



COMMUNITY COMMUNICATION STRATEGY

GLEBE ISLAND, ROZELLE

CONCRETE BATCHING PLANT & AGGREGATE HANDLING FACILITY

SUBMITTED TO DEPARTMENT OF PLANNING, INDUSTRY AND ENVIRONMENT

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1 Introduction

Hanson Construction Materials Pty Ltd is creating a new Concrete Batching Plant at Glebe Island capable of producing up to 1 million cubic metres of concrete per annum. The Hanson Facility will utilise the deep harbour port at Glebe to take delivery of up to 1 million tonnes of aggregates per annum predominantly by ship to Glebe Island Berth 1 for use in the concrete batching facility on site and for delivery by truck for use off site. It will contain an aggregate handling silo and various conveyor systems for internal materials handling.

Development consent for the project was granted on 23 July 2021 by the Independent Planning Commission referred to in Schedule 1, subject to the conditions in Schedule 2.

This Community Communication Strategy has been prepared by Hanson Construction Materials Pty Ltd to create a framework to inform and guide the communications to be undertaken in support of the construction of the concrete batching plant at Glebe Island, Rozelle NSW. This Strategy contributes to meet the requirements of condition C11 of Schedule 2 of the concept DA consent (SSD 8544), which is reproduced below:

Community Communication Strategy

C11. The Community Communication Strategy must:

- a) Identify people to be consulted during the construction phase;*
- b) Set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the development;*
- c) Provide for the formation of community-based forums, if required, that focus on key environmental management issues for the development;*
- d) Set out procedures and mechanisms:*
 - i. through which the community can discuss or provide feedback to the Applicant;*
 - ii. through which the Applicant 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 construction and operation of the development, including disputes regarding rectification or compensation.*

A proactive, inclusive, and transparent approach to communications will support planning objectives by ensuring accurate information is disseminated in a relevant, timely and accessible manner to specific target stakeholders.

The following objectives have been developed to:

- Identify key stakeholders that have an interest in the project.
- Promote informed dialogue with stakeholders and the community.
- Ensure communications are timely and appropriate in delivery.
- Embrace an inclusive approach to engage with all relevant stakeholders.
- Ensure there is a reliable point of contact for stakeholders.
- Ensure the community have access to necessary information about the project.
- Meet the requirements of the development consent conditions relating to a Community Communication Strategy and a system to manage complaints, feedback and inquiries including dispute resolution.

2 Stakeholder Mapping

To meet obligations set out in the Development Consent (Condition C11 (a)), this Section addresses the key stakeholders to be consulted with during all project phases. To best understand the stakeholders who are affected or have an interest in the project and determine the most effective way to engage and communicate these groups, the following categories have been developed:

- Government agency;
- Neighbouring properties;
- Community groups;

The following table identifies the key stakeholders for the project.

Table 1: Identified Stakeholders

Stakeholder	Identity	Potential Issues	Communication tool
Government agency	NSW Department of Planning, Industry, and Environment	- Ensuring all regulations and conditions are met	- Meetings - Briefings
	City of Sydney Council	- Environmental protection - Traffic management - Protection of public domain - Air quality emissions - Acoustics and vibration impact - Waste management	- Meetings - Briefings - Community Consultative Committee
	The NSW Government Architect	- Public art strategy	- Meetings - Briefings
	Heritage NSW	- Discovery of artefacts, items of cultural significance	- Meetings - Briefings
	The Environmental Protection Agency	- Environmental protection - Acoustic and vibration impact - Air quality emissions - Waste Management	- Meetings - Briefings
	The Port Authority of NSW	- Consultation with Harbour Master - Environmental protection - Traffic Management - Acoustics and vibration management - Air quality emissions	- Meetings - Briefings
	Transport for NSW	- Traffic management - Environmental Protection	- Meetings - Briefings
	Inner West Council	- Environmental protection - Traffic management - Protection of public domain - Air quality emissions - Acoustics and vibration impact - Waste Management	- Meetings - Briefings - Community Consultative Committee
Neighbouring properties	Immediate neighbours of the site, businesses and residents.	- Environmental protection - Traffic management - Protection of public domain - Air quality emissions	- Letterbox drop - Phone/email - Website - Signage

Stakeholder	Identity	Potential Issues	Communication tool
		- Acoustics and vibration impact	- Collateral e.g. Factsheets and flyers - Briefing with the Community Consultative Committee - Online briefings - Community pop-up stalls and drop-in information sessions - Online briefings
Community Groups	Jacksons Landing Action Group, Pyrmont Action Group, Save Our Bays Glebe White Bay Stratas Committee Glebe Society	- Air Quality Emissions - Acoustics and vibration impact - Environmental protection - Traffic Management - Protection of the public domain - Visual amenity	- Meetings - Briefings - Phone/email - Website - Signage - Collateral e.g. Factsheets and flyers - Briefing with the Community Consultative Committee

3 Communication Tools

To meet obligations set out in the Development Consent (Condition C11(b)), this section addresses the procedures and mechanisms (or communication tools) available for the regular distribution of accessible information about or relevant to the development.

The following table provides a description of the communication tools to be used during the project.

Table 2: Project Communication Tools

Activity	Target Audience	Purpose	Issue Deadline
Public Art Strategy	All stakeholders identified	Liaise and collaborate with the community & stakeholders through routine consultations to ensure the provision of a suitable art piece.	Prior to receiving construction certificate
Notice of Construction Commencement	All stakeholders identified	Provide a letter to stakeholders informing them of the scheduled works with an indication of when the works are due to commence.	Prior to commencing construction works
Documentation on Hanson Website	All stakeholders identified	Documentation and information to be made publicly available on the Hanson website prior to the commencement of works.	Full duration of works

Activity	Target Audience	Purpose	Issue Deadline
Advertisement of Contact Details	All stakeholders identified	A reliable point of contact to be made available on the Hanson website and on-site signage during construction works. Point of contact to report to the Development Manager, actioned according to the incident and complaints procedure.	Full duration of construction
Notice of Operation commencement	All stakeholders identified	Provide a letter to stakeholders informing them of the scheduled operations of the facility.	Prior to commencing operations

3.1 Hanson Webpage

Hanson Webpage	
What	The Hanson webpage provides a comprehensive source of project information. The website will be promoted in all communication activities. Regular updates to the website will ensure currency of information. Other communication material such as community updates will be stored on the webpage. http://www.hanson.com.au/about-us/regulatory-information/glebe-island/
When	Ongoing
Why	To inform
Responsibility	Hanson Construction Materials

3.2 Project 1300-line and email

Project 1300-line and email	
What	The dedicated project 1300-line and email address are key access points for the community to receive project information. Protocols for managing enquiries and complaints through the project phone line and email are set out in Chapter 4 of this Strategy. P: 1300183349 E: development@hanson.com.au

Project 1300-line and email	
When	Ongoing
Why	To inform, provide feedback and raise concerns
Responsibility	Project Manager

3.3 Engagement and updates

Engagement and Updates	
What	Engagement activities including fact sheets and project updates. Some pieces have been produced to provide overarching information on the project, while others relate to a specific milestones or elements of the project. These will be updated and developed as new elements emerge and distributed via letterbox drop to those properties identified in Appendix A. All updates will also be made available on the Hanson webpage at: http://www.hanson.com.au/about-us/regulatory-information/glebe-island/
When	As required with a minimum of quarterly project updates
Why	To inform
Responsibility	Project Manager

3.4 Notifications

Notifications	
What	Community notifications will be distributed to inform the community of current and upcoming work with the potential to impact on stakeholders and the community. Notifications will be issued for activities such as construction commencement, milestones, changes to scopes of work, out of hours work and when local conditions or access is altered. Notifications will include but not be limited to scope and location of work, achievement of notable milestones, hours of activity, type of equipment used, anticipated impacts and contact details.
When	As required

Notifications	
Why	To inform
Responsibility	Project Manager

3.5 Key stakeholder meetings and briefings

Key stakeholder meetings and briefings	
What	Project briefings will continue to be provided to relevant stakeholders on a regular basis. This will assist in ensuring these stakeholders are informed and consulted on the project, providing factual and up-to-date information for distribution to their networks and in media. The level and form of stakeholder briefing will vary to meet the needs of individual stakeholders, for example local government stakeholders will be briefed at each milestone, while other stakeholder groups may receive one-off presentations as required.
When	As required – dependent on stakeholder needs and feedback
Why	Inform, consult, and resolve disputes
Responsibility	Contractor in collaboration with Hanson Project Team

3.6 Community Consultative Committee

Community Consultative Committee (Community Forum)	
What	To meet obligations set out in the Development Consent in accordance with condition E35 of the SSD 8544, a CCC will be established before the commencement of operations to allow regular contact and liaison with surrounding land users, including representatives from: Jacksons Landing Action Group, Jackson Landing Coalition, Pyrmont Action Group, Bays Community Coalition, White Bay Stratas Committee, with regular meetings of a frequency to be determined by the Chair and to allow issues regarding noise, air quality, traffic and the like to be discussed and resolved in a reasonable and timely way. A CCC is being established by Hanson in accordance with the Department's <i>Community Consultative Committee Guidelines: State Significant Projects (2019)</i>.
When	Before the commencement of operations and continue to do so for the duration of operations, unless advised in writing by the Planning Secretary that a CCC is no longer required. A regular calendar of CCC meetings will be established by the Chair in consultation with group members

Community Consultative Committee (Community Forum)	
Why	To inform and consult
Responsibility	Hanson to establish the CCC and chair the first meeting before the commencement of operations Contractor assumes responsibility and an independent Chair has been assigned to chair all CCC meetings.

3.7 Good Neighbour Activities

Good Neighbour Activities	
What	Letterbox drops, local visual messaging signage and site signage will be used to provide specific project information to project neighbours and others who may be impacted by site works as they travel through the area. These will clearly detail upcoming works (what, who, when) and where to go for further information.
When	As required
Why	To inform and build positive relationships
Responsibility	Contractor in collaboration with Hanson Project Team

4 Procedures for managing enquiries and feedback

Community management which includes, amongst other things, protocols for the distribution of letters informing the community of construction events, and contact details for further information, or the registration of complaints.

To meet obligations set out in the Development Consent (condition C11 (d) (i-iii)) this Section of the Strategy outlines the procedures and mechanisms to receive and respond to enquiries, feedback and complaints.

The Hanson Project Manager will be responsible for receiving and responding to enquiries, feedback and complaints. The following protocols and procedures will be in place during construction works to effectively manage enquiries and complaints received from the community and other stakeholders.

4.1 Contacts protocol

The Hanson Project Manager will have responsibility for maintaining a record and actioning all project related contacts (complaints or enquiries). The Hanson Project Manager shall notify the Development Manager of all site environmental issues, concerns and complaints.

Complaints from other parties shall be directed to the Project Manager for investigation.

All relevant environmental issues, concerns and complaints including the following, are to be entered into the Integrated Risk Information System (IRIS) database:

- date and time;
- location;
- apparent cause;
- corrective action, if relevant; and
- other relevant information.

Completed corrective actions shall be documented in the IRIS database.

Copies of the report shall be distributed to the relevant parties indicated on the report.

Within 48 hours of receiving a complaint about any environmental issue, including noise and other pollution, arising from the project works, a written notification will be submitted in the IRIS database, which will distribute to the Development Manager. The Risk Report raised in the IRIS database is to be closed out with the proposed measure to prevent the occurrence of a similar incident, within five working days.

4.2 Contact points

There will be three main points of public contact:

- Direct phone number: 1300183349
- Email address: development@hanson.com.au
- Postal address: Locked Bag 5260, Parramatta, NSW 2124

The telephone line will operate 24 hours per day with all calls logged and immediately forwarded to the project manager for response and action. In the case of an emergency, the persons/authorities nominated under the Emergency Response & Preparedness Plan will be contacted.

Upon becoming aware of an environmental incident outside of normal working hours, the Project Manager or Principal Contractor shall attend the site to determine if any immediate remedial works are required and shall arrange for such works to be completed as soon as possible.

The project email address will be checked at minimum on a daily basis on weekdays. Face to face contact is likely to occur through door-knocks and walk-around as required. Any queries direct to the project team while working in and around the site are to be referred on to the project information line and project manager.

4.3 Responding to and recording contacts received

Some contacts will be resolved on the spot, while others will require acknowledgement and further investigation in order to action and complete. Details of the response times for different types of contact are outlined below.

Contact type	Method	Acknowledge	Resolve	Note
Enquiry	Face to face	Acknowledge within 24 hours of receipt (Mon-Fri)	Within two working days	Advise Hanson within 24 hours of receipt
	Telephone			
	Email			
	Letter			
Complaint	Face to face	Acknowledge within 2 hours of receipt	Endeavour to resolve within five working day	Submit in the IRIS database within 48 hours of receiving
	Telephone			
	Email			
	Letter			

4.3.1 Enquiries handling procedure

Enquiries or feedback received by the site superintendent via post, the phone line or email will be answered on the spot using pre-approved key messages or responses to FAQs. If the enquiry cannot be answered using key messages, the site superintendent will liaise with the project manager to provide an answer.

4.3.2 Complaints handling procedure

Complaints received by the site superintendent via post, the phone line or email will be referred directly to the project manager and simultaneously entered into the IRIS database.

The project manager is to advise the site superintendent as soon as practicable after investigation as to the nature and cause of the complaint to enable the site superintendent to report back and close out the issue. Where a complaint is made directly to workers onsite, they are to immediately advise the site superintendent of the complaint for logging and actioning. The site superintendent will maintain ongoing contact with the caller/emailer until the issue is resolved satisfactorily.

The site superintendent will have responsibility for ensuring all contacts are actioned in a timely manner.

4.3.3 Dispute resolution

A complaint that cannot be resolved by the site superintendent will then be considered a dispute. It will be escalated as follows:

1. Hanson Project Manager, if not resolved then –
 2. Hanson Project Director, if not resolved then –
 3. Construction contractor and Hanson project team discussion. The Principal Contractor and Project Director to determine if the complaint is to be forwarded to mediation.
- If mediation is required, Hanson and the State will comply with the recommendations of an independent specialist mediator.

4.3.4 Recording contacts

A record will be kept of all contact, including telephone and face-to-face communication. Details will be entered either directly into a contact database maintained by the site superintendent or documented on a Record of Contact Form and subsequently entered into the contact database.

The site superintendent, Hanson Project Team and contractors will have access to Record of Contact Forms. The contact database for contacts received will note the following:

- Type of contact (enquiry/complaint and telephone/email/letter/face-to-face)
- Date and time of contact
- Team member receiving contact
- Name of stakeholder and contact details (if consent to record personal details is not provided the contact will be recorded but will not include personal details)
- The tone of the contact, particularly if angry or upset
- The team member to whom the contact was referred (if needed) and the referral date
- For contact requiring action, record of the action taken, response provided and the completion date
- For contact where no further action will be taken record the reason(s) why no action was taken
- For contact where further action is required, record required actions, contact the person to confirm/clarify:
 - The nature of the issue
 - Reasons (if any) for its occurrence
 - The criteria upon which the issue was assessed
 - How the issue has been addressed
 - Steps undertaken to prevent re-occurrence of either the issue or the contact if based on a complaint.
- After contact resolved, record resolution reached and the completion date.

5 Appendix A – Project neighbours

The following map shows sensitive receivers which are those people likely to work, occupy or reside in this area. This is the area identified to receive ongoing project updates via letterbox drop. Other project neighbours will be captured via email.

