

# Community Engagement Plan

## Cross River Rail – Rail, Integration and Systems Alliance

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### Document Approval

Rev	Date	Prepared By	Reviewed By	Approved By	Remarks
A	28/06/19	Unity Alliance	Unity Alliance Community & Stakeholder Engagement Manager (CSE Manager)		IFR
B	09/08/19	Unity Alliance	Unity Alliance (CSE Manager)		IFR
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## Plan Control

This Community Engagement Plan (the plan) has been developed for the Cross River Rail – Rail, Integration and Systems Project.

## Approvals, Revisions and Amendments

The latest approved version of the plan will be available in UNITY's Electronic Document Management System (EDMS). The Alliance Manager will maintain, review and update the plan at least every six months in the first year and then annually thereafter. Revised plans will also be submitted to the Delivery Authority and Independent Certifier.

Each revision to the plan will be distributed to all required personnel for review and approval. The document will be allocated a new revision type if the changes made affect the overall meaning of the document. Any minor change will be made without a change to the revision number.

When a new revision to the document is available, a notification email will be distributed to all project personnel by the Document Controller advising of the update.

The Alliance Manager is responsible for the ongoing implementation and review of the plan, and for approving any revisions.

## Revision Details

Revision	Remarks
A	Final CEP for Review and endorsement by the Environmental Monitor (EM)
B	Updated CEP following comments from Community Relations Monitor (CRM) and CRRDA
C	Updated CEP following comments from EM
D	Updated CEP following comments from EM and observations from CRM
00	Final CEP endorsed by EM
01	Final CEP amended to address some of the IEM Comments dated 16 September 2019 on the Construction Activities Management Plan
02	CEP updated to reflect CRM comments on agreed DAP process
03	Issued for review to the CRM and IEM 6 monthly review and update to incorporate <ul style="list-style-type: none"> <li>changes linked to RfPC-11</li> <li>addition of the Southern Area Scope of Works (Dutton Park and Buranda)</li> </ul>
04	Issued for Use

# 1 Purpose of this Plan

This Community Engagement Plan (CEP) sets out the requirements for community engagement during construction of the Cross River Rail Project and forms part of the Construction Environmental Management Plan (C-EMP) Rail, Integration and Systems Package (RIS) Works.

This document will be provided to the Community Relations Monitor for advice at least 10 business days prior to the C-EMP being provided to the Environmental Monitor, as outlined in Condition 9 of the Coordinator-General's Conditions of Approval.

## 2 Community Engagement Contract Requirements

Table 1: Community engagement contract requirements

CG Condition Reference	Content Requirements	Where Addressed	Comments
Condition 9: Community engagement plan	(a) The Proponent must develop a community engagement plan as part of the Construction Environmental Management Plan consistent with the Outline EMP's Community and Stakeholder Engagement Plan.	This plan	
	(b) The community engagement plan must be given to the Community Relations Monitor for advice at least 10 business days prior to the Construction Environmental Management Plan being provided to the Environmental Monitor.	Section 1	
	(c) The community engagement plan must provide for:		
	(i) Directly Affected Persons to be consulted prior to commencement of Project Works and ongoing thereafter about Project Works, predicted impacts and mitigation measures;	Section 5	
	(ii) Directly Affected Persons to be consulted about possible mitigation measures;	Section 5	
	(iii) local communities near Project Works to be informed about the nature of construction, including the timing, duration and predicted impacts of the works in advance of their commencement;	Section 5	
	(iv) information to be provided to public transport, road users, pedestrians and cyclists about the predicted effects of Project Works on road, rail and pedestrian and cycle network operations, in advance of their commencement;	Section 5	
	(v) specific community consultation plans for identified key stakeholders;	Section 6.3	
	(vi) implementation of an Indigenous employment policy, providing for Indigenous training and employment opportunities;	Section 6.4	
	(vii) a process for advance notification to local communities of Project Works, including the timing, duration, predicted impacts and mitigation measures, which is	Section 6, Attachment 1	

CG Condition Reference	Content Requirements	Where Addressed	Comments
	available on the project website and through other media.		
	(d) The community engagement plan must incorporate a complaints management system developed specifically for the Project, which is established prior to the commencement of Project Works.	Section 7.3, Attachment 2	
	(e) The complaints management system must deliver a prompt response to community concerns with relevant information, action where required, and reporting of incidents.	Section 7.3, Attachment 2	
	(f) As a minimum, the complaints management system must include the following elements:	Section 7.3, Attachment 2	
	(i) a procedure for receiving complaints on a 24 hour, seven days a week basis, during Project Works;		
	(ii) a mechanism for notifying the community of the complaints procedure and how it may be accessed;		
	(iii) a process for registering and handling complaints received, including a database for tracking of complaints and actions taken in response;		
	(iv) a procedure for verifying complaints through monitoring and detailed investigation, and escalating and resolving verified complaints;		
	(v) a procedure for complaints to be notified to the Community Relations Monitor, including information about the complaint and its resolution;		
	(vi) access by the community to the Community Relations Monitor; and		
	(vii) regular reporting via the monthly environmental report, to the community of complaints and corrective actions, maintaining appropriate confidentiality.		
	(g) All information regarding complaints, including the information collected in Condition 9(f)(iii) must be made available to the Community Relations Monitor.	Section 7.3, Attachment 2	

### 3 Community and Stakeholder Objectives

UNITY's community and stakeholder communication objectives are:

- Achieve compliance with the project planning approval
- Work cooperatively with the Cross River Rail Delivery Authority to provide a coordinated and consistent approach to communications and stakeholder engagement
- Enhance and protect the reputation of the Delivery Authority, the Queensland Government and UNITY's alliance participants
- Identify and appropriately address stakeholder, business and community issues
- Keep stakeholders and the community informed of what to expect and what has been done to minimise disruption – including timing, duration, predicted impacts and proposed mitigations around construction activities
- Minimise, where possible, the impacts of the RIS Works on stakeholders, businesses and the community
- Engage the broader community to reduce risk and protect the project's social licence to operate.

## 4 Our Guiding Principles

UNITY appreciates that project acceptance and support relies on stakeholder and community trust, respect and goodwill. Effective community engagement achieves these outcomes when it adopts values-based approaches and practices. Based on a 'no surprises' philosophy, its principles align with the International Association of Public Participation (IAP2) and include:

**Integrity and transparency** – engagement involves trust and transparency.

**Respectfulness** – we value contributions made and the time given by stakeholders.

**Inclusivity** – we use a range of opportunities and techniques to encourage participation of all parties who may be affected by or interested in the outcome.

**Informative** – effective engagement requires all parties to understand the relevant legal, statutory, strategic and local context.

**Working together** – we establish ongoing partnerships with the community to share knowledge to develop the best solutions.

**Well planned** – engagement requires informed judgement and planning in its approach and implementation to be effective, practical and suitably resourced.

**Politically engaged** – we ensure all relevant elected representatives have integral roles to play in all community engagement processes.

**Meaningful** – the community has multiple opportunities to participate in engagement processes that are clearly articulated in relation to project constraints, the scope of community influence, and the State's decision-making process.

**Feedback** – closing the loop on engagement is important to maintaining an open and transparent process.

**Efficiency and value for money** – stakeholder planning and implementation optimises internal and external links, resources and systems to minimise duplication and spending, and reinforce public perceptions of effectiveness and good value for money.

**Privacy** – we take all reasonable and appropriate steps to protect the privacy of individuals, as required by the *Information Privacy Act 2009 (Qld)* and the Information Privacy Principles contained in the *Information Privacy Act 2009 (Qld)*.



## 5 Engagement Approach and Stakeholders

### 5.1 Engagement Approach

UNITY is committed to a proactive engagement approach based on the values established by the internationally recognised IAP2.

The guiding principle of UNITY's approach is to undertake engagement at the right time and in the right manner, with a focus on early engagement to establish positive relationships with stakeholders and the community.

Purpose	Inform	Consult	Involve	Collaborate
Outcome	Establish relationships that deliver accurate, relevant and appropriate information to stakeholders and the community.	Establish relationships to seek and receive the views of stakeholders and the community about issues, programs and opportunities that directly affect them, or in which they may have a significant interest.	Achieve collaborative relationships with stakeholders who can participate in shaping policy, program options and precinct activation.	Demonstrate leadership and innovation in the way we engage with stakeholders who shape the project and its future service options.

### 5.2 Key Stakeholder Groups

Engagement will be undertaken with the following stakeholder and community groups:

Stakeholder Group	Specific Stakeholders
Key strategic partners	<ul style="list-style-type: none"> <li>Queensland Rail</li> <li>Transport and Main Roads</li> <li>TransLink</li> <li>Department of Premier and Cabinet</li> <li>Queensland Treasury</li> <li>Brisbane City Council</li> <li>Brisbane Marketing</li> <li>Brisbane Metro</li> <li>AEG-Ogden (Suncorp Stadium)</li> <li>Economic Development Queensland</li> <li>RNA – Brisbane Showgrounds</li> <li>Airtrain</li> <li>UQ.</li> </ul>
Industry influencers and advocates	<ul style="list-style-type: none"> <li>Brisbane Airport Corporation</li> <li>Stadiums Queensland</li> <li>Brisbane Development Association</li> <li>Port of Brisbane</li> <li>IAQ</li> <li>UDIA</li> <li>Building Queensland</li> <li>Queensland Major Contractors Association</li> <li>Property Council of Australia</li> <li>Engineers Australia</li> <li>Cross River Rail Accessibility Reference Group</li> <li>Cross River Rail Community Advisory Group</li> <li>Infrastructure Partnerships Australia.</li> </ul>

Stakeholder Group	Specific Stakeholders
Supportive and potential opinion shapers	<ul style="list-style-type: none"> <li>• RACQ</li> <li>• Griffith University</li> <li>• QUT</li> <li>• Cycling Queensland</li> <li>• Brisbane City Council</li> <li>• Rail Back on Track.</li> </ul>
Owners and occupiers of sensitive sites	<ul style="list-style-type: none"> <li>• Infrastructure Australia</li> <li>• Qld Health Metro South &amp; PA Hospital</li> <li>• Leukaemia Foundation</li> <li>• CSIRO Ecosciences Precinct</li> <li>• Centenary Pool.</li> </ul>
Directly-affected property owners and tenants, including adjoining owners (within 250m)	<ul style="list-style-type: none"> <li>• Residential owners/tenants in directly affected properties</li> <li>• Body corporates and owners' corporations.</li> </ul>
Directly-affected businesses/tenants in adjoining properties (within 250m)	<ul style="list-style-type: none"> <li>• Business owners/tenants in directly affected properties</li> <li>• Landlords and commercial property owners near O'Connell Terrace, Exhibition Station (Exhibition Station); and - Abbotsford Road, Mayne Yard.</li> </ul>
Local property owners and tenants (within 250m)	<ul style="list-style-type: none"> <li>• Property owners and tenants within 250 metres of construction sites</li> <li>• Body corporates and owners' corporations.</li> </ul>
Businesses and tenants (within 250m)	<ul style="list-style-type: none"> <li>• Businesses within 250 metres of construction sites</li> </ul>
Government (local)	<ul style="list-style-type: none"> <li>• Brisbane City Council</li> <li>• Local Councillors on/near Cross River Rail (CRR) route.</li> </ul>
Government departments and agencies (State)	<ul style="list-style-type: none"> <li>• Departments (alphabetical order):</li> <li>• Aboriginal and Torres Strait Islander Partnerships</li> <li>• Communities, Disability Services and Seniors</li> <li>• Education</li> <li>• Employment, Small Business and Training</li> <li>• Environment and Science</li> <li>• Health</li> <li>• Housing and Public Works</li> <li>• Innovation, Tourism Industry Development</li> <li>• Justice and Attorney-General</li> <li>• Local Government, Racing and Multicultural Affairs</li> <li>• Natural Resources, Mines and Energy</li> <li>• Police</li> <li>• State Development, Manufacturing, Infrastructure and Planning</li> <li>• State Members of Parliament.</li> </ul>
Government departments and agencies (Commonwealth)	<ul style="list-style-type: none"> <li>• Department of Infrastructure, Regional Development and Cities</li> <li>• Australian Rail Track Corporation</li> <li>• National Transport Commission</li> <li>• Infrastructure and Project Financing Agency</li> <li>• Federal MPs on/near CRR route.</li> </ul>
Other infrastructure projects	<ul style="list-style-type: none"> <li>• Queens Wharf</li> <li>• Herston Quarter</li> <li>• Brookfield Multiplex (300 George and Northshore Hamilton)</li> <li>• Anthony John Group (Southpoint)</li> </ul>

Stakeholder Group	Specific Stakeholders
	<ul style="list-style-type: none"> <li>• Lendlease – RNA Redevelopment</li> <li>• Brisbane Live – Roma Street Gardens (project pending)</li> <li>• Brisbane Metro</li> <li>• All other major CBD and inner City construction projects.</li> </ul>
Industry	<ul style="list-style-type: none"> <li>• Roads Australia</li> <li>• Planning Institute of Australia</li> <li>• Consult Australia</li> <li>• Tourism and Transport Forum</li> <li>• Civil Contractor Federation</li> <li>• Construction Skills Qld</li> <li>• Aurizon.</li> </ul>
Indigenous and heritage	<ul style="list-style-type: none"> <li>• Jagera Daran</li> <li>• Turrbal People</li> <li>• Royal Historical Society of Qld</li> <li>• Save Victoria Park Group</li> <li>• Brisbane City Council.</li> </ul>
Education providers – near construction site	<ul style="list-style-type: none"> <li>• Queensland University of Technology</li> <li>• TAFE Queensland</li> <li>• Brisbane Grammar School</li> <li>• Brisbane Girls Grammar School</li> <li>• St Joseph's College</li> <li>• St Laurence's College</li> <li>• East Brisbane State School</li> <li>• Brisbane South State Secondary College</li> <li>• Mary Immaculate College Annerley.</li> </ul>
Community groups	<ul style="list-style-type: none"> <li>• Chamber of Commerce and Industry Qld</li> <li>• Save Victoria Park Group</li> <li>• Gabba Business Association.</li> </ul>
Utility authorities	<ul style="list-style-type: none"> <li>• Telstra</li> <li>• Energex</li> <li>• Queensland Urban Utilities.</li> </ul>
Health providers	<ul style="list-style-type: none"> <li>• Queensland Children's Hospital</li> <li>• Pharmacy Australia Centre of Excellence (PACE)</li> <li>• TRI Facility</li> <li>• Mater Hospital</li> <li>• RBWH Hospital</li> <li>• Ronald McDonald House Herston</li> <li>• Queensland Institute of Medical Research</li> <li>• PA Hospital.</li> </ul>
Liaison groups/panels	<ul style="list-style-type: none"> <li>• Location-based Community Advisory Groups</li> </ul>

Stakeholder Group	Specific Stakeholders
Transport and traffic	<ul style="list-style-type: none"> <li>Transport and Main Roads and Brisbane City Council (BCC) – Brisbane Metropolitan Transport Management Centre</li> <li>Cross River Rail's Construction Traffic Management Liaison Group</li> <li>Brisbane City Council Congestion Reduction Unit</li> <li>Transport for Brisbane</li> <li>Transport operators and their customers</li> <li>Couriers</li> <li>Cycling groups</li> <li>Cross River Rail - Rail Freight Working Group.</li> </ul>
Emergency service agencies	<ul style="list-style-type: none"> <li>Queensland Fire and Emergency Services</li> <li>Queensland Police Service</li> <li>Queensland Ambulance Service</li> <li>State Emergency Service.</li> </ul>
Other CRR contractors	<ul style="list-style-type: none"> <li>TSD contractors</li> </ul>
Preschool or childcare	<ul style="list-style-type: none"> <li>Within 250 metres of construction sites</li> </ul>
Places of worship	<ul style="list-style-type: none"> <li>Within 250 metres of construction sites</li> </ul>
Road users	<ul style="list-style-type: none"> <li>Department of Transport and Main Roads</li> <li>Brisbane City Council</li> <li>Motorists</li> <li>Pedestrians</li> <li>Cyclists</li> <li>Buses in streets surrounding worksites</li> <li>Freight Industry.</li> </ul>
Public transport users	<ul style="list-style-type: none"> <li>Queensland Rail</li> <li>TransLink</li> <li>Bus users interchanges and stops at all sites</li> <li>Train users between Salisbury to Fairfield commuters generally.</li> </ul>
Heritage stakeholders	<ul style="list-style-type: none"> <li>Department of Environment and Science</li> <li>Registered Aboriginal parties (Jagera Daran &amp; Turrbal People)</li> <li>Brisbane City Council</li> <li>Local heritage and community groups</li> <li>Owners of heritage-listed buildings</li> <li>National Trust of Australia (Queensland).</li> </ul>
Stakeholders with English as a second language	<ul style="list-style-type: none"> <li>Within 250 metres of construction sites</li> </ul>
People with a disability	<ul style="list-style-type: none"> <li>QR Accessibility Reference Group</li> <li>Taxi Council of Queensland</li> <li>Department of Disability Services</li> <li>Queenslanders with Disability Network.</li> </ul>
Media	<ul style="list-style-type: none"> <li>National television</li> <li>Metropolitan radio</li> <li>Community radio and newspapers</li> <li>Courier Mail</li> <li>Quest Newspapers</li> <li>Online media</li> <li>Specialist transport writers/journalists</li> </ul>

Stakeholder Group	Specific Stakeholders
	<ul style="list-style-type: none"> <li>Industry publications.</li> </ul>

## 5.3 Interface with the C-EMP and Other Project Systems

The CEP and the C-EMP are head documents that are used at the foundation documents to inform our internal stakeholders such as Engineers and Site Supervisors.

The UNITY Management system contains three Key Levels of documentation.

### 5.3.1 Head Documents

The first tier consists of Key Management Plans such as the C-EMP and the CEP that frame how UNITY will operate during the duration of the works. It also identifies the key interfaces between the planning and construction disciplines. These documents cover all activities proposed to be undertaken across the entire CRR footprint. For example the C-EMP will identify that Noise and Vibration is an essential aspect to be managed during the duration of the works and that there is a strong interface with Community and Stakeholder engagement (addressed in the CEP) and Construction Activities (addressed in detail in the Construction Management Plan).

### 5.3.2 Construction Area Plans

The second tier consists of Area Specific Documents called Construction Area Plans (or CAPs). More details are provided on the Section of the C-EMP. These documents provide more details on the proposed key activities to be undertaken in One Specific Area for the project.

For example, a CAP will be developed for Mayne Yard which will cover key activities such as

- Site Establishment (eg. site offices set up)
- Earthworks
- Drainage
- Bridge works
- Building works
- Rail infrastructure works.

Each activity, and the potential risk to the community and the environment for the specific area are reviewed in a collegiate approach with key members of the Delivery team. This review may identify that there is a low risk of impact to the community from Noise and Vibration due to the location of the Area with regards to sensitive stakeholders.

However, if the same exercise was to be done for Bridge works in the Fairfield to Salisbury Area, these documents would identify that there is a higher risk of impact to residents and therefore further processes must occur to inform the specific mitigation measures that need to be implemented.

Such processes may consist of a predictive noise and vibration model for the proposed Bridge Works.

### 5.3.3 Workpacks

This leads us the last or third tier of documents. They are called Workpacks and may include, based on the outcomes of the tier 2 documents, additional information such as a site environmental plan, or a predictive noise model or both.

These workpacks detail the step by step methodology on how the Bridge Works will be undertaken, from start to finish. Where processes that occur between tier 2 and tier 3 documents trigger that the methodology be changed or additional mitigation measures will be implemented, these details will be contained in the workpack.

For example, if the noise model predicts that some residents in the vicinity of the works will be moderately affected, one of the management measures may be to undertake doorknocks to meet the residents to discuss the potential impacts prior to the works commencing, rather than just doing a letterbox drop.

Works would not be allowed to proceed until the doorknock have been confirmed to have occurred.

This waterfall process ensures a methodical and bespoke approach during the planning of the works.

The workpacks are the documents that are being used in the field by the construction teams. It is therefore essential that the key management requirements specific to the works and the area be located in these workpacks rather than head documents. This ensure that the management requirements are targeted to the people working in a specific area.

## 6 Implementation

### 6.1 Communication Channels

The following communication channels will be used prior to and throughout construction to provide information about the proposed works, advance notification of construction activity and to update overall project progress to directly affect persons.

Our engagement tools will include:

- Meetings and briefings with key stakeholders
- Project information line and email
- Cross River Rail Project Information Centre
- Community contact cards
- Cross River Rail project website
- E-news
- Construction works
- Doorknocks and calling cards
- Print, radio and social media advertising
- Key messages and FAQs
- Ministerial and media events/launches and joint promotional events.

A more detailed explanation of the suite of communication and engagement tools to be used and the expected outputs is provided in Attachment 1.

### 6.2 Community Notification Timeframes

All materials will go through the agreed approvals process with the Delivery Authority before any communication materials are released publicly. Approvals will be further reinforced and enhanced by:

- Meeting regularly with the Delivery Authority to confirm approvals and changes required to communications plans, processes and tools. This will be assisted by co-location of the Delivery Authority's Communication and Stakeholder Interface Manager where impromptu one-on-one interaction will be easily facilitated to support timely approvals
- Using approved checklists and templates on all communications tools and materials. These will be developed in the pre-construction phase and provided to the Delivery Authority for approval prior to distribution to stakeholders. Templates will adhere to the Delivery Authority's branding style guide
- Using feedback received from the Delivery Authority to modify communication materials and tools on an ongoing basis.

The table below outlines how UNITY Alliance will comply with the associated notification timeframes for communications and stakeholder activities for directly affected persons.

Activity	Type of Work	Type of Notification (but not limited to)	7 Days' Notice	14 Days' Notice	28 Days' Notice
Standard Hours 6.30am–6.30pm Mon–Sat	Regular work activities – construction, site investigation, site establishment, access changes	Letterbox drop Website		✓	

Activity	Type of Work	Type of Notification (but not limited to)	7 Days' Notice	14 Days' Notice	28 Days' Notice
Standard Hours (disruptive work) 6.30am–6.30pm Mon–Sat	Activities causing excessive noise, vibration, dust – piling, blasting, excavation – per CEMP guidelines	Door knock and letterbox drop Website Calls/meetings with directly impacted stakeholders	✓ reminder	✓	
Weekend/Evening Works Sat 1.00pm–10.00pm Sun/public holidays 8.00am–6.00pm	Regular work activities – construction	Letterbox drop Website Calls/meetings with directly impacted stakeholders		✓	
Evening Works (disruptive) Sat 1.00pm–10.00pm Sun/public holidays 8.00am–6.00pm	Activities causing excessive noise, vibration, dust – piling, excavation – per CEMP guidelines	Door knock and letterbox drop Website Calls/meetings with directly impacted stakeholders	✓ reminder	✓	
Night Works Mon–Fri 10.00pm–7.00am Sat 10.00pm–8.00am Sun/public holidays 6.00pm–7.00am	Regular work activities – construction	Door knock and letterbox drop Website Calls/meetings with directly impacted stakeholders		✓	
Night Works (disruptive work) Mon–Fri 10.00pm–7.00am Sat 10.00pm–8.00am Sun/public holidays 6.00pm–7.00am	Activities causing excessive noise, vibration, dust – piling, excavation, rail grinding – per CEMP guidelines	Door knock and letterbox drop Website Calls/meetings with directly impacted stakeholders	✓ reminder	✓	
Changes in traffic Road/lane closures	Changes to traffic that could cause delays or detours for motorists	VMS Letterbox drop Website	✓ reminder		✓
Parking restrictions	Works impacting business parking or access	Door knock to affected residents/businesses Posters/corflutes	✓ reminder		✓
Public transport network or services	Works impacting public transport services, parking or stop relocations	Posters/corflutes Leaflets on cars if appropriate VMS if appropriate	✓ reminder		✓
Modifications to pedestrian routes or cycle path	Temporary changes or closures to cycle paths and footpaths	Posters/corflutes Letterbox drop Website			✓
Train station access changes	Impacts to station access, pedestrian detours, amenities, ticketing or platforms. Consider DDA, schools	Station posters Website Letters to impacted groups School visits		✓	



Activity	Type of Work	Type of Notification (but not limited to)	7 Days' Notice	14 Days' Notice	28 Days' Notice
Rail closures Changes to train service	Rail line closed for weekend possession (after last on Friday – before first on Monday)	Station posters Website (TransLink and QR) Advertising Coordinate with QR and TransLink		✓	
Extended rail closures	Rail line closed for longer periods	Coordinate with the CRRDA, TransLink and QR on: <ul style="list-style-type: none"> <li>Posters/corflutes</li> <li>Website (TransLink and QR)</li> <li>Coffee mornings</li> <li>Advertising</li> <li>Social media strategy.</li> </ul>	✓	✓	✓

## 6.3 Engagement Process

Please see below details for implementation.

Action	Description	Trigger/Need	Timing
Project Start-up	<ul style="list-style-type: none"> <li>Stakeholder Engagement Coordination Group</li> </ul>	<ul style="list-style-type: none"> <li>Key strategic partners</li> <li>Neighbouring infrastructure projects (cumulative impacts)</li> <li>Government agencies</li> <li>Local council.</li> </ul>	<ul style="list-style-type: none"> <li>Fortnightly or as required</li> </ul>
	<ul style="list-style-type: none"> <li>On-site mobile information</li> <li>Local Advertisements to inform key stakeholders where to obtain further information or make an enquiry</li> </ul>	<ul style="list-style-type: none"> <li>Local events like markets and fairs, shopping centre displays</li> <li>Station platforms prior to the commencement of works – encourage signup to project updates.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing throughout construction</li> </ul>
	<ul style="list-style-type: none"> <li>Briefings</li> </ul>	<ul style="list-style-type: none"> <li>Industry influencers and advocates</li> <li>Key strategic partners</li> <li>Supportive and potential opinion shapers</li> <li>Government Federal, State and Local</li> <li>Government department and agencies</li> <li>Other infrastructure projects</li> <li>Industry</li> <li>Indigenous and heritage</li> <li>Community groups</li> <li>Utility authorities</li> <li>Transport and traffic</li> <li>Emergency service agencies</li> <li>People with a disability</li> <li>Media.</li> </ul>	<ul style="list-style-type: none"> <li>As required or requested</li> </ul>

Action	Description	Trigger/Need	Timing
Site Investigations	<ul style="list-style-type: none"> <li>Works notification</li> </ul>	<ul style="list-style-type: none"> <li>Directly-affected property owners and tenants, including adjoining owners (within 250m)</li> <li>Directly-affected businesses/tenants in adjoining properties (within 250m)</li> <li>Owners and occupiers of sensitive sites</li> <li>Liaison groups/panels.</li> </ul>	<ul style="list-style-type: none"> <li>14 days prior to work starting</li> </ul>
	<ul style="list-style-type: none"> <li>Doorknock (if intrusive or loud)</li> </ul>	<ul style="list-style-type: none"> <li>Directly-affected neighbours and businesses</li> </ul>	<ul style="list-style-type: none"> <li>7 days prior to work starting</li> </ul>
Adjoining Owner Agreements	<ul style="list-style-type: none"> <li>Briefing</li> </ul>	<ul style="list-style-type: none"> <li>Adjoining property owners</li> </ul>	<ul style="list-style-type: none"> <li>Before site establishment</li> </ul>
Site Establishment	<ul style="list-style-type: none"> <li>Works notification</li> </ul>	<ul style="list-style-type: none"> <li>Directly-affected property owners and tenants, including adjoining owners (within 250m)</li> <li>Directly-affected businesses/tenants in adjoining properties (within 250m)</li> <li>Emergency service agencies.</li> </ul>	<ul style="list-style-type: none"> <li>14 days prior to work starting</li> </ul>
	<ul style="list-style-type: none"> <li>Construction e-news</li> </ul>	<ul style="list-style-type: none"> <li>Government State and Local</li> <li>Senior stakeholders</li> <li>Local groups</li> <li>People and organisations registered for project updates.</li> </ul>	<ul style="list-style-type: none"> <li>At site establishment</li> <li>Monthly.</li> </ul>
	<ul style="list-style-type: none"> <li>Site signage</li> <li>Hoarding banners</li> <li>Directional signage.</li> </ul>	<ul style="list-style-type: none"> <li>People passing by the site</li> </ul>	<ul style="list-style-type: none"> <li>At site establishment</li> <li>As required.</li> </ul>
	<ul style="list-style-type: none"> <li>Doorknock</li> </ul>	<ul style="list-style-type: none"> <li>Properties and businesses within 50m</li> <li>Educational and religious institutions.</li> </ul>	<ul style="list-style-type: none"> <li>7 days prior to work starting</li> </ul>
Out of Hours Work	<ul style="list-style-type: none"> <li>Works notification</li> </ul>	<ul style="list-style-type: none"> <li>Directly-affected property owners and tenants, including adjoining owners (within 250m)</li> <li>Directly-affected businesses/tenants in adjoining properties (within 250m).</li> </ul>	<ul style="list-style-type: none"> <li>28 days prior to work starting</li> </ul>
	<ul style="list-style-type: none"> <li>Doorknock</li> </ul>	<ul style="list-style-type: none"> <li>Properties within 50m</li> </ul>	<ul style="list-style-type: none"> <li>7 days prior to work starting</li> </ul>
Emergency Work*	<ul style="list-style-type: none"> <li>Works notification</li> <li>Doorknock.</li> </ul>	<ul style="list-style-type: none"> <li>Affected properties</li> </ul>	<ul style="list-style-type: none"> <li>Within 2 hours</li> </ul>

Action	Description	Trigger/Need	Timing
Work During Rail Possessions	<ul style="list-style-type: none"> <li>QR notifications</li> <li>Regular advertisements in local papers where required for extended possessions.</li> </ul>	<ul style="list-style-type: none"> <li>Directly-affected property owners and tenants, including adjoining owners (within 250m)</li> <li>Directly-affected businesses/tenants in adjoining properties (within 250m)</li> <li>Public transport users</li> <li>Key strategic partners</li> <li>Industry influencers and advocates</li> <li>Supportive and potential opinion shapers</li> <li>People with a disability.</li> </ul>	<ul style="list-style-type: none"> <li>Delivered prior to QR planned track closure on weekends when trains are not in service</li> </ul>
Key Construction Activities and Milestones	<ul style="list-style-type: none"> <li>Works notification</li> </ul>	<ul style="list-style-type: none"> <li>Directly-affected property owners and tenants, including adjoining owners (within 250m)</li> <li>Directly-affected businesses/tenants in adjoining properties (within 250m)</li> <li>Road users</li> <li>Public transport users</li> <li>Stakeholders with English as a second language.</li> </ul>	<ul style="list-style-type: none"> <li>14–28 days prior to work starting</li> </ul>
	<ul style="list-style-type: none"> <li>Construction e-newsletters</li> </ul>	<ul style="list-style-type: none"> <li>Government State and Local</li> <li>Health providers</li> <li>People and organisations registered for project updates</li> <li>Media</li> <li>Stakeholders with English as a second language</li> <li>Education providers – near construction site</li> <li>Community groups.</li> </ul>	<ul style="list-style-type: none"> <li>Monthly</li> </ul>
	<ul style="list-style-type: none"> <li>Doorknock</li> </ul>	<ul style="list-style-type: none"> <li>Properties and businesses within 50m</li> <li>Educational and religious institutions.</li> </ul>	<ul style="list-style-type: none"> <li>7 days prior to work starting</li> </ul>
	<ul style="list-style-type: none"> <li>Briefings</li> </ul>	<ul style="list-style-type: none"> <li>Indigenous and heritage</li> <li>Other infrastructure projects</li> <li>Liaison groups/panels</li> <li>Community groups</li> <li>Key strategic partners</li> <li>Industry influencers and advocates</li> <li>Supportive and potential opinion shapers</li> <li>Owners and occupiers of sensitive sites</li> <li>Transport and traffic</li> <li>Emergency service agencies</li> <li>Heritage stakeholders</li> <li>Media.</li> </ul>	<ul style="list-style-type: none"> <li>As required or requested</li> </ul>

Action	Description	Trigger/Need	Timing
Traffic Changes	<ul style="list-style-type: none"> <li>Works notification</li> <li>Regular advertisements in local papers for high impact or major traffic changes.</li> </ul>	<ul style="list-style-type: none"> <li>Directly-affected property owners and tenants, including adjoining owners (within 250m)</li> <li>Directly-affected businesses/tenants in adjoining properties (within 250m)</li> <li>Road users</li> <li>Public transport users</li> <li>Stakeholders with English as a second language.</li> </ul>	<ul style="list-style-type: none"> <li>14–28 days prior to work starting</li> </ul>
	<ul style="list-style-type: none"> <li>VMS and wayfinding signage for pedestrians and cyclists</li> <li>Traffic alert 13 90 40/ email/SMS</li> <li>Social media posts</li> <li>Advertising</li> <li>Bus stop notices.</li> </ul>	<ul style="list-style-type: none"> <li>Road users</li> <li>Pedestrians</li> <li>Cyclists</li> <li>Engagement and notice of traffic, transport and construction impacts through the Cross River Rail Construction Traffic Management Liaison Group</li> <li>Liaison groups/panels.</li> </ul>	<ul style="list-style-type: none"> <li>7–28 days prior to work starting</li> </ul>

## 6.4 Indigenous Participation

UNITY has proven performance in Indigenous employment, training and business engagement. Our strong commitment to Aboriginal and Torres Strait Islander participation is supported by senior leadership and dedicated people at the project level.

UNITY will aim to maximise opportunities for local Traditional Owner and Native Title groups and members of the wider Indigenous community to be part of the RIS Project through:

- Workforce participation via employment and training, including creating opportunities to train new workforce entrants, recruit and redeploy existing talent pools of local Indigenous people and other skilled Indigenous workers from within Queensland construction and resource sectors
- Business participation, including contracting Indigenous businesses (ie. majority Indigenous ownership and/or workforce) with prequalification capabilities and applying contract engineering methodologies to identify opportunities to offer flexible, smaller and manageable work packages for local subcontractors and suppliers
- Consultation with and engagement of Traditional Owner groups to identify and implement UNITY's integrated management approach for preserving and documenting Aboriginal cultural heritage in support of the Delivery Authority's Cultural Heritage Management Plan and in accordance with the *Aboriginal Cultural Heritage Act 2003*.

UNITY will regularly advertise available positions to encourage local and Indigenous employment. We will also source partnerships and align with local agencies (including local and Indigenous agencies) as part of the resourcing strategy.

We support initiatives that assist and encourage Indigenous Australians in the transition from education and training to the workforce. Our CareerTrackers program recruits pre-professional Indigenous university students and links them with private-sector employees to participate in a multi-year internship.

UNITY is committed to maximising Traditional Owner and Aboriginal involvement in the RIS Project and we will work seamlessly with credible local and interstate businesses to deliver exceptional participation outcomes. Aboriginal candidates and potential local suppliers will be identified via a range of service providers and local contacts, including:

- Department of Aboriginal and Torres Strait Islander Partnerships (DATSIP)
- Jobactive providers, such as TURSA
- VTEC providers, such as Your Town and Mission Australia
- Group Training Organisations
- Aboriginal recruitment and labour-hire companies, such as Protech, the Aboriginal Employment Strategy (AES) and the Lisant Group.

## 6.5 Community Advisory Groups

The Delivery Authority will establish a number of location specific Community Advisory Groups (CAG) prior to the commencement of construction.

Meetings will discuss the project's progress, identified community concerns, issues and mitigation strategies, a review of environmental impacts and mitigation strategies and discussion and feedback on upcoming project milestones, events and construction activities.

Where UNITY is the Principal Contractor of an area covered by a location specific CAG, the project team will:

- Host regular meetings for the duration of construction, including the provision of suitable meeting facilities and parking for CAG meeting attendees
- Prepare agendas and presentation materials for meetings including consultation with the Community Relations Monitor and neighbouring projects to ensure agendas and presentation materials adequately address matters to be considered at the meeting
- Obtain approval from the Delivery Authority on proposed meeting attendees, agendas and presentation materials no less than ten (10) business days prior to each CAG meeting
- Distribute approved agendas and presentation materials to CAG members no less than five (5) business days prior to the meeting.

Where UNITY is not the Principal Contractor hosting a location specific CAG, however is required to attend, the project team will work with the organiser to provide information to assist them develop agendas and presentation materials.

CAG meetings will be chaired by a member of the Delivery Authority.

In the Event that works under the control of UNITY are proposed to being undertaken in area where a location specific CAG has not been engaged yet, the community engagement process identified in Section 6.3 will ensure that appropriate notification is provided to the relevant community members.

## 6.6 Construction Traffic Management Liaison Group

UNITY will establish and chair a Construction Traffic Management Liaison Group (CTMLG) comprising DTMR, TransLink, Brisbane City Council and the Delivery Authority.

UNITY will invite the Independent Certifier, emergency services organisations, Transurban, Queensland Rail and from time to time, any and other entities or groups nominated by the Delivery Authority, DTMR or Brisbane City Council.

The CTMLG will be an industry based forum where regular updates on planned traffic management activities are presented. The forum will also provide an opportunity for consultation with key stakeholders – sharing information and seeking input and feedback.

The CTMLG will meet at least once every two weeks from its inception until the time of practical completion, or a lesser frequency as agreed by the Delivery Authority, DTMR and Brisbane City Council.

Typically the CTMLG will discuss:

- An overview of the Construction Traffic Management Plans (CTMP) and sub-plans

- Impacts to the local road network, changes to public transport services and infrastructure (bus stops, stations and interchanges)
- Changes to access including footpaths, cycleways, roads, stations and property
- Strategies to minimise impacts to the road network's existing levels of service during construction
- Details as to timing of implementation of traffic guidance schemes (TGS)
- A schedule of CTMP sub-plans and TGSs to be submitted for approval
- All relevant reports as requested by the CTMLG
- Results of monitoring of the effectiveness of the CTMP sub-plans and TGSs
- Advanced warning of planned disruptions, to the level of detail and frequency as requested by the CRM
- Coordination of upcoming works and traffic management around Special Events.

CTMLG members will be provided with copies of all traffic notifications for dissemination to their contact lists.

## 6.7 Rail Freight User Working Group

The purpose of the Cross River Rail, Rail Freight Working Group is to facilitate a two-way exchange of information between third-party access holders, the Rail Infrastructure Manager (Queensland Rail), Delivery Authority and its construction contractor, during the planning and construction phases of the project.

The Working Group will develop collaborative approaches to ensure the timely dissemination of information relating to Cross River Rail's construction program and third-party operator's access requirements. The Working Group will seek to ensure appropriate access arrangements, consistent with the relevant access undertaking, are maintained during the construction period.

Where required UNITY will discuss opportunities for alternative freight running with Queensland Rail or the potential for availability of freight windows during possessions to minimise impacts. Where possible, UNITY has followed the current Scheduled Corridor Access System (SCAS) regime to minimise additional impacts on the network.

The group will also provide an open forum to discuss, manage and mitigate the impact of Cross River Rail's construction program on third-party freight operations.

The group will collaboratively share information relating to:

- Cross River Rail construction program and associated possessions and closure regimes
- Existing closure and possession regimes including Scheduled Corridor Access System (SCAS)
- Opportunities to coordinate and modify access (if required)
- Mitigation measures to maintain throughput of freight
- Operations of the key section of the rail freight network between Buranda and Salisbury including both the Dual Gauge and UP Beenleigh tracks
- Critical windows for rail freight in the southern corridor (eg. POB loading)
- Key freight commodities including Coal, Grain and Intermodal freight.

The group meets bi-monthly and comprises representatives from CRRDA, QR, TMR, New Hope, Graincorp, Yancoal, Aurizon, Pacific National, ARTC, Linfox, Port of Brisbane and Watco.

## 7 Communication Management

### 7.1 Contacting Cross River Rail Delivery Authority

There are various avenues through which the community can contact and engage with the Delivery Authority, including by phone, email and post as per the details listed below:

- 1800 010 875 (24 hours, seven days a week)
- [info@crossriversrail.qld.gov.au](mailto:info@crossriversrail.qld.gov.au)
- PO Box 15476, Brisbane City East, QLD 4002.

Stakeholders and the community can also stay informed of project updates through the project's social media channels on Facebook, Twitter and LinkedIn at the below addresses:



UNITY will respond to enquiries and complaints as outlined below:

Enquiry Source	Initial Response Time	Resolution Time
Project hotline	4 hours	3 working days
Email	24 hours	5 working days
Social media	4 hours	24 hours
Written correspondence	2 working days	5-10 working days

### 7.2 Consultation with Directly Affected Persons

UNITY is committed to minimising inconvenience and disruption to the community and local businesses.

Our aim during construction will always be to minimise disruption, delay and inconvenience to the affected Queensland Rail customers, public, road users, other public transport customers, and directly affected residents and businesses.

While the Construction team will be primarily responsible for managing construction impacts such as dust, noise, vibration and traffic/access changes, the Communications and Stakeholder Engagement Team (CSET) will play a vital role in notifying and consulting with directly affected stakeholders and the community on construction works in terms of their scale, duration, location and potential effects.

In the event the Project Team must meet with any directly affected person/s, the Community Relations Monitor will be notified to attend each meeting to consult on mitigation measures, including providing input on standard responses for similar impacts. The Community Relations Monitor will also provide advice to the Environmental Monitor in relations to complaints, community engagement and consultation on mitigation measures.

The key function of the CSET will be to work closely with the Alliance team – including the Delivery Authority, Queensland Rail and construction and environment teams – to best anticipate, identify, mitigate and manage construction impacts. This includes unforeseen impacts that may emerge and require a prompt response and management.



UNITY has identified a number of potential impacts during construction that will require consultation with directly affected persons. The proposed mitigation measures that will be implemented are outlined in the table below.

Item	Key Actions	Notification	Mitigation or Engagement Required
Early works	<ul style="list-style-type: none"> <li>Advise neighbouring stakeholders of early work activities, potential impacts, access tracks and new work areas</li> <li>Notify the broader community of any changes to public access (eg. site investigation activities along local roads, bicycle and pedestrian paths).</li> </ul>	Minimum notification period at least 14 days	<p>Early works will represent the first major activity in the field.</p> <p>Works Notifications will go out under a UNITY and Cross River Rail cobranded banner until project completion. Works notifications will include:</p> <ul style="list-style-type: none"> <li>Scope, location, hours and duration of work</li> <li>Type of equipment used</li> <li>Likely impacts including noise, dust vibration traffic and access</li> <li>Mitigation measures</li> <li>Project contact details to make enquiries and complaints.</li> </ul> <p>Taking into consideration potential timeframes for the mobilisation of early works activities, public notifications will be provided via:</p> <ul style="list-style-type: none"> <li>An information flyer/construction notification to all affected properties, including UNITY's 24-hour contact details for registering complaints or obtaining further information about activities or their impacts</li> <li>Early works notifications to be uploaded to the Cross River Rail website.</li> </ul> <p>Changes to public access, particularly bicycle and pedestrian pathways, will be communicated to users via signage and on-site traffic control.</p> <p>General enquiries and complaints will be handled by phone, email or in person.</p>
Changes to access	<ul style="list-style-type: none"> <li>Advise neighbouring stakeholders of any change to pedestrian or vehicle access to their property</li> <li>Respond promptly to enquiries and complaints about access.</li> </ul>	If any activity is likely to restrict access to any property, the CSET will provide 28 days' notice to the owner and occupier, unless a reduced timeframe is agreed with the owner or occupier	<p>Notification:</p> <ul style="list-style-type: none"> <li>Request access to carry out RIS Works</li> <li>Include a full description of the relevant activities, including the intended start and finish dates</li> <li>Describe the impact the activities will have on the property, including access</li> <li>Include UNITY's 24-hour contact details for registering complaints or obtaining further information about the activities or their effects.</li> </ul> <p>Affected neighbouring stakeholders will be advised of any changes to vehicle or pedestrian access to their properties and the reasons for the changes through flyers and/or individual consultation (as required).</p> <p>Changes to public access will be communicated to users via signage and email alerts.</p> <p>General enquiries and complaints will be handled by phone, email or in person.</p> <p>Appropriate permits and traffic management plans to be approved by the relevant authorities for changes to traffic and transport movements.</p>
Traffic and public transport changes (including	<ul style="list-style-type: none"> <li>Provide timely, accurate and comprehensive traffic and public transport information to</li> </ul>	Minimum notification period at least 14 – 28 days	<ul style="list-style-type: none"> <li>Letterbox drop of works notifications to impacted neighbouring stakeholders including project contact details to make enquiries and complaints</li> <li>Messages on permanent and/or mobile VMSs</li> </ul>



Item	Key Actions	Notification	Mitigation or Engagement Required
bus and rail operations)	<p>all potential and existing users and passenger to optimise their travel options and reduce impacts</p> <ul style="list-style-type: none"> <li>Promote and accommodate community feedback in relation to traffic and public transport management issues.</li> </ul>		<ul style="list-style-type: none"> <li>Traffic and transport updates to email and SMS subscribers and update of Cross River Rail project website</li> <li>Information about planned activities tabled at Construction Traffic Management Liaison Group meetings and Rail Freight User Working Group</li> <li>Meetings with impacted stakeholders if required</li> <li>Posters on pedestrian/cycle paths where appropriate.</li> </ul> <p>In consultation with the Delivery Authority, Brisbane City Council, TransLink and Queensland Rail provide advanced notification of impacts and changes to the bus and rail network via:</p> <ul style="list-style-type: none"> <li>The TransLink Journey Planner and transport operator websites</li> <li>Project updates and alerts via TransLink and Queensland Rail social media platforms</li> <li>Advertising in social media, radio and newspapers where required for major rail possessions or changes to public transport operations</li> <li>Targets briefings to public transport user groups interest groups</li> <li>At station/stop communication materials to advise changes to public transport services in advance of works</li> <li>Use of media to communicate changes to public transport services to the people of SEQ</li> <li>Project information via the Cross River Rail website and email database.</li> </ul> <p>Communication and Stakeholder Engagement Team on-call for enquiries and complaints via free-call community hotline or project email (office hours).</p> <p>Regular consultation with public transport operators such as Transport for Brisbane, Queensland Rail and TransLink on the development of Special Event Management Plans to minimise the risk of disruption from construction activities.</p> <p>Regular consultation with key site such as the RNA showgrounds to ensure access for workers and special event and visitors is always maintained.</p> <p>Approvals and permits to be approved by the relevant authorities.</p>

Item	Key Actions	Notification	Mitigation or Engagement Required
Changes to parking	<ul style="list-style-type: none"> <li>Advise community and neighbouring stakeholders of changes to parking and notify affected car park users of alternative car parking</li> <li>Liaise with BCC and local councillors regarding parking arrangements</li> <li>Respond promptly to enquiries and complaints about changes to parking.</li> </ul>	Notify affected car park users of alternative car parking at least 28 days prior to decommissioning any car park	<p>The community and neighbouring stakeholders will be advised of changes to parking and the reasons for those changes through flyers, advertisements and/or individual briefings (as required) including project contact details to make enquiries and complaints.</p> <p>General enquiries and complaints will be handled by phone, email or in person.</p>
Noise impacts	<ul style="list-style-type: none"> <li>Advise neighbouring stakeholders of potentially disruptive works</li> <li>Respond promptly to enquiries and complaints about noise</li> </ul>	<p>Minimum notification period at least 14 days</p> <p>General enquiries and complaints regarding noise will be handled by phone, email or in person</p>	<ul style="list-style-type: none"> <li>Notifications will detail contact details for further information and complaints (1800 number)</li> </ul> <p>The severity of noise impacts depends on a stakeholder's sensitivity/threshold levels and physical proximity to the source of noise.</p> <p>If necessary, the Environment Team will set up a noise monitor to measure noise levels, determine if they are within operational goals and inform the stakeholder if they are within goals. Other potential solutions to mitigate noise will be investigated and implemented if feasible.</p> <p>If the levels are not within goals, appropriate action will be taken as per the C-EMP. Which include:</p> <ul style="list-style-type: none"> <li>Where predictive modelling is conducted prior to commencement of works in a locality where it is indicated that the noise goals are likely to be exceeded: <ul style="list-style-type: none"> <li>Potentially affected entities must be identified and consulted regarding the potential impacts and the mitigation measures proposed to address the impacts</li> <li>When mitigation measures are developed in consultation with potentially affected entities on a 'case-by-case' basis prior to commencement of the works, agreed mitigation measures are included in a mitigation register and implemented prior to undertaking construction works.</li> </ul> </li> </ul>

Item	Key Actions	Notification	Mitigation or Engagement Required
Night works	<ul style="list-style-type: none"> <li>Advise neighbouring residents and affected businesses of night works that may be disruptive</li> </ul>	Minimum notification period at least 14 days	<p>Directly affected residents, accommodation providers and/or businesses that operate at night (as identified by the Environment Team's noise and vibration predictive maps) will be advised of night works, and the reasons for the works, as well as UNITY's mitigation measures.</p> <p>Works notification including project contact details to make enquiries and complaints.</p> <p>The Communication and Stakeholder Engagement Team (CSET) will work with the construction team to instruct the workforce about:</p> <ul style="list-style-type: none"> <li>Gates on tip trucks and trailers, with all truck drivers told to avoid banging the gates on their trailers when unloading fill at night and emptying the last of the loads manually to minimise noise</li> <li>Noise and vibration associated with cutting, or hammering, with the team completing this work in the early part of night works (before 10.00pm) where possible and feasible. Where it is essential to undertake these works through the night, using muffles (for jack hammers) or temporary noise barriers</li> <li>Fence screens (with double-panels, where necessary) erected around the work to prevent the projection of noise toward residential areas</li> <li>Shouting and loud conversations within earshot of houses, with radios issued to all crew members to prevent shouting, and conversations in crib huts near residential areas to be kept quiet in consideration of sleeping residents.</li> </ul>

Item	Key Actions	Notification	Mitigation or Engagement Required
Vibration impacts	<ul style="list-style-type: none"> <li>Advise neighbouring stakeholders of expected vibration levels</li> <li>Respond promptly to enquiries and complaints about vibration.</li> </ul>	Minimum notification period at least 14 days	<p>Advise neighbouring stakeholders about the expected levels of vibration and the reasons for those levels through flyers and/or individual briefings (if necessary) including project contact details to make enquiries and complaints.</p> <p>Prior to any blasting events directly affected persons and stakeholder will be given at least 48 hours notice of potential impacts and mitigations.</p> <p>General enquiries and complaints regarding vibration will be handled by phone, email or in person.</p> <p>If necessary, the Environment team member will set up a measuring device to monitor vibration for that area and, if vibration is within operational goals, the stakeholder will be notified.</p> <p>If levels are not within goals, action will be taken as per the C-EMP. Which include:</p> <ul style="list-style-type: none"> <li>Where predictive modelling is conducted prior to commencement of works in a locality where it is indicated that the vibration goals are likely to be exceeded: <ul style="list-style-type: none"> <li>Potentially affected entities must be identified and consulted regarding the potential impacts and the mitigation measures proposed to address the impacts</li> <li>When mitigation measures are developed in consultation with potentially affected entities on a 'case-by-case' basis prior to commencement of the works, agreed mitigation measures are included in a mitigation register and implemented prior to undertaking construction works</li> </ul> </li> <li>Based on the outcomes of the review, nominate the type and extent of the mitigation controls to be implemented on site in accordance with the following the order of precedence where reasonable and practicable: <ul style="list-style-type: none"> <li>Avoid</li> <li>Substitute</li> <li>Engineer.</li> </ul> </li> </ul> <p>Undertake the necessary building condition surveys prior to works commencing.</p>
Air quality impacts	<ul style="list-style-type: none"> <li>Advise neighbouring stakeholders of air quality impacts</li> <li>Respond promptly to enquiries and complaints about dust.</li> </ul>	Minimum notification period at least 14 days	<p>Neighbouring stakeholders will be advised of potential dust impacts via community notification flyers and/or individual briefings (if necessary).</p> <p>General enquiries and complaints regarding dust will be handled by phone, email or in person.</p> <p>Air quality monitoring and reporting will be undertaken throughout construction, as per the C-EMP.</p> <p>Stakeholder engagement team will work with the construction team to mitigate any air quality issues raised by stakeholders.</p> <p>If works exceed air quality goals stipulated by the Coordinator-General, the Delivery Authority will consult with directly affected residents and businesses, and notify surrounding residents and businesses.</p>

Item	Key Actions	Notification	Mitigation or Engagement Required
Natural environment impacts	<ul style="list-style-type: none"> <li>Advise the community of potential impacts to the natural environment and mitigations</li> <li>Respond promptly to enquiries and complaints about impacts on the natural environment.</li> </ul>	Notice to be given at least 14 days in advance	<p>The CRR website, fact sheets and newsletters will contain information about environmental mitigation measures and standards to alleviate concerns about the project's environmental impacts.</p> <p>The Environment Team will investigate complaints regarding the environment.</p> <p>UNITY will actively discuss environmental outcomes and procedures with environmental stakeholder groups to promote an open, transparent process.</p>
Property impacts	<ul style="list-style-type: none"> <li>Pre-construction: property condition surveys</li> <li>Eligible properties will be identified using noise and vibration predictive maps</li> <li>Assist with briefing owners/occupiers of affected properties.</li> </ul>	Notice to be given at least two to four weeks in advance	<p>Surveys/reports will be completed by an independent assessor and photos taken of existing damage.</p> <p>The CSET will assist with briefing owners/occupiers of properties requiring a survey/report via letter or in person (if required) and will answer any enquiries about the process.</p>
	<ul style="list-style-type: none"> <li>During construction: surveys/reports will be lodged with UNITY for reference</li> <li>Investigate any claims of damage to property.</li> </ul>		<p>UNITY will visit affected stakeholder to investigate the damage claim to determine if the damage was caused by construction. If so, arrangements will be made to undertake non-urgent repairs post-construction, or urgent repairs as soon as possible.</p>
	<ul style="list-style-type: none"> <li>Post construction: surveys/reports will be handed over to the operations team for reference</li> <li>Follow up on repair works and close claims.</li> </ul>		<p>Properties that claimed damage and were assessed to have damage caused by construction will be revisited post-construction and any damage not repaired during construction will be repaired.</p> <p>UNITY will liaise between the stakeholder and construction team to ensure repairs are completed and signed off.</p>

Item	Key Actions	Notification	Mitigation or Engagement Required
Community claims	<ul style="list-style-type: none"> <li>Community claims are claims other than those that can be addressed by the property damage claims process above</li> <li>The project team will take due care in carrying out the works. However, from time to time community claims may arise, such as: <ul style="list-style-type: none"> <li>Damage to vehicles parked near the worksite</li> <li>A vehicular accident between a community member and project team member</li> </ul> </li> <li>UNITY will respond promptly to complaints regarding claims.</li> </ul>	Any claim will be handled by phone, email or in person.	<p>Damages claims will be handled by phone, email and in person.</p> <p>UNITY will visit the affected stakeholder to investigate the damage claim to determine if the damage was caused by the project. If so, arrangements will be made to undertake repairs as soon as possible.</p>
Pedestrian and cyclist safety	<ul style="list-style-type: none"> <li>Notify the community of any changes to public access (eg. footpath or bicycle path changes)</li> <li>Respond promptly to enquiries and complaints about access.</li> </ul>	Minimum notification period at least 14 – 28 days	<p>Cyclist access will be clearly defined through the construction site.</p> <p>The Delivery Authority will proactively engage with bicycle user groups.</p> <p>Defined pedestrian pathways will be used during construction.</p> <p>UNITY will proactively engage with nearby schools and has offered to provide briefings and information about safety around construction sites.</p> <p>Approvals and permits to be approved by the relevant authorities.</p>

### 7.3 Making a Complaint

The Cross River Rail website provides information on how to make an enquiry or complaint including a web-based enquiries form, 1800 010 875 enquiry number and [info@crossriversrail.com.au](mailto:info@crossriversrail.com.au) email address. UNITY will use regular construction notifications to advise stakeholders of the email address and 1800 010 875 enquiry number, which will operate 24 hours a day, seven days a week during construction. There will be a direct link from the Delivery Authority's website to the Coordinator-General's website and the complaints procedure contained within this plan.

All complaints will be registered in the community contact database (Consultation Manager) within 24 hours. The community contact database will include:

- The time and date each complaint is received, addressed and closed out
- Details of the complainant and the recorder of the complaint
- The specific activity of incident causing the complaint including the place, time and date
- The person or entity responsible for addressing the complaint
- The action taken to address the complaint, if necessary
- Feedback given to the complainant
- Immediate communication of the complaint to the nominated representative of the Contractor
- Subsequent remedial action required to avoid cause for future complaints if relevant.

Information collected will be used to track issues causing concern to the community and shared with construction teams to ensure the appropriate mitigation measures are incorporated in ongoing works planning and delivery.

Information on any complaints received, including response times and details of all actions undertaken, proposed or investigations occurring, will be forwarded to the Project Owner's Representative, Community Relations Monitor (CRM) and Environmental Monitor (EM) on a daily basis. The report will reflect information contained within the community contact database as outlined above.

UNITY's complaint management system (further outlined in Attachment 2) aims to ensure complaints are responded to and resolved in a timely manner. If a complaint requires further investigation and monitoring, UNITY will provide an interim response to the complainant until the investigation is completed. There is also an avenue for complaints to be escalated as required.

If a complaint is the result of an incident (environmental, safety or other) the Communications and Stakeholder Engagement Team (CSET) will notify the appropriate disciplinary lead to ensure the incident is captured within the projects incident management system Synergy. In the event of an incident UNITY's Alliance Manager and Cross River Rail's Project Owner's Representative will be notified immediately. Where an incident is identified as an emergency requiring the implementation of emergency response, UNITY will enact the emergency response protocols detailed in the Emergency Response Plan.

Regular reporting of complaints will be undertaken via the monthly environmental report.

Complaints during operation will be incorporated into the operator's customer feedback procedure.

## 7.4 Escalation Process

If the Communications and Stakeholder Engagement Team (CSET) is unable to resolve a situation, issue or complaint, it will be escalated to a senior member of the Alliance, the CRM, EM and/or to the Cross River Rail Communications and Stakeholder Interface Manager as outlined in the table below.

Table 2: Complaints escalation process

Issue	Escalation Process
Environmental Matters	<ol style="list-style-type: none"> <li>1. If not resolved in the first instance by the CSET and site-based environmental officer</li> <li>2. Refer to Environmental Manager</li> <li>3. If not resolved, refer to the Environmental Monitor (EM)</li> <li>4. If not resolved, refer to CRRDA for final decision.</li> </ol>
Health and Safety	<ol style="list-style-type: none"> <li>1. Refer to WHS Manager</li> <li>2. If not resolved, refer to Delivery Manager</li> <li>3. If not resolved, refer to the Community Relations Monitor (CRM)</li> <li>4. If not resolved, refer to CRRDA for final decision.</li> </ol>

Issue	Escalation Process
Consultation/Communication	<ol style="list-style-type: none"> <li>1. Refer to Communications and Stakeholder Engagement Manager</li> <li>2. If not resolved, refer to Alliance Manager</li> <li>3. If not resolved refer to the CRM or EM</li> <li>4. If not resolved, refer to CRRDA for final decision.</li> </ol>
Construction Issues	<ol style="list-style-type: none"> <li>1. If not resolved in the first instance by the CSET and site-based Construction Manager</li> <li>2. Refer to Alliance Manager</li> <li>3. If not resolved, refer to the CRM</li> <li>4. If not resolved, refer to CRRDA for final decision.</li> </ol>
Other	<ol style="list-style-type: none"> <li>1. If not resolved in the first instance by the Communications and Stakeholder Engagement Manager</li> <li>2. Refer to Alliance Manager</li> <li>3. If not resolved, refer to the CRM</li> <li>4. If not resolved, refer to CRRDA for final decision.</li> </ol>



## Attachment 1 Consultation Tools and Activities

No.	Tool/Activity	Description	Output	Level of Engagement
1	Free-call 1800 community information line	<p>The Delivery Authority has established a toll-free information line – 1800 010 875 – which operates 24 hours, 7 days a week. The number is promoted on all project website, public information and notification materials and on the Cross River Rail community contact card</p> <ul style="list-style-type: none"> <li>During business hours (Monday to Friday 9.00am–5.00pm and Saturday 9.00am–1.00pm) calls are directed to UNITY's CSET. After-hours and during weekends and public holidays this number is transferred to the on-call CSET member</li> <li>Toll-free number is promoted to all project team members via project inductions, Toolbox Talks and pre-start meetings and the provision of community contact cards at work sites, in work vehicles and at the Community Information Centre (CIC).</li> </ul>	<ul style="list-style-type: none"> <li>Phone number is promoted widely</li> <li>Public have 24/7 access to project</li> <li>Internal awareness as the main point of contact</li> <li>Agreed enquiry and complaints protocol and response timeframes</li> <li>Stakeholder contact – recorded in Consultation Manager database</li> <li>Regular reporting.</li> </ul>	Inform
2	Project postal address	<p>The PO Box 15476, Brisbane City East, QLD 4002 postal address will enable stakeholders to make written enquiries, complaints and provide feedback via post to the project. The address will be included on the website, communication materials, stakeholder letters and notifications.</p>	<ul style="list-style-type: none"> <li>Widely promoted to project stakeholders</li> <li>Included on project communication materials.</li> </ul>	Inform
3	Project enquiries email mailbox	<p>The established enquiry and complaints email mailbox – info@crossriversrail.qld.gov.au – will be used as a central point of email contact with the project team</p> <ul style="list-style-type: none"> <li>The mailbox is managed by the Delivery Authority</li> <li>The mailbox is checked daily, enquirer details and nature of enquiry recorded and assigned to relevant participant</li> <li>CSET to respond within agreed timeframes</li> <li>An automatic acknowledgment is sent to all emails received</li> <li>Enquiries/complaints/feedback monitored to identify and track trends, information needs or emerging issues</li> <li>Consultation Manager database to be maintained for monitoring and reporting purposes including average response time and actions taken to resolve the enquiry or complaint.</li> </ul>	<ul style="list-style-type: none"> <li>Central electronic point of contact</li> <li>Agreed management protocols and response timeframes including recording of enquiries, complaints and feedback in the Consultation Manager database</li> <li>Useful evaluation tool to track and monitor issues</li> <li>Consistent with AS/NZS 10002:2014 Guidelines for complaints management in organisations</li> <li>Regular reporting.</li> </ul>	Inform

No.	Tool/Activity	Description	Output	Level of Engagement
4	Project community contact card	<p>The project community contact card will include the 1800 010 875 community information line, email, website, the project information centre address and the postal address</p> <ul style="list-style-type: none"> <li>Cards are provided to all team members at inductions and are available at site offices, crib huts, on notice boards, in project vehicles, and the Project Information Centre (PIC). Cards will also be given to stakeholders at community forums, meetings, and other community activities and events as well as at any CRR organised events or information centre kiosks.</li> </ul>	<ul style="list-style-type: none"> <li>Widespread distribution internally – build awareness about where to direct community enquiries</li> <li>Widespread distribution externally – promote all contact channels for 24/7 contact.</li> </ul>	Inform
5	Translation & interpreting service	<p>Translation and interpreting services are available to assist non-English speaking stakeholders or those who have difficulty understanding English</p> <ul style="list-style-type: none"> <li>The service will assist the project to provide important information to stakeholders in the common community languages. Services details are included on all community information and project website.</li> </ul>	<ul style="list-style-type: none"> <li>Inclusive approach to the provision of project information</li> <li>Non-English speaking stakeholders are kept informed and assist with enquiries, complaints and feedback</li> <li>Promoted on all project communications.</li> </ul>	Inform Consult
6	Site signage	<p>All constructions sites and compounds will be clearly signposted. Community and project contact details will be included</p> <ul style="list-style-type: none"> <li>Some hoarding may be used by the Delivery Authority for project specific branding.</li> </ul>	<ul style="list-style-type: none"> <li>Site clearly identified as construction sites</li> <li>Promote project contact details.</li> </ul>	Inform

No.	Tool/Activity	Description	Output	Level of Engagement
7	Consultation Manager database	<p>The Delivery Authority-hosted community contact database (Consultation Manager)</p> <ul style="list-style-type: none"> <li>A database to record all stakeholders interactions, contact details, correspondence, type of event (enquiry, complaint, feedback and representation), and a summary of issues raised and project responses/actions to resolve the matter</li> <li>Used for reporting as well as for the identification of trends in complaints or enquiries and planning of communication and consultation activities</li> <li>Data entry undertaken in accordance with approved groups, events and issues as established by the Delivery Authority.</li> </ul>	<ul style="list-style-type: none"> <li>User-friendly, accurate, up-to-date stakeholder database</li> <li>Used to identify emerging issues</li> <li>Contact reports and summaries including close-out times</li> <li>Weekly and monthly reports – consultation and statistical reports</li> <li>Consistent with AS/NZS 10002:2014 Guidelines for complaints management in organisations.</li> </ul>	Inform
8	Project Information Centre (PIC)	<p>A Project Information Centre will be situated at an appropriate location and staffed by the Delivery Authority and CSET members (when required) and open Monday to Friday from 9.00am–5.00pm, Saturdays 9.00am–1.00pm. The PIC will remain closed on Sundays and public holidays. Facilities and project information will include:</p> <ul style="list-style-type: none"> <li>A community hub for meetings (the centre will include refreshments, toilet facilities, a projection screen, television and computer for displaying project videos, time-lapse and presentations and access to a computer and printer)</li> <li>Visitor sign in and community contact database register (community can sign-up for regular project updates)</li> <li>Project information which is regularly updated and will include: project overview, scope of works and an alignment map; easy to interpret design and construction information; artist impressions, diagrams, plans, and photography; simulations of construction methodology, proposed urban and landscape design (concepts, cross sections treatments and perspective views and details); and environmental matters such as protected environmental and cultural heritage features</li> <li>Community information – project communication materials, project updates, notifications, newsletters, fact sheets, feedback forms (hard copies) and recent and upcoming community involvement activities.</li> </ul>	<ul style="list-style-type: none"> <li>Project has an accessible promotional focal point</li> <li>Stakeholders kept informed with updated information</li> <li>Provide opportunity for face to face contact with the Delivery Authority, CSET and receive feedback</li> <li>Venue for consultation activities and community forums</li> <li>Staging area for site visitors, and as appropriate, media events</li> <li>Updated project information always available</li> <li>Visitor numbers and enquiries recorded in register and included in regular reports.</li> </ul>	Inform Consult Involve

No.	Tool/Activity	Description	Output	Level of Engagement
9	Public displays and community events (in collaboration with the Delivery Authority when required)	<ul style="list-style-type: none"> <li>Displays (mobile) will be designed to update and inform local communities of the status of construction works and describe significant events or changes in relation to works such as key project milestones or significant design changes</li> <li>Displays will be staffed by the CSET and other project representatives and provide the public with opportunities to be updated, seek information and provide feedback. All contact with and feedback from the public will be recorded in the Consultation Manager database</li> <li>Displays will include general project information including project contact details and the latest issued communication materials such as notifications, project updates, newsletters and fact sheets and community contact cards.</li> </ul>	<ul style="list-style-type: none"> <li>Visitor numbers and enquiries recorded in the Consultation Manager database and reported weekly/monthly</li> <li>Opportunity to seek regular stakeholder feedback on works and design changes</li> <li>Provide up-to-date information about the project</li> <li>Promote project contact for enquiries, complaints and feedback</li> <li>Provide a forum to provide an opportunity to directly consult with local communities on project matters including design and construction.</li> </ul>	Inform Consult Involve
10	Community information (general)	<p>A range of project information will be developed to keep the community informed about work activities associated with the delivery of the project</p> <ul style="list-style-type: none"> <li>This information will include: <ul style="list-style-type: none"> <li>Progress of construction works, urban design and landscaping</li> <li>Date, work hours and duration of works</li> <li>Construction impacts including any noisy works</li> <li>Any changes to traffic, pedestrian or cycle pathways, property access or parking</li> <li>Maps, images or diagrams that help to explain the construction work activities</li> </ul> </li> <li>All community information to contain the project's 1800 010 875 number, website and email addresses providing community members with easy access for enquiries and complaints or to provide feedback</li> <li>A wide range of communication tools and channels include, but are not limited to: notifications; leaflets and works notifications; questions and answers; project fact sheets; print and radio advertisements; community update newsletters; traffic alerts, website; email alerts and traffic</li> </ul>	<ul style="list-style-type: none"> <li>Community and stakeholders kept informed about works and any impacts with early notification about work activities</li> <li>Promote project contacts for enquiries, complaints and feedback</li> <li>Tailored notifications to meet specific stakeholder information needs</li> <li>Build awareness of project and its benefits</li> <li>Multiple communication channels employed including project email contact list and</li> </ul>	Inform

No.	Tool/Activity	Description	Output	Level of Engagement
		communication; variable message sign boards (temporary and permanent) and traffic alerts via 13 19 40, qld.gov.au and social media channels.	<p>key stakeholder groups to disseminate information</p> <ul style="list-style-type: none"> <li>PIC a source of updated information about construction works</li> <li>Agreed distribution area for major works</li> <li>Record in the Consultation Manager database for regular reporting.</li> </ul>	
11	Community works notifications and leaflets	<p>Works notifications will include:</p> <ul style="list-style-type: none"> <li>Scope, location, hours and duration of work</li> <li>Type of equipment used</li> <li>Likely impacts including noise, dust vibration traffic and access</li> <li>Mitigation measures</li> <li>Project contact details to make enquiries and complaints.</li> </ul> <p>Keeping the community, key stakeholders and stakeholder groups regularly informed of construction works, traffic changes and potential impacts is a key priority.</p> <ul style="list-style-type: none"> <li>Where appropriate, email notifications will be sent to directly affected persons and local residents instead of letterbox notifications to provide more timely and specific information</li> <li>Works causing impacts such as road closures – notifications issued 28 days prior to works starting</li> <li>For low impact and localised works – notification will be issued to directly affected stakeholders within the impact zone via letterbox drop 14 days prior to works commencing</li> <li>Distribution channels will include letterbox drops, project website and emailed to an opt-in-out mailing list</li> <li>Notifications, updates and leaflets will also be distributed to local councils, regulatory authorities and uploaded to the website and available at site offices, the PIC and any community events or displays.</li> </ul>	<ul style="list-style-type: none"> <li>Affected stakeholders and the community are informed with advance information about works and potential impacts</li> <li>Councils and key stakeholders receive notifications prior to letterbox drop</li> <li>Promote project contacts for enquiries, complaints and feedback</li> <li>Tailored notifications to meet stakeholder information needs</li> <li>Extend the reach of communication using project email contact lists and stakeholders groups to disseminate information</li> <li>Upload to project website – a valuable source of updated information about all project works</li> <li>PIC a source of updated information about construction works</li> </ul>	Inform

No.	Tool/Activity	Description	Output	Level of Engagement
			<ul style="list-style-type: none"> <li>Record in Consultation Manager database for regular reporting.</li> </ul>	
12	E-news	<p>Regular e-news bulletins will be produced by the Delivery Authority from commencement of the project through to the completion of the construction work to highlight key milestones</p> <ul style="list-style-type: none"> <li>Updates to include project contact details and website address, and content may include: <ul style="list-style-type: none"> <li>Construction progress and upcoming construction stages</li> <li>Environmental management initiatives</li> <li>Urban and landscape design</li> <li>Traffic management (and changes or major planned traffic switches)</li> <li>Project facts and figures and other related project information such as community involvement activities and achievements, events and community forums</li> </ul> </li> <li>Copies will be uploaded to the project website, available from the PIC and at short-duration off-site public displays and community events.</li> </ul>	<ul style="list-style-type: none"> <li>Build awareness and promote contact details</li> <li>Promote an understanding of the complexity of building large infrastructure projects – community education</li> <li>Community and affected stakeholders are kept informed and build awareness across all stakeholder groups</li> <li>Record in Consultation Manager database for regular reporting.</li> </ul>	Inform
13	Frequently asked questions (FAQs)	<p>FAQs will be developed as required to provide consistent and accurate responses to frequently asked questions or topic areas such as environmental management, and construction methodology</p> <ul style="list-style-type: none"> <li>Prepared and uploaded to the project website, as appropriate</li> <li>Regularly updated to reflect project phase and stakeholder information (enquiry or complaint topics).</li> </ul>	<ul style="list-style-type: none"> <li>Tailored communication material to address specific topics or areas of concern</li> <li>Provide consistent responses to enquiries and complaints</li> <li>Complement other communication materials</li> <li>Electronic copy available from the Cross River Rail project website</li> <li>Method to monitor local community/stakeholder information needs.</li> </ul>	Inform

No.	Tool/Activity	Description	Output	Level of Engagement
14	Project fact sheets	<p>Fact sheets will be developed to explain specific aspects of construction activities and mitigation measures</p> <ul style="list-style-type: none"> <li>• A useful educational tool to inform local communities and stakeholders (eg. schools programs) about the complexities of large infrastructure projects</li> <li>• Potential topics include: <ul style="list-style-type: none"> <li>– Urban and landscape design</li> <li>– Rail construction</li> <li>– Railway station upgrade staging.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Topic specific communication material</li> <li>• Complement issue of other communication materials.</li> </ul>	Inform
15	Project website electronic and online information	<p>The Delivery Authority has an established website, which is widely promoted on all communication materials</p> <ul style="list-style-type: none"> <li>• Content will be regularly reviewed and updated in consultation with Delivery Authority</li> <li>• All community information (notifications, leaflets, newsletters and construction updates (changes or major rail possessions), advertisements and other publications) as well as project imagery of construction progress, key milestones, FAQs, project overview, contractor's information and community involvement activities and will be provided to the Delivery Authority for uploading to the website</li> <li>• The website is also an avenue to register for email updates and to provide feedback, comments or make an enquiry or complaint. All project contact details are also available</li> <li>• Other key project information and documentation available from the website includes the EIS, planning and environmental assessment, approval documents, contractor project management plans, fact sheets and information on urban design, and official reports including documents on environmental investigations.</li> </ul>	<ul style="list-style-type: none"> <li>• Key focal point and source of updated project information and key project documentation</li> <li>• Interactive element for detailed information about the alignment and construction locations</li> <li>• Promote two-way communication for community enquiries, complaints and feedback</li> <li>• Source of timely information on construction updates to keep the community informed</li> <li>• Widespread promotion of project contact details – 1800 number, email enquiries and postal address details</li> <li>• Opt-in/out email mailing list for regular project updates.</li> </ul>	Inform Consult

No.	Tool/Activity	Description	Output	Level of Engagement
16	Social media	<p>Managed by the Delivery Authority, social media is an effective and complimentary communication channel to keep local communities informed about the project and construction activities and progress</p> <ul style="list-style-type: none"> <li>UNITY will work with the Delivery Authority to supply content and timely responses to enquiries, feedback and complaints received through social media channels including Facebook and Twitter</li> <li>Monitoring of social media activity will also be undertaken.</li> </ul>	<ul style="list-style-type: none"> <li>Promote two-way communication for community enquiries, complaints and feedback</li> <li>Clear guidelines for interactive dialogue with local communities and stakeholders</li> <li>Widespread promotion of project contact details – 1800 number, email enquiries, postal address details and website.</li> </ul>	Inform Involve
17	Traffic and transport notifications	<p>Preparation of notification of planned changes to traffic conditions will require close liaison with the construction and traffic teams, and consultation with a range of key stakeholders and affected local communities/social facilities</p> <ul style="list-style-type: none"> <li>Notification provided in a variety of forms including specific radio, print and electronic media and other outlets identified as a distribution channel (and range of distribution for each type of media) at least 28 days prior to change occurring</li> <li>Information provided as part of the regular consultation through the Construction Traffic Management Liaison Group (CTMLG).</li> </ul>	<ul style="list-style-type: none"> <li>Advance notice to stakeholders of traffic changes</li> <li>Available – electronic and hard copy (website/social media)</li> <li>Clear and informative signage</li> <li>Tailored approach – transport and freight operators minimising impacts to business operations</li> <li>Key stakeholder groups disseminate information</li> <li>Record in Consultation Manager database and monthly reporting.</li> </ul>	Inform



No.	Tool/Activity	Description	Output	Level of Engagement
18	Consultative groups and interface meetings	<p>Targeted consultation undertaken early and continuously during preparation of management plans and strategies including detailed design and construction delivery</p> <ul style="list-style-type: none"> <li>• All records of interactions, matters discussed and agreed will be maintained in the community contact database and included in monthly and quarterly reporting</li> <li>• Implemented for relevant councils, government agencies and key stakeholders and special interest groups</li> <li>• Topics to be include but are not limited to: air quality; traffic management; biodiversity; flood mitigation; water quality; stormwater drainage; heritage and conversation; transport, parking and access; pedestrian and cycleway; dilapidation reporting (council roads and infrastructure); urban and landscape design; tree removal and planting; overshadowing; social impact management; residual land management; property and land use; site establishment; settlement, noise and vibration; spoil management; traffic and transport management; and flora and fauna management; mitigation measures around construction impacts to directly affected persons or businesses.</li> </ul>	<ul style="list-style-type: none"> <li>• Proactive early and ongoing consultation with sensitive and key stakeholders</li> <li>• Open two-way communication forum to inform, consult and seek input and feedback</li> <li>• Identify early and effectively manage stakeholder issues/concerns</li> <li>• Agreed outcomes on detailed design and construction and environment impact management</li> <li>• Record of all consultation outcomes maintained and included in regular reporting including compliance tracking.</li> </ul>	<p>Inform</p> <p>Consult</p> <p>Involve</p> <p>Collaborate</p>

No.	Tool/Activity	Description	Output	Level of Engagement
19	One-on-one stakeholder engagement meetings and workshops	<p>One-on-one meetings, briefings and presentations will be used to inform, consult, facilitate feedback and identify and manage potential impacts and issues including: pedestrian and cycleway connectivity and access; temporary site hoarding and fencing; noise and vibration; property condition surveys; construction hours</p> <ul style="list-style-type: none"> <li>Meetings will be held with local residents near the project to update them on activities in their area and answer questions</li> <li>This will be particularly important for key stakeholders, businesses and property owners adjoining construction sites</li> <li>One-on-one engagement will also be undertaken to address specific issues or complaints.</li> </ul>	<ul style="list-style-type: none"> <li>Established sensitive stakeholder management strategy based on active and ongoing consultation and engagement</li> <li>Implement community issues and business issues management strategies to identify issues and mitigation measures early</li> <li>Effective management of stakeholder specific issues/concerns</li> <li>Record of issues, actions and meetings are held in the community contact database and reported monthly and quarterly.</li> </ul>	<p>Inform</p> <p>Consult</p> <p>Involve</p> <p>Collaborate</p>
20	Doorknocking	<p>Complementing the issuing of works notifications, doorknocking is undertaken to advise local residents and businesses of project impacts and proposed mitigation measures</p> <ul style="list-style-type: none"> <li>Calling cards ("Sorry we missed you") helps to promote project contact details and sources of electronic information and location of the CIC</li> <li>A targeted approach for high impact and emergency works if and when required.</li> </ul>	<ul style="list-style-type: none"> <li>Complement program of other communication activities</li> <li>Builds awareness and put a human face to construction</li> <li>Provides an opportunity to seek feedback and gain a better understanding of stakeholder concerns</li> <li>Record in community contact database and monthly reporting.</li> </ul>	<p>Inform</p> <p>Consult</p>

No.	Tool/Activity	Description	Output	Level of Engagement
21	Project presentations or briefings	<p>Project presentations to local community, service, business and industry groups are a useful engagement tool to broaden community awareness of the project and deliver key messages</p> <ul style="list-style-type: none"> <li>• Requests for project presentations will be discussed and approved in consultation with the Delivery Authority</li> <li>• CSET will generally be involved in delivering presentations and maintaining a record including the presentation date, time, group, number of attendees and any enquiries/questions or feedback.</li> </ul>	<ul style="list-style-type: none"> <li>• Presentation request protocol established</li> <li>• Create broad community awareness and understanding of the project</li> <li>• Targeted information and engagement</li> <li>• Requests assessed on an individual basis</li> <li>• Record of all project presentations maintained in the community contact database.</li> </ul>	Inform Consult Active participation
22	Community events	<p>The CSET will actively support and work collaboratively with Delivery Authority to plan media and community events focused around key milestones and as required. These events provide opportunities for engagement with the community and key stakeholders, build awareness and seek and receive feedback.</p>	<ul style="list-style-type: none"> <li>• Project key milestones are promoted</li> <li>• Generate interest and awareness of the project and its benefits</li> <li>• Provides an opportunity for elected representatives to be actively involved and promote project milestones and benefits</li> <li>• Events recorded in community contact database and reported monthly and quarterly.</li> </ul>	Inform Consult Active participation

No.	Tool/Activity	Description	Output	Level of Engagement
23	Surveys – stakeholder community, agencies	<p>Surveys are a key evaluation tool to capture feedback and monitor communication and engagement performance and effectiveness and implement improvements to communication channels and consultation methods</p> <ul style="list-style-type: none"> <li>Online and hard copy feedback and survey forms will be used including the provision of postage paid envelopes to encourage regular stakeholder feedback.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluation of communication and consultation effectiveness</li> <li>Improvements to communication and consultation processes delivers better outcomes</li> <li>Provides stakeholders an opportunity to have their say and be heard.</li> </ul>	Inform Involve
24	Site visits (including media events)	<p>Noting that interest in the project and requests for site visits from a range of organisation and groups is expected to be high, CSET will coordinate all site visits with the assistance of construction and environment teams and keep a site visit register</p> <ul style="list-style-type: none"> <li>Site visit requests will be assessed on an individual basis and approved by the Delivery Authority.</li> </ul>	<ul style="list-style-type: none"> <li>Protocol established</li> <li>Provide hands-on experience, information, education and consultation opportunities</li> <li>Site visit register maintained and reported monthly</li> <li>Promote project to a wide audience including media, elected representatives and construction industry professionals.</li> </ul>	Inform involve

No.	Tool/Activity	Description	Output	Level of Engagement
25	Internal communications and staff training	<p>All project communication materials and communication protocols and processes will be available to project personnel. This will include:</p> <ul style="list-style-type: none"> <li>• Specific project information – communication protocols and processes will be included in compulsory project inductions (eg. community enquiry and complaints management; incident management and reporting procedures; media and government enquiries; and social media awareness training)</li> <li>• Community contact cards will also be distributed to all project staff, placed on staff notice boards and inside project motor vehicles. Copies will also be given to subcontractors, consultants and suppliers</li> <li>• Toolbox talks and pre-start meetings will also be used to brief project personnel on community related matters and help build a culture of community consciousness. Recognition awards, staff briefings and presentations will also promote community relations obligations.</li> </ul>	<ul style="list-style-type: none"> <li>• CSET actively contributes to site inductions, toolbox talks and pre-start meetings</li> <li>• Project community contact cards are widely available</li> <li>• Project staff are well informed and refer all stakeholder contact/enquiries to the CSET</li> <li>• Culture of respect for the communities in which we operate (strong community consciousness)</li> <li>• All project personnel understand how construction works impacts on the community/businesses.</li> </ul>	Inform

## Attachment 2 Enquiries and Complaints Management Process

