

Community Engagement Plan

Cross River Rail Project – Tunnel, Stations and Development Package (TSD)

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Revision: 7

Details of Revision Amendments

Document Control

The CBGU Project Director is responsible for ensuring that this Plan is reviewed and approved. The CBGU Communications and Stakeholder Engagement Manager is responsible for updating this plan to reflect changes to the Project, legal and other requirements, as required.

Amendments

Any revisions or amendments must be approved by the Project Director before being distributed / implemented.

Table 1 Document schedule

Time for Submission	Period during which Project Co must provide updates	Update Interval
10 business days prior to the CEMP being provided to the Environmental Monitor	From initial submission until the Date of Final Acceptance	6 monthly

Revision Details

Table 2 Revision details

Revision	Details
A	For Internal Review
B	For Review
C	VRS comments addressed
D	VRS comments addressed
0	CBGU Approved
1	Changes to reflect current works and ISCA management plan requirements
2	VRS comments addressed
3	6 month review
4	6 month review
5	VRS comments addressed
6	12 month review
7	VRS comments addressed

Distribution and Authorisation

The CBGU Project Director is responsible for the distribution of this Plan. The controlled master version of this document is available for distribution as appropriate and maintained on TeamBinder. All circulated hard copies of this document are deemed to be uncontrolled.

The implementation of this Plan is under the authority of CBGU Delegated Authority Matrix. All personnel employed on the Project will perform their duties in accordance with the requirements of this Plan, supporting management plans, and related procedures.

Table 3 Distribution List

Recipient	Distribution Method
Project Co (Pulse)	TeamBinder
Facilities Manager (FM)	TeamBinder
Cross River Rail Delivery Authority (CRRDA)	TeamBinder (via Pulse)
Project Independent Certifier (PIC)	TeamBinder (via Pulse)
CBGU Project Personnel	As per TeamBinder Distribution List
Environmental Monitor	TeamBinder

Table of Contents

1	Introduction.....	1
1.1	Purpose	1
1.2	Commitment Statement.....	1
1.3	Objectives	1
1.4	Legislative Framework.....	2
1.5	Compliance Outcomes	2
2	Engagement Approach and Methods.....	3
2.1	Engagement Approach	3
2.2	Directly Affected Persons	4
2.3	Communication Channels.....	5
2.4	Indigenous Participation.....	7
3	Phasing	8
4	Stakeholders.....	10
4.1	Key Stakeholder Groups	10
4.1.1	Whole-of-project key stakeholders (including tunnel alignment)	11
4.1.2	Northern Tunnel Portal.....	12
4.1.3	Roma Street Station.....	13
4.1.4	Albert Street Station	15
4.1.5	Woolloongabba Station	16
4.1.6	Boggo Road Station and Southern Tunnel Portal.....	17
5	Implementation.....	19
6	Communication Management	20
6.1	Contacting Cross River Rail Delivery Authority	20
6.2	Impact Management and Monitoring	21
6.3	Complaints management	27
6.4	Recording and reporting of complaints	27
6.5	Dispute resolution	28
Appendix A	Requirements Verification and Traceability Matrix.....	29
Condition 9 -	Community Engagement Plan Requirements.....	30
Appendix B	Complaints Management Process.....	32

Table of Tables

Table 1	Document schedule.....	i
Table 2	Revision details.....	i
Table 3	Distribution List	ii
Table 4	Terms.....	v
Table 5	Communication Channels.....	5
Table 6	Scope of this plan	8
Table 7	Whole-of-project key stakeholders	11
Table 8	Northern Tunnel Portal stakeholders	12
Table 9	Roma Street key stakeholders	13
Table 10	Albert Street key stakeholders	15
Table 11	Woolloongabba key stakeholders	16
Table 12	Boggo Road key stakeholders.....	17
Table 13	Engagement process	19
Table 14	Targets in relation to initial responses and resolutions.....	20
Table 15	Issues Management	21

Table of Figures

Figure 1	IAP2 spectrum	3
Figure 2	T&S Works alignment and stations	10
Figure 3	Complaints Management Process.....	33

Glossary of Terms

Table 4 Terms

Term	Meaning
BCC	Brisbane City Council
CAG	Community Advisory Group
CBGU	D&C Subcontractor comprising a joint venture with CPB Contractors Pty Ltd, BAM International Australia Pty Ltd, Ghella Pty Ltd and UGL Engineering Pty Ltd
CEMP	Construction Environmental Management Plan (overarching plan for all CBGU environmental management, forming part of the project management system)
CEP	Community Engagement Plan (this plan, prepared by CBGU as required under the Coordinator General's Imposed Condition 9)
CESP	Community Engagement Sub-Plan (worksite based plan prepared by CBGU)
CMS	CPB Management System
CRM	Community Relations Monitor
CRRDA	Cross River Rail Delivery Authority acting on behalf of the State
CRR TSD (the Project)	Cross River Rail - Tunnels, Stations and Development (TSD) Project
CRR T&S	Tunnel and Stations Package Works (T&S Works) being delivered by CBGU
CSEMP	Communication and Stakeholder Engagement Management Plan (overarching plan for all CBGU communication and stakeholder engagement, forming part of the project management system)
CSEP	Community and Stakeholder Engagement Plan (included in the OEMP prepared by CRRDA)
DAPs	Directly Affected Persons
D&C	Design and Construction team
D&C Activities	During the Final Acceptance Services (FAS) Phase, D&C obligations set out in the D&C Subcontract (Schedule C3 – FAS) include verification and validation activities, training, maintenance and preservation of the assets and cleaning and pest control (includes deep clean prior to public use)
DTMR	Department of Transport and Main Roads (QLD)
FA	Final Acceptance
FAS Phase	The Final Acceptance Services (FAS) Phase commences on the Date of Provisional Acceptance (PA) and finishes on the date for Final Acceptance (FA). The D&C obligations during this phase are set out in the D&C Subcontract (Schedule C3 – FAS). During the FAS Phase, the FM Subcontractor will provide FAS Phase Maintenance Supervision to the D&C Subcontractor
FM	Facilities Management – the FM Subcontractor (UGL) is contracted to Project Co (Pulse) to perform all its operation and maintenance obligations
FM Activities	During the FAS Phase, the FM Subcontractor will undertake staff recruitment and training, procurement of plant and equipment, engagement of key subcontractors, provision of Help Desk Services and supervision of Maintenance (performed by D&C)

Term	Meaning
GIS	Geographic Information System
O&M	Operations and maintenance
OEMP	Outline Environmental Management Plan (prepared by the CRRDA)
PA	Provisional Acceptance
PIC	Project Independent Certifier
PSTR	Project Scope and Technical Requirements
QR	Queensland Rail
RIS (or RIS Alliance)	Cross River Rail – Rail Integration and Systems Project Alliance
Subcontractor	Any company, body or person who is contracted to CBGU for the purpose of supplying plant and/or services
TeamBinder	Proprietary software used as part of the Project wide Electronic Document Management System
the Project (or CRR TSD)	Cross River Rail - Tunnels, Stations and Development (TSD) Project

1 Introduction

1.1 Purpose

The D&C Subcontractor for the Cross River Rail (CRR) Tunnel, Stations and Development (TSD) Package (the Project) is the joint venture of CPB Contractors Pty Ltd, BAM International Australia Pty Ltd, Ghella Pty Ltd and UGL Pty Ltd (CBGU D&C JV).

CBGU D&C JV (CBGU) is responsible for delivering the Design and Construct (D&C) Activities and Final Acceptance Services (FAS) for the T&S Works during the D&C Phase and through the FAS Phase to the Date of Final Acceptance (FA).

This Community and Stakeholder Engagement Plan (CSEP) sets out the requirements for community engagement during construction and the FAS Phase of the CRR Project and forms part of the Construction Environmental Management Plan (CEMP) Tunnel and Stations Package (CRR T&S) Works, in accordance with Condition 9 of the Coordinator-General's Imposed Conditions.

1.2 Commitment Statement

CBGU commits to supporting the State's community and stakeholder engagement goal, which is to:

Build and maintain a positive reputation sustained by strong stakeholder relationships.

CBGU will work collaboratively with Pulse and the State to ensure the CRR Project is delivered on time and on budget, while maintaining strong brand and reputational outcomes through an innovative and considerate communications and engagement process.

This high commitment to stakeholder relationships will be guided by measurable objectives, supporting principles and an engagement approach that values processes, as demonstrated in the following sections.

1.3 Objectives

Throughout the delivery of the T&S Works and the performance of the D&C Activities and Final Acceptance Services, we aim to:

- Inform and consult with impacted community and stakeholders in a timely manner about construction activities
- Inform public transport and road users, including pedestrians and cyclists, in advance about any changes related to construction works
- Provide access to an effective and responsive communication and complaints process
- Consult with affected entities about possible mitigation measures in confidence.

CBGU's strategic approach to achieve these objectives is outlined in the following sections covering stakeholder engagement approach, methods and channels. Appropriate levels of engagement (see section 2.1) are based on an appreciation of work activities throughout construction (section 3) and impacted stakeholders and community at each worksite (section 4).

An analysis of specific stakeholder issues is provided in CBGU's Community Engagement Sub-Plan (CESP). A summary of previous community engagement activities is outlined in CBGU's Communications and Stakeholder Engagement Management Plan (CSEMP). The CSEMP includes detailed methodologies additional to this plan, including:

- A community engagement program and timetable
- Resources and responsibilities, management functions
- Monitoring and reporting and an evaluation process linked to CSEMP stakeholder engagement objectives.

1.4 Legislative Framework

Design, construction, commissioning and operation of the project must comply with the environmental legislation, guidelines and standards specified in the CEMP, and any additional requirements specified in the conditions of approval.

1.5 Compliance Outcomes

Appendix A, Coordinator-General's Change Report Compliance Table details how this plan meets the requirements of Condition 9 Community Engagement Plan in the Coordinator-General's change report – whole of project refinements 2019. References to relevant requirements in Condition 8 Community Relations Monitor are captured in section 2.1 below.

2 Engagement Approach and Methods

2.1 Engagement Approach

Community engagement undertaken through the project planning, approval and procurement phases of the project has involved a wide range of stakeholders across the corridor and SEQ. Feedback received during this engagement and industry best practice has informed CBGU's engagement approach and methods.

This includes application of the International Association for Public Participation (IAP2) Spectrum for community engagement to analyse the community, public, impacted and directly affected stakeholders and determine the appropriate level of engagement (Figure 1).

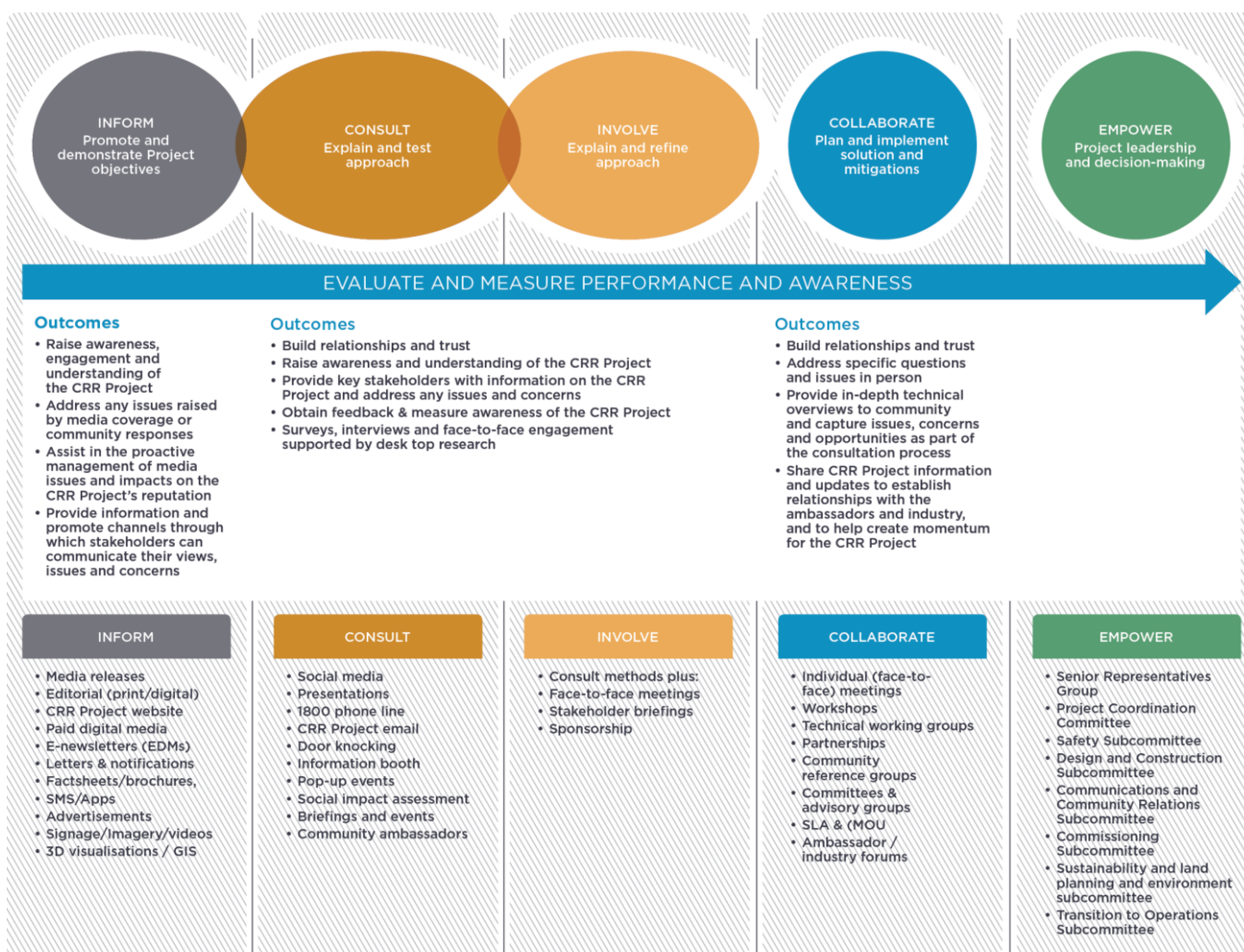


Figure 1 IAP2 spectrum

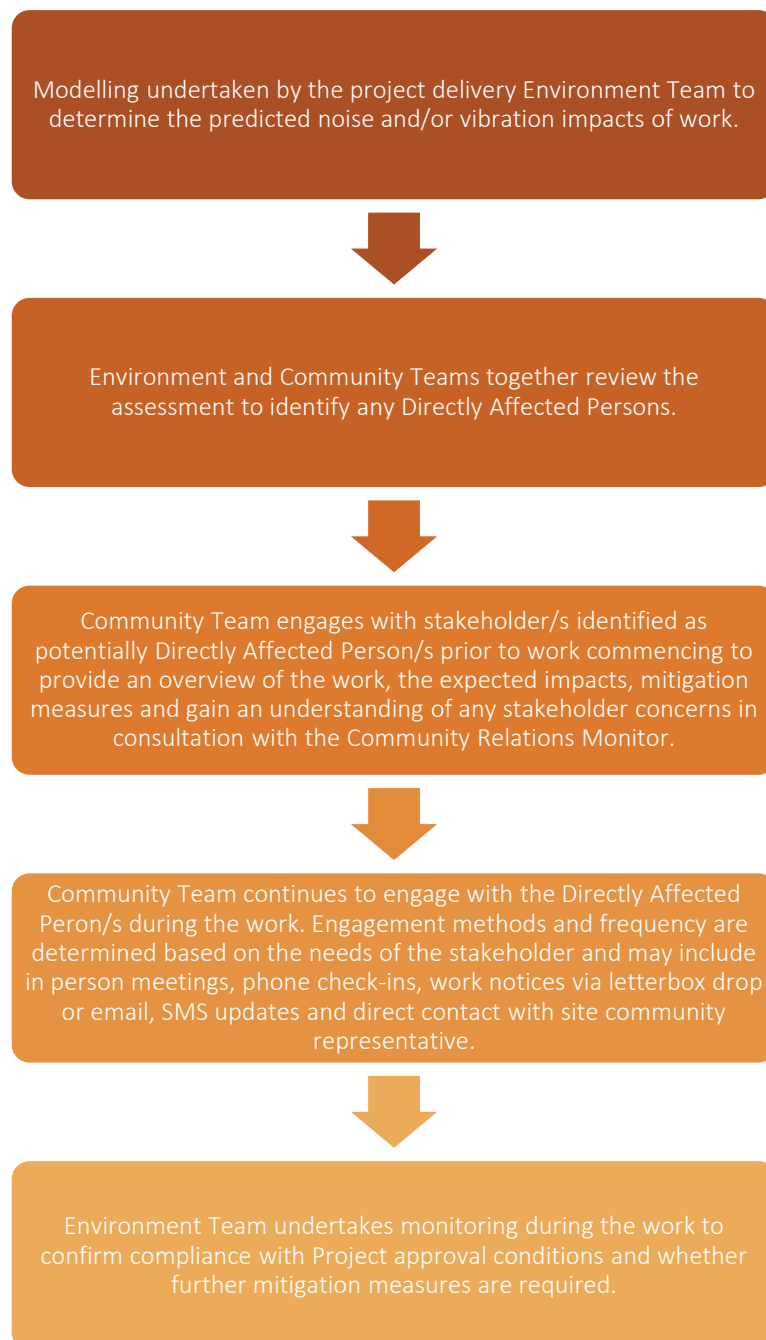
This spectrum forms the basis for stakeholder assessment in Section 4. 'Involve' and 'consult' methods will be adopted for Directly Affected Persons (as defined in the Coordinator-General's Conditions*), those adjacent to or in close proximity of our activities or above the main alignment to keep key stakeholders informed on progress and address any issues and concerns.

2.2 Directly Affected Persons

A Directly Affected Person (DAP) is an entity including the owner or occupant of premises for which predictive modelling or monitoring indicates project impacts would be above the performance criteria set out within the Imposed Conditions by the Coordinator-General.

Our engagement with identified DAPs will be undertaken on a case-by-case basis. Our engagement approach is highlighted below. CRR will engage with identified DAPs on potential mitigation measures to reduce project impacts in consultation with the appointed Community Relations Monitor (CRM).

DAP identification process:



Where appropriate and as per the Coordinator-General's Condition 8**, the Community Relations Monitor may attend meetings with Directly Affected Persons to consult on potential mitigation measures to be employed, aligned to specific construction impacts prior to the relevant construction activities commencing.

** The Coordinator-General defines Directly Affected Persons as an entity being either the owner or occupant of premises for which predictive modelling or monitoring indicates the project impacts would be above the performance criteria in the imposed conditions.*

***Condition 8 of the Coordinator-General's project-wide conditions requires the Community Relations Monitor to attend each meeting between the Proponent and a Directly Affected Person to consult on mitigation measures, including providing input on standard responses for similar impacts.*

2.3 Communication Channels

The following communication channels will be used, as required, to provide information about the proposed works, advance notification of construction activity and to update overall project progress.

Table 5 Communication Channels

Channels	Purpose
Information sessions	CBGU will present information on the design and proposed construction timeframes. Impacted residents and surrounding businesses will be invited to attend these sessions via a letterbox dropped invitation. CBGU will offer the opportunity to register for regular project updates. Contact cards will be provided describing how to contact the project team and where further information on the project can be found.
Community works notifications and leaflets	Keeping the community, key stakeholders and stakeholder groups regularly informed of construction works, traffic changes and potential impacts is a key priority. Community information will be tailored to meet the needs of each stakeholder group, as appropriate. Works Notifications will include information on how to register for regular updates, how to make an enquiry or a complaint, and how to find out more about the project.
Doorknocking	Impacted residents and surrounding businesses will be doorknocked during project planning, and again prior to construction commencing, to provide information about the upcoming works, potential impacts, duration and proposed mitigation or minimisation measures. During doorknocking activities, CBGU will offer residents and businesses the opportunity to register for regular project updates. Contact cards will be provided describing how to contact the project team and where further information on the project can be found.
Signage	Signage will be used to notify of project works and impacts, as well as conditions on and around site which are expected to change. For example, signage will be erected in advance to notify users if some carparks will be no longer available for public use. Signage will advise how to contact the project team and how to find out more about the project.
Electronic variable message (VMS) boards	VMS will be installed to provide information on upcoming works or current traffic changes to road users, pedestrians and cyclists.
Meetings with impacted stakeholders	CBGU will continue to consult with impacted residents, businesses, special interest groups and schools prior to and during construction. The focus of these meetings will include provision of construction information, discussion of mitigation measures and key milestone updates.

Channels	Purpose
Meetings with individuals or groups	CBGU will continue to meet with individuals or groups, as approved by the Cross River Rail Delivery Authority (the Delivery Authority), when required or requested to discuss the overall project, upcoming works, works in progress and predicted impacts. Meetings may be triggered by stakeholder interest/contact or emerging project requirements.
Community Advisory Groups (CAGs)	CBGU will participate in CAGs convened and chaired by the Delivery Authority and attended by the Community Relations Monitor. CAGs meet regularly and provide timely, open advice and representation of community issues and concerns arising from the project. The CAGs are kept informed and provide feedback about construction plans and programs.
Check-in phone calls/meetings	CBGU will initiate check-in phone calls and meetings with individuals or stakeholders who have ongoing questions and/or concerns related to the works, or a certain type of construction activity.
Monthly update email (eNews)	A monthly update email will be sent to surrounding businesses/residents/stakeholders who have registered to receive regular updates. These emails will include information on upcoming works activity, how to contact the project team and how to find out more information specific to construction works.
Enquiry management	The Delivery Authority has an established 1800 enquiry number and project email address for community contact to raise questions, make a complaint or to report incidents. The 1800 enquiry number will operate 24-hours a day, seven days a week during construction.
Website updates	CBGU will provide the Delivery Authority with regular updates for the project website with information about works activity and project progress. The website includes contact details to find out more about the project and an option to register for regular project updates.
Social media	CBGU will provide the Delivery Authority with advanced notification of works activity, potential impacts and updates on milestones achieved for release through its social media channels.
Media	The Delivery Authority will make media announcements and distribute media releases about project milestones, as appropriate.
Building condition surveys	CBGU will undertake building condition surveys to understand the current condition of nearby structures (including some residential properties) prior to construction starting.

2.4 Indigenous Participation

CBGU recognises the connection between the Traditional Owners and Indigenous persons and the land that will host the CRR network. We also recognise the importance of developing effective relationships with Traditional Owners and Indigenous stakeholders to achieving delivery of the project in a sensitive and respectful manner.

We are committed to working with the State to engage with and work alongside Traditional Owners and Indigenous groups/persons to deliver positive outcomes from the project. Local Indigenous groups/persons will be informed of all T&S works and construction activities through the notification process.

We will work with the State to unlock opportunities for involvement of Indigenous community representatives throughout the project. Opportunities identified by our team may include:

- Involvement in the design/delivery of the public art program
- Involvement in precinct activation strategies including hoarding artwork/theming and events.

In addition, we will actively seek training and employment opportunities through our Local Industry Development Plan and our Diversity and Inclusion Policy.

3 Phasing

This CEP addresses activities summarised in Table 6 below, which are detailed in the Construction Management Plan and Construction Environment Management Plan (CEMP) for the Cross River Rail Project (CRRTSD-EN-MPL-CBGU-000019). This includes ongoing construction activities for the duration of the project. The CEMP has been prepared to manage all construction activities environmental risks for the duration of the project.

As the project progresses, a risk management approach will continue to identify and address activities or aspects of the project that potentially affect stakeholders and community.

Table 6 Scope of this plan

Construction Stage	Construction Activities
Site investigations	• Geotechnical (drilling and excavation), including contamination investigations • Utility excavations to identify locations • Establishment of monitoring equipment • Hazardous material surveys.
Site establishment	• Utility relocations/disconnections, utility protection works and provision of site/construction services • Installation of gantries, hoarding, fencing, scaffolding • Relocations of pedestrian and cycle access • Demolition of buildings and structures at Roma Street, Albert Street, the Southern Tunnel Portal and Boggo Road • Establishment of site access/egress • Earthworks to establish working platform, access roads, laydown areas, site levelling • Piling • Road closures and other traffic changes • Establishment of site buildings, sheds and amenities and other associated infrastructure • Clearing/trimming of vegetation • Ground support via rock bolting and concrete
Construction activities for project duration (all remaining construction activities through to project completion)	• Mechanical and electrical works • Railway works • Road and busway works • Civil works • Piling • Demolition • Tunnel works, including but not limited to: TBM assembly, all related tunnel, shaft and station box excavation and ancillary activities; operation and demobilisation; mined tunnelling; drill and blast; fit-out; and finishings • Installation of permanent tunnel and cavern lining • Stations and in-situ structures • Utility relocation and installations • Structural works

Construction Stage	Construction Activities
	• Building works • Water treatment and management • Spoil removal and cartage • Contaminated spoil removal and cartage • Temporary works • Vegetation management and landscaping • Demobilisation and site rehabilitation • Finishing works • Verification, validation and training activities during the Final Acceptance Services (FAS) Phase • Maintenance and preservation of assets (FAS Phase) • Cleaning and pest control (FAS Phase). For further details refer to the Construction Management Plan and Construction Environment Management Plan.

4 Stakeholders

4.1 Key Stakeholder Groups

The T&S Works package will involve a number of worksites across Brisbane, which coincide with the tunnel portals and future station locations as shown on the alignment map below (Figure 2).



Figure 2 T&S Works alignment and stations

Key stakeholders with an interest in particular areas of the site are identified in the following sections.

4.1.1 Whole-of-project key stakeholders (including tunnel alignment)

The project team will ensure that key stakeholders and the wider community are kept informed about project activities and project progress, including impacts to traffic and access. We will consult with Directly Affected Persons in advance of any specific activities, as outlined in Section 2.1.

Key stakeholders across the whole-of-project are summarised in Table 7 below, using the key provided.

IAP2 Key:  Empower  Collaborate  Involve  Consult  Inform

Table 7 Whole-of-project key stakeholders

Stakeholder category	Individual stakeholders	IAP2 level
Key strategic partners	The Department of Transport & Main Roads Queensland Rail TransLink Brisbane City Council RIS Contractor	
Government	The Coordinator-General The Premier of Queensland Minister for Transport	
	Department of State Development Department of Environment and Heritage Department of Housing and Public Works (various residential tenancies)	
Opinion shapers	Key media outlets Interest groups	
Indigenous and heritage groups	Relevant Aboriginal Parties Queensland Heritage Council National Trust Brisbane Heritage Group Brisbane Living Heritage	
Industry influencers/advocates	Rail Back on Track Accessibility groups including Accessibility Reference Group	
Utility authorities	Energex APA Gas Qld Urban Utilities Telstra and various telcos	
Industry	Australian Taxi Industry Association Uber/Ola/Didi Bicycle Queensland Bicycle User Groups RACQ Qld Trucking Association	

Stakeholder category	Individual stakeholders	IAP2 level
Service providers/Queensland First	Industry Capability Network (ICN) Supply Nation Black Business Finder Social Traders Queensland Social Enterprise Council	
The corridor community	Residents and Businesses of Petrie Terrace, Spring Hill, Brisbane CBD, Kangaroo Point, Woolloongabba, and Dutton Park including in the vicinity of the tunnel alignment and precincts Public transport users (current and future) Pedestrians and cyclists	
The public	Wider Brisbane community	
Directly Affected Persons (DAPs)	DAPs identified according to modelling undertaken ahead of tunnelling activities. Refer to Section 2.2 for DAP identification process.	

4.1.2 Northern Tunnel Portal

Northern Tunnel Portal stakeholders in addition to those found whole-of-project are summarised in Table 8 below, using the key provided.

IAP2 Key:  Empower  Collaborate  Involve  Consult  Inform

Table 8 Northern Tunnel Portal stakeholders

Stakeholder category	Individual stakeholders	IAP2 level
Key strategic partners	Queensland Rail – Exhibition Line	
Government	Minister for Transport	
	State Member for McConnell	
	Federal Member for Brisbane Councillor for Central Ward	
Owners and occupiers of sensitive sites	Relevant Aboriginal Parties (Victoria Park) Centenary Aquatic and Fitness Centre Royal National Association	
Nearby educational institutions	Brisbane Grammar School	
	Brisbane Girl's Grammar School	
	St Joseph's College (Terrace) Brisbane Central State School Holy Family Child Care Centre	
Nearby health providers and precincts	Royal Brisbane Women's and Children's Hospital Queensland Institute of Medical Research	

Stakeholder category	Individual stakeholders	IAP2 level
	Herston Quarter development (Australian Unity)	
Community groups	Spring Hill Community Association	
Nearby community	Property owners, residents and businesses of Petrie Terrace, Gregory Terrace and Normanby Terrace	
Directly Affected Persons (DAPs)	DAPs identified according to modelling undertaken ahead of major activities. Refer to Section 2.2 for DAP identification process.	

4.1.3 Roma Street Station

Roma Street station stakeholders in addition to those found whole-of-project are summarised in Table 9 below, using the key provided.

IAP2 Key:  Empower  Collaborate  Involve  Consult  Inform

Table 9 Roma Street key stakeholders

Stakeholder category	Individual stakeholders	IAP2 level
Key strategic partners	Queensland Rail - Roma Street station TransLink TMR (Coach Terminal Operations) City Parkland Services	
Government	Minister for Transport	
	State Member for McConnel Federal Member for Brisbane Councillor for Central Ward	
Owners and occupiers of sensitive sites	Relevant Aboriginal Parties Stadiums Queensland (Suncorp Stadium) Roma Street Railway station building (heritage) Roma Street Railyards	
	Parkland Apartment Body Corporate Supreme and District Courts Queen Elizabeth Courts of Law Brisbane and Supreme Court of Queensland Library Brisbane Supreme and Magistrates Courts Brisbane District Court Queensland Police Headquarters and Watch House Queensland Police Museum Transcontinental Hotel Abbey on Roma Hotel and Apartments	

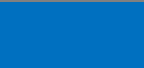
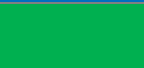
Stakeholder category	Individual stakeholders	IAP2 level	
	QFRS Roma Street Station Biala House Community Health Property owners, residents and businesses of Roma Street, George Street, Parkland Crescent/Parkland Boulevard and Wickham Terrace		
Nearby educational institutions	Story House Early Learning		
Nearby health providers and precincts	Brisbane Private Hospital St Andrew's War Memorial Hospital		
Community facilities/churches/groups/industry bodies	Emma Miller Place (BCC land) St Alban Catholic Church Spring Hill Community Association Roma Street Park users group Orange Sky Rosie's Micah Projects Queensland Bus Industry Council		
Other infrastructure projects	Brisbane Metro		
Nearby community	Property owners, residents and businesses of Petrie Terrace, Parkland Crescent/Parkland Boulevard and Roma, Wickham Terrace, George, Herschel and Makerston Streets, Spring Hill, Brisbane City, wider Brisbane interested parties		
Directly Affected Persons (DAPs)	DAPs identified according to modelling undertaken ahead of major activities. Refer to Section 2.2 for DAP identification process.		

4.1.4 Albert Street Station

Albert Street station stakeholders in addition to those found whole-of-project are summarised in Table 10 below, using the key provided.

IAP2 Key:  Empower  Collaborate  Involve  Consult  Inform

Table 10 Albert Street key stakeholders

Stakeholder category	Individual stakeholders	IAP2 level
Key strategic partners	Brisbane City Council (traffic management)	
Government	Minister for Transport	
	State Member for McConnel Federal Member for Brisbane Councillor for Central Ward	
Owners and occupiers of sensitive sites	Relevant Aboriginal Parties Charlotte and Mary Street businesses (within one block of the works area) Royal Albert Hotel The Sebel Oaks Festival Towers Mantra on Mary Capri by Fraser Four Points by Sheraton The Westin Quest River Park Central iStay River City BCC Malls (Queen Street Mall) Iglu Student Accommodation Student One The Myer Centre 140 Elizabeth Street (Q&A Building) 110 Mary Street (Matisse Tower) 138 Albert Street 123 Albert Street (Dexus) Dexus Property owners, residents and businesses of Albert Street (Elizabeth – Alice Streets), Elizabeth, Charlotte and Mary Streets Queen Street Mall businesses	
Community facilities/churches/groups	City Botanic Gardens	
Other infrastructure projects	Destination Brisbane/Queen's Wharf ISBT/Myer Centre redevelopment Dexus Eagle Street Pier redevelopment	

Stakeholder category	Individual stakeholders	IAP2 level
	Other inner-city developments	
Nearby community	Property owners, residents and businesses of Brisbane City	
Directly Affected Persons (DAPs)	DAPs identified according to modelling undertaken ahead of major activities. Refer to Section 2.2 for DAP identification process.	
Albert Street businesses (between Elizabeth and Charlotte Streets)	Albert Street businesses including Royal Albert Hotel, UpTown, Cafe Mondial, Gilhooley's, Yo-Chi, Croft House & Starbucks	

4.1.5 Woolloongabba Station

Woolloongabba station stakeholders in addition to those found whole-of-project are summarised in Table 11 below, using the key provided.

IAP2 Key:  Empower  Collaborate  Involve  Consult  Inform

Table 11 Woolloongabba key stakeholders

Stakeholder category	Individual stakeholders	IAP2 level
Key strategic partners	Brisbane City Council (traffic management) TransLink (Woolloongabba Busway)	
Government	Minister for Transport	
	Federal Member for Griffith Councillor for The Gabba Ward State Member for South Brisbane	
Owners and occupiers of sensitive sites	Relevant Aboriginal Parties Stadiums Queensland (The Gabba) Queensland Cricketer's Club St Nicholas Russian Orthodox Church St Joseph's Complex The former Woolloongabba Post and Telegraph Office The Chalk Hotel Gabba Central Kangaroo Point Holiday Apartments	
Nearby educational institutions	East Brisbane State School St Joseph's Primary School	
	Southbank TAFE	
Nearby health providers and precincts	St Vincent's Private Hospital (along tunnel alignment at Kangaroo Point) Mater, Mater Mothers and Lady Cilento Hospital	

Stakeholder category	Individual stakeholders	IAP2 level
Community facilities/churches/groups	St Nicholas Russian Orthodox Church (as above) St Joseph's Catholic Church (as above) Holy Trinity Anglican Church, Woolloongabba (heritage) Brisbane Australia Temple – The Church of Jesus Christ of Latter-day Saints Gabba Business Association Gabba Users (Roar, Lions, Heat, Cricket Australia)	
Nearby community	Property owners, residents and businesses in: - Woolloongabba central, Vulture Street, Stanley Street, Main Street, Logan Road, Gibbon Street, Hubert Street and Reid Street - Woolloongabba wider community, including Fleurs, Peterson, Longwood, Lockhart, Ross, Abingdon Streets - Kangaroo Point, including River Terrace, Paton, Thomas, Bell, Sinclair, Llewellyn, Baines, Walmsley, Lockerbie, Anglesey, Mark, Lahey Streets	
Directly Affected Persons	DAPs identified according to modelling undertaken ahead of major activities. Refer to Section 2.2 for DAP identification process.	

4.1.6 Boggo Road Station and Southern Tunnel Portal

Boggo Road station and Southern Tunnel Portal stakeholders in addition to those found whole-of-project are summarised in Table 12 below, using the key provided.

IAP2 Key:  Empower  Collaborate  Involve  Consult  Inform

Table 12 Boggo Road key stakeholders

Stakeholder category	Individual stakeholders	IAP2 level
Key strategic partners	Queensland Rail (works in corridor and adjacent to Park Road and Dutton Park stations) TransLink (services and Busway) RIS Contractor (integration with new infrastructure in rail corridor) Brisbane City Council (traffic management)	
Government	Minister for Transport Federal Member for Griffith Councillor for The Gabba Ward State Member for South Brisbane	
Owners and occupiers of sensitive sites	Relevant Aboriginal Parties Leukaemia Foundation ESA Village Ecosciences Precinct/tenants (including CSIRO and DPHW)	

Stakeholder category	Individual stakeholders	IAP2 level	
	Translational Research Institute Group Linen Services Pharmacy Australia Centre of Excellence (PACE) Princess Alexandra Hospital Boggo Road Gaol Dutton Park State School Quarry Street and Park Road tunnel alignment properties Oaks on O'Keefe Street		
Nearby educational institutions	Dutton Park State School (as above) Brisbane South State Secondary College Reading and Autism Hub Sunshine Welfare and Remedial Association (SWARA) Vision Australia University of Queensland		
Nearby health providers and precincts	PA Hospital (as above)		
Community facilities/churches/groups	Dutton Park Police Station Holy Annunciation Orthodox Church		
Nearby community	Property owners, residents and businesses in: • Peter Doherty Street, Dutton Park • Railway Terrace, Rawnsley, Dutton, Pound Streets, Dutton Park • O'Keefe Street		
Directly Affected Persons (DAPs)	DAPs identified according to modelling undertaken ahead of major activities. Refer to Section 2.2 for DAP identification process.		

5 Implementation

Please see below details for implementation as part of specific community consultation plans, including advance notifications.

Table 13 Engagement process

Action	Comments	Stakeholder Group
Prior to construction activities: ongoing basis		
Variable message signage	Changed traffic conditions signage, as per approved traffic management plan	Road and public transport users Pedestrians and cyclists Surrounding businesses and residents
Social media updates	Social media posts to advise of works commencement	Social media users
During construction activities: ongoing basis		
Monthly emails (eNews)	Upcoming works and project progress update	Surrounding residents/businesses/stakeholders who subscribe to updates Road and public transport users who subscribe to updates
Weekly emails	Upcoming high impact work including out-of-hours work	Surrounding residents/businesses/stakeholders who subscribe to updates
Quarterly briefings	Upcoming works and project progress update Opportunity for stakeholders to provide feedback	Impacted businesses at the Albert Street station site Impacted stakeholders across project sites as required
Meetings	Meetings as required by construction activity or stakeholder contact	Schools Special interest groups Impacted residents/businesses/stakeholders
Works Notifications	Distributed in advance, as required to inform of changed construction activity, out of hours work or disruptive activity	All groups
Check in calls/meetings	Telephone and face-to-face contact with impacted residents and businesses to proactively identify any concerns around construction management	All groups
Social media updates	Upcoming works and project progress updates	All groups
Website updates	Information on current works activity, progress updates, images and videos on the construction page	All groups
Media opportunities	Media opportunities at project milestones as identified	All groups
Enquiry management	Ongoing responses to enquiries and complaints via 1800 number and project email	All groups

6 Communication Management

6.1 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)
- crossriversrail@cbgujv.com.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:



CBGU will respond to enquiries and complaints as outlined below:

Table 14 Targets in relation to initial responses and resolutions

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

6.2 Impact Management and Monitoring

CBGU has identified a number of potential impacts which may be experienced during ongoing construction. The proposed mitigation, monitoring and verification measures that will be implemented are outlined in the table below.

Table 15 Issues Management

Item	Key Actions	Mitigation or Engagement Required
Survey, PUP and geotechnical investigations	Advise the community of work activities, potential impacts Notify the broader community of any changes to public access (e.g. site investigation activities along local roads, bicycle and pedestrian paths)	Taking into consideration potential timeframes for investigation activities, public notifications will be provided via: - An information flyer/construction notification (DL), including 24-hour contact details for registering complaints or obtaining further information about activities or their impacts - Works notifications to be uploaded to the Cross River Rail website and electronically distributed Changes to public access, particularly bicycle and pedestrian pathways, will be communicated to users via signage and on-site traffic control and direct notification to the bicycle user groups Any work affecting private property access will be communicated directly with the property owner/resident/tenant as required
Site establishment and ongoing site operations	Advise neighbouring residents/businesses of activities to set up precinct sites and potential localised impacts Notify the broader community of the progress of activities	Notification: - Types of equipment required - General layout/location of site - Expected hours of operation, including permitted site preparation works to occur outside standard hours - Contact details for further information and complaints (1800 number) Meetings will be held with sensitive receptors and adjacent property owners/residents/businesses to outline the methodologies and determine suitable mitigations, including identified Directly Affected Persons
Demolition and stockpile management	Advise neighbouring residents/businesses of activities and potential localised impacts Notify the broader community of the progress of activities	Notification: - Types of equipment required - Specific work activities/methodologies - Expected hours of operation, including permitted site preparation works to occur outside standard hours - Contact details for further information and complaints (1800 number) Meetings will be held with sensitive receptors and adjacent property owners/residents/businesses to outline the methodologies and determine suitable mitigations, including identified Directly Affected Persons

Item	Key Actions	Mitigation or Engagement Required
Piling	Advise neighbouring residents/businesses of activities and potential localised impacts Notify the broader community of the progress of activities	Notification of the use of piling and associated equipment, expected durations of the activity and hours of work Meetings will be held with sensitive receptors and adjacent property owners/residents/businesses to outline the methodologies and determine suitable mitigations, including identified Directly Affected Persons
Tunnel excavation – noise and vibration	Advise stakeholders located on the tunnel path of potential impacts from tunnelling and progress of activities	Where the works in a locality have potential to exceed the vibration and noise goals nominated, undertake advanced consultation to inform them of the construction program including timing of activities Undertake advanced consultation with sensitive receptors and adjacent property owners/residents/businesses ahead of tunnelling activities. Consultation is to include information on the rate of progress, the potential effects and the monitoring program which may require involvement from residents located above the main tunnel alignments
	Respond promptly to enquiries and complaints	General enquiries and complaints regarding regenerated noise/vibration will be handled by phone, email or in person 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
Noise impacts – ongoing activities	Advise neighbouring stakeholders of potentially disruptive works	Notifications will detail: - Reason for the activity - Types of equipment required - Expected hours of operation, including permitted site preparation works to occur outside standard hours - Likely duration and impact of the operation and any requirement for subsequent additional works - Contact details for further information and complaints (1800 number) Meetings will be held with sensitive receptors and adjacent property owners/residents/businesses to outline the methodologies and determine suitable mitigations, including identified Directly Affected Persons where works in a locality have potential to exceed the noise requirements nominated Operators of construction equipment to be made aware of the potential noise/ vibration problems and of techniques to minimise emission through a continuous process of operator education. This will include regularly training staff and subcontractors (i.e. via toolbox talks) through to using equipment in ways to minimise noise Installation of noise walls or acoustic screens where practical and deemed to be effective

Item	Key Actions	Mitigation or Engagement Required
	Respond promptly to enquiries and complaints about noise	The severity of noise impacts depends on a stakeholder's sensitivity/threshold levels and physical proximity to the source of noise 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
Night work (Out-of-hours activities, managed work and extended hours work)	Advise neighbouring residents and affected businesses of work outside of normal day time construction hours	Potentially impacted residents, accommodation providers and/or businesses that operate at night will be advised of night work, the reasons for the work, and any proposed mitigation measures Minimise the impact of noise and vibration associated with cutting, or hammering, by completing this work in the early part of shift where possible. Where it is essential to continue these activities through the night, the use of temporary noise barriers/controls will be investigated Fence screens (with double panels, where necessary) erected around the work to prevent the projection of noise toward residential areas where practical Issue radios to crew members to avoid shouting and loud conversations within earshot of houses, and conversations in crib huts near residential areas to be kept quiet in consideration of sleeping residents
Vibration impacts	Advise neighbouring stakeholders of expected vibration levels Respond promptly to enquiries and complaints about vibration	Advise neighbouring stakeholders about the expected levels of vibration and the reasons for those levels through flyers and/or individual briefings (if necessary) General enquiries and complaints regarding vibration will be handled by phone, email or in person 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 Meetings will be held with sensitive receptors and adjacent property owners/residents/businesses to outline the methodologies and determine suitable mitigations, including identified Directly Affected Persons Selection of equipment to minimise vibrational impacts, where possible Where the works in a locality have potential to exceed the vibration goals nominated, then the following actions would be applied as relevant: • Building Condition Surveys to be undertaken at identified properties • Known sensitive receptors to be monitored only if activities exceed construction noise and vibration goals • Identify residential properties and other places especially sensitive to sleep disturbance (e.g. hospitals, nursing homes and child-care centres)

Item	Key Actions	Mitigation or Engagement Required
		- Identify and determine the specifications for building equipment known to be sensitive to vibration, such as computers, microscopes, surgical equipment Implement practical and reasonable mitigation measures that would achieve the environmental outcomes or achieve alternative outcomes developed in consultation with Directly Affected Persons. These include: - Substitution of alternate (quieter) methods - The use of silencers on major items of equipment - The use of barriers or hoarding where possible - Consideration of materials handling measures including the use of damped receptacles and avoiding the dropping of material from heights Ensure ground vibration levels transmitted from operating items of plant in the vicinity of buildings do not exceed levels that are close to the lower level of human perception inside the premises or cause structural damage to the buildings and other structures, through: - Utilising existing baseline condition measurements already undertaken by CRRDA before commencement of the works. Additional vibration monitoring to be undertaken at known sensitive receptors if activity exceeds goals - Progressively monitoring during the works to confirm conformance with approval conditions Where ground-borne vibration monitoring indicates either the vibration goals relative to human health and wellbeing would be exceeded, then engage with the Directly Affected Persons to develop mitigation measures
Air quality impacts	Advise neighbouring stakeholders of air quality impacts Respond promptly to enquiries and complaints about dust	Neighbouring stakeholders will be advised of potential dust impacts via community notification flyers and/or individual briefings (if necessary) General enquiries and complaints regarding dust will be handled by phone, email or in person Air quality monitoring and reporting will be undertaken throughout construction, as per the CEMP Stakeholder engagement team will work with the construction team to mitigate any air quality issues raised by stakeholders through: - Managing dust-creating works according to meteorological conditions - Water sprays and covering loads of material transported from the worksites - Visually monitoring vehicle movements on a regular basis to prevent queuing in streets and preventing queuing vehicles idling - Installation of hoardings or barriers on worksite perimeters, where appropriate, to help mitigate dust impacts by acting as wind breaks

Item	Key Actions	Mitigation or Engagement Required
		- The site shall be visually monitored daily for excessive dust generation and corrective actions undertaken to minimise dust where possible - Undertaking ambient odour inspections for potential odour-generating activities (e.g. excavation of contaminated soils) on a daily basis - Where piling work is being undertaken, 2m high hoarding will be installed for dust control, rock piling pads will be used, with appropriate onsite water control measures
Blasting	Advise the surrounding community of blasting activities	In addition to normal project notification of upcoming work to the community, neighbouring stakeholders will be advised of blasting activities and potential impacts such as noise and vibration at least 48 hrs prior to activities (if necessary) General enquiries and complaints regarding blasting activities will be handled by phone, email or in person
Natural environment impacts	Advise the community of potential impacts to the natural environment and mitigations Respond promptly to enquiries and complaints about impacts on the natural environment	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 The environment team will investigate complaints regarding the environment CBGU will actively discuss environmental outcomes and procedures with environmental stakeholder groups to promote an open, transparent process
Changes to traffic/access	Advise neighbouring stakeholders of any change to pedestrian, cycle or vehicle access Respond promptly to enquiries and complaints about access	Notification: - Include a full description of the relevant activities, including the intended start and finish dates, where relevant - Describe the impact the activities will have, including access restrictions, detours or diversions - Include 24-hour contact details for registering complaints or obtaining further information about the activities or their effects 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) Changes to public access will be communicated to users via signage and email alerts General enquiries and complaints will be handled by phone, email or in person
Pedestrian and cyclist safety	Notify the community of any changes to public access (e.g. footpath or bicycle path changes) Respond promptly to enquiries and complaints about access	Cyclist access will be clearly defined through the construction site The Delivery Authority will proactively engage with bicycle user groups Defined pedestrian pathways will be used during construction CBGU will proactively engage with nearby schools and has offered to provide briefings and information about safety around construction sites

Item	Key Actions	Mitigation or Engagement Required
Changes to parking	Advise community and neighbouring stakeholders of changes to parking and notify affected car park users of alternative car parking Liaise with BCC regarding parking arrangements Respond promptly to enquiries and complaints about changes to parking	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) General enquiries and complaints will be handled by phone, email or in person
Property impacts	<i>Pre-construction:</i> property condition surveys Eligible properties will be identified using noise and vibration predictive maps Assist with briefing owners/occupiers of affected properties <i>During construction:</i> surveys/reports will be lodged with CBGU for reference Investigate any claims of damage to property <i>Post construction:</i> surveys/reports will be handed over to the operations team for reference Follow up on repair works and close claims	Surveys/reports will be completed by an independent assessor and photos taken of existing damage 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 CBGU 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 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 CBGU will liaise between the stakeholder and construction team to ensure repairs are completed and signed off
Community claims	Community claims are claims other than those that can be addressed by the property damage claims process above The project team will take due care in carrying out the works. However, from time to time community claims may arise. CBGU will investigate and respond promptly to complaints/claims	Damages claims will be handled by phone, email and in person CBGU 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

6.3 Complaints management

Complaints will be managed promptly and effectively in a manner that avoids unnecessary escalation.

Telephone contact will be made with a complainant where a phone number is provided or available in the Customer Relationship Management (CRM) database. All team members will employ the following methods to establish the nature of the complaint and the needs of the complainant:

- Active listening
- Reducing barriers
- Open and closed questioning
- Summarising the call
- Confirming level of satisfaction with the actions and timeframes.

CBGU will investigate and determine the source of a complaint immediately and provide an immediate response. The aim of complaints resolution is to adequately resolve the complaint to the satisfaction of the complainant, take all actions and implement all practicable measures to prevent the reoccurrence of stakeholder and community complaints.

6.4 Recording and reporting of complaints

Complaints made to the project team will be recorded in the Customer Relationship Management (CRM) database. This will include recording details of the person making contact with the project team including:

- Date and time of contact
- Preferred return contact details (at a minimum a phone number or email)
- Organisation (if representing on behalf of a company/organisation)
- Address
- Recorder of the complaint
- Details of the complaint for investigation including area of project where concern has arisen. This includes a description of the specific activity causing the complaint including place, time and date
- The entity responsible for addressing the complaint
- The action taken to address the complaint, if necessary
- Feedback given to the complainant
- Time and date on which the complaint was addressed and closed out
- Any subsequent remedial action required to avoid cause for future complaints if relevant.

These details together with actions taken in response to the complaint will be made available to the Delivery Authority, the Community Relations Monitor and the Independent Environmental Monitor through project reporting channels.

6.5 Dispute resolution

Should a complaint be of an ongoing nature, whereby every reasonable effort has been to resolve it between the complainant and the project team, the matter may be escalated to the Community Relations Monitor for mediation and to determine a result as shown in Appendix B. Details of the Community Relations Monitor are available on the project website crossriverrail.qld.gov.au

If a dispute relates to potential non-compliance with Coordinator-General Conditions then this may be escalated to the office of the Coordinator-General and the entity with jurisdiction (TMR).

Appendix A

Requirements Verification and Traceability Matrix

Condition 9 - Community Engagement Plan Requirements

Coordinator-General's Change Report Compliance Table

CRRDA REFERENCE	REQUIREMENT	ADDRESSED IN SECTION
Coordinator-General's change report – whole of project refinements 2019		
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.	This Plan
(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 2
	(ii) Directly Affected Persons to be consulted about possible mitigation measures;	Section 3
	(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 3
	(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 3
	(v) specific community consultation plans for identified key stakeholders;	Section 5
	(vi) implementation of an Indigenous employment policy, providing for Indigenous training and employment opportunities;	Section 2.4
	(vii) a process for advance notification to local communities of Project Works, including the timing, duration, predicted impacts and mitigation measures, which is available on the project website and through other media.	Section 5
(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 6, Appendix B
(e)	The complaints management system must deliver a prompt response to community concerns with relevant information, action where required, and reporting of incidents.	Section 6, Appendix B
(f)	As a minimum, the complaints management system must include the following elements:	

CRRDA REFERENCE	REQUIREMENT	ADDRESSED IN SECTION
	(i) a procedure for receiving complaints on a 24 hour, seven days a week basis, during Project Works;	Section 6, Appendix B
	(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)	(g) All information regarding complaints, including the information collected in Condition 9(f)(iii) must be made available to the Community Relations Monitor.	Section 6, Appendix B

Appendix B

Complaints Management Process

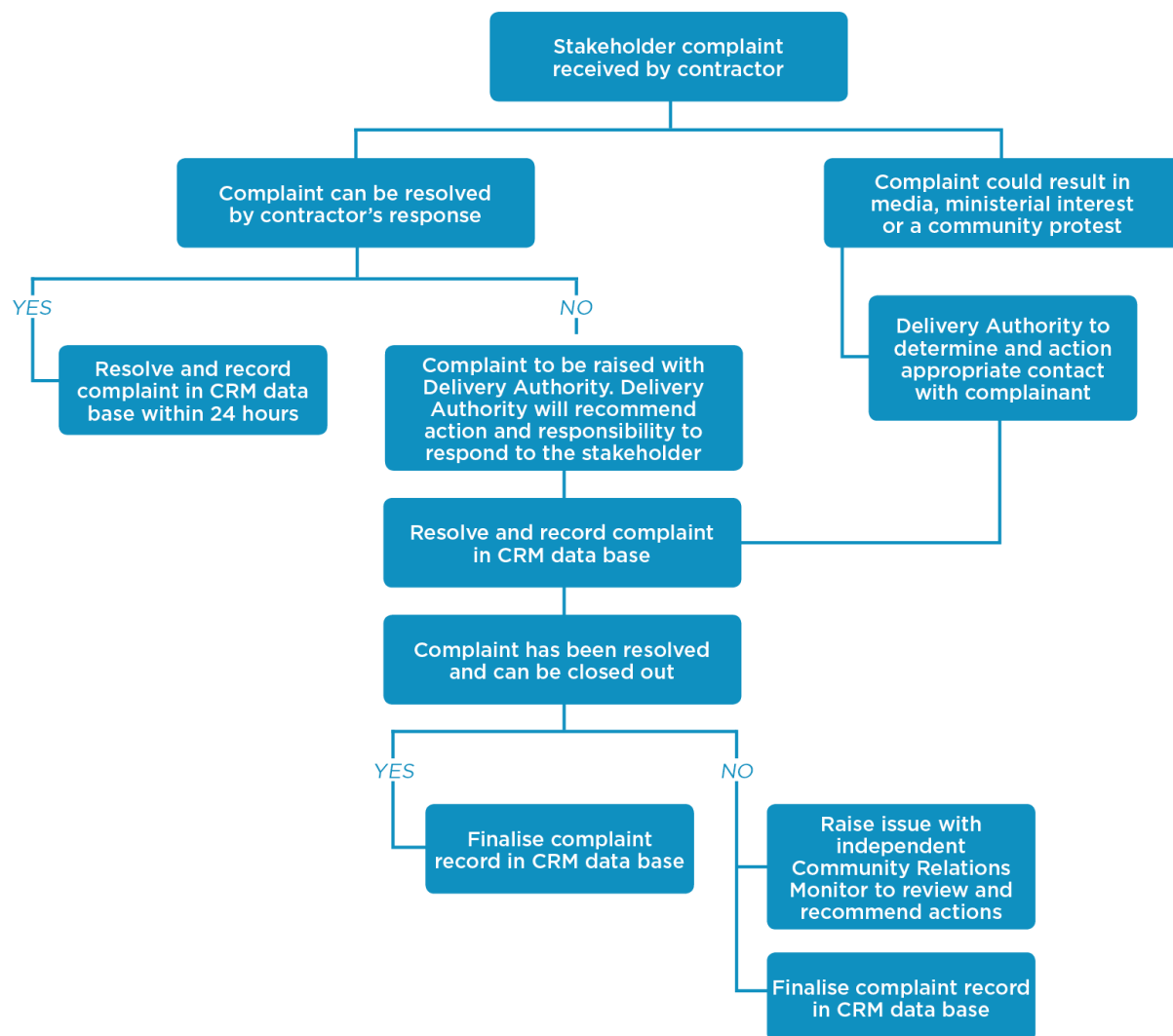


Figure 3 Complaints Management Process