

Sydney Road Asset Performance Contract: River Zone Customer and Community Engagement Plan (redacted)

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1. Introduction

This Customer and Community Engagement Plan - redacted describes how Services Provider Fulton Hogan will manage communication and engagement during the delivery of Services for the Sydney Roads Asset Performance (SRAP) Contract - River Zone on behalf of Transport for NSW (Transport). This document provides a summary of Fulton Hogan's approach to stakeholder engagement, taken from the contract's Customer and Community Engagement Plan. This plan was first drafted in 2021 and reviewed on a yearly basis unless otherwise required to reflect current conditions.

This redacted version enables Fulton Hogan to ensure accessibility and transparency to the community around our engagement practices and an opportunity to offer feedback for improvement.

We invite community feedback on this plan and will provide appropriate opportunities for stakeholders to review and comment on its approach. Feedback will be recorded, considered and, where relevant, incorporated into future updates to support a responsive and inclusive engagement process.

2. Description of services

Fulton Hogan is responsible for the management of all Transport assets within the River Zone including both road and ITS (Intelligent Transport Systems) assets.

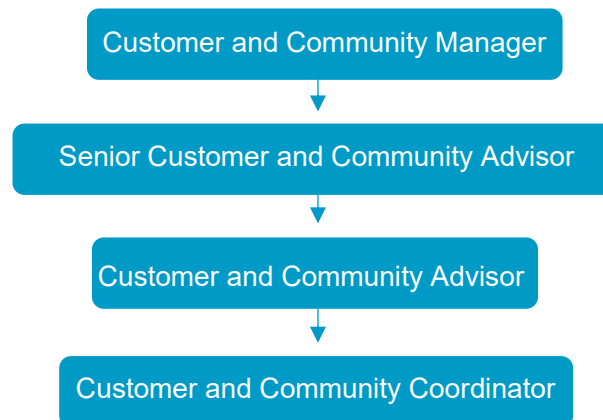
- Routine and tactical maintenance of the assets under Fulton Hogan's stewardship
- Asset management planning to identify and develop capital maintenance renewal programs to meet Transport specified outcomes

- Development of capital asset improvement projects identified by Transport
- Delivery of the maintenance programs and improvement projects
- Provision of resources to support the management of major incidents and events on an as-needed basis.

3. Customer and community team

Fulton Hogan's communication activities are managed by a team of community engagement professionals who report to the SRAP Contract Manager and manage a key relationship with the Community and Place team at Transport. This team provides a customer detailed report to Transport relating to all engagement related events on a monthly basis for transparency and encourages collaboration between Transport and Fulton Hogan's engagement teams.

The Customer and Community team ensures each of the contract requirements are being fulfilled and supports the wider service delivery team to manage any community engagement related planning, initiatives or issues and helps to mitigate any potential risks and impacts to the community. The team is currently comprised of the following roles:



4. Guiding engagement principles and commitment

Fulton Hogan is committed to establishing and maintaining ongoing positive working relationships with Transport and all stakeholders in the River Zone. We also work across other locations in Greater Sydney under the Sydney Roads Asset Performance (SRAP) Contract under a “special project” tender model where the three service providers operating in Sydney, can tender for additional work outside of their specified zone.

The delivery team will work in partnership with TfNSW to achieve desired outcomes and leave a positive legacy for customers and community. As the contract evolves, Fulton Hogan will work with TfNSW, their partners and other government agencies, our sub-contractors and supply chain to look for innovative ways to operate and continually work to improve how we deliver the Services. This will be achieved by the following:

- We will listen and take action – multiple points of contact that are well advertised on all communication material. We will maintain a robust enquiry and complaints management process focussed on timely resolutions, seeking feedback and analysing trends. Customer and stakeholder requests will be considered where feasible and escalated to the relevant staff internally and within TfNSW as required.

- We will consult and collaborate – maintain transparent and honest communication with TfNSW to share knowledge and identify opportunities to consult the community and minimise impacts. Establish processes for meaningful feedback to help inform future work. Create a space for open dialogue around relationship performance.
- We will make safety our priority – Traffic Management Plans developed in consultation with the Communication and Engagement Team and TfNSW to closely consider customer concerns around journey times, detours and access. Consider interface with our nearby neighbours at all times.
- We will keep you informed – available at all times to provide support to TfNSW, to answer questions, discuss approaches, assist with ministerial enquiries and troubleshoot issues together. We will employ a diverse array of communication tools and techniques to meet the needs of TfNSW and its stakeholders.

Our engagement approach also ensures alignment and consideration of the below list of documents:

- [Section 1.3 of Schedule 7 of SRAP contract](#)
- [Transport for NSW Future Transport Strategy 2056](#): NSW Government vision for Sydney is to streamline their approach to transport, movement and place with a goal of creating the “Three Cities” structure.
- Local government Strategic 10 year plans located on each relevant local government website).

5. Stakeholder identification and management

Prior to the commencement of any proposed job or project a detailed stakeholder analysis will be undertaken. This analysis will define the key stakeholder(s), identify possible issues, outline mitigation measures to reduce impacts to the community. In addition, it will aim to identify further opportunities for positive communication and engagement including any initiatives for successful place -making, site improvements, completion of work ahead of schedule and consider the need and/or results of any community consultation.

Fulton Hogan will endeavour to:

- Involve stakeholders in decision making where possible and where required by environmental planning.
- Assess cumulative impacts and streamline work not only internally but with other projects and service providers across the network.
- Ensure engagement activities are appropriate and organised at times that are considerate of impacted stakeholders.
- Provide multiple channels of engagement that provide real time information to assist customers and the community.
- Consider and respond to reasonable requests from the community and stakeholders for services and information.
- Ensure that all collected data will be managed in accordance with Privacy and Personal Information Protection Act 1998 (NSW) (PPIP Act) and Health Records and Information Privacy Act 2002 (NSW) (HRIP Act).

Identified stakeholders are referenced in the following table along with corresponding stakeholder issues and strategies for management.

6. Key Stakeholders

STAKEHOLDER GROUP	EXAMPLES	PREFERRED METHOD OF COMMUNICATION
Customer	Members of the public who use the road network, including general motorists, cyclists, pedestrians, commuters, freight and commercial vehicles.	- Fulton Hogan will be escalated to TfNSW of any sensitive stakeholder issues i.e. political sensitivities raised, vexatious complainants or issues that the Service Provider is unable to manage directly with the stakeholder. - Proactive communication via VMS, letterbox drop, mass email to key stakeholders such as council etc.
Community	- Residents and resident groups - Businesses and business groups - Property owners - Education and religious facilities, places of worship - Aged care facilities - Peak community groups and organisations - Environmental groups - Sensitive receivers (hospitals, schools etc.) - Pedestrian and cyclist groups	- Fulton Hogan will be escalated to TfNSW of any sensitive stakeholder issues i.e. political sensitivities raised, vexatious complainants or issues that the Service Provider is unable to manage directly with the stakeholder. - Letterbox drop/ print communication supported by direct communication such as email, phone call, doorknock and electronic/media where feasible.
Members of Parliament	- NSW Minister for Transport 12 Federal elected members and their electoral offices 18 State elected members and their electoral offices	Via TfNSW only. Any communication received from any member of parliament will be directly referred to TfNSW and no direct response provided.
Government	- NSW Department of Premier & Cabinet - Transport for NSW - Customer Journey Management (CJM) - Department of Planning and Environment - NSW Office of Water - Environment Protection Authority - NSW Department of Premier & Cabinet - Department of Planning and Environment - NSW Office of Water - Environment Protection Authority - Transport Management Centre/Sydney Coordination Office - Service NSW - Rail Corporation NSW (RailCorp) - National Parks and Wildlife Services - Sydney Trains - Sydney Ferries	Unless otherwise directed by TfNSW, Fulton Hogan may need to engage directly with other government departments i.e. Department of Planning and Environment regarding environmental complaints.
Local Council	- Blacktown City Council - Burwood Council - Canterbury-Bankstown - City of Canada Bay Council - Cumberland City Council - Hawkesbury City Council	Unless otherwise directed by TfNSW, Fulton Hogan will need to engage directly with local councils. Initially this relationship will be set up via an official letter sent from TfNSW to all local councils. From here, Fulton Hogan may engage directly with local council employees,

STAKEHOLDER GROUP	EXAMPLES	PREFERRED METHOD OF COMMUNICATION
	• The Council of the Shire of Hornsby • City of Parramatta Council • Penrith City Council • Ryde City Council • Strathfield Council • The Hills Shire Council • Western Sydney Regional Organisation of Councils (WSROC)	however if any issues are raised by councillors or appear to be sensitive in nature, Fulton Hogan will advise TfNSW as soon as possible.
Emergency Services	• NSW Police • Ambulance • NSW Fire & Rescue • State Emergency Services	• Unless otherwise directed by TfNSW, Fulton Hogan will need to engage directly with emergency services to notify/consult ahead of work or provide assistance during incidents. Fulton Hogan also relies on TMC to carry out this engagement as well.
Utility owners	• Sydney Water (including Alliance contracts) • Ausgrid • Endeavour Energy • Jemena • Telecommunication providers (Telstra, Optus, NBN)	• Unless otherwise directed by TfNSW, Fulton Hogan will need to engage directly with other asset owners such as utility owner. This will primarily be carried out at the project manager level/ Third Party Works Coordinator when coordinating work or via the Communication and Engagement Team, to notify/consult ahead of any impact to their asset or to escalate community issues to the relevant party.
Other service providers	• Other Service providers performing services or works for TfNSW or on the network such as developers, rubbish collection and postal services etc.	• Unless otherwise directed by TfNSW, Fulton Hogan will need to engage directly with other service providers to notify/discuss/consult on work. As for other SRAP Service Providers, communication may be managed via formal events run by TfNSW such as meetings or workshops and directly between Service Providers to discuss any program conflicts, crossover boundaries between contracts etc. Fulton Hogan will advise TfNSW if any issues are encountered during these discussions and utilise the Contract Relationship Manager for the River Zone to escalate any concerns.
Industry – infrastructure and transport	• Motorway owners • Freight operators • Unions • Industry associations • Taxi council • Peak bodies such as Cycling NSW	• Unless otherwise directed by TfNSW, Fulton Hogan will need to engage directly with industry groups to notify/consult/ discuss work and or impacts to their members or communities. This is particularly important when discussing traffic impacts i.e. to Motorway owners/operators. This relationship

STAKEHOLDER GROUP	EXAMPLES	PREFERRED METHOD OF COMMUNICATION
		will be managed by the Traffic and Customer Operations Manager and Traffic Coordinator primarily via direct or proactive communication i.e. email, meetings and phone calls.
Media	All media (Newspapers, TV, Radio, Social Media, etc.)	No contact with the media without prior approval from TfNSW. Fulton Hogan will advise TfNSW immediately if contacted by any media outlet or if there are any potential media opportunities TfNSW/Fulton Hogan may wish to be a part of.

7. Potential issues and mitigation strategies

Table 3: Potential issues, impacts and mitigation strategy by stakeholder type.

POTENTIAL ISSUE	POTENTIAL IMPACTS	MITIGATION STRATEGY
LOCAL COUNCIL/ OTHER SERVICE PROVIDERS IE MOTORWAY OPERATORS, TRANSPORT OPERATORS		
Interface with local councils	- Work program conflicts with projects delivered by councils - Confusion or disagreement surrounding maintenance boundaries - Complaints often initiated to council first regarding issues relating to state roads and assets that should be directed to Transport to address	- Develop and maintain relationships with local councils key internal stakeholders, teams and staff - Create key contact lists for staff in relevant departments - Ensure council receives notifications and are consulted on upcoming projects - Encourage meetings to address any customer or network related issues or complaints - Share knowledge regarding local issues that impact the community - Educate customers about who is best to contact and what organisation will manage maintenance issues that are raised directly to council
Communication and approval processes with motorway operators	- Work scheduling conflicts or poses issues with other motorway maintenance, particularly during significant motorway or tunnel closures - Delay on required permits and approvals for road and worker access on projects - Coordination of fixed Variable Message Signage (VMS) boards on motorways	- Develop and maintain relationships with interfacing operators via Traffic Operations Manager - Inform operators of maintenance program and traffic changes in advance - Ensure conflicts are discussed at monthly traffic coordination meetings or as they arise - Coordinate traffic changes to minimise impact to the customer - Ensure required permits are in place in advance of work start and all workers are inducted
Interface with other contractors	Work scheduling conflicts or poses issues in the same area of a major project. i.e. road	Develop and maintain relationships with other contractors

POTENTIAL ISSUE	POTENTIAL IMPACTS	MITIGATION STRATEGY
	closures impacting SRAP's preferred work program - Potential delays or changes to proposed program of works - Confusion amongst the community around contractor responsibilities etc.	- Inform contractors of maintenance program and traffic changes in advance - Coordinate traffic changes to minimise impact to the community - Cross check work programs with Third Party Works Coordinator - Carry out conflict checks as a part of notification approval process (Transport)
Interface with adjoining Service Providers	- Work scheduling conflicts or poses issues in adjacent zones in Greater Sydney - Special projects carried out within other zones across Greater Sydney	- Develop and maintain relationships with other Service Providers to foster knowledge sharing and ensuring best practice principles are implemented - Be transparent with the other contracted Service Providers that manage the SRAP maintenance in Greater Sydney. - Inform and communicate to the other Service Providers of our maintenance program with proposed work schedule, traffic changes and community impacts with each of our work notifications (letterbox/email communication/meetings) - Coordinate traffic changes to minimise impact on road users and the community - Work through shared issues together with Transport counterparts and work to implement consistent practices where possible
Impact to local infrastructure, utilities and services	- Existing utilities condition reports to ensure agreed baseline for appropriate restoration - Coordination of works with relevant asset owners	Consultation with utilities, emergency services and other infrastructure owners to determine requirements for access to existing assets, diversion, protection of them, and/or support to be managed via Third Party Works Coordinator
RESIDENTS, BUSINESSES AND THE WIDER COMMUNITY I.E TRANSPORT CUSTOMERS		
Construction impacts including noise, vibration and dust	Potential key impacts cause by: - Workers, trucks and work vehicles - Reversing beepers - Earthworks, equipment and construction activities - Noise from highly intrusive activities	- Letterbox/email notification for nearby residents and businesses in advance of the start of works - Transport website updates and social media posts - Develop project website page where appropriate, email and SMS distribution lists for long term projects (done in collaboration with Transport) - Respond to enquiries and complaints, adhering to complaints handling procedure. See below flow chart. - Refer to Noise and Vibration and Alternative Accommodation Transport guidelines for offering of additional mitigation measures across projects which impact the community or sensitive receivers. Such measures include; site meetings, noise monitoring, offering earplugs and alternative accommodation when triggered by a project as a

POTENTIAL ISSUE	POTENTIAL IMPACTS	MITIGATION STRATEGY
		result of the generated noise and impacts of the proposed work. All Service Delivery Team members (including subcontractors) will be educated in minimising noise, vibration and dust at the project induction, pre- start meeting and toolbox talks.
Out of hours work	Disruption to nearby residents and motorists during out of hours work.	Any work planned outside of the standard working hours (except in emergencies) will be carried out in accordance with the requirements of the approved Road Occupancy Licence (ROL). Implement corresponding noise mitigation measures as per environmental approvals. i.e. noise blankets, respite period, completion of highly intrusive noise by 12am. Refer to Alternative Accommodation protocol when requested by resident (ensure all prior measures are exhausted first) i.e. offer noise monitoring, more detailed program updates, stakeholder meetings, earplugs, activity vouchers etc. (this is done in consultation with Transport). Notify affected noise sensitive receivers of works approved outside of standard working hours not less than seven days prior. The notification must be delivered by letterbox drop and/or email where email addresses are available (i.e. in an area with industry or business only). The notification will include: - Why the work is happening outside standard working hours - A map with the location of work and any traffic changes or impacts to the community - Any relevant time restrictions that apply or contingency dates for proposed work. - Description of the location, the type of work, project, scope and the duration of the work - Details of the expected noise impact for sensitive receivers - Contact information for enquiries and complaints
Site compounds and ancillary facilities	- Impact on nearby residents and businesses associated with site compounds and ancillary facilities - This may include additional noise pollution, loss of amenity, location of staff facilities such as staff portable bathrooms.	An assessment of the facility in consultation with relevant public authority(s), will occur in accordance with environmental approvals. Informing and/or consulting nearby residents and businesses before site compounds and ancillary facilities are established is required. All projected locations should be clearly identified on a map for nearby stakeholders to identify.

POTENTIAL ISSUE	POTENTIAL IMPACTS	MITIGATION STRATEGY
		Alternative options should be sought if complaints are received. Or where this is not possible, efforts are made to reduce impacts such as: • Workers reducing avoidable noise such as talking or shouting, • Maintaining clean areas free of free debris and excessive stockpiles • Positioning facilities such as portable bathrooms away from the view of properties • Use of noise blankets around work area, when carrying out noisier activities • Positioning lighting away from impacted properties to reduce light spill • Ensuring the site is secure when not in use • Ensure the work area is isolated with temporary safety fences, where required • Installing project signage and information with project contact details.
Lack of awareness of service delivery	• Lack of awareness or misinformation about the work being undertaken. • Unauthorised media releases, persons speaking with the media and release of information • Community not knowing how to contact the team • Complaints and issues received that relate to other projects or contractors.	• Communication material is to be written in plain English and easy to understand graphics used to describe the services. This is prepared and made available to the community (minimum of seven days ahead of start of work). • Appropriate language translation options are included in the material and how to access this information • Use a range of easy to access communication activities and tools to reach the wider community. This includes geographical targeted social media posts on Transport website, inclusion of QR codes on notifications linking direct to project webpages and the use of strategic Variable messaging Signage deployed within work area/s. At times door knocking activities may be required to speak directly with the property owner. • Providing direct contact information to customers upon their first contact to Fulton Hogan (usually initially referred by Transport or by other stakeholders such as the local councils) • All Service Delivery Team members (including subcontractors) are to be educated in communications and media protocols at the project induction, pre-start meeting and toolbox talks and be equipped with the project contact information on who to contact and how to contact, should any member of public directly approaches them.

POTENTIAL ISSUE	POTENTIAL IMPACTS	MITIGATION STRATEGY
ROAD USERS AND PEDESTRIANS		
Traffic management impacts on motorists, pedestrians and cyclists including traffic changes, detours and access changes	• Disruptions, delays and temporary detours including reduced speed limits, lane and road closures • Minimising the impact and maintaining access to local residents, businesses, pedestrians, cyclists, motorists and emergency vehicles	• Closures to be planned to limit work to outside of peak traffic periods, weekends, holiday periods and events to reduce the impact to the community. • Consulting with local councils on any staging of local road network upgrades; new or modified local roads, parking changes, pedestrian and cycle infrastructure changes as part of the project. • Access to bus stop locations is to be maintained in consultation with bus operators and where a bus stop/s is required to be moved, ensure adequate signage is available and approved by bus company. (In consultation with Transport) • Pedestrian and cyclist access is to be maintained with clear signage outlining the alternative routes for pedestrian and cyclists • There is to be advance notification prior to start of works by minimum of seven days where any project impacts road users, pedestrians and cyclists • Any necessary alterations to property access required for the project are to be carried out in consultation with property owners and in consultation with Transport • Emergency Services are to be notified in advance of changes to traffic conditions (e.g., partial or total road closures – this is typically completed by Transport) • Informing and/or consulting with customers, residents, businesses, pedestrians, cyclists, motorists and emergency vehicles: – Letterbox/email notification and meetings, as required – Presentation to key stakeholder groups where applicable – Information onto the project website and NSW Live Traffic – Advertisements, media releases, social media posts and traffic alerts – Email notifications to registered stakeholders – Variable Messaging Signage (VMS) to display information about traffic delays and changes – Signage to direct pedestrians/cyclists to ensure safe usage of footpaths/roads
Personal Property Damage i.e. vehicle or home	Vehicle damage due to construction or lack of maintenance intervention	For claims relating to the network, the stakeholder must be directed to Transport (Service NSW public liability claim form) to lodge and investigate claim. For claims relating to projects, this may be managed internally via the Fulton Hogan Minor Claims process.

POTENTIAL ISSUE	POTENTIAL IMPACTS	MITIGATION STRATEGY
ENVIRONMENT AND HERITAGE I.E. PEAK BODIES, GOVERNMENT DEPARTMENTS, EPA, NATIONAL PARKS		
Impact on local flora and fauna, removal of vegetation	- Removal of vegetation such as trees - Loss of visual amenity - Concern around environmental impacts - Impacts to local fauna i.e., loss of habitat - Concern around overgrown vegetation or weeds along property boundaries	Follow procedures in the Service Plans including the Environmental Management Plan (EMP) and any project specific environmental plans. Informing and/or consulting with nearby residents and businesses about vegetation removal by: - Consulting with local wildlife rescue groups to ensure fauna found within the work areas are safely relocated - Letterbox/email notification and meetings with nearby residents and businesses, if consultation has been deemed necessary by Transport - Identifying prior to starting work potential sensitivities around tree removal - Work with Transport to develop vegetation removal application process to streamline request process amongst all 3 zones All project personnel and subcontractors are to be educated in communications and media protocols at the project induction, pre-start meeting and toolbox talks.
Aboriginal and non-Aboriginal heritage	- Disturbance or damage to Aboriginal and non-Aboriginal heritage items - Lack of consultation with the local Aboriginal community - Lack of consultation with relevant Transport Heritage Team, groups or community advisors	Follow procedures in the Service Plans including the Environment Management Plan and any other project specific environmental plan or permit. This includes, where appropriate, stop works and contact key stakeholders and organisations. The site induction to incorporate Aboriginal culture awareness training for all relevant staff and contractors. It includes Aboriginal culture and history of the specific work area, the location of any potential sites and items that require protection, heritage management measures and protocols, and legal obligations.

8. Communication tools

The below table outlines the main tools identified to communicate with stakeholders. For majority of these tools prior approval is required from Transport.

TYPE	SUGGESTED STAKEHOLDERS	EXAMPLES AND PURPOSE
Community information line 1800 568 981	All	Fulton Hogan has established a 24/7 community information line that will be managed by the Customer Contact and Faults Management Centre
Community email address info.river@fultonhogan.com.au	All	Fulton Hogan will note the general email address on all communication materials and use this email address to communicate with stakeholders. The inbox will be managed by the

TYPE	SUGGESTED STAKEHOLDERS	EXAMPLES AND PURPOSE
		Communication and Engagement Team during business hours only.
Community post box P.O. Box 6099, Alexandria, NSW, 2015, Australia	All	All communication materials must include the postal address.
Doorknocks	Property owners and/or tenants	Doorknock meetings to discuss localised issues with specific stakeholders such as access impacts or to seek feedback on proposed work in the area
Meetings	Residents, local businesses, local councils, schools, places of worship, local organisations, utility providers, transport operators, industry groups	Stakeholder meetings are more effective for businesses and organisations where specific impacts have been identified and requires input from the stakeholder
Construction updates or newsletters	All	For works which are expected to carry on for an extended duration, a newsletter distributed via mail, email, letterbox drop, and an online version is relevant project website (Project specific webpage is managed by Transport)
Email updates	All stakeholders who sign up for email updates or who have publicly available email addresses	Targeted email updates major construction sites. These email updates are intended to supplement paper notifications or be used if this is the stakeholder(s) preference
SMS	Residents	SMS enables an easy, personalised way to communicate with stakeholders. SMS can be used to discuss more specific updates or info primarily with residential stakeholders
Social media posts	Wider community	Fulton Hogan will provide content to Transport social media team regarding upcoming or current projects that may be of a wider stakeholder interest, particularly those with bigger traffic impacts or will generate positive sentiment on work in the relevant community
Notifications	Residents, businesses, transport operators, utility providers, emergency services and local councils.	Fulton Hogan will use print notifications and stakeholder emails to advise the community and stakeholders of planned work where we have identified an impact such as noise, access change etc.

TYPE	SUGGESTED STAKEHOLDERS	EXAMPLES AND PURPOSE
Variable message signage (VMS)	Road users, pedestrians	VMS capture road users and pedestrians in the vicinity of planned work. Fulton Hogan aims to have VMS deployed min 5 days prior to work start and will remain in place after project completion for a short term basis if required.

9. Summary of previous community engagement activities

During the first three-year contract (Tactical Asset management Plan 1) from July 1st, 2021, to June 30th, 2024, the following engagement activities were carried out:

- 573 individual notifications issued to a total reach of 399,494 properties
- 519 email updates sent out
- 39 meetings held with stakeholders
- 49 social media posts published

10. Key Performance Indicators

As a performance management mechanism, Key Performance Indicators (KPIs) have been established by TfNSW which are aligned to TfNSW Policy Objectives. These Performance Measures are used to calculate the Overall Performance Score (OPS) and are incorporated into Schedule 4 of the SRAP Contract.

KPIs will be tracked on a regular basis to ensure they are being met. The main KPI relevant to communication and engagement is for customer complaints resolution timing, which will be tracked using the stakeholder management system.

KEY PERFORMANCE INDICATOR	HOW IT IS QUANTIFIED	REPORTING REQUIREMENT	FREQUENCY OF REPORTING	WHO IS THE SOURCE	TARGET
Customer complaints resolution	Percentage of customer complaints resolved within 5 business days.	No. of customer complaints resolved within 5 business days. No. of customer complaints received by all channels identified in the schedule.	monthly	Stewards to report on a monthly basis, verified by TfNSW during audits.	85%

11. Complaints management procedure

Fulton Hogan follows the definition provided in the KPI for customer complaint resolution taken from NSW Ombudsman, Effective complaint handling guidelines February 2017 based on AS/NZ Standard 10002:2014.

Complaint means expression of dissatisfaction made to or about an organisation, related to its products, services, staff or the handling of a complaint, where a response or resolution is explicitly or implicitly expected or legally required.

Resolved Resolution of a complaint must demonstrate one or more of the following has occurred:

- Communication – listening, discussing, explaining and negotiating.

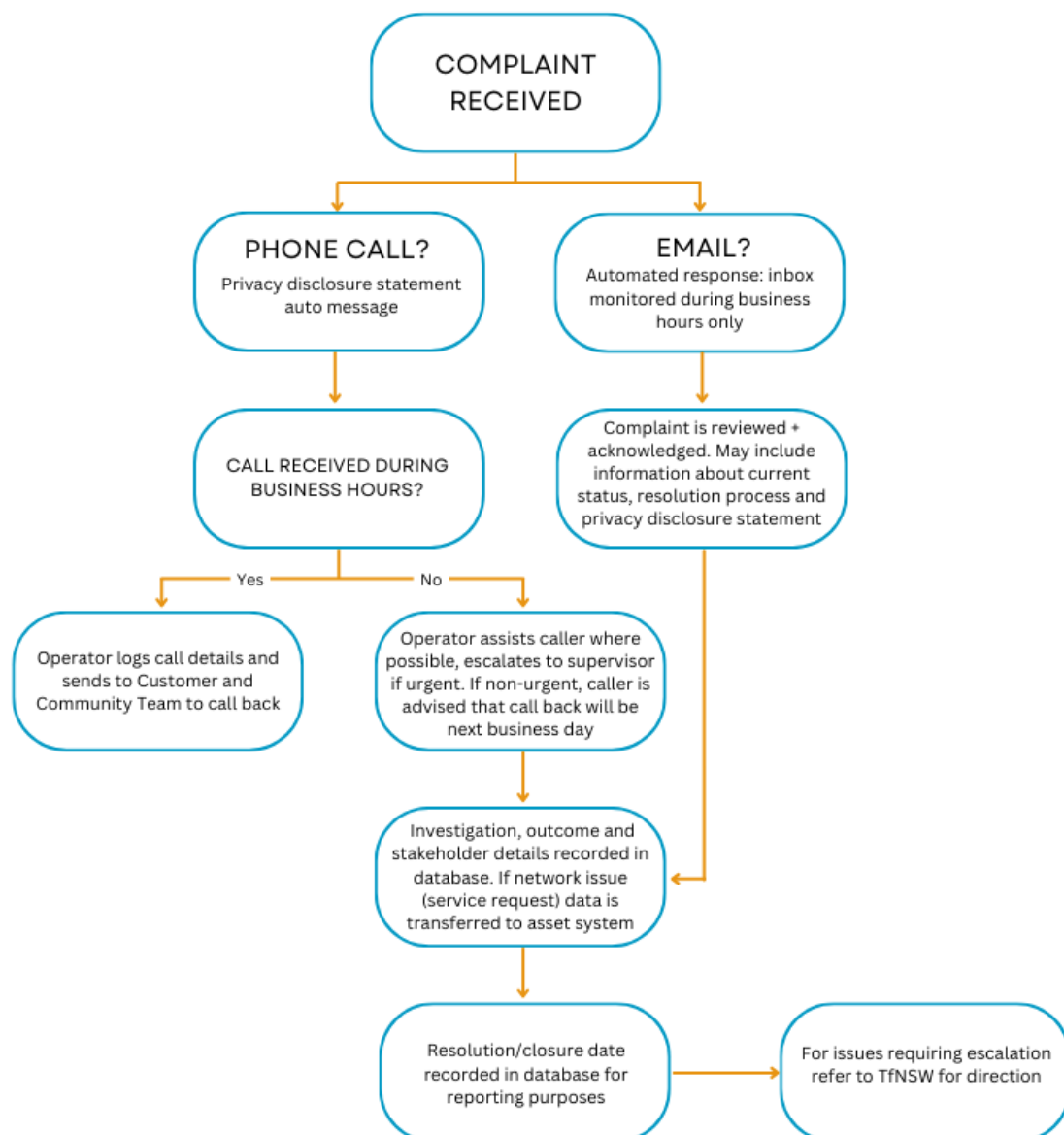
- Rectification – corrective action to change the decisions, practices or systems that caused the original problem.
- Mitigation – taking corrective action about the cause of the problem, as well as taking action to lessen the adverse consequences of the original problem.
- Satisfaction – satisfy the reasonable concerns of the person who has suffered detriment through non-material means. Can include actions such as an apology on behalf of the organisation or entering into undertakings (public or private) to take action.
- Compensation – financial recompense for detriment sustained directly or indirectly as a result of the original problem.

In the event of a complaint, Fulton Hogan will seek to resolve the issue quickly where possible to reduce the need for complaint escalation. Where possible we will seek to acknowledge and manage a telephone or face-to-face complaint immediately.

Complaints will be dealt with in a proactive manner to ensure that stakeholders feel that their concerns and issues raised have been taken seriously and that remedial action, where applicable will be undertaken.

Any complaints, questions or issues raised about the broader Services, will be immediately referred to TfNSW for management, and captured in CM. All complaints are to be reviewed at least monthly with TfNSW to monitor trends, flag any potential sensitive issues and assess performance with regards to the customer complaints resolution KPI.

Figure 1: Complaints management procedure reviewed as of April 2026



12. Monitoring

Monitoring and reporting on communication and engagement, and the effectiveness of the implementation of the Customer and Community Engagement Plan - redacted will be undertaken by Fulton Hogan.

Fulton Hogan will implement the following measurement and reporting procedures:

- Preparation of a monthly report, which describes the key engagement activities that were undertaken during the reporting period including compliance with KPIs, survey results as relevant, a summary of complaints and enquiries received, a summary of emerging issues and mitigation measures and the engagement activities scheduled or proposed for the following reporting period
- A summary report will be provided to TfNSW at the conclusion of each consultation activity/special project completion
- Joint reviews of complaints will be conducted with TfNSW on a monthly basis to monitor and track trends.

This reporting regime will enable the performance of the CSEP to be evaluated and any suggested changes to improve stakeholder engagement can then be incorporated into the CSEP and implemented.

Fulton Hogan acknowledge that TfNSW may also conduct further evaluation on Service Provider performance of communication and engagement. This may include but not be limited to:

- TfNSW audit of compliance against the CSEP
- Community and customer surveys, including trending over time
- Analysis of media reports and feedback
- Number of issues escalated (e.g. Ministerial briefings)
- Analysis of enquiries or complaints received from the stakeholders and the quality and effectiveness of responses