Team meeting, which is documented in minutes that are circulated to the team. Topics include

- activities in the past week
- upcoming activities
- promotional activities
- complaints and other issues of concern that the project team should be aware of.

Monthly reporting

A monthly report will summarise key community and stakeholder engagement activities over the past month. A standardised template includes:

- critical actions and key meetings
- number of engagement activities
- key community and stakeholder areas of interest, issues and concerns
- key achievements and outcomes
- complaints
- KPI scorecard.

8. Appendices

Appendix A: AWRC and Pipelines Risk Assessments

AWRC assessment

Project information							
Project name	Upper South Creek - Advanced Water Recycling Centre			Project Director	Dimitrios Shortland		
Project phase	Construction			Project Manager	Elie Anthony		
Gate phase	NA			Assessed by	Sheila Maidment, John Holland	Date 26/06/2025	
Project drivers	NA			Endorsed by	Grant Thomas, Sydney Water	TBC	
Region	Western Parkland City						
Risk Issue	Details	Risk	Likelihood	Risk Profile	Mitigation measures	Mitigation effectiveness	Residual risk rating
Will investigation or construction work be done on land not owned by Sydney Water?	No. Risks associated with linear infrastructure that will service the AwRC (like power, water and telecommunications) are addressed in the Pipelines risk assessment.	Negligible	Rare	6 (Low)	Lead-in services are covered in Pipelines risk assessment.	Risk removed / no risk present	Low
Are there any known community issues in the area or is the community known to be sensitive?	Sensitivity regarding cultural heritage for Aboriginal stakeholders; concerns from some neighbouring property owners about operational noise and odour potentially affecting property values and future development potential; cumulative impacts from multiple major construction projects nearby including along the access road and Clifton Avenue; interest in the AwRC's role in future uses of highly treated water; interest in the future use and management of the Green Space. Operational modelling has concluded that neighbouring properties will not be affected by odour, noise or vibration from the operating plant.	Minor	Possible	5 (Moderate)	Implement construction CSEP including ongoing face to face engagement to understand and address concerns proactively; ongoing quarterly updates for Aboriginal stakeholders; stakeholder briefings and meetings as needed; consultation with the community and stakeholders about the Green Space design; coordination with other project teams nearby; prompt referral to Sydney Water of any enquiries received about future uses of treated water. Present the operational modelling to neighbouring property owners to resolve concerns about noise and odour. Share lessons learnt from construction with the Operations team, provide input into the CSEP for Operations, develop and share an Outcomes report from the construction phase of the project with the Operations team, maintain construction comms channels for continuity and provide access to the Consultation Manager to the Operations team.	Mostly mitigated	Low
Is there a resident or business within 100m of proposed construction sites (200m for WRRFs)?	Very few close by. More along the construction vehicle routes. Potential for complaints about construction noise, dust, out of hours work and vehicle movements. The risk profile will reduce further in the second half of 2025 as civil works come to an end and exposed areas of the site are covered with landscaping and permanent roads and footpaths.	Minor	Possible	5 (Moderate)	Implement CSEP including meetings with surrounding properties to update them on commissioning activities, construction approach and mitigation measures; implement specific construction mitigations to address concerns; implement the CEMP; community relations inductions and driver awareness training; negotiate community agreements for noisy out of hours work. Share lessons learnt from construction with the Operations team, provide input into the CSEP for Operations, develop and share an Outcomes report from the construction phase of the project with the Operations team, maintain construction comms channels for continuity and provide access to the Consultation Manager to the Operations team.	Mostly mitigated	Low
Are there any sensitive receivers (eg schools, childcare centres, community centres) within 100m of proposed construction sites (200m for WRRFs)?	No.	Negligible	Rare	6 (Low)	Review surrounding stakeholders and properties based on community feedback and when CSEP is updated.	Risk removed / no risk present	Low
Is the area subject to proposed or recent zoning or land use changes?	The project will support the designated growth areas known as South West Growth Area and Western Sydney Aerotropolis Growth Area. Landowners near the AwRC and treated water pipeline are interested in developing their land - many along parts Mamre Road have already sold to developers. Risk of project delays impacting the servicing of the growth areas. Some Mamre Road properties re-zoned as flood affected land; timing of purchase by Sydney Water uncertain.	Critical	Very unlikely	4 (Moderate)	Implement CSEP and other actions identified here to avoid project opposition, complaints and delays; continue to support the project team to explain the project publicly and seek wide public and stakeholder support so the project can be delivered on time.	Partially mitigated	Moderate
Are there any other projects in this area in the last two years (including current)?	Yes - Austral Leppington Wastewater Stage 3, AwRC Pipelines, AwRC lead-in services, Aerotropolis stormwater, USC Networks Program, Kemps Creek Dual Pressure Mains, Sydney Metro Western Sydney Airport, Western Sydney Airport, M12 and proposed Elizabeth Drive widening. Risk of cumulative construction impacts, uncertainty over who owns traffic congestion issues and who is responsible for repairing roads damaged by construction vehicles, consultation fatigue and construction fatigue.	Minor	Very likely	4 (Moderate)	Coordination and meetings with local councils, government agencies and other project teams nearby; attendance at Western Sydney combined project forums; attendance at joint community information sessions. Promptly refer any enquiries received about other Sydney Water projects or other major projects to the relevant contact.	Partially mitigated	Moderate
Will Sydney Water need to deliver other capital projects (eg lead-ins) to the area in future?	Yes. These have been assessed in the Pipelines risk register.	Negligible	Rare	6 (Low)		Risk removed / no risk present	Low

Have there been any high impact third party (council, government agencies, developers) delivered projects in this area in the last two years (including current)?	Yes - Western Sydney Airport, AWRIC access road, Mirvac and other land developments nearby, M12, Sydney Metro Western Sydney Airport. This risk has been assessed above.	Negligible	Rare	6 (Low)		Risk removed / no risk present	Low
Is it likely there will be future third party works in this same area in the next 2 years?	Yes - same as above and any nearby Aerotropolis developments. This risk has been assessed above.	Negligible	Rare	6 (Low)		Risk removed / no risk present	Low
Will the project include new above ground infrastructure such as ventilation shafts, air valves and maintenance holes?	This is covered by the risk below.	Negligible	Rare	6 (Low)		Risk removed / no risk present	Low
Will there be any permanent visual impacts for the community (including security lighting and fencing)?	Yes, lots of visible aboveground infrastructure at the plant. Surrounding properties are currently mostly industrial/farming and are some distance away. A small number of rural residential properties and other stakeholders including the University of Sydney, Western Sydney Airport Co, Airservices Australia, the Civil Aviation Safety Authority, Mirvac and Penrith City Council as well as Dharug Traditional Custodians and other Aboriginal stakeholders may be interested to provide input into the development of the Urban Design and Landscape Plan.	Minor	Possible	5 (Moderate)	Artist's impressions of the AWRIC were shared with surrounding properties and no significant concerns were raised. Continue to build on the engagement undertaken for the construction phase of the project so far. Inform surrounding properties and interested stakeholders again once commissioning of the plant starts. Continue to manage relationships during construction and provide further opportunities for surrounding residents to tour the AWRIC to see construction's progress.	Mostly mitigated	Low
Will there be above ground assets required on non Sydney water land?	Yes. These have been assessed in a separate risk register for the Pipelines part of the project.	Negligible	Rare	6 (Low)		Risk removed / no risk present	Low
Will the work involve property acquisition (easements or purchase of land)?	No (already completed some time ago).	Negligible	Rare	6 (Low)		Risk removed / no risk present	Low
Will there be major traffic impacts (such as road lane closures) during investigations or construction?	No, but there will be increased construction traffic on local roads including Clifton Avenue. Risk of complaints about increased traffic, damage to local roads and driver behaviour.	Minor	Likely	4 (Moderate)	Implement CSEP including meetings with surrounding properties to update them on construction approach and mitigation measures; implement specific traffic mitigations to address concerns including adequate signage and regular notifications; implement the Traffic Management Plan; community relations inductions and driver awareness training; coordinate with other project teams to reduce cumulative construction traffic impacts.	Partially mitigated	Moderate
Will pump out or tankering be required, either during work or until new systems are connected?	No.	Negligible	Rare	6 (Low)		Risk removed / no risk present	Low
Will the work impact council assets (for example playgrounds, parks, roads, pedestrian paths, car parking, stormwater, buildings)?	No.	Negligible	Rare	6 (Low)		Risk removed / no risk present	Low
Does this work affect any environmentally sensitive areas (eg National Parks), Aboriginal or European heritage sites, heritage buildings or other structures of significance?	Yes - the site has Aboriginal and non-Aboriginal heritage items, vegetation and waterways. Risk of complaints, media and political attention if appropriate processes not followed or approach not communicated well / misunderstood. The Aboriginal cultural heritage salvage work by Sydney Water's consultant has revealed artefacts under the ground.	Moderate	Possible	4 (Moderate)	Develop and implement the CEMP and CSEP including stakeholder engagement during construction; implement in-depth First Nations stakeholder consultation including a Caring for Country approach during construction; sensitive environmental management. Sydney Water to work closely with Dharug Traditional Custodians on the reporting and repatriation of artefacts to Country. Continue to involve Dharug Traditional Custodians in the development of the Green Space Master Plan and the heritage interpretation plan for the AWRIC.	Partially mitigated	Moderate
Is it likely there will be increased odour during the work?	No, however there may be concerns raised by neighbouring properties about operational odour.	Minor	Possible	5 (Moderate)	Operational modelling concluded no odour would permeate past the site boundary. The outcome of the modelling was presented to residents and businesses closest to the site in 2024.	Risk removed / no risk present	Low
Is it likely there will be periods of high impact noise?	Yes although relatively few sensitive receivers nearby.	Minor	Possible	5 (Moderate)	Implement project EPL requirements for advanced notification, respite management and noise and vibration monitoring requirements, negotiate community agreements for noisy out of hours work.	Mostly mitigated	Low
Is it likely there will be vibration or dust during construction?	Yes. Potential for dust from construction on hot and windy days. The risk profile will reduce further in the second half of the year as civil works come to an end and exposed areas of the site are covered with landscaping and permanent roads and footpaths.	Minor	Likely	4 (Moderate)	Implement measures outlined in the CEMP including the use of a water cart to wet down areas, stabilise exposed ground, cover stockpiles when not in regular use and cover loads on trucks.	Mostly mitigated	Low
Will electricity/gas/telecommunications be temporarily disconnected from neighbouring residents and/or businesses?	No.	Negligible	Rare	6 (Low)		Risk removed / no risk present	Low
Will water be temporarily disconnected from neighbouring residents and/or businesses?	No.	Negligible	Rare	6 (Low)		Risk removed / no risk present	Low
Will we be taking away amenity during the work (eg blocking of sections of a park or footpath), including the need for laydown areas and site offices?	No. This will all occur within Sydney Water's land for the AWRIC.	Negligible	Rare	6 (Low)		Risk removed / no risk present	Low

Will trucks be required to travel down typically quiet residential streets to access the site?	There will be an increase of construction traffic on already busy roads and some local streets.	Moderate	Likely	3 (High)	Implement CSEP including doorknock meetings with surrounding properties to explain construction approach and mitigation measures; develop specific traffic mitigations to address concerns including adequate signage and regular notifications; reminders during pre-starts; implement the Traffic Management Plan; community relations inductions and driver awareness training. Monitor effectiveness of controls through informal check-ins with residents.	Partially mitigated	Moderate
Will construction work take place over major holiday periods (Christmas, Easter, Australia Day etc) or while major events are on in the area (religious festivals, Easter Show, Vivid etc)?	No.	Negligible	Rare	6 (Low)		Risk removed / no risk present	Low
Will there be any night work?	Yes, however not necessarily high impact, only for relatively short periods and with few residential properties close by.	Minor	Possible	5 (Moderate)	Implement measures outlined in the CEMP and the project EPL for advanced notification, respite management and noise and vibration monitoring requirements. Provide monthly Out of Hours lookahead community notifications. Negotiate community agreements for noisy out of hours work.	Mostly mitigated	Low
Will there be work at one location for longer than three months (including ongoing intermittent work)?	Yes, all work for the AwRC will occur within Sydney Water's construction site. If construction impacts are present for neighbouring properties, these may occur over several years.	Minor	Possible	5 (Moderate)	Implement CSEP including doorknock meetings with surrounding properties to explain construction approach and mitigation measures; develop specific construction mitigations to address concerns; community relations inductions; coordinate with other project teams to reduce cumulative construction impacts. Regular informal check-ins with residents to check effectiveness of mitigations measures.	Partially mitigated	Moderate
Total Risk Rating		Negligible	Rare	6 (Low)	Residual risk		Low

Pipelines Risk Assessment

Project information				
Project name	Upper South Creek - Pipelines	Project Director	Dimi Shortland	
Project phase	Commissioning	Project Manager	Alan Law	
Gate phase	NA	Assessed by	Sheila Maidment, John Holland	Date 26/06/2025
Project drivers	NA	Endorsed by	Grant Thomas, Sydney Water	TBC
Region	Western Parkland City			

Risk Issue	Details	Risk	Likelihood	Risk Profile	Mitigation measures	Mitigation effectiveness	Residual risk rating
Will commissioning activities be done on land not owned by Sydney Water?	Yes, 7 property owners affected on the brine line and 13 property owners on the treated water line. There are no anticipated access issues due to uncooperative property owners. Commissioning will occur in three stages: 1. pre commissioning 2. wet commissioning 3. process commissioning. Pre commissioning will involve opening pit lids and operating valves. During wet commissioning, clean water will be discharged from low points for less than five minutes duration and collected by a vacuum truck, meaning there will be no smell and no impact from large volumes of water run-off. Process commissioning will not require any activities or presence along the pipeline alignments.	Minor	Unlikely	6 (Low)	Continue to implement the CSEP including keeping property owners informed about commissioning activities and ensuring the team is following agreed access protocols. Community relations inductions and awareness training.	Mostly mitigated	Low
Are there any known community issues in the area or is the community known to be sensitive?	Yes there are two landowners on the brine line who will be sensitive to the impact of commissioning activities. One remains opposed to the infrastructure being placed on their property and the other experienced some impacts to customer and delivery access during construction and will be concerned about further impacts. No access issues anticipated.	Minor	Likely	4 (Moderate)	Continue to implement CSEP including ongoing engagement to understand and address concerns proactively, and build on relationships developed when constructing the pipelines.	Mostly mitigated	Low
Is there a resident or business within 100m of proposed commissioning sites (200m for WRRFs)?	Yes. Risk of complaints though due to the short duration of commissioning activities, no opposition anticipated that would impact the works.	Minor	Likely	4 (Moderate)	Continue to implement CSEP notifying properties and businesses about commissioning activities and associated traffic changes, with face to face meetings or doorknocks to be employed when activities may affect access; community relations inductions and awareness training.	Mostly mitigated	Low
Are there any sensitive receivers (e.g. schools, childcare centres, community centres) within 100m of proposed construction sites (200m for WRRFs)?	Yes. Risk of complaints though due to the short duration of commissioning activities, no opposition anticipated that would impact the works.	Negligible	Very unlikely	6 (Low)	Continue to implement CSEP including doorknocks and meetings with affected sensitive receivers to explain commissioning activities, traffic changes and mitigation measures; regular notifications and stakeholder emails; implement the CEMP; community relations inductions and awareness training. Complete commissioning activities in front of schools in the middle of the day or at night, where practical, to minimise impact on school operations, school bus routes and local commuter traffic.	Mostly mitigated	Low
Is the area subject to proposed or recent zoning or land use changes?	Yes – the project will support the designated growth areas known as South West Growth Area and Western Sydney Aerotropolis Growth Area. Some landowners along the treated water pipeline are interested in developing their land. Low risk of project delays impacting servicing as the Pipelines project is now entering commissioning well ahead of project completion date and construction is well advanced at the AWRIC.	Critical	Rare	5 (Moderate)	Implement CSEP and other actions identified here to manage project opposition, complaints and delays; support the project team to explain the project publicly and continue to seek wide public and stakeholder support so the project can be delivered on time.	Partially mitigated	Moderate
Are there any other projects in this area in the last two years (including current)?	Yes – Austral Leppington Wastewater Stage 3, AWRIC Pipelines, AWRIC lead-in services, Aerotropolis stormwater, USC Networks Program, Sydney Metro West, Western Sydney Airport, M12, Western Sydney Parklands walking trails, proposed Elizabeth Drive upgrade, Cecil Hills High School upgrade, Silverdale Road improvements, urban development projects and local council capital works and maintenance programs. Risk of cumulative construction impacts and increased complaints, confusion over who complaints belong to, consultation fatigue and construction fatigue.	Moderate	Unlikely	5 (Moderate)	Attendance at joint community information sessions; early and ongoing communication about the work program to ensure no surprises and clear processes for responding to enquiries and complaints. Sharing of work notifications with other project community teams and redirecting enquiries or complaints promptly to the correct team.	Mostly mitigated	Low

Will Sydney Water need to deliver other capital projects (e.g. lead-ins) to the area in future?	Yes - AWRIC lead-in services (water, NBN, power) and other trunk water, stormwater and wastewater infrastructure to service growth. Risk of construction and consultation fatigue leading to increased complaints against USC project and related project works, knock-on delays to the overall project if community opposition slows down the lead-in projects.	Moderate	Possible	4 (Moderate)	Implement CSEP including doorknock and meetings with affected properties to explain commissioning activities and mitigation measures; regular notifications and stakeholder emails; implement the CEMP; community relations inductions and awareness training; coordinate with other projects teams, sharing of work notifications with other project community teams, Councils and government agencies to reduce cumulative impacts.	Mostly mitigated	Low
Will the project include new above ground infrastructure such as ventilation shafts, air valves and maintenance holes?	Air valves, scours, stop valves and jetting points have been installed along the pipeline alignment. 20 property owners (including Councils) have these assets installed on their property while the remaining aboveground assets are installed in roads or road verges. The assets have been installed so they sit flush with the ground.	Minor	Unlikely	6 (Low)	Sydney Water's Property Team will provide easement plans to land owners with accurate information about the placement of assets.	Mostly mitigated	Low
Will there be permanent visual impacts for the community (including security lighting and fencing)?	No. Assets sit flush with the ground.	Negligible	Very unlikely	6 (Low)		Risk removed / no risk present	Low
Will the work involve property acquisition (easements or purchase of land)?	Yes, easements will be required for certain sections of the pipelines.	Moderate	Possible	4 (Moderate)	Sydney Water Property team continues to negotiate with landowners to finalise easement acquisition.	Partially mitigated	Moderate
Will there be traffic impacts (such as lane closures or stop/slow) during commissioning?	Yes, various traffic management approaches will be needed to protect workers and the community during stage 1 and 2 commissioning activities. Risk of traffic disruption, reputational damage.	Negligible	Unlikely	6 (Low)	Continue to implement CSEP including regular notifications, signage and stakeholder meetings to explain commissioning activities and mitigation measures; develop specific traffic mitigations; community relations inductions and driver awareness training.	Mostly mitigated	Low
Will the work impact council assets (for example playgrounds, parks, roads, pedestrian paths, car parking, stormwater, buildings)?	Yes, risk of complaints due to minor traffic delays and temporary loss of on-street parking due to traffic set-ups during stage 1 and 2 commissioning activities.	Negligible	Possible	6 (Low)	Continue to implement CSEP including regular notifications; implement the CEMP; meetings with impacted stakeholders such as councils, schools and other businesses; community relations inductions to ensure 'customer at the heart' and 'good neighbour' behaviours; coordinate with other project teams to reduce cumulative traffic impacts.	Mostly mitigated	Low
Does this work affect any environmentally sensitive areas (eg National Parks), Aboriginal or European heritage sites, heritage buildings or other structures of significance?	No.	Major	Rare	6 (Low)		Risk removed / no risk present	Low
Is it likely there will be periods of high impact noise?	Yes - mostly day work but also some night work for commissioning. Short duration use of a vacuum truck to remove water from pits or water that is being discharged during wet commissioning (stage 2).	Minor	Likely	4 (Moderate)	Implement CSEP including early notifications to surrounding properties and businesses to explain commissioning activities and mitigation measures; implement specific construction mitigations to address concerns; community relations inductions; coordinate with other project teams to reduce cumulative construction; follow project EPL requirements for advanced notification, respite management and noise and vibration monitoring requirements. Provide direct notifications to receivers who are high noise affected.	Partially mitigated	Moderate
Is it likely there will be vibration or dust during commissioning?	No.	Negligible	Rare	6 (Low)		Risk removed / no risk present	Low
Will we be taking away amenity during the work (eg blocking of sections of a park or footpath), including the need for laydown areas and site offices?	No.	Negligible	Rare	6 (Low)		Risk removed / no risk present	Low
Will trucks be required to travel down typically quiet residential streets to commissioning sites?	Yes - most work will involve use of up to four tyres and occasionally a vacuum truck.	Negligible	Unlikely	6 (Low)	Continue to implement CSEP including notifications to surrounding properties; implement the Construction Traffic Management Plan; community relations inductions and driver awareness training.	Mostly mitigated	Low
Will construction work take place over major holiday periods (Christmas, Easter, Australia Day etc) or while major events are on in the area (religious festivals, Easter Show, Vivid etc)?	No.	Negligible	Unlikely	6 (Low)		Risk removed / no risk present	Low
Will there be any night work?	Yes - minimal, on busy roads only. Risk of reputational damage, complaints, media and political attention. Short duration use of a vacuum truck to remove water from pits or water that is being discharged during wet commissioning (stage 2).	Minor	Unlikely	6 (Low)	Continue to implement CSEP including early notifications to surrounding properties to explain commissioning activities and mitigation measures; develop specific mitigations to address concerns; community relations inductions; coordinate with other project teams to reduce cumulative impacts; Follow project EPL requirements for advanced notification, respite management and noise and vibration monitoring requirements.	Partially mitigated	Moderate
Total Risk Rating		Negligible	Unlikely	6 (Low)	Residual risk		Low


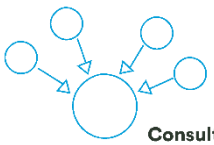
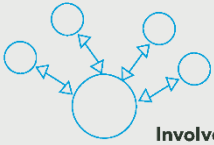
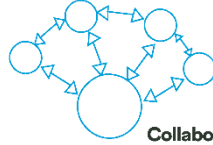
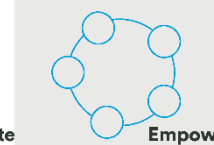
Appendix B: Engagement Framework and Approach

Major projects engagement is governed by the Community and Stakeholder Engagement Guidelines 2025 outlines the approach used by Sydney Water and its representatives for delivering the community and stakeholder engagement activities that will support major projects and how we develop CSEPs for our major projects.

Engagement Framework

Sydney Water's Community and Stakeholder Engagement Guidelines 2025 is in line with the International Association for Public Participation (IAP2) engagement framework.

The IAP2 framework helps to establish the role of community and other stakeholders in the engagement process and their impact on the decision-making outcomes of a project. The level of engagement will vary depending on the project phase and stakeholder influence/ impact.

	 Inform	 Consult	 Involve	 Collaborate	 Empower
Goal	To provide balanced and objective information in a timely manner.	To obtain feedback on analysis, issues, alternatives and decisions.	To work with the public to make sure that concerns and aspirations are considered and understood.	To partner with the public in each aspect of the decision-making.	To place final decision-making in the hands of the public.
Promise	"We will keep you informed."	"We will listen to and acknowledge your concerns."	"We will work with you to ensure your concerns and aspirations are directly reflected in the decisions made."	"We will look to you for advice and innovation and incorporate this in decisions as much as possible."	"We will implement what you decide"

Source: International Association for Public Participation – IAP2 International Public Participation Spectrum

Engagement Approach

Engagement is a planned process for working with customers, community and stakeholders during the planning and delivery of projects that affect or impact them. To develop a successful process, the intent of involving the community and stakeholders must be clear.

For Sydney Water, engagement supports project planning and delivery by minimising the potential risks that could arise if customer, community and stakeholders are not engaged at the right time. As the level of risk increases, engagement will become more collaborative and two-way.

As we become a more customer-centric organisation, the purpose and reasons to engage customers, the community and stakeholders have expanded to include policy decisions, behavioural change, and regulation. While engagement must focus on the outcome, the balance of roles and responsibility for decision-making and action is more fluid.

We engage potentially impacted stakeholder groups through a variety of channels that are accessible to them. This includes engaging community and stakeholders in planning and strategy development before making key decisions about projects. We're also committed to improving our performance through past experiences and continuing to digitalise our engagement channels to provide timely information.

Overview of project approach

Engagement with the full suite of stakeholders, which includes the community, businesses and government entities, has been an important tool in the development of the AWRC and Pipelines project to date.

It has informed the design of the AWRC, helped identify the environmental issues to be assessed and provided inputs into the mitigation measures to manage significant impacts. As shown in the below graphic, engagement commenced with the reference design phase which started in 2019 and will continue through construction and finally through operation of the project.

The project will extend from Wallacia in the west to Lansdowne in the east, crossing five local government areas. The community stakeholders across this area are diverse in terms of the issues important to them as well as their cultural and linguistic characteristics. The engagement strategy has been tailored to make engagement with this diverse community as effective as possible.

The engagement strategy has also been designed to accommodate a diverse and broad set of government stakeholders relevant to the project, including a variety of state government agencies and five local councils.

The key stakeholders on the project include:

- directly impacted communities
- directly impacted landowners
- Sydney Water customers
- First Nations communities
- businesses and commercial entities
- culturally and linguistically diverse communities
- local councils
- State and Commonwealth Government agencies and departments.




Engagement strategies for key stakeholder groups and issues

We will proactively identify and manage potential risks and impacts to ensure community understanding and timely and on-budget project delivery. Further details on our planned response to some of the main issues is outlined below.

Location and operation of the AWRC

Some of the issues raised from nearby landowners in response to the project EIS related to construction impacts, but most related to potential operational impacts including perceived impacts to property values, concerns about operational odour and noise, wildlife management, visual impacts, light spill, the co-generation flare, urban heat and increased traffic.

For stakeholders who may influence the AWRC urban landscaping and Green Space designs (including First Nations groups, council, government agencies, education specialists, directly adjacent landowners and heritage groups), the team consulted with them early in the detailed design process through face-to-face meetings and door-knocking of homes and businesses. The purpose was to refine designs so that project outcomes are enhanced for Sydney Water, the surrounding community and stakeholder organisations. This engagement is now continuing and provides an avenue to respond to any remaining concerns about how the facility will be operated. The relationships forged during design and construction will continue through to commissioning and operation of the plant.



For other interested stakeholders, including homes and businesses further away from the facility, John Holland will update them on the design and upcoming construction work through newsletters, notifications, website information and stakeholder emails. One-on-one meetings will be arranged with concerned landowners and tenants to talk through any remaining issues relating to construction and operational impacts.

AWRC operational odour and noise

Nearby landowners may be concerned about the ongoing impact of the plant's operation. A personal approach is being taken, including door-knocking and site visits, to explain how the plant will function. Fact sheets, information from the EIS and technical reports produced in response to the final plant design and website information may be used to give people peace of mind.

Location of the Pipelines

Sydney Water communicated the pipeline alignments via extensive engagement carried out prior to and during the exhibition of the project EIS. Directly affected landowners were notified where pipes were likely to be located on their properties.


Despite previous notification, some landowners were surprised or concerned once more detailed discussions were held about the location of pipes to be installed on or right outside their properties. Concerns raised during detailed design and construction planning related to construction impacts, their property value, constraints on future development, property damage, driveway restoration, access, visual impact, safety and the easement acquisition process (where applicable).

The project team improved designs and construction plans to minimise community and stakeholder impacts before construction commenced.

Our engagement team took a personal and staged approach to explain the design, construction techniques and restoration practices to landowners. Several home plans, or pre-construction customer agreements (PCCAs), were developed to ensure landowners were comfortable with the information provided and that they agreed with how their property would be accessed and restored. We tailored our approach to each property, knowing the concerns of people in urban areas are different to those in semi-rural areas. Meaningful relationships and trust continued to be built during construction of the pipelines and restoration through a mix of face-to-face visits and regular phone/email updates. This approach was supported, as needed, by property condition surveys, Notices of Entry, signed PCCA documents and pre-construction videos and photos.

Engaging with First Nations stakeholders

In 2023, John Holland partnered with GHD to establish an Aboriginal Stakeholder Engagement Advisory Group, which includes Dharug Traditional Custodians, some of the project's EIS-phase Registered Aboriginal Parties (RAPs) and other local Aboriginal stakeholders. The project Aboriginal Participation Plan was developed in partnership with this advisory group. It is a sub-plan of this CSEP and describes the team's (Sydney Water and its delivery partner John Holland's) approach to the engagement of Aboriginal people and businesses on the Project. This includes providing increased access to training, employment and business opportunities as well as providing opportunities for involvement in decision making and knowledge sharing.



The following feedback received from the advisory group has influenced the project's approach to how it engages:

- allow time for best-practice engagement this may involve offering follow-up workshops and discussions, allowing time for cultural impacts to be felt and talked through, providing multiple/different engagement opportunities and providing safe spaces for strong discussion
- making technical specialists available to answer challenging questions
- providing a mix of engagement techniques including email, face to face and online workshops to increase participation
- encouraging Aboriginal voices and perspectives to be heard and considered early in the development (i.e. planning and design) of projects in the Aerotropolis
- implementing the above suggestion, but also being clear on what is possible and what is non-negotiable
- involving key decision makers in conversations, even when it might be challenging or potentially difficult to hear.

The project team welcomes the participation of Aboriginal stakeholders during the project's detailed construction, commissioning and operations. Through active participation we seek to improve outcomes for the whole community including Aboriginal stakeholders and Sydney Water itself. Remaining participation opportunities relate mostly to the interpretation of the Aboriginal heritage of the area and development of a display for the AWRC administration building that honours this interpretation and development of the Green Space Master Plan surrounding the operational area.

Engagement with Aboriginal stakeholders is being done in accordance with the NSW Government's [Recognise Country Guidelines for development in the Aerotropolis, 2022 \(Recognise Country Guidelines\)](#). The Recognise Country Guidelines provide valuable insights and guidance for Aboriginal engagement and suggest an order of priority when listening to Country, starting with Traditional Custodians.


The project team is committed to building, valuing, and promoting diversity and inclusion across the workforce. The team aims to address skills shortages and increase diversity in the construction sector by developing and implementing training and employment initiatives to support diverse groups including Aboriginal and Torres Strait Islander peoples. We will seek to engage where possible community leaders and local organisations to give every opportunity for interested work-ready Aboriginal people an opportunity to participate in the project. This may be achieved through:

- connecting and promoting opportunities via: Aboriginal Networks, Aboriginal community
- controlled organisations, social media, TAFE Aboriginal education units
- culturally appropriate recruitment and retention strategies such as cultural awareness training
- providing culturally appropriate mentoring support
- attending First Nation employment recruitment drives
- promoting jobseekers through supply chain.

Engaging with communities that speak languages other than English

We will use traditional language translation panels and the Translating and Interpreting Service (TIS National) in public communication material.

We will be sensitive to the timing of our work in relation to religious and cultural festivals and will always endeavour to provide respite from construction over the late December/early January holiday period.



Where specialist translation or interpreting is needed, John Holland will use the services of Multicultural Marketing and Management (MMM) who are based in Parramatta, have worked with Sydney Water before and have provided translation services in all the affected suburbs previously. With MMM's assistance, during construction of the pipelines we identified popular events in Fairfield LGA to attend to make sure we 'go to where the people are' and address any questions or concerns before they can escalate.

In addition to translation services, John Holland will use jargon-free plain English, pictures and icons to help explain our signs, notifications and other written material.

Construction impacts

The level of construction impact is different for each stakeholder depending on their proximity to the work, the type and duration of work in each area, whether other projects are being delivered nearby and the stakeholder's own circumstances. Impacts might relate to noise, dust, odour, visual, vibration, out of hours work, traffic, safety and access etc.

John Holland has and will continue to identify potential impacts and ways to mitigate them. We will do this through:


- **This CSEP:** we will update the CSEP, including our understanding of potential impacts, as the nature of the work changes and we get to know our stakeholders better.
- **Regular communication:** we will use a mix of written, face-to-face and digital communication to encourage feedback and ensure 'no surprises' during the construction and commissioning phases.
- **The Construction Environment Management Plan (CEMP):** the CEMP and other project plans (e.g. traffic management and dust management) have been developed with the 'customer at the heart' in consultation with the community team to make sure that risks and issues are either avoided altogether or mitigated so there is minimal community disruption.
- **Team awareness:** we will use team inductions, awareness sessions and lessons learned workshops to remind everyone working on the project of our team's commitment to being a good neighbour and minimising disturbance as much as possible. Community safety is a key component of the project induction to ensure our workers are aware of their obligations while working in the community
- **A structured handover to the Operations Team:** we will share the Outcomes Report from the construction phase which will discuss key stakeholders and their concerns, outline the engagement effort undertaken during delivery of the project and share lessons learned.

Consultation and construction fatigue

There are several other projects and developments occurring in the same area as the AWRC Plant including the new Sydney Metro line, Western Sydney Airport, M12 Motorway, Elizabeth Drive upgrade, Silverdale Road improvements, nearby property developments and local council capital works and maintenance programs. The AWRC itself will be serviced by new infrastructure that is yet to be built including a new electrical substation, wastewater pipelines and a permanent access road.

Residents, businesses and other local stakeholders may already be suffering from consultation and construction fatigue. If not managed well, the delivery of the AWRC could exacerbate this problem and result in complaints and negative media coverage.

For other project teams, councils and utility providers, adding another construction project and more trucks on the road may result in cumulative noise, dust, traffic, access and visual disturbance.



The project team is committed to addressing this issue by developing strong relationships with local councils, utility providers and other project teams nearby. We will support Sydney Water's involvement in existing forums (e.g. the Forum on Western Sydney Airport, Western Parkland City Authority meetings and the Utilities Collaboration Group) and use simple but effective face-to-face engagement during the construction and commissioning phases.

For local councils and state government agencies, we acknowledge that Sydney Water will continue to manage the relationship with councillors and agency heads, however John Holland will be empowered to liaise on a day-to-day basis with council and agency staff on construction and commissioning matters. To reduce consultation fatigue, we will offer to meet existing community forums or committees within each Council rather than establish separate project-specific reference groups.

We undertook door knocking at the start of the project to introduce ourselves and collect contact details and throughout construction delivery to explain work (such as out of hours work) and gather feedback on ways we might minimise impacts for individual households and stakeholders. We also established monthly construction email updates to supplement printed notifications.

Traffic management

Construction will generate light and heavy vehicle movements associated with worker movements and the transportation of construction machinery, equipment and materials to and from the AWRC.

To reduce potential impacts, the following mitigation measures will be implemented:

- Consult with relevant authorities and other nearby project teams regarding any potential anticipated disruptions or delays on roads due to oversized movements.
- Ensure work vehicles do not obstruct vehicular traffic or private driveways, or business access unless necessary and only if appropriate notification has been provided.

John Holland has implemented a Construction Traffic Management Plan that details the procedures to minimise traffic impacts and provide a safe work environment for the project team, motorists, cyclists and pedestrians. We have worked with other external project teams to make sure Sydney Water's messaging and project scope is clear to the wider public.

Out-of-Hours Work

John Holland will try to limit out-of-hours work. However, due to motorist safety, quality constraints (concrete pours) and traffic impacts, working outside standard hours will be needed from time to time.

Our approach to out-of-hours work will be guided by the Project's Environmental Protection Licence (EPL), Conditions of Approval, the out-of-hours work protocol referenced in the CEMP, the EPA's Draft Construction Noise Guideline and Sydney Water's Noise Management Code of Behaviour (SWEMS0056.1). Communities will continue to receive a monthly look ahead of planned out of hours work, detailing the location of the work, noise characteristics, respite and mitigations measures, encouraging them to provide feedback on the schedule of works and proposed mitigation measures. Notifications are also published on the Upper South Creek project page on the Sydney Water website.

John Holland's Environment Manager will continue to prepare and then ask Sydney Water to review an out-of-hours work permit when such work is deemed necessary. The permit will assess potential environmental impacts and recommend mitigations for working outside the project's standard construction hours. Each permit will:

- justify the need for out-of-hours work

- consider potential noise impacts and implement the relevant standard daytime and out-of-hours safeguards and other reasonable and feasible management measures, including:
 - ensuring noisy plant are positioned and orientated so as to minimise noise impacts on noise sensitive receiver
 - using sound barriers where practical to mitigate construction noise
 - directing artificial light away from sensitive receivers where possible (i.e. residents or roadways)
 - scheduling noisy work for completion by early evening where feasible
- identify community notification requirements
- notify all potentially impacted residents and sensitive noise receivers not less than five calendar days before commencing out of hours work
- seek approval from the Sydney Water Project Manager.

A noise assessment tool will be used to confirm which properties must be notified about out-of-hours work. A range of tools are available including written notifications (with at least five days' notice, a schedule of works and location, a description of the impacts and mitigations, the likely noise level and a 24/7 phone number to register enquiries and complaints), doorknocks to the home, phone calls and emails. More extensive communication will occur for residents who are predicted to experience the most construction impacts (such as noise, vibration or lighting) and respite offers will be considered on a case by case basis, as per the Conditions of Approval and out-of-hours work protocol.

Engaging vulnerable communities and the 'sometimes hard to reach'

Some stakeholders may not engage with project notifications or other communication material. They may be busy, uninterested, opposed to the project, younger, older, living with a disability, not tech-savvy or work near but not live where the project is being delivered. Using a variety of communication techniques is important for ensuring an inclusive engagement approach that provides increased opportunities for understanding.


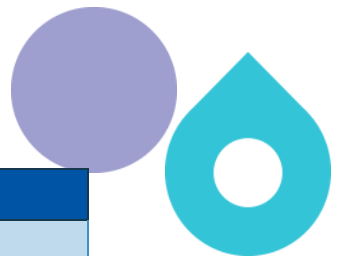
Our strategy relies on traditional written notifications, a strong focus on face-to-face engagement and providing digital avenues such as the Sydney Water website, social media posts, translated materials online and simple email updates. We make the most of the Sydney Water website by incorporating user-friendly maps and plain English notifications that meet Web Content Accessible Guidelines to inform people about upcoming work and any planned traffic changes. We liaise with local councils, community groups and government agencies (for example participating in the St George Community Housing Bonnyrigg Community Reference Group every second month to explain upcoming work and gather feedback from the community experiencing the work) to help communicate with interested and affected communities.

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.


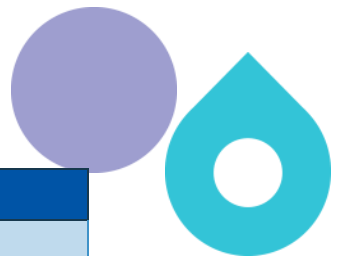
Stakeholder group	Stakeholder	Areas of interest
Project-specific Aboriginal Stakeholder Engagement Advisory Group	This group was formed after an extensive expression of interest process and includes Traditional Custodians, Registered Aboriginal Parties and interested stakeholders with connection to this part of Dharug Country. Some of the members include Cindy Laws, Kazan Brown, Shane Laws, Thelmerie Rudd and Vicky Slater.	<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.
Dharug Registered Aboriginal Parties, as listed in the EIS (RAPs)	<ul style="list-style-type: none"> A1 Indigenous Services Aragung Aboriginal Cultural Heritage Site Assessments Aunty Fran Bodkin Barking Owl Aboriginal Corporation Butucarbin Aboriginal Corporation Darug Custodian Aboriginal Corporation Goodradigbee Cultural and Heritage Aboriginal Corporation Muragadi Heritage Indigenous Corporation Widescope Indigenous Group 	<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

Stakeholder group	Stakeholder	Areas of interest
		<ul style="list-style-type: none"> • 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.
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. <ul style="list-style-type: none"> • Barraby Cultural Services • Cubbitch Barta • Dhinawan Culture and Heritage • Didge Ngunawal Clan • Galamaay Cultural Consultants • Ginninderra Aboriginal Corporation • Kamilaroi Yankuntjatjara Working Group • Merrigarn: Yuin • Murra Bidgee Mullangari Aboriginal Corporation • Yulay Cultural Services • Yurrandaali • Waawaar Awaa Aboriginal Corporation. <p>The lists of RAPs above were established following an Expression of Interest process, undertaken by John Holland Group and GHD on behalf of Sydney Water, at the commencement of the project's delivery phase in 2023.</p> <p>The list includes Dharug Traditional Custodians and community members and Local Aboriginal Land Councils within the Dharug area, specifically Gandangara and Deerubbin LALC, along with First Nations businesses,</p>	<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 • Other participation opportunities such as community education, employment and business involvement.


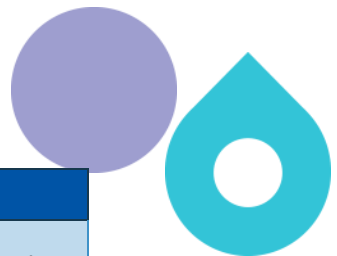



Stakeholder group	Stakeholder	Areas of interest
	groups, and residents. Sydney Water acknowledges that Tharawal LALC is not a Land Council that has the authority to speak on behalf of Dharug Country. It is important to note that only Dharug LALC's, organisations, Elders and community members were engaged as part of this process.	
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. 	<ul style="list-style-type: none"> Other participation opportunities such as community education, employment and business involvement.
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 – prioritise face-to-face engagement Construction on private property and the standard of restoration work – prioritise face-to-face engagement Weed management and livestock concerns Green Space master plan Wastewater servicing and development Business impacts and opportunities Property and driveway access.

Stakeholder group	Stakeholder	Areas of interest
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 • 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 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 • 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
Project-specific Aboriginal Stakeholder Engagement Advisory Group	This group was formed after an extensive expression of interest process 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.	<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.
Dharug Registered Aboriginal Parties, as listed in the EIS (RAPs)	<ul style="list-style-type: none"> • A1 Indigenous Services • Aragung Aboriginal Cultural Heritage Site Assessments • Aunty Fran Bodkin • Barking Owl Aboriginal Corporation • Butucarbin Aboriginal Corporation • Darug Custodian Aboriginal Corporation • Goodradigbee Cultural and Heritage Aboriginal Corporation • Muragadi Heritage Indigenous Corporation • Widescope Indigenous Group 	<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)

Stakeholder group	Stakeholder	Areas of interest
		<ul style="list-style-type: none"> 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.
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. Barraby Cultural Services Cubbitch Barta Dhinawan Culture and Heritage Didge Ngunawal Clan Galamaay Cultural Consultants Ginninderra Aboriginal Corporation Kamilaroi Yankuntjatjara Working Group Merrigarr: Yuin Murra Bidgee Mullangari Aboriginal Corporation Yulay Cultural Services Yurrandaali Waawaar Awaa Aboriginal Corporation. <p>The lists of RAPs above were established following an Expression of Interest process, undertaken by John Holland Group and GHD on behalf of Sydney Water, at the commencement of the project's delivery phase in 2023.</p> <p>The list includes Dharug Traditional Custodians and community members and Local Aboriginal Land Councils within the Dharug area, specifically Gandangara and Deerubbin LALC, along with First Nations businesses, groups, and residents. Sydney Water acknowledges that Tharawal LALC is not a Land Council that has the authority to speak on behalf of Dharug Country. It is important to note that only Dharug LALC's, organisations, Elders and community members were engaged as part of this process.</p>	<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 Other participation opportunities such as community education, employment and business involvement.
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. 	<ul style="list-style-type: none"> Other participation opportunities such as community education, employment and business involvement.

Stakeholder group	Stakeholder	Areas of interest
Indirectly impacted communities including businesses and the wider community along the Treated Water and Brine Pipelines	People living or working in the Wollondilly, Penrith, Liverpool, Fairfield, Canterbury-Bankstown and surrounding LGAs.	<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	There are 20 properties located along the pipeline route where Sydney Water may require access during commissioning or operation.	<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 location of new assets on or near their properties including the need for easements Easement compensation Early engagement and ongoing timely and regular updates about work happening on their properties – prioritise face-to-face engagement 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 	<ul style="list-style-type: none"> Interest in project benefits Support for economic growth and Aerotropolis development Environmental and water impacts.

Stakeholder group	Stakeholder	Areas of interest
	<ul style="list-style-type: none"> Department of Infrastructure, Transport, Regional Development, Communications, Sports and the Arts. 	
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. 	
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 	<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

Stakeholder group	Stakeholder	Areas of interest
	team, M7 Motorway, M12 Motorway, Sydney Trains, Sydney Metro – Western Sydney Airport) <ul style="list-style-type: none"> • 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"> • Value for money.
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 E: IS Rating Scheme Benchmarks

Sydney Water and John Holland must achieve the Level 1 benchmarks.

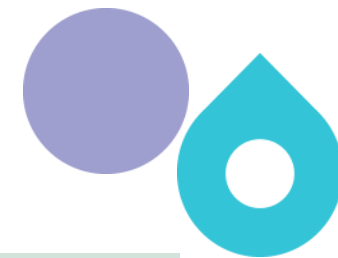
Design rating requirements

Stakeholder Engagement Strategy (Sta-1)

Benchmark	Must Statement	Evidence Required
DL1.1 Stakeholder engagement strategy has been developed (or reviewed and updated).	<p>Where a strategy has been developed during the Planning phase, it must be reviewed and updated for the Design phase.</p> <p>For the Design phase, the strategy must include the following, unless justification can be provided for not considering certain points relevant:</p> <ul style="list-style-type: none"> • Relevant and measurable objectives for engagement • The identification and analysis of project stakeholders, including First Nations people connected to the project location • Material risks and opportunities related to identified stakeholders (may be defined for Lea-2) • The process for working with stakeholders to identify their priority issues • An implementation program, including timing and roles and responsibilities • The process to record engagement and input received, commitments made, and actions promised • A mechanism for managing stakeholder complaints • How and when progress on achieving stakeholder engagement objectives will be monitored and evaluated. <p>The stakeholder engagement strategy must be developed or approved by a suitably qualified professional.</p>	<p>A stakeholder engagement strategy, as specified above</p> <p>Documentation for the suitably qualified professional e.g. CV or LinkedIn profile.</p>
DL1.2 Strategy is informed by local context and stakeholder characteristics.	<p>An assessment of local context and stakeholder characteristics must inform the stakeholder engagement strategy (e.g. assisting in the identification of stakeholders, including those who may be vulnerable or 'difficult to reach', identifying effective engagement activities), and consider:</p> <ul style="list-style-type: none"> • Population demographics, cultural and linguistic diversity, employment and livelihoods, service provision, community perceptions and stakeholder preferences for engagement • Previous legacy issues – that is, issues that occurred prior to the project that could influence 	<p>Evidence that the assessment specified above has been undertaken and used to inform the stakeholder engagement strategy.</p>

	<p>stakeholders' opinions, requirements or attitudes.</p> <p>This information may be drawn from existing documents such as local and regional plans, census data, community profiles, community needs assessments, social baselines or impact assessments.</p>	
DL1.3 Stakeholder engagement strategy has been integrated into project governance and been implemented.	<p>Project governance systems and processes must be informed by the stakeholder engagement strategy, including at a minimum:</p> <ul style="list-style-type: none"> • Risks to stakeholder engagement are included in the main project risk register (see Lea-2) • Key stakeholder engagement activities are included in the project schedule. <p>Design phase actions from the stakeholder engagement strategy must be implemented, including:</p> <ul style="list-style-type: none"> • Engagement activities • Engagement recording and feedback processes • Complaints management mechanism 	<p>Evidence of stakeholder engagement integration in risk register and project schedule</p> <p>Evidence to demonstrate that Design phase actions have been implemented e.g. progress monitoring and reporting, outputs from feedback and incidents and complaints processes.</p>
DL2.1 A plan for First Nations peoples participation has been developed and implemented with them.	<p>A plan for participation by First Nations peoples must be created with the intention of integrating the local community into the project and achieving outcomes meaningful to them and include:</p> <ul style="list-style-type: none"> • First Nations peoples and groups connected to or affected by the project and its location • Objectives of participation, proposed actions and measures of success • Monitoring, reporting and review. <p>See Additional Guidance regarding potential focus and outcome areas for the plan. The plan must be developed with local community representatives or an First Nations peoples reference group. Evidence of the plan implementation must be provided.</p>	<p>First Nations peoples participation plan, as specified above (may be subplan within stakeholder engagement strategy)</p> <p>Involvement of local community representatives or First Nations peoples reference group in plan development e.g.</p>

	Outcomes identified in the plan may link to benchmarks defined in other IS credits e.g. Place, Heritage, Workforce.	meeting minutes, emails, review comments
		Plan implementation actions and anticipated outcomes e.g. forums, minutes of meetings, photos of engagement.
DL2.2 Stakeholder engagement progress is reviewed and used to update the strategy.	Progress against the stakeholder engagement strategy objectives must be monitored, reviewed and documented, and the strategy updated to reflect identified remedial actions. The stakeholder engagement strategy review must: <ul style="list-style-type: none"> • Be undertaken at least once during the Design phase, or annually if the phase is longer than one year • Involve at least one representative from the senior management team. 	Strategy review date, findings and changes made e.g. updated version of strategy with changes
		Senior management team involvement e.g. minutes from review report back; email confirmation.
DL3.1 The draft strategy was reviewed with key external stakeholders and their input reflected in the final strategy.	Key community representatives and stakeholders, including First Nations people connected to the project, must be engaged with to review the draft strategy during its development (DL1.1), and their inputs reflected in the final strategy. Elements of the strategy for which input is sought must include, at a minimum: <ul style="list-style-type: none"> • Identification of stakeholders • Engagement activities and tools • Feedback mechanism and complaints management process • Process for prioritising stakeholder issues. 	Evidence of stakeholder review of key elements of draft strategy e.g. outputs from review meetings or other engagement processes, presentation content, feedback register



	Where stakeholder groups have been invited but decline to participate, effort must be made to accommodate their views e.g. feedback register comments.	Stakeholder inputs reflected in the final stakeholder engagement strategy e.g. outlining the feedback from stakeholder engagement and where / how this has been included.
DL3.2 Stakeholder engagement activities, implementation schedule, and feedback and complaints processes have been made public.	The project's stakeholder engagement activities, implementation schedule, and feedback and complaints processes must be made publicly available e.g. on the project website, via newsletters or social media. Where the project forms part of a larger delivery program for one asset (i.e. a package of works) under a delivery agency, its stakeholder engagement activities, implementation schedule, and feedback and complaints processes can be publicised at the level of the delivery agency.	Evidence of stakeholder engagement activities, implementation schedule, and feedback and complaints processes made publicly available e.g. on the project or organisation website or via social media.

Benchmark	Must Statement	Evidence Required
DL1.1 High priority stakeholder issues have been identified and confirmed with project stakeholders.	<p>Project-related stakeholder issues for the design and construction phases must be identified and prioritised early in the Design phase with key stakeholder and community representatives (see Sta-1) and a list of high priority stakeholder issues (10 or fewer) agreed.</p> <p>Opportunities to address high priority issues must be developed with input from affected stakeholders.</p> <p>Where external stakeholder groups have been invited but decline to participate, effort must be made to accommodate or incorporate their views e.g. surveys rather than face-to-face meetings; available data or reports.</p> <p>Where stakeholder issues have been identified, prioritised and verified for a Planning rating, they can form the basis of this criterion, but they must be reviewed and updated.</p>	<p>List of agreed high priority stakeholder issues for design and construction and opportunities to address these</p> <p>Evidence of stakeholder involvement in confirming their priority issues and identifying opportunities e.g. in-person or online engagement processes, participation lists, emails from stakeholder representatives.</p>
DL1.2 Stakeholder inputs have contributed to positive outcomes for one of their high priority issues.	<p>Evidence must demonstrate that stakeholder input has directly contributed to project actions related to one of their high priority issues (DL1.1).</p> <p>Some examples:</p> <ul style="list-style-type: none"> • Elements of the design have been changed as a result of stakeholder input e.g. accessibility improvements • Measures have been developed to mitigate impacts important to stakeholders e.g. local business continuity, ecological restoration 	<p>Stakeholder input on their high priority issue demonstrated e.g. Design reports or drawings, minutes of meetings, management plan content</p>


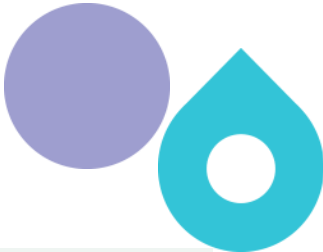
	<ul style="list-style-type: none"> • Structures have been included, e.g. visual amenity bunds, noise walls, fauna fencing, fauna crossings • Management plans have been developed, e.g. to manage impacts in future phases • Landscape design and visual amenity elements have been selected. <p>The actions to be taken by the project to address the priority stakeholder issue must be communicated to and acknowledged by stakeholders.</p>	<p>Acknowledgement by stakeholders that actions have addressed priority issue.</p>
<p>DL2.1 Stakeholder inputs have contributed to positive outcomes for three or more of their high priority issues.</p>	<p>Evidence must demonstrate that stakeholder input has directly contributed to project actions related to three or more of their high priority issues (DL1.1). See examples in DL1.2.</p> <p>The actions to be taken by the project to address the priority stakeholder issue must be communicated to and acknowledged by stakeholders.</p>	<p>Stakeholder input on at least three high priority issues demonstrated e.g. Design reports or drawings, minutes of meetings, management plan content</p> <p>Acknowledgement by stakeholders that actions have addressed priority issues.</p>
<p>DL2.2 Lessons learnt have been collected and documented.</p>	<p>At the end of the Design phase, lessons learnt from stakeholder engagement must be collated, documented and provided to the Contractor, and include:</p> <ul style="list-style-type: none"> • Records of engagement activities undertaken • A summary of key feedback themes • An outline of how stakeholder or community involvement or input has influenced the development of the project • An evaluation of the process, including what worked and what didn't, to ensure future activities and phases can build upon these learnings. <p>Collating and documenting lessons learnt must be done with key members of the project team e.g. stakeholder manager, design team staff, environmental specialists, project manager.</p>	<p>Notes from a meeting, discussion or other engagement to review lessons learnt</p> <p>Documentation of lessons learnt and evidence of inclusion in handover e.g. report, contract schedule, management plan.</p>

	If the contractor was involved in collating and documenting the lessons learned during the Design phase handover is not required.	
DL3.1 At least 75% of stakeholders are satisfied that their input has had a positive impact on the project.	<p>Feedback must be sought from key stakeholders and community representatives (including First Nations people) on engagement during the Design phase and on whether they believe their input has influenced project outcomes e.g. through surveys or structured interviews. The process used to collect feedback must:</p> <ul style="list-style-type: none"> • Gather feedback specifically on whether they believe their input has positively impacted project outcomes related to their high priority issues • Be undertaken at least once, towards the end of the Design phase • Document results and commentary so they can be included in lessons learnt (DL2.2). <p>The size, nature and representation of the sample group from which feedback is sought must be determined and justified.</p> <p>The results must demonstrate at least 75% of stakeholders were satisfied that their input had a positive impact on the project. The results of the survey or other feedback mechanism must be reviewed and validated by a community reference panel (see Definitions) or an independent suitably qualified professional from the proponent (client) organisation or a third party.</p>	Stakeholder feedback and results
		Information on process used to test satisfaction , as specified above
		Validation of feedback results by community reference panel or independent suitably qualified professional.

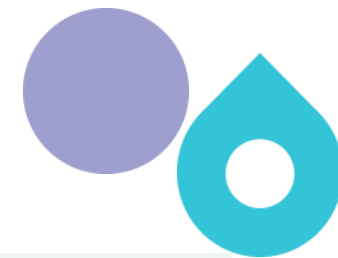
As Built rating requirements

Stakeholder Engagement Strategy (Sta-1)


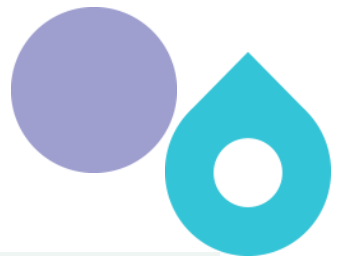
Benchmark	Must Statement	Evidence Required
ABL1.1 The stakeholder engagement strategy has been developed (or reviewed and updated).	<p>If a stakeholder engagement strategy was verified for the project's Design rating, that strategy must be reviewed and updated for the Construction phase.</p> <p>The stakeholder engagement strategy for the Construction phase must include the following, unless justification can be provided for not considering certain points relevant:</p> <ul style="list-style-type: none">• Relevant and measurable objectives for engagement• The identification and analysis of project stakeholders, including First Nations peoples connected to the project location• Material risks and opportunities related to identified stakeholders (may be defined for Lea-2)• The process for working with stakeholders to identify their priority issues (only required if targeting Sta-2)• An implementation program, including timing, roles and responsibilities• The process to record engagement and input received, commitments made, and actions promised• A mechanism for managing stakeholder complaints• How and when progress on achieving stakeholder engagement objectives will be monitored and evaluated. <p>The stakeholder engagement strategy must be developed or approved by a suitably qualified professional.</p>	<p>A stakeholder engagement strategy for the Construction phase, as specified above</p> <p>Documentation for suitably qualified professional e.g. CV or LinkedIn profile.</p>
ABL1.2 Strategy is informed by the local context and stakeholder characteristics.	<p>An assessment of local context and stakeholder characteristics must inform the stakeholder engagement strategy (e.g. assisting in the identification of stakeholders including those who may be vulnerable or 'difficult to reach', identifying effective engagement activities), and consider:</p> <ul style="list-style-type: none">• Population demographics, cultural and linguistic diversity, employment and livelihoods, service provision, community perceptions and stakeholder preferences for engagement• Previous legacy issues – that is, issues that occurred prior to the project that could influence stakeholders' opinions, requirements or attitudes.	<p>Evidence that the assessment specified above has been undertaken and used to inform the stakeholder engagement strategy.</p>

	<p>This information may be drawn from existing documents such as local and regional plans, census data, community profiles, community needs assessments, social baselines or impact assessments.</p> <p>If a local context and stakeholder characteristics assessment was verified for the project's Design rating then it can be reviewed and updated to meet the requirements of this criterion.</p>	
<p>ABL1.3 Stakeholder engagement strategy has been integrated into project governance and implemented.</p>	<p>Project governance systems and processes must be informed by the stakeholder engagement strategy, including at a minimum:</p> <ul style="list-style-type: none"> • Risks to stakeholder engagement are included in the main project risk register (see Lea-2) • Key stakeholder engagement activities are included in the project schedule • Stakeholder engagement strategy reflected in management plans <p>Construction phase actions from the stakeholder engagement strategy must be implemented, including:</p> <ul style="list-style-type: none"> • Engagement activities • Engagement recording and feedback processes • Complaints management mechanism. 	<p>Evidence of stakeholder engagement integration in risk register, management plans and project schedule</p> <p>Evidence to demonstrate that Construction phase actions have been implemented e.g. progress monitoring and reporting, outputs from feedback and complaints processes.</p>
<p>ABL1.4 Stakeholder engagement progress has been reviewed and used to update the strategy.</p>	<p>Progress against the stakeholder engagement strategy must be monitored, reviewed and documented, and cover:</p> <ul style="list-style-type: none"> • Stakeholder groups engaged • Approach to engagement and methods used • Issues and concerns raised through the engagement • A review of performance against goals and objectives outlined in the strategy. 	<p>Strategy review date, findings (on areas specified) and changes made e.g. updated version of strategy with changes</p>




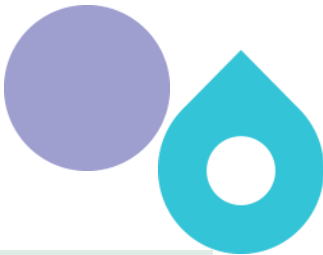
	<p>The stakeholder engagement strategy review must be:</p> <ul style="list-style-type: none">• Undertaken annually during construction and involve at least one representative from the senior management team• Used to update the strategy where needed.	Senior management team involvement e.g. minutes from review report back; relevant emails.
ABL2.1 A plan for First Nations peoples participation has been developed and implemented with them.	<p>If a plan for First Nations peoples participation was verified for the project's Design rating, that plan can form the basis of this criterion.</p> <p>A plan for First Nations peoples participation must be created with the intention of integrating the local community into the project and achieving outcomes meaningful to them and include:</p> <ul style="list-style-type: none">• The First Nations peoples and groups connected to or affected by the project and its location• Objectives of participation proposed actions and measures of success• Monitoring, reporting and review. <p>See Additional Guidance regarding potential focus and outcome areas for the plan.</p> <p>The plan must be developed with local community representatives or a First Nations Peoples reference group.</p> <p>Evidence of the plan implementation must be provided.</p> <p>Outcomes identified in the plan may link to benchmarks defined in other IS credits e.g. Place, Heritage, Workforce.</p>	First Nations People of the Land participation plan, as specified above (may be subplan within stakeholder engagement strategy or other management plan)
		Involvement of local community representatives or First Nations Peoples reference group in plan development e.g. meeting minutes, emails, review comments
		Plan implementation actions and outcomes e.g. minutes of meetings, photos or videos of engagement, employment or commercial outcomes.

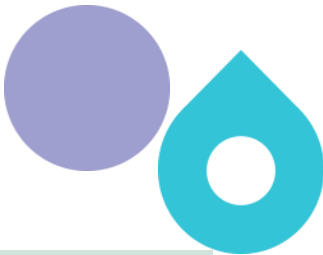
<p>ABL3.1 Stakeholder engagement progress has been regularly reviewed with key external stakeholders and their inputs used.</p>	<p>Key community representatives and stakeholders, including First Nations people connected to the project, must be engaged with as part of the annual stakeholder engagement strategy review (ABL1.4), and their inputs reflected in updates to the strategy.</p> <p>Elements of the strategy for which input is sought must include:</p> <ul style="list-style-type: none"> • Identification of stakeholders • Engagement activities and tools • Feedback mechanism and complaints management process • A review of performance against goals and objectives outlined in the strategy. <p>Where stakeholder groups have been invited but decline to participate, effort must be made to accommodate their views e.g. feedback register comments.</p>	<p>Evidence of stakeholder participation in annual review e.g. outputs from review meetings or other engagement processes, presentation content, feedback register</p> <p>Stakeholder inputs reflected in the updated stakeholder engagement strategy e.g. outlining the feedback from stakeholder engagement and actions to address.</p>
<p>ABL3.2 Stakeholder engagement activities, implementation schedule, and feedback and complaints processes have been made public.</p>	<p>The project's stakeholder engagement activities, implementation schedule, and feedback and complaints processes must be made publicly available e.g. on the project website, via newsletters or social media.</p> <p>The publicly available stakeholder engagement activities, implementation schedule, and feedback and complaints processes must be updated on an annual basis during construction.</p> <p>Where the project forms part of a larger delivery program for one asset (i.e. a package of works) under a delivery agency, its stakeholder engagement activities, implementation schedule, and feedback and complaints processes can be publicised at the level of the delivery agency.</p>	<p>Evidence of stakeholder engagement activities, implementation schedule, and feedback and complaints processes made publicly available e.g. on the project or organisation website or via social media</p> <p>Evidence of annual updates of publicly available stakeholder engagement information.</p>

Stakeholder Engagement Implementation (Sta-2)

Benchmark	Must Statement	Evidence Required
DL1.1 High priority stakeholder issues have been identified and confirmed with project stakeholders.	<p>Project-related stakeholder issues for the design and construction phases must be identified and prioritised early in the Design phase with key stakeholder and community representatives (see Sta-1) and a list of high priority stakeholder issues (10 or fewer) agreed.</p> <p>Opportunities to address high priority issues must be developed with input from affected stakeholders.</p> <p>Where external stakeholder groups have been invited but decline to participate, effort must be made to accommodate or incorporate their views e.g. surveys rather than face-to-face meetings; available data or reports.</p> <p>Where stakeholder issues have been identified, prioritised and verified for a Planning rating, they can form the basis of this criterion, but they must be reviewed and updated.</p>	<p>List of agreed high priority stakeholder issues for design and construction and opportunities to address these</p> <p>Evidence of stakeholder involvement in confirming their priority issues and identifying opportunities e.g. in-person or online engagement processes, participation lists, emails from stakeholder representatives.</p>
DL1.2 Stakeholder inputs have contributed to positive outcomes for one of their high priority issues.	<p>Evidence must demonstrate that stakeholder input has directly contributed to project actions related to one of their high priority issues (DL1.1).</p> <p>Some examples:</p> <ul style="list-style-type: none"> • Elements of the design have been changed as a result of stakeholder input e.g. accessibility improvements • Measures have been developed to mitigate impacts important to stakeholders e.g. local business continuity, ecological restoration • Structures have been included, e.g. visual amenity bunds, noise walls, fauna fencing, fauna crossings • Management plans have been developed, e.g. to manage impacts in future phases • Landscape design and visual amenity elements have been selected. <p>The actions to be taken by the project to address the priority stakeholder issue must be communicated to and acknowledged by stakeholders.</p>	<p>Stakeholder input on their high priority issue demonstrated e.g. Design reports or drawings, minutes of meetings, management plan content</p> <p>Acknowledgement by stakeholders that actions have addressed priority issue.</p>

<p>DL2.1 Stakeholder inputs have contributed to positive outcomes for three or more of their high priority issues.</p>	<p>Evidence must demonstrate that stakeholder input has directly contributed to project actions related to three or more of their high priority issues (DL1.1). See examples in DL1.2.</p> <p>The actions to be taken by the project to address the priority stakeholder issue must be communicated to and acknowledged by stakeholders.</p>	<p>Stakeholder input on at least three high priority issues demonstrated e.g. Design reports or drawings, minutes of meetings, management plan content</p> <p>Acknowledgement by stakeholders that actions have addressed priority issues.</p>
<p>DL2.2 Lessons learnt have been collected and documented.</p>	<p>At the end of the Design phase, lessons learnt from stakeholder engagement must be collated, documented and provided to the Contractor, and include:</p> <ul style="list-style-type: none"> • Records of engagement activities undertaken • A summary of key feedback themes • An outline of how stakeholder or community involvement or input has influenced the development of the project • An evaluation of the process, including what worked and what didn't, to ensure future activities and phases can build upon these learnings. <p>Collating and documenting lessons learnt must be done with key members of the project team e.g. stakeholder manager, design team staff, environmental specialists, project manager.</p> <p>If the contractor was involved in collating and documenting the lessons learned during the Design phase handover is not required.</p>	<p>Notes from a meeting, discussion or other engagement to review lessons learnt</p> <p>Documentation of lessons learnt and evidence of inclusion in handover e.g. report, contract schedule, management plan.</p>
<p>DL3.1 At least 75% of stakeholders are satisfied that their input has had a</p>	<p>Feedback must be sought from key stakeholders and community representatives (including First Nations peoples) on engagement during the Design phase and on whether they believe their input has influenced project outcomes e.g. through surveys or structured interviews.</p>	<p>Stakeholder feedback and results</p>



positive impact on the project.	<p>The process used to collect feedback must:</p> <ul style="list-style-type: none">• Gather feedback specifically on whether they believe their input has positively impacted project outcomes related to their high priority issues• Be undertaken at least once, towards the end of the Design phase• Document results and commentary so they can be included in lessons learnt (DL2.2). <p>The size, nature and representation of the sample group from which feedback is sought must be determined and justified.</p> <p>The results must demonstrate at least 75% of stakeholders were satisfied that their input had a positive impact on the project. The results of the survey or other feedback mechanism must be reviewed and validated by a community reference panel (see Definitions) or an independent suitably qualified professional from the proponent (client) organisation or a third party.</p>	Information on process used to test satisfaction , as specified above
		Validation of feedback results by community reference panel or independent suitably qualified professional.


Appendix F: Key project contacts

Name	Title
Dimi Shortland	Project Director, Sydney Water
Elie Anthony	Senior Project Manager, Sydney Water
Alan Law	Project Manager, Sydney Water
Marcelo Sales	Senior Project Manager, AWRC, Sydney Water
Nicholas Cheetham	Community Engagement Manager, Sydney Water
Grant Thomas	Engagement Lead, Greater Sydney, Sydney Water
Kaitlyn Lawler	Community Advisor AWRC, Greater Sydney, Sydney Water
Cheryl Cahill	Environment Lead, Sydney Water
Jason Julius	Senior Project Manager, John Holland
Sheila Maidment	Community & Stakeholder Engagement Lead, John Holland
Michael Robertson	Community & Stakeholder Engagement Consultant, John Holland
Alyce Harrington	Planning, Environment & Approvals Director, John Holland

Appendix G: Engagement Tools & Channels

TYPE (WHAT)	PURPOSE (WHY)	TIMING (WHEN)
Advertising	Informs about planning progress, community impact, and public meetings or displays.	As required, not currently planned for this project.
Calling cards / postcards	Informs the community of activities in the immediate area.	48 hours minimum. 7 days maximum.
Community information hotline	Free and accessible point of contact for enquiries and complaints relating to the project.	For the life of the project.
Community information sessions	Provides an opportunity for local residents and stakeholders to meet with and ask detailed questions of the project team at a convenient location. The needs of CALD members of the community must be considered. Should be co-hosted with other government agencies and project teams where possible.	Every six months or at key project milestones.
Contractor identification	ID tags and uniforms used to identify staff and contractors when working in public.	Ongoing and mandatory.
Consultation Manager	Stakeholder management database that records all contact, enquiries and complaints concerning the project.	No later than 48 hours after contact.
Door knocks	Provides advice and information direct to stakeholders that will likely be impacted by work and seeks feedback about how the works may affect residents and businesses so that efforts can be made to minimise impacts.	As needed.
Frequently asked questions (FAQs) / Key messages	Tool that assists the delivery partner and Sydney Water in responding to issues that may have impact on the project.	As needed.
Maps / diagrams	Visual explanation of the work and impacts.	As needed.
Meetings and minutes	Formal records of stakeholder and property owner discussions, to be shared by Sydney Water once approved.	No later than 10 business days after the meeting.
Negotiation & engagement of property owners	To enter properties, especially private properties, negotiation of entry is required. Less formal but still required to obtain agreement.	When access is required.
Register of agreement with property owners	Records the agreement reached with property owners.	Once properties are identified. Recorded in Consultation Manager.
Notice of entry	When negotiation with property owners fail, this is the formal mechanism to obtain access to private property. Community Relations Team will phone or send letter in first instance requesting access before issuing a NOE.	48 hours, minimum 7 days, maximum and ideal (This process can take up to 2 weeks).

TYPE (WHAT)	PURPOSE (WHY)	TIMING (WHEN)
MP and Council notification	Used to introduce the project before work commences and respond to any issues that arise.	To be notified 28 days prior to Construction. This is a Delivery Management Activity.
5-7-day notification (letter drops)	Used for all site activities and include: - describe the nature of the investigations - why the investigations are being done, including benefits - where the work will occur - works hours and duration - impacts on the community - contact details and translation panel.	5-7 days.
Phone calls	Used to make initial contact with property owners where possible. Issue of NOE is allowed once initial contact has been tried after multiple attempts. Phone calls to landowners will also be used to establish contact between landowners and the Superintendent/Supervisor overseeing the work on their property.	As required.
Project update notification (letter drops)	Informs stakeholders of upcoming (or a change to) work, location, working hours, mitigation measures and duration.	Monthly lookaheads, standard hours and out of hours.
Project email	Free and accessible point of contact for enquiries and complaints relating to the project.	For the life of the project.
Pre construction customer agreement (PCCA)	Agreement between lessee and Sydney Water on the work being done on their property, including restoration. An abridged version of the PCCA (an investigation customer agreement) will be used if any geotechnical surveys are required on private property and only on identified sites.	2-3 weeks for stakeholder to review PCCA.
Presentation	Project presentation template used to present to key external stakeholders.	As needed.
Signage	Signage installed on fencing at all temporary work compounds and at the AWRC facility. A-frame Sydney Water branded signage used for mobile works happening in a community, such as potholing and pipeline construction. All project signage will identify the project name and the complaints channels (1800 community information hotline and project email address). Signage to communicate traffic or pedestrian changes will be installed as per the TGS (Traffic Guidance System) approved by the relevant Road Authority.	As required.



TYPE (WHAT)	PURPOSE (WHY)	TIMING (WHEN)
Site inductions	Project team and subcontractors are respectful towards the community and adhere to site standards and communication standards.	As needed.
Site visits	On site meetings to inform and consult with government agencies, councils, special interest groups, and other stakeholders.	As needed.
Social media	X, Facebook, LinkedIn, Instagram, YouTube.	Project milestones or good news stories.
Thank you letters / close out letters	Expresses appreciation towards property owners for their cooperation and patience.	7 to 14 days after work is completed, once all investigations on impacted properties are completed.
WHIMS (What is happening in my suburb)	Sydney Water intranet tool to help Sydney Water's customer service team to direct customer enquiries to the right areas/projects and respond to enquiries appropriately.	Enter high level information into WHIMS.
Sydney Water Website	Organisation website.	Project collateral and notifications uploaded no later than 24 hours from distribution.



Appendix H: Media & Social Media Policy

Media enquiries will be managed as follows:

- all media enquiries must be directed to the Sydney Water Media Unit, available 24 hours a day, seven days a week on 8849 5151 and followed by an email to media@sydneywater.com.au
- no representative will comment to the media on any issue related to the project or Sydney Water.

All proactive media or social media related to the project or companies involved in the project must be managed through and approved by Sydney Water's Media Unit.

Any reference to the project at conferences and in award submissions, is to be approved by the Sydney Water Media Unit.

At least one month should be allowed for Sydney Water's review and approval of all media material before the intended distribution.



Appendix I: Privacy Policy

Sydney Water is committed to managing and protecting personal information in accordance with the requirements of the *Privacy and Personal Information Protection Act 1998 (PPIP Act)*, *Health Records and Information Privacy Act 2002 (HRIP Act)* and the *Privacy Amendment (Notifiable Data Breaches) Bill 2017 (NBD Scheme)*.



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 K: Inductions and training

Project induction sessions and toolbox talks will incorporate a community and stakeholder management component. All employees, subcontractors and consultants will be required to attend the induction.

The Community & Stakeholder Engagement Manager will incorporate awareness of local stakeholders and community issues into the induction.

The community and stakeholder management component of the induction will include:

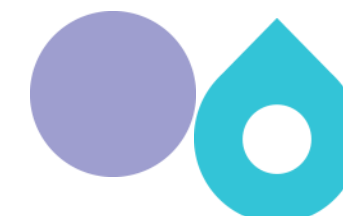
- Our community and stakeholder management approach:
 - Successful community engagement is the responsibility of every member of the team
 - Our focus is to minimise disruption on the local community and to keep people informed
- Our commitments:
 - Consider the impact on the community in our decision making
 - Be an active member of the community
- Our obligations:
 - 24-hour enquiry and complaints line
 - Respond to enquiries and complaints
 - 7-day notification prior to upcoming work, including the reason for the work, the nature of the disruption and the expected benefits
 - No statements, written or verbal, or photos provided to any external contact without authorisation
 - Advise the Community & Stakeholder Engagement Manager of any contact by media.
- Our behaviours:
 - Behave appropriately:
 - Drive safely and park appropriately
 - Respect the neighborhoods in which we work
 - Be aware and considerate of our neighbours. No raised voices or loud music on site or during arrival and departure.
- If you are approached by a member of the community:
 - Be polite and courteous
 - Direct them to the Community Information Line – 1800 064 127

Appendix L: Infrastructure Sustainability (IS) tool stakeholder engagement activities



Credit	Credit Number	Consultation type (workshop, stakeholder consultation etc.)	Internal / external	What are the key requirements to meet	Who is required to be involved	Timing
Materiality Assessment	NA	Undertake assessment with key stakeholders	Internal	<p>The materiality assessment must be undertaken with a multi-disciplinary team. Results of the materiality assessment must be supported by relevant documentation to justifying assessment, including justification of scoped out credits.</p> <p>Justifications for changing the materiality score might include stakeholder feedback or interest (including the community)</p>	<p>Potential participants include:</p> <ul style="list-style-type: none"> • Assessor • Project director • Construction manager • Engineering Manager/ design lead • Network operations manager • Quality manager • Commercial manager • Stakeholder relations manager • Environment manager • Sustainability manager • Risk manager • External stakeholders. 	Establishment phase (first 6 months).
Base Case	NA	Acceptance by stakeholders	Internal (potentially external as well)	To demonstrate transparency, the Base Case design must be accepted by key stakeholders of the project or asset such as the proponent	Potential stakeholders include proponent, representatives of original concept for infrastructure development.	Establishment phase (first 6 months).
Pla-2 Urban and Landscape design	DL2.1	Describe how stakeholder input influenced design	Both	<p>An urban and landscape design statement (see Definitions) must be prepared to describe how urban and landscape design, relevant stakeholder input and whole of life considerations have influenced the project design.</p> <p>The statement must include evidence of the community benefits anticipated to be generated by the project's urban and landscape design.</p>	Relevant stakeholder (not explicitly defined).	Design phase.
Pla-2 Urban and Landscape design	ABL1.1	NA	NA	Where circumstances have required deviation from the urban and landscape design plan and design options, a clear justification for the deviation(s) must be provided. Any changes must result in 'no net loss' of benefits to the community or key stakeholders.	NA	NA
Lea-1 Integrating Sustainability	DL2.1	Workshop or other engagement mechanism .Where stakeholders have declined to participate, effort should be made to accommodate their views (e.g., through surveys or interviews rather than face-to-face meetings)	External	Sustainability objectives and targets have been reviewed with key external stakeholders and include their input.	<p>External stakeholders must include:</p> <ul style="list-style-type: none"> • Representatives from high-influence and affected groups (particularly affected minority groups), identified in Sta-1 if completed • Representatives of the First Nations peoples • The proponent, the appointed Contractor and operator if known • A representative shareholder or investor if relevant. 	June 2024
Lea-2 Risks and opportunities	D1.4 / AB 1.4	Workshop or similar	Internal	A multidisciplinary team (see Definitions above) must participate in the risk and opportunity assessment (D/ABL1.1 and D/ABL1.3) and the identification of treatment options for risks (DL1.2). Where relevant, technical experts may need to be involved in treatment option identification. Evidence of multidisciplinary team participation e.g. Workshop minutes.	<p>Multidisciplinary team</p> <p>Lea-2: To include a risk manager, sustainability manager, environmental manager, stakeholder or social outcomes manager, commercial or procurement manager and project director or project manager. Where specified management positions are not held, projects need to show that the equivalent function is covered (e.g. project manager covers risk management) and the diversity of the team is maintained.</p>	Quarterly until February 2026





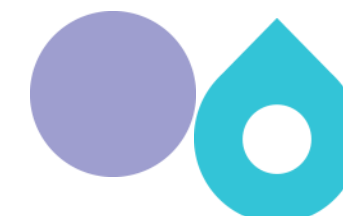
Lea-3 Knowledge Sharing	D/ABL1.1	Knowledge shared with stakeholders	External	Two examples must be provided showing sustainability knowledge from the project has been shared with the parent organisation(s), other key stakeholders or industry groups and has resulted in competency improvement (e.g. through evaluation survey or test) or specific action.	'Other key stakeholders' 'Industry groups'.	Any time in design or construction.
Lea-3 Knowledge Sharing	D/ABL2.2	Stakeholder engagement	External	A case study which documents successful project resource recovery or circular economy initiatives must be developed and include supplier, partner or stakeholder engagement .	One example of stakeholder engagement.	Procurement.
Spr-1 Sustainable Procurement Strategy	D/ABL1.1	Undertake assessment with key internal stakeholders	Internal	<p>A risk and opportunity assessment must be developed to help identify material sustainability impacts in the project's and asset's supply chains. Key stakeholders must participate in the assessment.</p> <p>Note: can be conducted within Lea-2 R&O but the following sustainability impacts must be considered as part of the risk and opportunity assessment (see Additional Guidance for considerations within each impact area):</p> <ul style="list-style-type: none"> • Human rights • Labour practices • The environment • Fair operating practices • Consumer issues • Community involvement and development. <p>Evidence for D/ABL1.1</p> <ul style="list-style-type: none"> • Evidence of internal stakeholder involvement in the risk and opportunity assessment. 	<p>Key internal stakeholders participating in the assessment must include:</p> <ul style="list-style-type: none"> • Representatives of procurement functions e.g. sourcing, commercial, category management, contract management, supplier management • Representatives of sustainability functions, e.g. sustainability, health and safety, environment, planning, human resources, diversity. 	Second quarter 2023 until second quarter 2025
Spr-1 Sustainable Procurement Strategy	D/ABL3.1	Market engagement / proactive communication	External	<p>To provide the market and suppliers with sufficient time to prepare and develop capabilities and goods or services to meet the needs of the project, the buying organisation or project must provide timely communication on the project's sustainability objectives as well as likely requirements, specifications and performance targets if relevant - in advance of formal market soundings and engagement.</p> <p>Evidence for D/ABL3.1:</p> <p>Demonstration of proactive communications to suppliers on sustainability objectives and expectations, for example:</p> <ul style="list-style-type: none"> • Industry events where the project and its suppliers can exchange information, ideas and experience on how to achieve sustainability objectives • Early engagement methods, such as competitive dialogue and early contractor involvement • Evaluation criteria presented: suppliers encouraged to provide their sustainability best offer in comparison to price, quality, etc. 	Market and suppliers	Completed end of 2024.
Spr-2 Supplier Assessment and Selection	D/ABL2.1	Undertake assessment with key internal stakeholders	Internal	Assessment of the suppliers' responses to sustainability requirements for material goods and services must be carried out with key internal stakeholders relevant to the risks or opportunities identified.	Key internal stakeholders relevant to the risks or opportunities identified.	Procurement phase - during tender response assessment.





Res-1 Climate and Natural Hazards Risks	D1.3	Workshop or similar	Internal	A multidisciplinary internal team participated in the identification and assessment of climate and natural hazard direct risks and the selection of treatment options.	Multidisciplinary internal team To include a sustainability manager, risk manager, relevant design engineers (e.g. with backgrounds in flooding or other hazards, civil and structural design), environmental specialists, people with knowledge of the local community. There is flexibility in the team composition as long as relevant disciplines are covered and the diversity of the team maintained.	Completed February 2024.
Res-1 Climate and Natural Hazard Risks	DL2.4	Undertake assessment with key affected stakeholders	External	A comprehensive set of affected stakeholders must participate in identifying climate and natural hazard direct and indirect risks and treatment options.	Stakeholders must include the following: • Relevant local, state or national government representatives • Infrastructure utilities • Emergency services • Affected and interested community groups • Other impacted local facilities and assets.	Completed February 2024.
Res-2 Resilience Planning	DL1.1	Meeting / other engagement	Internal	A multidisciplinary internal team must identify acute shocks and chronic stresses likely to impact the functionality of the infrastructure asset (under development) and its service delivery.	To include a sustainability manager, risk manager, relevant design engineers (e.g. with backgrounds in flooding or other hazards, civil and structural design), environmental specialists, people with knowledge of the local community. There is flexibility in the team composition as long as relevant disciplines are covered and the diversity of the team maintained.	Completed February 2024.
Res-2 Resilience Planning	DL1.2	Feedback from findings	External	Key interdependent physical assets and services within the city, town, or community likely to be impacted if the identified asset loses functionality or is forced to operate at minimal capacity have been identified. Guidance on interdependent assets). At a minimum, assets considered must include water, power, telecommunications, transport, health and emergency services, parks and community facilities. The assessment findings including the location, proximity and services of the interdependent assets or services to the identified asset must be tested with external stakeholders from Local Government during a meeting or other engagement method.	Local government.	Completed February 2024.
Res-2 Resilience Planning	DL1.4	A face-to-face workshop with relevant representatives from stakeholder organisations A web conference with relevant representatives from stakeholder organisations	Internal	Where a resilience plan has been undertaken and verified as part of a Planning Rating, the plan must be reviewed and updated to meet the above criteria. The review must be undertaken by a multidisciplinary team including key internal stakeholders	Key internal stakeholders may include: • project director • sustainability manager • community engagement manager • engineers • risk managers.	Completed February 2024.
Res-2 Resilience Planning	DL1.5	A face-to-face workshop with relevant representatives from stakeholder organisations A web conference with relevant representatives from stakeholder organisations	Internal	The Resilience Plan including progress against treatment option implementation must be reviewed annually with internal stakeholders including a representative from the senior management team	Internal stakeholders must include a representative from senior management team.	Annually At least once during design phase.





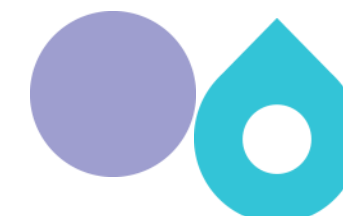
Res-2 Resilience Planning	DL2.1	A face-to-face workshop with relevant representatives from stakeholder organisations A web conference with relevant representatives from stakeholder organisations	External	Key external stakeholders must participate in identifying shocks and stresses and the selection of treatment options Where a resilience plan was undertaken and verified as part of a Planning Rating, the key stakeholders must be involved in the plan review and update	Key external stakeholders must include: • relevant Government representatives (local, state/ regional, national) • Selection of business and community stakeholders Examples of stakeholders include: • First responders (including State Emergency Services, Police, Fire, Ambulance) • Impacted infrastructure providers, such as roads and transport services • Key community support agencies such as Australian Red Cross, The Salvation Army.	Completed February 2024.
Res-2 Resilience Planning	DL2.2	A face-to-face workshop with relevant representatives from stakeholder organisations A web conference with relevant representatives from stakeholder organisations	Internal and external	A multidisciplinary team comprising key internal and external project stakeholders (DL1.1 and DL2.1) must identify chronic stresses likely to present opportunities to enhance community resilience. Treatment options to realise opportunities for the project to reduce the impact of chronic stresses in the community must be identified in consultation with relevant or representative stakeholders .	"Relevant or representative stakeholders".	Completed February 2024.
Res-2 Resilience Planning	DL2.3	A face-to-face workshop with relevant representatives from stakeholder organisations A web conference with relevant representatives from stakeholder organisations	External	Engagement with relevant external stakeholders in identifying interdependent assets and services (DL1.2) must also identify those vulnerable members of the community likely to be impacted and disadvantaged in the event of the asset failing. Once these potential vulnerable communities have been identified, the project team must engage with the managers of relevant facilities (e.g. schools, homeless shelters) to identify appropriate treatment options for managing the impacts of potential disruptions.	Relevant external stakeholders Managers of relevant facilities (e.g. schools, homeless shelters).	Completed February 2024.
Res-2 Resilience Planning	ABL1.3	A face-to-face workshop with relevant representatives from stakeholder organisations A web conference with relevant representatives from stakeholder organisations	Internal	The Resilience Plan must be reviewed annually during construction with key internal stakeholders including a representative from the senior management team.	Key internal stakeholders including a representative from the senior management team.	Annual review.
Env-1 Receiving Water Quality	DL2.1	Review meeting or other engagement processes, presentation content, feedback register	External	Affected stakeholders must be actively engaged to understand and respond to predicted water discharge and receiving water quality impacts from construction and operations, proposed controls and the choices and potential consequences of mitigation measures. The project must demonstrate how they have considered stakeholder inputs in proposed water quality controls and mitigation measures.	Affected stakeholders including those in the local community. These may include: • recreational users • environmental groups • culturally connected parties • local catchment management authorities	During development of design and construction Management Plans.
Env-1 Receiving Water Quality	ABL1.1	Communicate information to stakeholders (e.g. through toolbox talk agendas or outlines and community letterbox drops).	External	Measures to minimise adverse impacts and meet the water quality goals identified in Design must be implemented, including providing evidence to show how the measures have been actioned and communicated to all relevant internal and external stakeholders	"relevant internal and external stakeholders".	Ongoing during construction phase.





Env-1 Receiving Water Quality	ABL2.1	Stakeholder engagement	External	Affected stakeholders must be engaged bi-annually to review receiving water quality impacts, mitigation measures and the water quality monitoring and modelling from construction and operations. Any improvement actions agreed with stakeholders must be implemented.	"Affected stakeholders".	Bi-annual.
Env-2 Noise	DL2.1	Stakeholder engagement	External	Affected stakeholders must be actively engaged to understand and respond to predicted noise impacts for construction and operations, proposed controls and the choices and potential consequences of mitigation measures.	Affected stakeholders including those in the local community.	During design (for operational impacts), before construction commencement for construction impacts.
Env-2 Noise	ABL1.1	Communicate information to stakeholders E.g. toolbox talk agendas or outlines, community letter drops	External	Mitigation measures to manage construction noise must have been implemented. Implementation of measures for the construction phase means providing evidence to show how the measures identified in Design have been actioned and communicated to relevant internal and external stakeholders	Affected stakeholders including those in the local community.	Before construction commencement.
Env-2 Noise	ABL2.1	Stakeholder engagement		Affected stakeholders must be engaged bi-annually to review noise impacts, mitigation measures and the noise monitoring and modelling for construction and operations. Any improvement actions agreed with stakeholders must be implemented.	Affected stakeholders including those in the local community.	Bi-annual.
Env-2 Noise	Additional guidance			Noise control measures include communications and consultation (e.g. letter drops, community consultation, information hotline)	"Affected stakeholders".	Ad hoc.
Env-3 Vibration	DL2.1	Communicate information to stakeholders	External	Affected stakeholders must be informed of the results of vibration modelling for construction and operations and engaged to review the project's vibration goals, and the choices and potential consequences of mitigation measures for construction and operations. The project must demonstrate how they have considered stakeholder inputs in proposed vibration controls and mitigation measures.	Affected stakeholders who may include: <ul style="list-style-type: none">• Asset owners• Local community• Building occupiers.	Design phase (prior to construction).
Env-3 Vibration	ABL2.1	Stakeholder engagement	External	Affected stakeholders must be informed of the results of vibration modelling for construction and operations and engaged to review the project's vibration goals, and the choices and potential consequences of mitigation measures for construction and operations. The project must demonstrate how they have considered stakeholder inputs in proposed vibration controls and mitigation measures.	Affected stakeholders who may include: <ul style="list-style-type: none">• Asset owners• Local community• Building occupiers.	During construction.





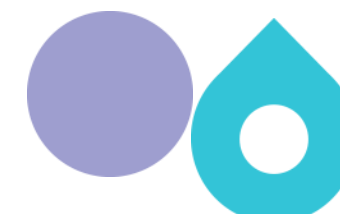
Env-4 Air Quality	DL2.1	Communicate information to stakeholders	External	<p>Affected stakeholders must be informed of the results of air quality modelling for construction and operations and engaged to review the project's air quality goals, and the choices and potential consequences of mitigation measures for construction and operations.</p> <p>The project must demonstrate how they have considered stakeholder inputs in proposed air quality controls and mitigation measures.</p>	Affected stakeholders including those in the local community.	Design phase (prior to construction).
Env-4 Air Quality	ABL2.1	Stakeholder engagement	External	<p>Affected stakeholders must be engaged bi-annually to review progress on air quality goals and mitigation measures, and the air quality monitoring and modelling for construction and operations.</p> <p>Any improvement actions agreed with stakeholders must be implemented.</p>	Affected stakeholders including those in the local community.	Bi-annual (every two years).
Rso-1 - Resource Strategy Development	DL1.1	Multidisciplinary participation (e.g. workshop)	Internal	<p>The RES must outline project-specific resource efficiency SMART targets for the project through each phase of the infrastructure life cycle, considering both resource inputs and outputs (see Table En22 in Additional Guidance). This information will be used to develop the Resource Efficiency Action Plan (REAP) for design and as built phases.</p> <p>Evidence for DL1.1</p> <ul style="list-style-type: none">• Evidence of multidisciplinary participation e.g. workshop minutes.	<p>The Resource Efficiency Strategy (RES) development must use a multidisciplinary approach and involve the following:</p> <ul style="list-style-type: none">• Representation from senior Project Management• A sustainability manager (or equivalent in rank and expertise)• An environmental compliance manager (or equivalent in rank and expertise)• Representation from the design team• Construction manager if known or professionals with relevant construction experience• Representation from the operator if known or professionals with relevant operational experience.	Completed April 2023.
Rso-1 - Resource Strategy Development	DL1.2	Workshop or similar forum	Internal	<p>Resource efficiency opportunities which meet the objectives and targets of the RES must be identified with the design team (via a design workshop or similar forum). Evidence for DL1.2</p> <ul style="list-style-type: none">• Evidence of opportunity identification process and participants e.g. workshop agenda and minutes	<ul style="list-style-type: none">• Design engineers working on the design of the project• Relevant subject matter experts• An asset management or operation and maintenance representative• Contracts and procurement representative• Other relevant specialists e.g. logistics, construction planning.	Completed April 2023.





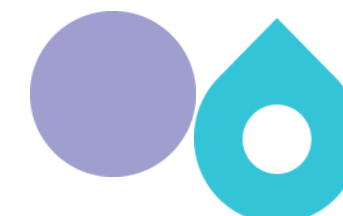
Rso-1 Resource Strategy Development	DL2.1	Review information with stakeholders	External	<p>The Resource Efficiency Strategy (RES) targets must be reviewed with external stakeholders involved in or able to contribute to circular economy outcomes and opportunities to deliver circular economy outcomes explored and identified.</p> <p>Resource efficiency performance targets and actions in the RES and REAP must reflect inputs from the stakeholder engagement and demonstrate circular economy outcomes</p> <p>Evidence for DL2.1</p> <ul style="list-style-type: none">• Participation of key external stakeholders as specified e.g. attendees and agenda from workshop, meetings or other engagement mechanisms• Resource efficiency targets and actions which demonstrate circular economy outcomes and reflect external stakeholder inputs.	<p>Relevant stakeholders may include:</p> <ul style="list-style-type: none">• proponent• upcycling organisations• community groups• nearby infrastructure projects• industry organisations	Completed April 2023.
Rso-4 - Resource Recovery and Management	DL2.1	Workshop outcomes from Rso-1	Internal	<p>Opportunities to beneficially reuse resource outputs have been formally assessed and embedded</p>	<p>The identification of opportunities to beneficially reuse (see Definitions) resource outputs onsite or offsite (DL1.3) must be substantiated by either:</p> <ul style="list-style-type: none">• The outcomes of a Resource Efficiency Workshop (as per Rso-1 DL1.1 or separate)• A market sounding process (as per Rso-1 DL2.2 and ABL2.1 or separate).	Completed April 2023.
Rso-5	DL1.1	Workshop	Internal	<p>An adaptability workshop must be held to explore the adaptability potential of the asset being designed and end of life reuse or recyclability opportunities</p> <p>The adaptability workshop must identify the following, for inclusion in an adaptability strategy or management plan:</p> <ul style="list-style-type: none">• Major changes to technology, design and infrastructure planning• How the asset could be adapted in the future so that its intended function can increase or decrease in capacity• Possible alternative uses for the project asset in new or modified functions• Possible asset use in emergency situations e.g. bushfires, earthquakes• Specific opportunities for improving adaptability• Specific opportunities for end-of-life reuse and recyclability• Key actions to be implemented for each phase of the infrastructure life cycle to achieve identified adaptability opportunities. <p>Evidence for DL1.1</p> <ul style="list-style-type: none">• Outputs from the adaptability workshop, including evidence of participation of people specified above.	<p>Include the following:</p> <ul style="list-style-type: none">• Project designers, including at least one senior representative from the design team• The person working with the proponent, designer or contractor who is responsible for sustainability• Professionals with adaptability, disassembly or deconstruction experience• Operators if known, or professionals with relevant operational experience.	Completed April 2024.
Wat-2 Appropriate Use of Water Sources	DL2.1	Stakeholder engagement	External	<p>Affected stakeholders must be engaged with regarding alternative water sources (DL1.1) and their input reflected in alternative water source selection.</p>	<p>Affected stakeholders may include:</p> <ul style="list-style-type: none">• recreational users• environmental groups• culturally connected parties• local catchment management authorities.	Not required – no affected stakeholders.





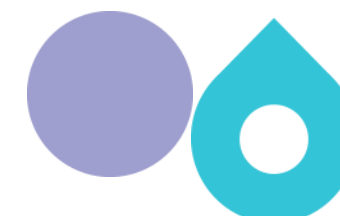
Eco-1 Ecological Protection and Enhancement	DL1.2	Stakeholder strategy	External	Appropriate measures to mitigate adverse impacts and to enhance the ecology of the project site must be identified and reviewed by a suitably qualified professional and include strategies for stakeholder management and community engagement .	Affected stakeholders.	Early in design phase.
Sta-1 Stakeholder engagement strategy	DL1.1	Stakeholder strategy	External	For the Design phase, the stakeholder strategy must include the following, unless justification can be provided for not considering certain points relevant <ul style="list-style-type: none">• Relevant and measurable objectives for engagement• Identification and analysis of project stakeholders, including First Nations peoples• Material risks and opportunities related to identified stakeholders• The process for working with stakeholders to identify their priority issues (if targeting Sta-2)• Implementation program, including timing and roles and responsibilities• Process to record engagement and input received, commitments made, and actions promised• Mechanism for managing stakeholder complaints• How and when progress on achieving stakeholder engagement objectives will be monitored and evaluated		Early in design phase.
Sta-1 Stakeholder engagement strategy	DL1.2	Stakeholder strategy	Internal	An assessment of local context and stakeholder characteristics must inform the stakeholder engagement strategy (e.g. assisting in the identification of stakeholders, including those who may be vulnerable or 'difficult to reach', identifying effective engagement activities), and consider <ul style="list-style-type: none">• population demographics, cultural and linguistic diversity, employment and livelihoods, service provision, community perceptions, and stakeholder preferences for engagement• previous legacy that could influence stakeholder opinions, requirements, or attitudes		Early in design phase.
Sta-1 Stakeholder engagement strategy	DL2.1/ ABL2.1	Develop plan with stakeholders	External	A plan for participation by First Nations peoples must be created with the intention of integrating the local community into the project and achieving outcomes meaningful to them and include: <ul style="list-style-type: none">• The First Nations peoples and groups connected to or affected by the project and its location• Objectives of participation, proposed actions and measures of success• Monitoring, reporting and review. The plan must be developed with local community representatives or an First Nations Peoples reference group. The plan may be a subplan of stakeholder engagement strategy or other management plan	Local community representatives or a First Nations Peoples reference group.	Early in the design phase.
Sta-1 Stakeholder engagement strategy	DL2.2	Review strategy with stakeholders	Internal	Progress against the stakeholder engagement strategy objectives must be monitored, reviewed and documented, and the strategy updated to reflect identified remedial actions. Review must involve at least one representative from the senior management team	At least one representative from the senior management team.	During review of the CSEP.





Sta-1 Stakeholder engagement strategy	DL3.1	Stakeholder engagement Where stakeholder groups have been invited but decline to participate, effort must be made to accommodate their views e.g. feedback register comments.		Key community representatives and stakeholders must be engaged with to review the draft strategy during its development (DL1.1), and their inputs reflected in the final strategy.	Key community representatives Key stakeholders First Nations peoples related to the project.	During review of the CSEP.
Sta-1 Stakeholder engagement strategy	ABL1.2	Stakeholder strategy		An assessment of local context and stakeholder characteristics must inform the stakeholder engagement strategy		Early in the design phase.
Sta-1 Stakeholder engagement strategy	ABL1.3	Stakeholder engagement Complaints management		Construction phase actions from the stakeholder engagement strategy must be implemented, including: • Engagement activities • Engagement recording and feedback processes • Complaints management mechanism		Early in the construction phase.
Sta-1 Stakeholder engagement strategy	ABL1.4	Review strategy with stakeholders		Progress against the stakeholder engagement strategy must be monitored, reviewed and documented. The Stakeholder Engagement Strategy review must be undertaken annually during construction and involve at least one representative from the senior management team.	At least one representative from the senior management team.	Annually during construction.
Sta-1 Stakeholder engagement strategy	ABL3.1	Stakeholder engagement Where stakeholder groups have been invited but decline to participate, effort must be made to accommodate their views e.g. feedback register comments.		Key community representatives and stakeholders must be engaged with as part of the annual stakeholder engagement strategy review (ABL1.4), and their inputs reflected in updates to the strategy.	Key community representatives Key stakeholders First Nations peoples related to the project.	Annually.
Sta-2 Stakeholder Engagement and Impacts	DL1.1	Stakeholder engagement Where external stakeholder groups have been invited but decline to participate, effort must be made to accommodate or incorporate their views e.g. surveys rather than face-to-face meetings; available data or reports		Project-related stakeholder issues for the design and construction phases must be identified and prioritised early in the Design phase with key stakeholder and community representatives (see Sta-1) and a list of high priority stakeholder issues (10 or fewer) agreed. Opportunities to address high priority issues must be developed with input from affected stakeholders.	Affected stakeholders Key stakeholders Community representatives.	Early in the design phase and then ongoing through the construction phase.
Sta-2 Stakeholder Engagement and Impacts	DL1.2	Communicate information to stakeholders		Evidence must demonstrate that stakeholder input has directly contributed to project actions related to one of their high priority issues. The actions to be taken by the project to address the priority stakeholder issue must be communicated to and acknowledged by stakeholders.		Ongoing throughout the project's design and construction.
Sta-2 Stakeholder Engagement and Impacts	DL2.1	Communicate information to stakeholders		Evidence must demonstrate that stakeholder input has directly contributed to project actions related to three or more of their high priority issues. The actions to be taken by the project to address the priority stakeholder issue must be communicated to and acknowledged by stakeholders.		Ongoing throughout the project's design and construction.





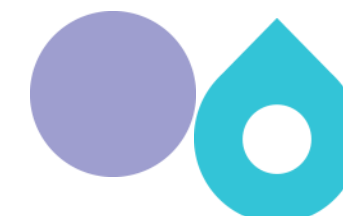
Sta-2 Stakeholder Engagement and Impacts	DL2.2	Stakeholder strategy		<p>At the end of the Design phase, lessons learnt from stakeholder engagement must be collated, documented and provided to the Contractor, and include:</p> <ul style="list-style-type: none">• Records of engagement activities undertaken• A summary of key feedback themes• An outline of how stakeholder or community involvement or input has influenced the development of the project• An evaluation of the process, including what worked and what didn't, to ensure future activities and phases can build upon these learnings. <p>Collating and documenting lessons learnt must be done with key members of the project team e.g. stakeholder manager, design team staff, environmental specialists, project manager.</p>		End of design phase.
Sta-2 Stakeholder Engagement and Impacts	DL3.1	Surveys or structured interviews		<p>Feedback must be sought from key stakeholders and community representatives on engagement during the Design phase and on whether they believe their input has influenced project outcomes e.g. through surveys or structured interviews. The results must demonstrate at least 75% of stakeholders were satisfied that their input had a positive impact on the project. The results of the survey or other feedback mechanism must be reviewed and validated by a community reference panel or an independent suitably qualified professional.</p>	Key community representatives Key stakeholders First Nations peoples.	At least once (near the end of design phase).
Sta-2 Stakeholder Engagement and Impacts	ABL1.1	<p>Develop issues with stakeholders</p> <p>Review issues with stakeholders</p> <p>Communicate information to stakeholders</p>		<p>Project-related stakeholder issues for the construction must be identified and prioritised early in the construction phase with key stakeholder and community representatives (see Sta-1), and a list of high priority issues (10 or fewer) agreed. Opportunities to address high priority issues must be developed with input from affected stakeholders.</p> <p>High priority stakeholder issues and opportunities to address them must be reviewed and updated with key stakeholder and community representatives, at least annually during construction.</p>	Key community representatives Key stakeholders First Nations peoples.	At least annually during construction.
Sta-2 Stakeholder Engagement and Impacts	ABL2.1	Communicate information to stakeholders		<p>Evidence must demonstrate that stakeholder input has directly contributed to project actions related to three or more of their high priority issues.</p> <p>The actions to be taken by the project to address the priority stakeholder issue must be communicated to and acknowledged by stakeholders.</p>	Stakeholders who have raised priority issues.	Annually.
Sta-2 Stakeholder Engagement and Impacts	ABL2.2	Stakeholder strategy		<p>Collating and documenting lessons learnt must be done with key members of the project team e.g. stakeholder manager, design team staff, environmental specialists, project manager.</p>	Key members of the project team.	Annually.





Sta-2 Stakeholder Engagement and Impacts	ABL3.1	Surveys or similar Feedback must be validated by reference panel		<p>Feedback must be sought (e.g. surveys or similar) from key stakeholders and community representatives on engagement during the Construction phase and on whether they believe their input has influenced the project.</p> <p>The results must demonstrate at least 75% of stakeholders were satisfied that their input had a positive impact on the project.</p> <p>The results of the survey or other feedback mechanism must be reviewed and validated by a community reference panel or an independent suitably qualified professional.</p>	Key community representatives Key stakeholders First Nations peoples.	At the end of the design phase and again at the end of the construction phase.
Leg-1 Leaving a Lasting Legacy	DL1.1	Identification of stakeholder priorities	External	Legacy initiatives (see Additional Guidance) to address one priority issue or opportunity, as identified by stakeholders or through environmental investigations, must be implemented and formally documented by the project. Evidence for the priority issue might include stakeholder feedback.	External stakeholders.	Ongoing.
Her-1 Heritage Protection and Enhancement	DL1.1	Stakeholder engagement (if scope or alignment changes have occurred since Planning rating)	External	<p>A heritage assessment must be conducted in accordance with the latest version of the Australian Burra Charter practice notes. The heritage assessment must be completed by a suitably qualified professional and include the identification of community and key stakeholder values. Community and key stakeholders' values, including those of First Nations peoples connected to the project location, must be identified and integrated into the heritage assessment.</p> <p>Identification of community and key stakeholder values may be done through:</p> <ul style="list-style-type: none"> • A community reference group composed of stakeholders from different groups, to voice public concerns and aspirations throughout the project phases • A review of the heritage assessment as an opportunity to provide input • Community participation in site visits • Consultation meetings to discuss issues <p>Inclusion of local heritage experts in the consultation processes.</p> <p>If major scope or alignment changes which have a reasonable potential to affect heritage assets and values have occurred since the Planning rating, community and key stakeholder engagement must be undertaken again and integrated.</p>	Key community representatives Key stakeholders First Nations peoples.	Completed during EIS – no stakeholders identified.
Her-1 Heritage Protection and Enhancement	DL1.2	Communicate information to stakeholders	External	<p>The community and key stakeholders must be informed of the results of the heritage assessment undertaken under DL1.1.</p> <p>A feedback mechanism (process or system) must be implemented to enable the community and key stakeholders to express comments and concerns about heritage matters with the project team.</p>	Community Key stakeholders.	Completed during EIS – no stakeholders identified.





Her-1 Heritage Protection and Enhancement	DL1.4	Develop training alongside stakeholders	External	First Nations peoples connected to the project location must be involved in the development or delivery of the heritage awareness training on First Nations heritage and the significance of First Nations areas and values.	First Nations peoples.	Training package finalised October 2023.
Her-1 Heritage Protection and Enhancement	DL2.2	Involve stakeholders in decision making Where external stakeholder groups have been invited but decline to participate, effort should be made to accommodate their views e.g. surveys or phone interviews	External	A system or process to involve key community representatives and stakeholders, including First Nations peoples connected to the project, in participatory decision making during the design, construction and (if relevant to the asset type) operation phases of the heritage assets must be established and implemented. The system may include: • An ongoing heritage advisory board • Periodic community engagement workshops • A reference group organised at project inception and engaged through the project phases	Key community representatives Key stakeholders First Nations peoples.	Project Aboriginal Advisory Group established in 2023 following an Expression of Interest process.
Her-1 Heritage Protection and Enhancement	DL3.2	Evidence of stakeholder satisfaction	External	Evidence must show that key community representatives and stakeholders identified in DL1.1, are satisfied with the proposed approach and methods for heritage enhancement and interpretation of heritage values as relevant to them.	Key community representatives Key stakeholders First Nations peoples.	July 2025 until September 2026.
Her-1 Heritage Protection and Enhancement	ABL2.2	Involve stakeholders in decision making	External	A system or process to involve key community representatives and stakeholders in participatory decision-making related to construction and (unless irrelevant to asset type) operational aspects of heritage management must be implemented.	Key community representatives Key stakeholders First Nations peoples.	Ongoing, completion March 2026.
Her-1 Heritage Protection and Enhancement	ABL3.2	Evidence of stakeholder satisfaction	External	Evidence must be provided to show that key community representatives and stakeholders are satisfied with the implementation of heritage enhancement and interpretation of heritage values relevant to them. Evidence for this criterion may be collected along with community and stakeholder feedback in Pla-2 and Sta-2.	Key community representatives Key stakeholders First Nations peoples.	July 2025 until September 2026.
Wfs-2 Workplace culture and wellbeing	DL1.1/ ABL1.1	Develop program alongside stakeholders	Internal	The employee culture and wellbeing program, including its objectives and targets, must be developed in collaboration with key internal stakeholders across a range of job levels.	Key internal stakeholders.	Ongoing.



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



Appendix N: Process for addressing priority stakeholder issues

The project team identified stakeholder issues and concerns early in the design phase so that expectations were understood and issues could be responded to during detailed design and construction planning, well before actual construction work begins.

After initial engagement with stakeholders, the project team reported back on what was heard, and agreed the list of issues to be addressed. Stakeholders can update or add to their issue list at any time, and they may also express which of their issues are a priority for them, however the project team considers every issue to be important and intends on responding to all issues raised. Opportunities to address issues will be discussed with stakeholders at the time.

Although most issues were resolved in the design and construction planning phases, more challenging issues will require attention across multiple project phases including construction delivery, property restoration and project commissioning. We will work with stakeholders to keep them informed and explain how issues are being addressed throughout project delivery.

Closing the loop plays an important role in the process and the project team will report back to stakeholders on how issues have been able to be addressed.

Identify issues through:

- EIS submissions
- Planning phase feedback
- Stakeholder meetings
- Landowner meetings
- Community events and information sessions
- Phone, email and website

Agree issues via:

- Meeting notes and actions
- Follow up phone call or email
- Pre-Construction Customer Agreements
- Summary of issue categories in community newsletter and Sydney Water website
- Further meetings and discussions

Address issues through:

- Design changes (reports & drawings)
- Internal meetings and workshops
- Further discussion with stakeholders
- Construction plans and mitigation measures
- Management plans
- New processes or procedures

Communicate progress and outcomes regularly through:

- Stakeholder meetings
- Landowner meetings
- Community newsletters and Sydney Water website
- Surveys or interviews
- Internal lessons learned workshops

