

MINUTES
MEETING # 36
Intermodal Logistics Centre
Community Liaison Committee (CLC)

Location: ILC
 Enfield ILC, Cosgrove Rd, Enfield
 Date: Monday 20 August 2018
 Time: 4.00 pm

Attendees	
Community Members: Jenny Maddocks Bill Thompson Louise Symonds City of Canterbury Bankstown Graham Humphrys Chair Ian Colley Minute taker Sandra Spate	NSW Ports Alison Wedgwood Trevor Brown Greg Walls James Leggett Tim Arkell Andrea Spencer-Cooke (NSW Ports consultant) Linx Paul Smith Robyn Simpson Goodman Richard Mawer
Apologies: Jacqui Thorburn, Ian Henderson, Matthew Fahey, Stephen Ironside.	

Action Items:
1. Introductions Alison introduced Tim Arkell and James Leggett who will be taking up Matthew Fay's previous role and will attend CLC meetings in place of Matt.
2. Acceptance of the minutes/ actions from previous meeting Jenny requested an amendment to the discussion in Item 3 – Tarp Shed. The minutes indicate the original approval is from Strathfield Council. However, approval was obtained through the Land and Environment Court. The minutes were accepted with the above amendment. Action: Adem to follow up with LINX the report of an alarm noise. Adem is no longer with NSW Ports. Paul reported Linx looked at the problem but don't have rail gate noises. They took it to be a rail related noise. Louise clarified the noise is like an alarm sounding three times periodically through the day. Louise suggested it is no longer as disruptive as previously as the volume seems to have gone down. She can still hear it but it is not as loud. It is like an alarm sounding three times periodically through the day but with no pattern. The noise started in February and used to blare often mainly in the mornings and Saturdays till 11am. Linx will continue to monitor.
3. Project Update <ul style="list-style-type: none"> Warehouses Richard presented an update. Goodman project team is working with NSW Ports project team to roll out the Warehouse Masterplan for precincts A to H. The current focus is on the modification

application and subsequent construction for Precincts F and C.

Goodman is a large, global industrial developer with expertise in the area. Once developed the warehouses are handed back to NSW Ports.

Richard Crooks Construction, on the preferred builder's panel and with requisite experience, will undertake construction of the warehouses which is expected to commence in late September.

Key environmental controls being considered will include dust, noise, in ground contamination and green and golden bell frogs.

The DA for Mod 14 has been lodged with the Department of Planning (DPE) and approval is expected in coming days. Work is being undertaken on pre-construction management plans required before a Construction Certificate is issued. Goodman is working with NSW Ports on the Construction Environmental Management Plan (CEMP) which is going through final review processes.

Information on specific design documents for Precincts C and F went to the DPE last Friday.

Hours of construction will be standard construction hours of 7am to 6pm Monday to Friday and 8am to 1pm on Saturday, consistent with the existing Approval.

The CEMP will ensure noise levels during construction as well as operation are compliant with approval. This will feed into warehouse design.

Dust is a potential issue for residents and tenants. Dust mitigation includes shade cloth around the site and the use of water carts until surfaces are sealed.

Coffey Environmental Consultants have been involved early in the process as part of the CEMP in terms of managing any existing and potential contamination.

Construction start date is uncertain due to DPE approval but hopefully will be by the end of September. Construction is expected to last for eight months.

Construction on both precincts will be concurrent. Surplus material from bulk excavation in Precinct F will be used on the cut at Precinct C. Retaining walls will then be built, in-ground services outside the building line, and a metal roof across the top with a 2.4m concrete panel at the bottom. The structure will be metal clad. Then internal slabs. Office construction will be concurrent. This will be followed by the car park and hard stands. There is a focus on appearance and function.

Action: Greg will circulate Mod 14 once approved.

Greg reported draft conditions seem to be consistent with existing approval around noise limits and dust controls.

James asked whether tenant fit out is done concurrently with construction.

Richard replied they work with customers for early access four weeks before completion for racking and office fit outs. The design component is advanced and fortnightly design meetings with customers are held. Fit outs and building dove tails.

Bill asked the duration of construction.

Richard replied it is expected to be 8 months.

Jenny asked the size of F.

Richard replied F is around 3,500sqm and C1 and 2 are 5,000sqm. Design sustainability initiatives have been included. Each warehouse has a 50kw solar panel on the roof, rainwater tanks, grey water is used for toilets and landscaping, there are low flow taps and solar hot water.

- **Operations – LINX**

Paul reported operations commenced on April 1 with business focused import and export. Pitkin has moved from their former site onto the Linx site as a sub-tenant. Tenants are on board in generating volume and Linx is working with stevedores for to grow port train slots. Operations differ from Aurizon. There are no Newcastle based operations. Trains leave in the morning and return late afternoon with the latest at 9pm. Freight from the train goes to customer sites. Normal working hours operate. Linx is working with tenants around traffic management plans and environmental management plans. Volumes are up. The management team is similar to Aurizon with their operations team transferring across ensuring continuity.

Jenny asked how many TEUs are moved by rail.

Paul replied around 400 a week mostly import but Linx is looking to generate export and for regional trains to call through. There was a fall when TOLL moved. Linx is working with Ports around targets

for rail mode share.

Alison reported Robyn will be nominated to the Department of Planning as Environmental Representative for the Linx operation. Alison and Trevor continue to be Environmental Representatives for the remainder of the site excluding the IMT.

Robyn reported as part of the baseline environmental condition reporting Linx assessed condition at entry. The good news is that the site is well constructed and has been well maintained and after a couple of years of Aurizon operations there are no exceedances of environmental or operational criteria.

- **Operations – Swift and Pitkin Transport**

Trevor reported Swift and Pitkin continue operations on site. Pitkin has moved into space at the intermodal as a sub-tenant of Linx. Since the last meeting Swift has removed their refuelling facility from site to address environmental issues and have improved bunding for chemicals.

4. Presentation – Best Practice in Port Sustainability Research – NSW Ports Sustainability Plan 2019

Alison introduced Andrea who is a consultant with One Stone. Andrea was engaged by NSW Ports to review key ports globally as part of the development of the next NSW Ports Sustainability Plan. This is part of a consultation exercise feeding into the next Sustainability Plan.

Andrea delivered a presentation on her findings (summary attached to minutes). She noted Sydney is among the top 20 global port cities ranked purely on business considerations, but the review did not consider port sustainability. The research looks at what else goes towards making a port sustainable. Andrea suggested customer driven initiatives e.g. Philips who produces low carbon lighting has a business model to reduce the environmental footprint for shipping its products.

Bill asked about costs associated with making ports sustainable.

Andrea replied there are costs and savings depending on particular applications. Due to the price of energy, moves to cut energy use is usually positive in the long term but can involve upfront costs.

Bill asked whether the US has signed up to the World Ports Sustainability Program.

Andrea replied they had.

Ian asked whether reference to the port city dialogue was about the community around the port. This was confirmed.

Andrea said members of the CLC are being asked what material issues and priorities NSW Ports should focus on.

James asked whether there are still pirates off the African continent.

Andrea replied there are. Safety and terrorism issues affect sustainability.

Ian asked whether there are numerical indicators often used regarding carbon emissions and so forth. Andrea went on to present some examples of ports using definitive numerical targets as part of the presentation.

Bill suggested losing containers overboard as happened on the east coast is relevant.

Andrea noted moves to quantify sustainability. There is a world-wide trend to rail. NSW Ports goal is 40% by rail.

Robyn asked what the scope of the review is. Is it NSW Ports wide or Enfield?

Alison said the Plan is for NSW Ports as a whole, the two ports and two intermodal terminals but she would expect feedback from an Enfield perspective from local residents. Linx may also have a broader perspective as it has interests across NSW Ports operations. There will be further targeted

consultation with key tenants including Linx.

Ian asked what the timeframe is for the first cut.

Andrea replied the general process is consultation feedback from the four sites by September and NSW Ports will pull this together by November.

Alison said consultation with stakeholders groups to September and a draft action plan by the end of the year. It is hoped feedback could be presented to the November meeting and potential actions and goals talked through. The Plan is due to be finalised in 2019 hopefully for a May release.

Trevor noted drafting should be largely completed by February.

Bill asked whether there is interaction between NSW Ports and other levels of government. Will today's announcement about the Federal government pulling out of NEG commitments have an impact?

Alison replied it is not tied to any to government commitments at this point. NSW Ports wants to see what it can do above and beyond legislation. Shareholders are interested with superannuation companies having an influence. Ports can't mandate significant change but can go to tenants and councils. It helps if government sets targets. NSW Ports hopes to convince people of material savings and benefits. It is better for NSW Ports long term to anticipate changes than play catch up when government brings in regulations.

Trevor noted NSW Ports will consult some government agencies. When government decisions don't send clear signals it may make it harder to get a consensus with stakeholders. The NSW Ports process is independent of politics but they have to bring customers and stakeholders along. An example of anticipating developments is if the shipping industry develops new fuel, NSW Ports will have to be able to service this.

Bill commended NSW Ports for pursuing this independently.

Andrea said it is reassuring that the International Maritime Organisation (IMO) is setting world-wide greenhouse gas emissions targets. She expects the Federal government will eventually catch up.

Ian asked what shipping's contribution is to carbon emissions.

Andrea replied it is currently 2% but growing with population growth and trends in world trade. The relative share of shipping will grow.

Alison suggested shipping has been less regulated than other industries to date and there is great potential for savings in the industry.

5. Development update

- **Mod 10 Truck in/out & Rail in/out**

This remains on hold but will stay on the agenda.

- **Tarp Shed/ Garden Centre (DA) and Mod 13**

The meeting agreed to take this off the agenda and move to a project update when works starts.

- **Warehouses Masterplan Mod Application (Mod 14)**

Greg will circulate when approved.

- **NSW Ports Port Development Plan**

Greg reported NSW Ports is required to prepare a 5 year Port Development Plan to provide assurances the precincts are being developed for their intended purposes. The second Development Plan will include the development of the Enfield warehouse precinct but he expects no great changes in relation to Enfield over the next five years.

6. Other

Greg noted the final Freight and Ports Plan is due for release this month.

Action: Greg will circulate the final Freight and Ports Plan to the CLC when available.

Bill understands the tarp shed has been approved at this end but that the delay is from Flower Power

the other end with strong community resistance to their proposal to double the size of buildings at their old site.

Greg reported NSW Ports has asked them to commence preparatory works on site this year as a drive to get started.

- **Complaints summary and follow up**

Trevor reported a complaint on 31 May regarding a dragging, scraping noise. This was referred to tenants and operators but the source of the noise wasn't identified.

A complaint on 20 July reported a reversing beeper on site. NSW Ports' investigations determined that it was coming from one reach stacker machine being operated on the Swift site. This was addressed quickly through Linx to replace the reversing with a non-tonal "quacker".

Other concerns were in regard to a roaring engine, the source of which hasn't yet been identified.

Louise presented residents' points of view. She was upset that she had been telling people the source of the beeper wasn't this site as NSW Ports have consistently said they have no beepers on site. It was here all through winter. It wasn't nice for her to go out to Cosgrove Road at 1am to try to identify the source but residents kept complaining of the noise. While tenants may not think residents are close to the terminal, noise travels especially at night. Louise reported receiving numerous emails from residents and read out a sample from Chisholm and Madeline Streets indicating impacts of excessive truck noises, reversing alarms and banging of containers causing disturbed sleep.

Residents complained of beeping 24/7 and on Sundays. Banging on 16 August went from 1am to 1.45am. Some residents are threatening class action. People who used to sleep with windows open no longer can but are still disturbed at night. Last year it was on the odd occasion but now it is routine to be woken in the early hours of the morning. People in Kembla Street, the other side of Coronation Parade, have complained. Sound travels great distances at night and wakes people up. Ian asked if these impacts are normal for ports operations.

Alison suggested difficulties in pinpointing the source of some noises. Identifying the beeper was easier as there is a blanket rule about no beepers on site. Linx was able to address this with their tenant immediately. There have been discussions with Swift and Linx about educating operators to not rush and drop containers. There is a history at Port Botany of noise complaints being worse in winter with westerly winds carrying noise. This may be a potential factor. NSW Ports will keep talking to tenants. She was disappointed about the beeper. It is NSW Ports' reputation at stake as well. Trevor suggested the warehouses development may offer some level of noise screening in the future.

Louise asked whether in future it is best to call complaints in immediately. Most are at night when background noise has lessened. The community have generally seen NSW Ports as friends. It would be good to protect that reputation.

Alison noted NSW Ports wants to maintain a good relationship with the community.

Paul said the time and date helps immensely when working out who and where.

Louise reported another impact as trucks honking greetings to each other when passing at night on Cosgrove Road. It's loud and a nuisance to the community.

Paul said Linx has a focus and good history on community involvement with a terminal at Griffith in the middle of the town. They are conscious of how to interact with the community with operations in regional areas and Newcastle and are aware of noise travelling.

Louise thanked Lynx for stopping the beeper.

Robyn thanked Louise for the personal perspective which can be passed on to people in the business. She has a history in working with the community and real time complaints helps pinpoint the source quickly. She will push Linx to pick up potential issues before they reach residents.

Shunting movements beyond Linx may be a source of noise. Carriages can bang. It would be good to isolate the source of banging.

Louise said the dragging noise sounded as though from a really long train but that is not the noise most are complaining about.

Jenny said the banging is definitely from containers. Aussie Skips have been taken out of the picture but we still hear the noise.

Louise said K & S Freighters which were problematic have also stopped. She will pass on to the community that they take action immediately when they hear noise. She asked what the likely source of the roaring is. K & S was the source of similar noises when work on machinery was needed.

Paul said Linx works on training people in the proper use of equipment. However, they also have tenants and will follow up with them on these matters.

- **Council updates**

Canterbury Bankstown has nothing to report.

It is noted Strathfield Council had no representative present. Alison reported an invitation was given and Greg left a voicemail with Council officers but no reply was received.

- **Comments/ questions/other business**

Alison reported the Compliance Report is due in October and the annual environmental audit will take place in November. Tenants will be notified of this.

Jenny raised five items. The first is that during the Holsworthy bushfire air quality peaked there at 172. At the same time monitoring stations at Chullora showed air quality here off the scale at 251. An hour later the air quality index was 380 which is hazardous and worse than Beijing.

The second item is that the Port of Newcastle is seeking to develop a container terminal which may take pressure off here.

Thirdly the National Maritime Museum has an exhibition of containers, "The box that changed the world". She wanted to let people know it is on till October.
The exhibition goes to Wollongong next.

Fourthly, Marika Calfas, NSW Ports CEO won the 2018 Women's Achievement in Infrastructure Award. Marika has been involved here since the inception of the Enfield project and the Port Botany expansion.

Jenny asked if there is any further information on the Chullora rail spoil project as 9,000 tons a day is a lot of spoil. Trevor had no further information. Transport for NSW have to work on plans and documents including identifying an ultimate destination.

Date of next meeting: Monday 19 November 2018

These minutes have been endorsed by the Chair, Ian Colley

REVIEW OF BEST PRACTICE IN PORT SUSTAINABILITY:

**Research to inform stakeholder
consultation and preparation of the
NSW Ports Sustainability Plan 2019**

1. Background

NSW Ports' 2015 sustainability plan is reaching completion and a new strategic plan is being developed. As part of its commitment to embedding sustainability across the organisation and involving its stakeholders in shaping this plan, NSW Ports engaged external support to review global best practise in the ports sector, and facilitate external stakeholder engagement sessions at its main geographic locations: Port Botany, Port Kembla and the Enfield Intermodal Logistics Centre.

NSW Ports has a vision to be a world class port and logistics manager driving sustainable growth and has developed a 30-year Master Plan and 5-year Business Plan to achieve this. The existing three-year sustainability plan aligns with this vision and sets out five main focus areas:

1. Transport and logistics
2. Land use planning and development
3. Local environmental outcomes
4. Resource conservation and efficiency
5. Stakeholder consultation and relations.

For each focus area, high-level goals, strategic directions and short-term actions and milestones are set out, with a broad timeframe for achievement.

Aim & Scope

NSW Ports is currently developing a new sustainability plan, using the 2015 Plan as a foundation. While many of the same focus areas and goals will remain, the aim is to expand its scope to reflect a broader approach to sustainability that includes social and responsible business aspects. A number of strategic directions and short-term actions and milestones will also be updated, accompanied by meaningful Key Performance Indicators (KPIs) to support plan implementation and communication.

To help inform this process, global good practice desk research was undertaken and stakeholder consultation is being carried out around what 'being a world class port' means in terms of sustainability.

The aims are to:

- Identify key trends and drivers affecting the global industry.
- Capture what material issues, initiatives and performance indicators leading global ports, shipping and logistics providers are reporting on.
- Engage NSW Ports' stakeholders in the development of the new plan to ensure it reflects their priorities.
- Use the research insights and stakeholder feedback to develop a draft 2018 Sustainability Plan and identify new short-term actions and milestones for the next three years to 2021.

2. Global trends

Around the world, the shipping industry is undergoing significant change, from consolidation, the emergence of major alliances, and the switch to bigger vessels to digitalisation, automation and innovation. Among the key trends impacting the sector is a drive for greater sustainability and the need to decarbonise global supply chains.

According to the International Maritime Organisation (IMO), the global industry regulator, shipping is responsible for moving around 80% of world trade. It is by far the most efficient and environmentally sound way to transport goods around the world, accounting for only some 2% of the world's carbon emissions. However, as world population, trade and consumption grow, the [Third IMO GHG Study 2014](#) estimates that Greenhouse Gas (GHG) emissions from international shipping could grow by between 50% and 250% by 2050.

As well as addressing climate change, the industry will increasingly need to respond to the growing number of shipping customers looking to cut carbon impacts throughout their global supply chains. Earlier this year the IMO adopted an initial strategy on reduction of GHG emissions from ships that aims to reduce total annual GHG emissions by at least 50% by 2050 compared to 2008, with a view to ultimately phasing them out completely.

Examples of these key industry drivers are summarised briefly here:

Innovation

- Digitisation, automation and 5G to optimise port operations, lower environmental footprint, increase safety and transform efficiency and collaboration in global supply chains. Smart ports and growth of 'networks of trusted networks' offer huge opportunities but also involve risks (e.g. cybersecurity, job security).
- Key maritime freight sector innovations include development of sky-sails, more energy-efficient propulsion systems and 'slow steaming' to save money and fuel. Other innovations from the ferry sector include internet-connected surveillance cameras and radios; GPS; and sensors that collect data on weather, speed, direction, and fuel use and maintenance needs.
- An MoU between the International Association of Ports and Harbors (IAPH) and the International Cargo Handling Coordination Association (ICHCA International) aims to speed up testing and implementation of sustainable innovations in technology, equipment cargo handling and financial services.

Decarbonisation

- The use of alternative fuels and renewable energy (e.g. complementing existing biofuels with methanol, ammonia and hydrogen); technological measures (e.g. hull design, bulbous bows and air lubrication); and operational improvements (e.g. slower ship speeds, use of larger ships, and better ship-port coordination).
- Clear and ambitious emissions reduction targets for maritime transport and providing smart financial incentives for maritime shipping. Options for shore power facilities, electric charging systems and bunkering facilities for alternative fuels, as well as applying environmental criteria to differentiate fees.
- Improvements in 'ship-port interface' like flexible berth planning, better collaboration, digitalisation and data exchange can optimise or reduce ship waiting times and minimise emissions and fuel use from auxiliary engines.

Sustainability

- Growing recognition of the need to address broader, more complex global impacts across the entire shipping value chain, like human rights, anti-bribery and corruption and wider impacts on ecosystems. Groups like the [Sustainable Shipping Initiative \(SSI\)](#) have been set up to do just this.
- This broader agenda is encapsulated by the [UN Sustainable Development Goals \(SDGs\)](#), in which business has a key role to play to deliver progress by 2030. Committing to the SDGs is not just about mapping existing activities to the goals, it involves raising the level of

ambition, quantifying progress against individual targets and developing an understanding of the interlinkages between different goals.

- There is growing uptake and integration of the UN Sustainable Development Goals across the ports, shipping and logistics sectors. The [World Ports Sustainability Program \(WPSP\)](#) has been set up to coordinate and accelerate the industry contribution to the goals, the IMO has identified 15 goals that are impacted by its work, and a number of global ports are including the SDGs in their strategic plans and sustainability reports.



United Nations 2015

Headline findings

Decarbonisation is the industry's biggest priority. As ports are on the frontline of climate change, it is important to take ambitious action now. This can be done through a combination of digitisation, innovation, port and equipment upgrades, operational energy efficiency, transitioning to low carbon and renewable fuels and partnering along the shipping value chain to incentivise and measure progress. Decarbonising will also deliver significant co-benefits for local communities in the form of improved air quality (lower NOx, SOx & particulate matter (PM) emissions) leading to better health and wellbeing and long-term benefits from remaining within a 2°C warming scenario.

To be a sustainable world class port, NSW Ports must show leadership and work with its partners in the shipping and logistics industries to accelerate just energy transition. As well as incorporating global environmental challenges, the new NSW Ports Sustainability Plan should take an integrated approach that includes social and governance objectives. In this regard, the [10 principles of the UN Global Compact](#) and [17 UN SDGs](#) and supporting targets provide a useful and universal framework.

3. Industry Peer best practice

Research was conducted on the following global ports and shipping and logistics industry leaders: Antwerp, Busan, Copenhagen, COSCO, Fremantle, Gothenburg, Hamburg, Los Angeles (LA), Maersk Line (A.P. Moller-Maersk Group), Orient Overseas (International) Ltd (OOIL), Oslo, Rotterdam, Shanghai, Singapore, and Vancouver. An overview of material issues and priorities, key measures and initiatives, Key Performance Indicators (KPIs)/metrics used, stakeholder engagement, and use of green incentives was undertaken.

Material Issues

Based on the desk research using companies' websites, sustainability reports and third party news articles, the following material issues were identified for the sector:

Type of impact/value created	Material Issues	
Economic	Sustainable economic growth	Job creation
	Accommodating larger ships	Inclusive trade (e.g. SMEs, etc.)
	Land acquisition, use & planning / urban encroachment	Optimisation & operational efficiency
	Inland freight handling	Digitisation & automation
	Industry consolidation	Innovation & technology
Responsible Business Practices	Ethics, anti-bribery & corruption	Respect for human rights & Non-discrimination
	Land Acquisition & resettlement	Modern Slavery
	Risk management	Security
	Sustainable procurement	Transparency & accountability
	Compliance	Tax practices
Labour	Health & Safety* (balance btw. speed & safety)	Human rights
	Gender diversity	Culture
	Working conditions	Training & skills
	Equal opportunities	Engagement & satisfaction
	Labour/management relations	
Environment	Energy use	Resources use
	Energy efficiency	Air pollution & emissions
	Carbon emissions (direct & indirect logistics—Scope 1, 2, 3)	Climate change & adaptation
	Clean energy	Waste by type & treatment
	Chemicals / hazardous substances	Food waste
	Biodiversity & ecosystems	Light & dust
	Water use	Noise (incl. underwater)
	Marine pollution/water quality	Disaster management & response
	Dredging / silt / erosion	Traffic/Congestion
Stakeholders	Social value created/investment	Complaints
	Enhancing amenity	Consultation & engagement
	Customer satisfaction	Treatment of suppliers

KPIs

A very wide range of Key Performance Indicators (KPIs) is used by leaders across the port, shipping and logistics industries. These vary according to the nature of sustainability goals and targets companies have set, the material issues identified, the comprehensiveness of reporting as well as the sustainability standards and reporting frameworks used, such as the Global Reporting Initiative (GRI).

Key research takeaways

Based on the research, 10 key things have been identified that leading global ports are doing as part of a world class approach to sustainability:

- ✓ Decarbonisation and developing zero or low-carbon roadmaps
- ✓ Shifting more freight to rail
- ✓ Switching to clean/renewable energy
- ✓ Offering Onshore Power Supply (OPS) & Liquid Natural Gas (LNG) bunkering
- ✓ Offering green shipping incentives
- ✓ Setting ambitious SMART (specific, measurable, achievable, relevant and time-bound) goals and targets and reporting regularly on progress
- ✓ Measuring customer satisfaction and developing sustainable services
- ✓ Implementing sustainable procurement and sharing value with SMEs
- ✓ Addressing seafarer wellbeing and focusing on youth outreach to develop the skills pipeline for maritime careers
- ✓ Partnering with key stakeholders (customers, tenants, regulators, communities) to achieve shared goals, promote port-wide sustainability practices and green transport supply chains

4. NSW Ports opportunities for improvement

The Sustainability Plan 2015 has a number of strengths and provides a solid foundation for aspiring to 'world class' sustainability practice in the port sector. Nonetheless, in the light of key industry drivers and insights from global best practice, there are several areas that could be built on and improved in the 2019 Sustainability Plan.

One Stone recommendations

In line with the direction already set out by NSW Ports at the May 2018 CCC meeting, and the Sustainability Advantage diagnostic, key opportunities for improvement include the following:

1. **Expansion within the 5 Focus Areas** to include social and economic impacts and performance and responsible business practices (safety, leadership & procurement).
2. **Extension of sustainability goals** under Focus Areas 3, 4, and 5 to include topical material issues identified in the best practice research, e.g. introducing sustainability services to shipping; developing Customer Satisfaction surveys; introducing ESI green incentives, etc.
3. **Strengthening performance management and monitoring** by setting 'SMART' goals and targets for energy, water, waste, GHGs, NOx, SOx, PMs, diversity & employment, etc., using a core set of industry-recognised KPIs with a clear baseline, and developing new policies for e.g. sustainable procurement.
4. **Explore potential for port-wide partnerships** where NSW Ports, tenants, shipping companies and other stakeholders collaborate to achieve shared sustainability goals based on the 'avoid, shift, improve' framework (e.g. low carbon innovation, operational efficiencies, development of new 'green' services, longer term viability of OPS/LNG bunkering, waste sorting and closed loop waste streams/circular communities, etc.).
5. **Build credibility** by aligning with universal and recognised global sustainability frameworks like the 10 principles of the UN Global Compact and 17 UN SDGs.

Community Consultation Questions

NSW Ports is keen to evolve its strategic approach to sustainability in the new 2019 Sustainability Plan and welcomes the opportunity to involve its stakeholders in this process. To facilitate discussion, you are invited to consider the following questions:

Where are we now?

1. What do you believe NSW Ports' strengths currently are in terms of sustainability?	2. What do you believe NSW Ports' weaknesses currently are in terms of sustainability?

Where do we want to go?

3. What do you believe should be the top two sustainability priorities for NSW Ports for each of the aspect areas in the Table below? You can refer to the Table of Material Issues on Page 5 to assist with your answer (i.e. reducing carbon emissions, improving air quality, better consultation/engagement) or feel free to provide another response not listed.

<i>Aspect Area</i>	<i>Priorities</i>
<i>Economic</i>	<i>Priority One:</i>
	<i>Comments:</i>
	<i>Priority Two:</i>
	<i>Comments:</i>
<i>Responsible Business Practice</i>	<i>Priority One:</i>
	<i>Comments:</i>
	<i>Priority Two:</i>
	<i>Comments:</i>
<i>Labour</i>	<i>Priority One:</i>

	<i>Comments:</i>
	<i>Priority Two:</i>
	<i>Comments:</i>
<i>Environment</i>	<i>Priority One:</i>
	<i>Comments:</i>
	<i>Priority Two:</i>
	<i>Comments:</i>
<i>Stakeholders</i>	<i>Priority One:</i>
	<i>Comments:</i>
	<i>Priority Two:</i>
	<i>Comments:</i>

4. For each of your sustainability priorities and based on industry drivers and global best practice—and in the Australian context—what do you think are some actions that NSW Ports could realistically do in the next three years to become a ‘world class’ sustainability port? (i.e. based on the above example of carbon emissions – report on whole-of-port emissions, set targets to reduce carbon emissions across the port precinct, liaise with tenants to reduce carbon emissions, etc.).

<i>Aspect Area</i>	<i>Proposed Actions</i>
<i>Economic</i>	<i>Priority One Actions:</i>
	<i>Priority Two Actions:</i>
<i>Responsible Business Practice</i>	<i>Priority One Actions:</i>
	<i>Priority Two Actions:</i>

<i>Labour</i>	<i>Priority One Actions:</i>
	<i>Priority Two Actions:</i>
<i>Environment</i>	<i>Priority One Actions:</i>
	<i>Priority Two Actions:</i>
<i>Stakeholders</i>	<i>Priority One Actions:</i>
	<i>Priority Two Actions:</i>

How do we bring others along?

5. What can NSW Ports do to engage better with you on our sustainability journey?

Please submit your response via email or mail by 10 September. NSW Ports will present a summary of the feedback received at the November community meetings.

Responses or comments/questions should be sent to:

Alison Wedgwood

Environment & Sustainability Co-ordinator

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