

# Community and Stakeholder Participation Strategy

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Cement Australia  
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**KJA**



an ERM Group company

  
**CEMENT  
AUSTRALIA**

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## Strategy outline

Document title – Community and Stakeholder Engagement Participation Strategy	
Project	
Name	Glebe Island Silos Cement Throughput Increase
Principal and delivery organisation	Cement Australia
Plan	
Name	Community and Stakeholder Engagement Participation Strategy for State Significant Development Application (SSDA).

# 1. The project

## 1.1 Overview

Cement Australia is seeking to increase the annual throughput capacity of cementitious material at the Glebe Island Silos, from 500,000 tonnes per annum (tpa) to 1,200,000 tpa. Cement Australia currently holds temporary approval for an annual throughput rate of 600,000 tpa, which expires around October 2021, at which point annual throughput capacity approval will revert to 500,000 tpa.

## 1.2 Purpose of this strategy

In July 2020, Cement Australia submitted a scoping report for a Planning Secretary's Environmental Assessment Requirements (SEARs) and a SEARs was issued by the Department of Planning, Industry and Environment (DPIE) on 11 August 2020. Cement Australia will be required to submit an Environmental Impact Statement (EIS), which meets the requirements set out in the SEARs.

According to the SEARs, Cement Australia is required to prepare a Community and Stakeholder Participation Strategy (CSPS). The implementation of the strategy will provide the community and other stakeholders with the opportunity to be informed about the project, and to provide input into planning, design and assessment of the project.

This strategy has been informed by the Department of Planning, Industry and Environment's (DPIE) *Community Participation Plan* and the *Overview of the EIA Improvement Project, Draft Environmental Impact Assessment Guidance Series June 2017* draft guidelines for EIA projects. In addition to supporting achievement of the statutory requirements of the EIS process, the strategy deliver on the guidelines by:

- Focusing on the most important issues;
- Delivering earlier and better engagement;
- Improving confidence in the project assessment process.

## SEARs requirements: Community and Stakeholder Engagement

SEARs requirement	Action
A detailed community and stakeholder participation strategy which identifies who in the community has been consulted and a justification for their selection, other stakeholders consulted and the form(s) of the consultation, including a justification for this approach.	This strategy
A report on the results of the implementation of the strategy including issues raised by the community and surrounding landowners and occupiers that may be impacted by the proposal.	Consultation Outcomes Report
Details of how issues raised during community and stakeholder consultation have been addressed and whether they have resulted in changes to the proposal.	Consultation Outcomes Report
Details of the proposed approach to future community and stakeholder engagement based on the results of the consultation.	Section 8 of this strategy Consultation Outcomes Report

## SEARs requirements: Consultation

SEARs requirement	Action
<p>During the preparation of the EIS, you must consult with the relevant local, State or Commonwealth Government authorities, service providers, community groups and affected landowners.</p> <p>In particular you must consult with:</p> <ul style="list-style-type: none"> <li>- Inner West Council</li> <li>- Transport for NSW</li> <li>- Environment Protection Authority</li> <li>- Port Authority of NSW</li> <li>- Heritage NSW</li> <li>- DPIE Environment, Energy and Science Group</li> </ul> <p>The EIS must describe the consultation process and the issues raised, and identify where the design of the development has been amended in response to these issues. Where amendments have not been made to address an issue, a short explanation should be provided.</p>	This strategy and the Consultation Outcomes Report

### SEARs requirements: Further consultation after 2 years

SEARs requirement	Action in this document
If you do not lodge a Development Application and EIS for the development within 2 years of the issue date of these SEARs, you must consult further with the Planning Secretary in relation to the preparation of the EIS.	Not relevant

## 1.3 Engagement objectives

The engagement objectives are informed by the Department of Planning, Industry and Environment's (DPIE) Community Participation Plan (November 2019) and are as follows:

Objectives	Actions
1. Open and inclusive	<ul style="list-style-type: none"><li>· Keep the community informed.</li><li>· Promote participation.</li><li>· Seek community input and accurately capture community views.</li><li>· Build strong partnerships with the community.</li><li>· Incorporate culturally appropriate practices when engaging Aboriginal Torres Strait Islander and culturally and linguistically diverse communities.</li><li>· Conduct community participation initiatives in a safe environment.</li></ul>
2. Easy to access	<ul style="list-style-type: none"><li>· Outline in advance how and when the community can participate.</li><li>· Use best practice community participation techniques.</li><li>· Make relevant information available in plain English and translate information when engaging linguistically diverse communities or people living with disabilities.</li><li>· Incorporate visual representations to clearly illustrate possible impacts of a proposal.</li><li>· Ensure information is accessible for groups who find it difficult to participate in usual community participation activities.</li><li>· Stage events at convenient times and locations.</li></ul>
3. Relevant	<ul style="list-style-type: none"><li>· Establish what is up for discussion.</li><li>· Ensure as many community members as possible can participate.</li><li>· Recognise previous community input on the project and similar issues.</li><li>· Tailor activities to the:</li></ul>

	<ul style="list-style-type: none"> <li>- context, which could include location, type of application, stage of the assessment process, previous engagement undertaken; and</li> <li>- scale, nature and known impacts for the proposal.</li> <li>· Adjust activities (if necessary) in response to community interest and participation preferences.</li> </ul>
4. Timely	<ul style="list-style-type: none"> <li>· Start community participation as early as possible, and continue for an appropriate period.</li> <li>· Provide regular project updates to the community.</li> <li>· Ensure the community has reasonable time to provide input.</li> <li>· Facilitate ongoing discourse with local community networks.</li> <li>· Consider holidays and other community events when setting dates for engagement initiatives.</li> </ul>
5. Meaningful	<ul style="list-style-type: none"> <li>· Always explaining at the end of projects how community views were considered when reaching decisions.</li> <li>· Be clear about what aspects of a plan, project or proposal the community can inform.</li> <li>· Have planners and decision makers engage directly with the community.</li> <li>· Ensure responses to community input are relevant and proportionate.</li> <li>· Give genuine and proper consideration to community input.</li> <li>· Keep accurate records of community input and participation activities.</li> <li>· Regularly review the effectiveness of community participation initiatives.</li> <li>· Integrate community input into the evaluation process.</li> <li>· Comply with statutory obligations, protect privacy and respect confidentiality.</li> </ul>

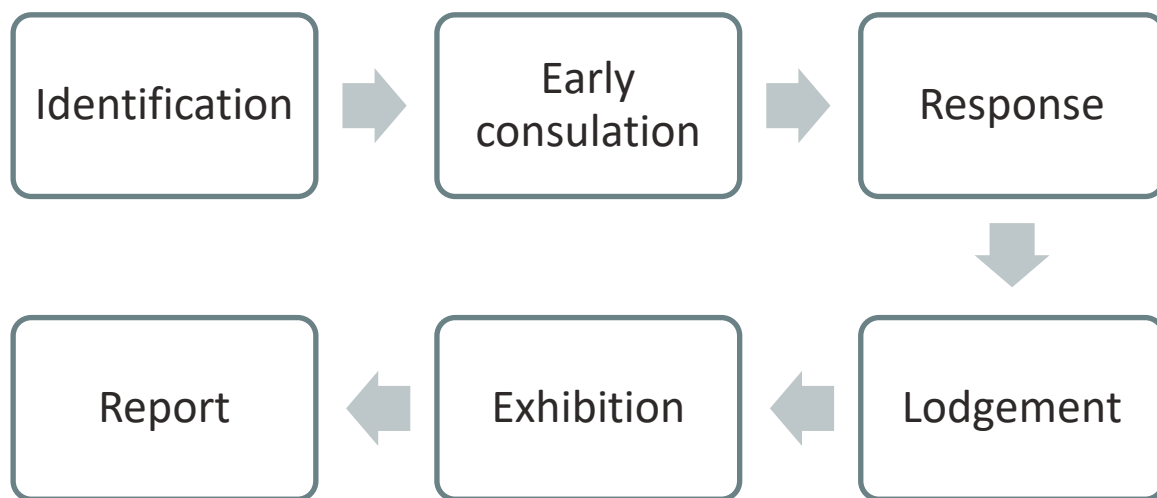
## 1.4 COVID-19 considerations

Cement Australia recognises the challenges of undertaking community engagement during the current pandemic conditions. Having regard to social distancing requirements and public health orders, Cement Australia recognises that the opportunity for face-to-face consultation may be limited. As such, Cement Australia has developed a consultation methodology that is agile and can meet the ever changing COVID-19 social distancing restrictions. Consultation will include a community letterbox drop, video / teleconference briefings for community

groups including the Glebe Island and White Bay Community Liaison Group (CLG), smaller meetings via video / teleconference (face-to face-gatherings will be limited and with limited attendees), community information webinars and updates to the Cement Australia website.

## 2. Engagement approach and opportunities for input

The CSPS includes several opportunities for input from the community. Stakeholder input has been considered in the preparation of the EIS documents. Further input will be responded to and considered during the exhibition of the EIS.



### Identification

Identification of relevant stakeholders and community members. These are the groups that will be impacted by, have an interest in or contribute to the project.

### Early consultation

Early consultation is the work done by Cement Australia to engage with stakeholders in regards to the planning, design and delivery elements proposed in the EIS documents.

### Response

Through early consultation, Cement Australia will collect input and feedback into the proposal and provide a response to this feedback directly to stakeholders, and through further justification of the design or adaptation of the proposal to incorporate the feedback received.

### Lodgement

Lodgement of the EIS following early consultation and response.

### Exhibition

The EIS will be exhibited by DPIE, through this process stakeholders and the community have an opportunity to consider the full proposal and provide comment via a formal submission. During this stage Cement Australia will undertake further consultation to inform stakeholders about the proposal and exhibition, as required by DPIE or as a result of feedback during early engagement.

## Report

Cement Australia will consider the feedback received and provide a consultation outcomes report that includes a description of the consultation undertaken, a summary of the main issues raised and how the issues are being addressed in the preparation of the final design. The report will consider the following:

- Methods of engagement
- Outcomes of the CSPA, including:
  - Issues raised by residents, businesses, other members of the community and surrounding landowners
  - Details of how issues raised during the exhibition and engagement process have been addressed, including changes to the proposal
  - Any further engagement that will continue as a result of the consultation during the exhibition process.

## 3. Issues identification and key messages

Cement Australia has occupied the Glebe Island site for approximately 30 years, and over this time has established relationships with many of the stakeholders in the area, including the Glebe Island and White Bay Community Liaison Committee, whose meetings Cement Australia attends at the invitation of Port Authority NSW.

Through its association with the local community, industry and businesses during this time, Cement Australia sought to identify and address issues that are of concern to stakeholders. A brief summary of these is provided below.

The issues below reflect both real and perceived issues in relation to the proposal.

Issue	Description	General response
Air quality / dust emissions	<p>Perceived increase in dust emissions from loading and unloading activities, including dust impacts on the residential areas of Balmain, Rozelle and Pyrmont.</p> <p>Perceived dust impacting nearby open space and sports grounds.</p> <p>Perceived health impacts from dust pollution.</p>	<p>The Proposal does not involve construction or expansion of the existing infrastructure. The increase in throughput will simply utilise existing storage, loading and unloading capacity of the silos and supporting infrastructure. As such it is not expect an increase to existing dust impacts.</p> <p>Cement Australia strictly adheres to its licence conditions as issued by the EPA in relation to air quality and emissions on the surrounding suburbs.</p> <p>Cement Australia employs robust dust suppression measures and regular monitoring, to mitigate the impact of dust on site.</p> <p>There are no cement processing or manufacturing operations on site, the site</p>

		is only used for unloading and storage of cement. These processes are significantly less dusty than other cement operations. The proposal is for an increase in throughput only, no change to the operations are proposed.
Compounding impacts from industrial works within the area	<p>There are a number of large development and infrastructure projects in the Bays Precinct area. This includes the WestConnex, Sydney Metro, Sydney Fish Markets and Port Authority Multi User Facility.</p> <p>The Proposal may be perceived to add to the cumulative impacts of traffic, disruption, noise and dust of other construction projects, which is of concern to residents in the area.</p>	<p>The Proposal does not involve construction or expansion of the existing infrastructure, there will be no construction impacts on surrounding residents arising from the proposal.</p> <p>Cement Australia is undertaking traffic studies as part of the EIS process. Consideration is being given to the cumulative issues of several projects underway or planned in the area, and how best to manage those impacts.</p>
Noise	<p>Increase in noise on the harbour due to increased shipment delivery and pick-up.</p> <p>Increased noise from heavy vehicles transporting materials to and from the site.</p> <p>Light pollution from site or trucks.</p>	<p>The facility's operating hours will not change from the present. There is no change to on-site infrastructure proposed. As a result, there will be no change to the hourly peak in truck movements currently allowed. The total number of trucks that can arrive at the site will be limited to 12 trucks per hour which is the same as the current operation.</p> <p>There may be an increase in the overall number of ships and trucks at the site over a 12 month period as a result of this proposal. While the peak number of vehicle movements will not change, there may be more peaks as a result of this proposal. These vehicle movements are being assessed in the development of the Proposal.</p> <p>Truck drivers arriving and departing from the site are required to follow specific guidelines for routes, and instructed to minimise engine braking entering/exiting the site.</p>
Traffic and transport	<p>Increase in heavy vehicle movements on roads surrounding the site and ship movements.</p> <p>Interaction between large industrial transport ships and recreational boats.</p> <p>Road network capacity.</p>	<p>No construction is planned, there will be no disruption from road changes/detours or construction machinery movements as a result of the proposal.</p> <p>Detailed traffic investigations are currently underway, and appropriate traffic management plans will be put in place to</p>

		<p>minimise interactions between trucks and residential and recreational users.</p> <p>The facility is located in a highly strategic location for Sydney's road network, at the junction of Westconnex, Cahill Expressway and future Western Harbour Tunnel. The facility currently supplies approximately 50% of the cement for Sydney from this central location.</p> <p>As in the current operation, trucks accessing Cement Australia's site will not use local residential streets to transport cement from the Glebe Island site. Trucks will access the site using James Craig Road.</p> <p>There is no change to the hourly peak as at the current facility. As there is no change to on-site infrastructure which limits the number of trucks arriving at the site, the on-site peak will remain at 12 trucks per hour.</p>
Heritage impacts	<p>The Glebe Island Silo site is listed as a state significant item on the Port Authority of NSW's heritage register.</p> <p>An increase in throughput capacity will and strain the structural integrity of the silos and the site compromising its heritage significance.</p>	<p>No changes to the Silo are planned as part of this proposal. Cement Australia is consulting with the Port Authority and Heritage NSW during preparation of a heritage report.</p> <p>There is currently a separate project to strengthen the silos at Glebe Island. The silo strengthening works are an important operational efficiency improvement that are occurring separate to this proposal.</p> <p>The silo strengthening project will help to preserve this important Sydney landmark for later generations.</p>
Environmental	Water quality	<p>As there is no construction as part of this Proposal, there will be no impacts to water quality from changes at the site or construction.</p> <p>Cement Australia strictly adheres to its licence conditions as issued by the EPA in relation to water quality, consultation about this Proposal with the EPA is ongoing, and Cement Australia will meet any further environmental protection requirements, if necessary.</p>
Land-use planning	Proposal may conflict with Inner West Council's long term vision for the area, from the Inner West	<p>The facility is essential to support the construction industry in inner-city Sydney. The Greater Sydney Commission's</p>

	<p>Council Local Strategic Planning Statement:</p> <p>“Work with State Government to ensure that the Bays Precinct redevelopment delivers strong benefits for both the Inner West community and the region and becomes a low carbon high performance precinct”</p>	<p>Eastern City District Plan states: “Port functions at Glebe Island and White Bay need to be retained and expanded primarily to meet the needs of the inner city concrete supply chain.”</p> <p>Cement Australia is committed to working with Council and other key stakeholders in the Bays Precinct area to meet the needs of the community in this vibrant and changing part of Sydney.</p>
Sustainability / Low-carbon economy	<p>Cement manufacturing is a carbon intensive industry and a large increase in cement throughput may attract criticism that Cement Australia is not supporting a transition to a low carbon economy.</p>	<p>At Cement Australia, we are committed to the prevention of pollution and controlling the impacts of our activities on the environment. That is why eco-efficient production – yielding more cement from fewer resources and producing less waste and emissions per tonne – is core to our business. Resource substitution includes the use of industrial by products such as fly ash and slag (known as supplementary cementitious materials).</p> <p>Cement will form an important part of the construction industry for the foreseeable future, and is critical in the construction of major infrastructure projects where no suitable alternative material is available. Glebe Island’s central location to Sydney’s major construction projects helps to lower the industry’s carbon footprint through transportation efficiencies.</p> <p>The reuse and maintenance of an existing facility is significantly more sustainable than moving operations to a newly constructed facility.</p>

## 4. Stakeholder Identification

A number of stakeholders have been identified as priorities for Cement Australia to engage with. The list below includes stakeholders identified in the SEARs, as well as landowners and community stakeholders with a particular interest in the project. Government stakeholders listed below are responsible for the planning, regulation, environmental protection, administration and/or governance of the site.

The outcomes of consultation with these stakeholders and community groups will be reported in the stakeholder engagement report.

Organisation	Consultation Method	Justification for selection
<b>Government stakeholders (identified in SEARs requirements)</b>		
Inner West Council	Stakeholder briefing	Site within Council area
	Ongoing project engagement	
Transport for NSW	Stakeholder briefing	Regulatory authority Major project occurring in close proximity
Environmental Protection Authority	Stakeholder briefing	Regulatory authority
Port Authority of NSW	Stakeholder briefing	Regulatory authority and site owner
Heritage NSW	Stakeholder briefing	Regulatory authority
NSW DPIE Environment, Energy and Science group	Stakeholder briefing	Policy maker
<b>Local residents</b>		
Balmain, Rozelle and Lilyfield residents and businesses	Letterbox drop Website update	Adjacent residents or businesses potentially impacted by the Proposal.
Pymont residents (in particular residents of Jacksons Landing)	Invite to community information webinars	
Cyclists / walkers / runners / commuters along Anzac Bridge	Invite to community information webinars	Potential for impacts as a result of changes to access during WestConnex and Metro West construction
<b>Elected representatives</b>		
Elected Federal member for Sydney Tanya Plibersek (ALP)	Briefing invitation	Site is within Tanya's electorate
Elected State member for Balmain Jamie Thomas Parker (Greens)	Briefing invitation	Site is within Jamie's electorate

Elected State member for Sydney Alex Greenwich (Independent)	Briefing invitation	Represents Pyrmont residents and businesses
Balmain (Baludarri) Ward Councillors  - Mayor Darcy Byrne - Clr. Rochelle Porteous - Clr. John Stamolis	Briefing invitation  Communication through Council officers	Site within Council area
<b>Affected landowners and businesses</b>		
Hanson	Briefing via the White Bay and Glebe Island Community Liaison Group	Glebe Island tenant or port user
CSL	Briefing via the White Bay and Glebe Island Community Liaison Group	Glebe Island tenant or port user
Sugar Australia Limited	Briefing via the White Bay and Glebe Island Community Liaison Group	Glebe Island tenant or port user
GRA	Briefing via the White Bay and Glebe Island Community Liaison Group	Glebe Island tenant or port user
Small businesses along Robert St, Balmain  and  Local marinas and boat clubs at TfNSW land south-west of the Anzac Bridge	Letterbox drop  Consultation and notification with TfNSW (landowner)  Website update  Community information webinar	Adjacent business and services within project area
<b>Community organisations / interest groups</b>		
White Bay and Glebe Island Community Liaison Group	Briefing and attendance at regular meetings	Community liaison group established by the Port Authority for consultation purposes. Includes: Local community members from around the bay, Inner West Council, City of Sydney, port customers and government agency representatives.

## 5. Consultation tools

Recognising the different needs of stakeholders identified in section 5.1, a range of different consultation tools is proposed to hear from each stakeholders in an appropriate way.

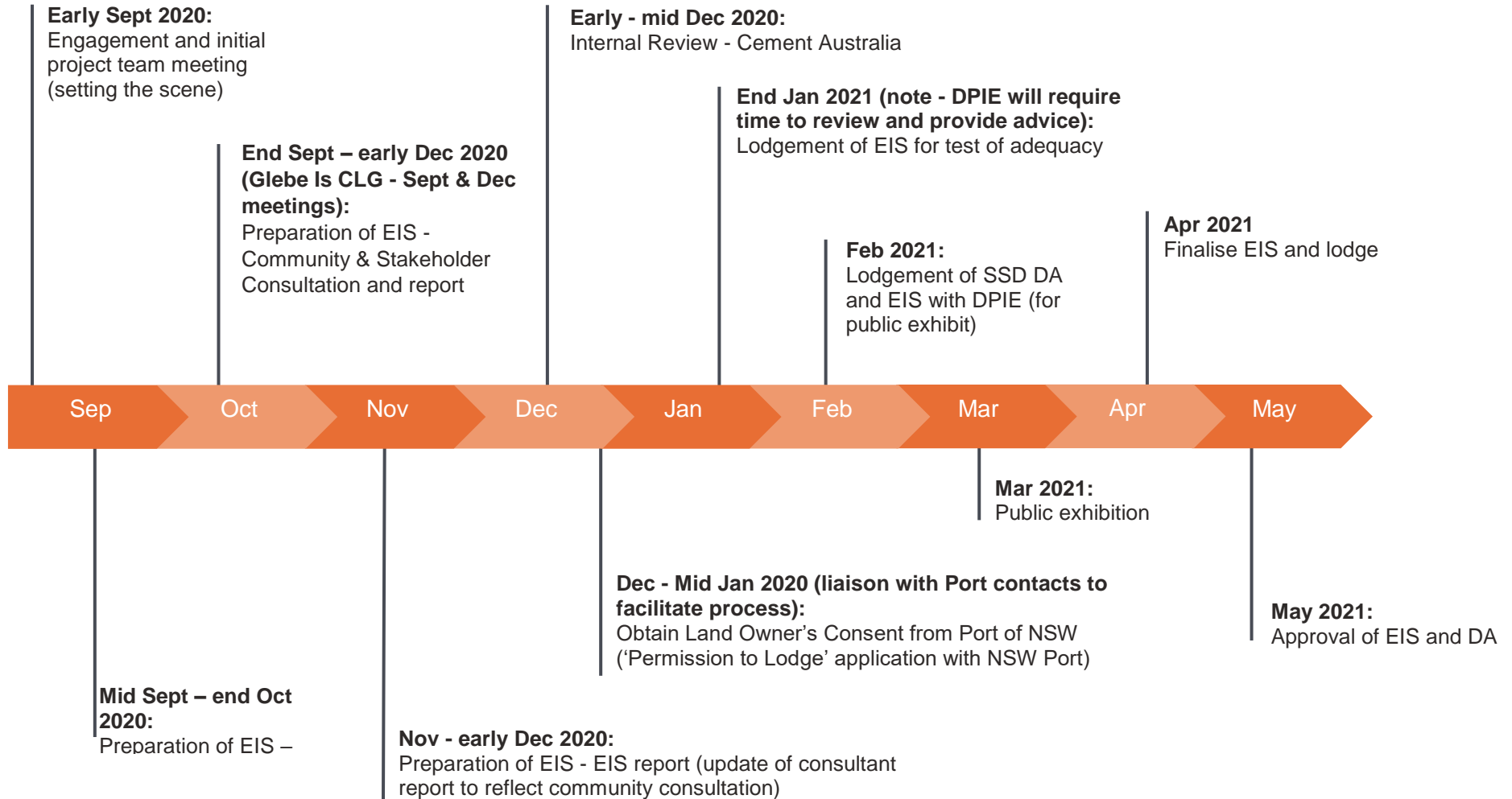
A description and justification for each consultation tool is provided below.

Communication Tools	Description	Justification for selection
<b>Invitation to individual briefing</b> <b>Briefing (if accepted)</b>	<p>Cement Australia recognises there are a number of major stakeholders likely to have a particular interest in the Proposal. They may have a responsibility or need to provide input prior to lodgement. These major stakeholders have been identified below and will be invited to attend an individual project briefing prior to lodgement.</p> <p>The feedback and concerns expressed during these briefings will be considered in the development of the proposal.</p> <ul style="list-style-type: none"> <li>- Inner West Council</li> <li>- Transport for NSW</li> <li>- Environment Protection Authority</li> <li>- Port Authority of NSW</li> <li>- Heritage NSW</li> <li>- DPIE Environment, Energy and Science Group</li> </ul> <p>In addition to the stakeholders outlined within the SEARs requirements, other significant stakeholders to be engaged with via a targeted project briefing are:</p> <ul style="list-style-type: none"> <li>- Elected representatives</li> <li>- Glebe Island and White Bay Community Liaison Group</li> <li>- Local businesses / land owners / tenants – as appropriate/requested</li> </ul>	Individual briefings offer a highly informed or significant stakeholder an opportunity to understand the detail of the Proposal, ask questions directly to the project team and have their concerns heard and addressed.
<b>Port Authority tenant briefing</b>	<p>Cement Australia is one of many tenants of the Port Authority at Glebe Island and White Bay.</p> <p>There are well established consultation and communication channels with these businesses. Consultation will occur with other Port Authority tenants through established Port Authority channels and an individual briefing provided</p>	Existing established consultation channel for adjoining landowners and Port Authority tenants.
<b>Flyer for letterbox drop</b>	<p>Letterbox flyer informing of the Proposal and webinar.</p> <p>Cement Australia will distribute a flyer to nearby residents that are likely to have an</p>	Clear and effective method of reaching potentially interested or impacted residents and businesses

	<p>interest in the Proposal due to proximity and potential impact. These areas are targeted locations in Balmain and Pyrmont. The flyer will provide:</p> <ul style="list-style-type: none"> <li>- A high level overview of the proposal;</li> <li>- Details of the public exhibition process;</li> <li>- Community information webinar and registration details;</li> <li>- A website link for more information.</li> </ul> <p>Proposed distribution map for flyer is attached as appendix A.</p>	
<b>Community information webinars</b>	<p>Cement Australia understands that there will be a high level of interest in this proposal. Webinars provide an opportunity for the community to join the consultation process and learn more about the Proposal.</p> <p>Cement Australia will host two community information sessions during the pre-lodgement stage. This will provide residents an opportunity to understand the proposal and provide feedback that will inform the final SSD application.</p> <p>The webinars will also be communicated to other project stakeholders such as nearby landowners who may prefer to join a more indirect/relaxed format of meeting to learn about the proposal.</p> <p>The information sessions will be hosted online through a webinar format, with promotion through a letterbox drop and Cement Australia project webpage.</p> <p>The information sessions will cover:</p> <ul style="list-style-type: none"> <li>- High level overview of what's proposed at the Glebe Island Silos site and the intended outcomes of the proposal.</li> <li>- Approval process and how the community can be involved.</li> <li>- Consultation about feedback for the short, medium and long term for Cement Australia proposal, and future operations.</li> </ul>	<p>The digital engagement format improves the consultation experience for the local community by:</p> <ul style="list-style-type: none"> <li>· Improving accessibility – anyone can join from anywhere.</li> <li>· Providing transparency – sessions can be recorded and published for later public viewing.</li> <li>· Further the webinar format provides a safe way for community to join the information sessions during COVID-19.</li> </ul>
<b>Website material</b>	During the pre-exhibition phase, Cement Australia will publish information about the	A dedicated webpage is a simple and effective way of

	<p>proposal via a dedicated project web page on the company website. The availability of this information will be promoted through the letterbox drop. The webpage will provide:</p> <ul style="list-style-type: none"> <li>- A high level overview of the proposal;</li> <li>- Details of the public exhibition period and process;</li> <li>- Details of the community information webinars and a link to register.</li> </ul>	<p>providing information about the proposal, planning process and consultation to stakeholders. It is a single source of truth and can be accessed by anyone at any time.</p>
<b>Project email address</b>	<p>A project email address enables clear, easy communication between the community and Cement Australia.</p> <p>Feedback received through the email will be included in the final engagement report.</p> <p>Details of the email address will be published on the project webpage and community flyer.</p>	<p>Simple and effective way of receiving feedback about the proposal from the community</p>

## 6. Engagement timeline



## 7. Engagement collateral

To support the pre-EIS engagement process, Cement Australia will prepare the following collateral to aid in communication and engagement with stakeholders and the community:

- Flyer for letterbox drop including information on future engagement and invitation to webinars
- Updated website content to provide interested parties with information on the project including:
  - High level overview of the proposal
  - Provide details of the public exhibition period and process
  - Provide details on the community information webinars and how to register
  - A PowerPoint presentation to use in key stakeholder briefings and webinars
- A letter inviting key stakeholders to targeted briefings
- A project email address will provide an opportunity for enquiries.

This collateral will be appended to the final stakeholder report.

## 8. Evaluation

### 8.1 Implementation of the strategy

The results of the implementation of this CSPS will be included in the EIS. In accordance with the SEARs, the final Consultation Outcomes Report will include details of how issues raised during the engagement processes have been addressed, and whether they have resulted in changes to the proposal.

### 8.2 Updates and review

This strategy will be reviewed and updated as needed. For example:

- Following an adjustment in the project scope;
- When significant changes occur in community sentiment;
- If changes in the external environment necessitate a change in the engagement strategy.

### 8.3 Evaluation of community and stakeholder engagement

The implementation of the strategy will be evaluated at the completion of the project in the final report. Evaluation will consider:

- Were all identified stakeholders informed about the project?
- Were any stakeholders missed and why?
- Did stakeholders have the opportunity to give feedback?
- Was this feedback meaningfully considered and responded to?
- Were stakeholders satisfied with the engagement process? Did they provide feedback on the process? What did they say?

## 9. Appendix

### Appendix A – Proposed letterbox distribution area

