

# Complaints Management System

CABRAMATTA LOOP PROJECT

# ACKNOWLEDGEMENT TO COUNTRY

Fulton Hogan acknowledges the Cabrogal of the Darug Nation People as the Traditional Owners of the land we are working on, and pay our respect to their Elders past, present and emerging.

We recognise their deep connection to Country and value the contribution to caring for, and managing the land and water.

We are committed to pursuing genuine and lasting partnerships with Traditional Owners to understand their culture and connections to Country in the way we plan for and carry out the delivery of the Works.



**Document control**

This is an e-copy of the Plan and it interfaces with the other associated plans, which together describe the proposed overall project management system for the project.

The latest revision of this plan is available on the Fulton Hogan server. If any unsigned hard copies of this document are printed, they are valid only on the day of printing.

The revision number is included at the bottom of each page. When revisions occur, the entire document will be issued with the revision number updated accordingly for each owner of a controlled copy.

Attachments/Appendices to this plan are revised independently of this plan.

**Revision History**

REV	DATE	AUTHOR / REVISED BY	ENDORSED BY	BRIEF DESCRIPTION OF CHANGE
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# Complaints Management System

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## 1. Introduction

### 1.1. Background

This Complaints Management System (CMS) has been prepared for the Cabramatta Loop Project (CLP) and has been prepared in accordance with the Conditions of Approval. The project has been assessed under Division 5.2 (State significant infrastructure) of the NSW *Environmental Planning and Assessment Act 1979* (EP&A Act). The Department of Planning, Industry and Environment (formerly known as the Department of Planning and Environment) placed the 'Cabramatta Loop Project Environmental Impact Statement' (ARTC, 15 August 2019) (EIS) on public exhibition from Friday 30 August 2019 until Thursday 26 September 2019 (28 days).

The project is State Significant Infrastructure (SSI) and was declared Critical State Significant Infrastructure (CSSI) on 15 May 2020. The Minister for Planning and Public Spaces is the approval authority.

The CMS describes the approach adopted for handling complaints related to the works for Cabramatta Loop Project. This document should be read in conjunction with the Communication Strategy (CS).

This CMS interfaces with the other associated plans, which together describe the proposed overall project management system for the construction of the CLP.

### 1.2. Definitions

The following terms, abbreviations and definitions are used in this plan.

► Table 1: Terms, abbreviations and definitions used in this plan

TERM	EXPLANATION
<b>ARTC</b>	Australian Rail Track Cooperation, the Principal
<b>CALD</b>	Culturally and linguistically diverse
<b>CLP</b>	Cabramatta Loop Project
<b>CM</b>	Consultation Manager
<b>CMS</b>	Complaints Management System (This document)
<b>CoA</b>	Condition of Approval
<b>CRM</b>	Community Relations Manager
<b>CS</b>	Communication Strategy
<b>CSSI</b>	Critical State Significant Infrastructure
<b>ESL</b>	English second language
<b>ER</b>	Independent Environmental Representative nominated by ARTC and approved by DPI&E
<b>LOTE</b>	Language other than English

### 1.3. Purpose

The purpose of this CMS and Complaints Register is to address the requirements of Condition of Approval (CoA) for Information and Reporting and details how Fulton Hogan will comply with the project approval, and implement and achieve the performance outcomes, commitments specified.

The requirements of the conditions which apply to the CMS and Complaints Register are listed in Table 2, together with the cross-reference to where the requirements are addressed in this CMS. Further details of how the conditions are addressed are provided in the sections below.

► Table 2: Conditions applicable to the CMS and complaints register

COA	REQUIREMENT	CMS REFERENCE
CoA B5	A complaints Management System must be developed and implemented before the commencement of any work and maintained for the duration of construction and for a minimum for 12 months following completion of construction of the CSSI.	This document
CoA B6	The following information must be available to facilitate community enquiries and manage complaints one (1) month before the commencement of work and for 12 months following the completion of construction: <ul style="list-style-type: none"> <li>a. a 24- hour telephone number for the registration of complaints and enquiries about the CSSI;</li> <li>b. a postal address to which written complaints and enquires may be sent;</li> <li>c. an email address to which electronic complaints and enquiries may be transmitted;</li> <li>d. a mechanism for CALD community members to make enquiries in LOTE commonly used in the community; and</li> <li>e. mediation system for complaints unable to be resolved.</li> </ul> This information must be made publicly available.	2.1 Table 2          2.4.1.
CoA B7	The telephone number, postal address and email address required under Condition B6 of this approval must be made available on site hoarding at each construction site before commencement of construction. This information must also be provided on the website required under Condition B10 of this approval.	2.1
CoA B8	A <b>Complaints Register</b> must be maintained recording information on all complaints received about the CSSI during the carrying out of work and for a minimum of 12 months following the completion of construction. The <b>Complaints Register</b> must record the: <ul style="list-style-type: none"> <li>a. number of complaints received;</li> <li>b. number of people potentially affected by the activities or impacts referenced by a complaint; and</li> <li>c. nature, location and time of the complaint and means by which the complaint was addressed and whether resolution was reached, with our without mediation.</li> </ul>	2.2 Appendix B



COA	REQUIREMENT	CMS REFERENCE
CoA B9	The <b>Complaints Register</b> must be provided to the Planning Secretary upon request, within the timeframe stated in the request.	2.2.1
CoA A18	The Proponent must provide the ER with all documentation requested by the ER in order for the ER to perform their functions including a complaints register to be provided on a weekly basis for any complaints received.	2.2

This CMS:

- details the process for receiving, managing, addressing and closing out enquiries and complaints
- outlines the communication process for addressing and resolving complaints and minimising the chance of recurrence
- outlines the process of escalation and mediation
- includes the Complaints Register template (Appendix A).

### 1.4. Complaints management scope

This CMS applies to enquiries and complaints directed to ARTC, Fulton Hogan and sub-contractors relating to the CLP. The CMS must be prepared and implemented before the commencement of any work and maintained for the duration of construction and during the period of any defect rectification work undertaken by Fulton Hogan after the completion of construction.

The CMS must include a Complaints Register to be maintained recording information on all complaints received during the carrying out of any work and during the period of any defect rectification work undertaken by Fulton Hogan after the completion of construction.

## 2. Complaints management

The following section outlines the approach to managing complaints received during the delivery of the project and during the period of any defect rectification work undertaken by Fulton Hogan following the completion of construction.

A ‘complaint’ is defined as an expression of dissatisfaction made to the Principal (ARTC) or the Contractor (Fulton Hogan), related to the Contractors Activities, or the complaints-handling process itself, where a response or resolution is explicitly or implicitly expected.

Complaints are to be dealt with in a responsive manner to ensure that stakeholders feel that their concerns and issues raised have been taken seriously and that remedial action, where applicable is to be undertaken. This CMS complies with the Australian Standard AS ISO 10002:2006 Customer Satisfaction – Guidelines for complaint handling in organisations.

### 2.1. Facilities for receiving complaints

Fulton Hogan has established a project email and postal address outlined below. The email and postal accounts will be regularly monitored to receive and respond to customer feedback, complaints and enquiries.

Any calls to ARTC’s Enviroline will be forwarded to Fulton Hogan to manage enquiries and complaints directly. The community information line will be available 24/7 during construction.

All approaches from the community and stakeholders will be registered in the project’s Consultation Manager Database. Table 3 summarises the facilities established by ARTC and Fulton Hogan for receiving complaints relating to the Project.

► Table 3: Facilities for receiving enquiries and complaints

FACILITY	PURPOSE	DETAIL
Community information line	The 1300 telephone number for the registration of complaints about the works 24 hours a day, 7 days a week. Calls and complaints to ARTC's Enviroline will be forwarded to Fulton Hogan's nominated 24/7 hotline.	1300 550 402
Email address	The email address allows stakeholders and the community to transmit electronic complaints about the works.	Primary: <a href="mailto:CabramattaLoop@fultonhogan.com.au">CabramattaLoop@fultonhogan.com.au</a> Secondary: <a href="mailto:cabramattaloop@artc.com.au">cabramattaloop@artc.com.au</a>
Postal address	A postal address has been established to which written complaints and enquires may be sent.	Fulton Hogan Cabramatta Loop Project PO Box 6099 Alexandria, NSW 2015
ARTC project website	A website providing information in relation to the CSSI has been established by ARTC. Fulton Hogan will be responsible for providing information to maintain the site for the duration of construction, and for a minimum of 12 months following the completion of construction.	<a href="http://www.cabramattaloop.com.au">www.cabramattaloop.com.au</a>
Translation Services	Australian Government Translating and Interpreting Service (TIS)  A mechanism for CALD community members to make enquiries in LOTE commonly used in the community	24/7 Phone interpreting: 131 450 Interpreter Liaison: 1300 132 621 <a href="mailto:interpreters@homeaffairs.gov.au">interpreters@homeaffairs.gov.au</a>

The telephone number, the postal address and the email address will be published in the local newspapers prior to the commencement of the works. The information will be provided on the Project web page ([www.cabramattaloop.com.au](http://www.cabramattaloop.com.au)), on site hoarding and may also be made available via social media platforms if appropriate.

## 2.2. Complaints register

Community complaints relating to the Project are recorded in the Complaints Register (refer to the template in Appendix B). The Register is used to track the recording, investigation and handling of all community and stakeholder complaints relating to the works. This register will be sent to ARTC each Monday, Wednesday and Friday at 2pm.

The following details are recorded in the Complaints Register:

- date and time of complaint
- type of communication (telephone, letter, email etc.)
- name, address, contact telephone number of contact or, if no details were provided, a note to that effect
- nature of the complaint
- avoidable or unavoidable complaint



- record of operational and weather conditions contributing to the comment or complaint
- the number of people affected in relation to the complaint
- actions taken in response including follow up contact
- details of whether resolution was reached
- details of whether mediation was required or used
- any monitoring to confirm that the complaint was satisfactorily resolved.

All complaints will also be recorded and tracked in Consultation Manager (CM).

**2.2.1. Register reporting**

Information contained in the Register, including the number of complaints received, will be summarised in a monthly report. The report will be made available to the Environmental Representative (ER) ARTC Representative weekly or as required.

The Complaints Register will be provided to the Secretary on request, within the timeframe stated in the Secretary’s request.

**2.2.2. Register review**

The Communications and Stakeholder Engagement Manager (CSEM) is responsible for maintaining the Register with up to date information about all complaints relating to the project. The Register is reviewed, updated and reported in monthly report to:

- ensure records are complete and actioned on a timely basis
- classify complaint type as avoidable or unavoidable and include the reason for this classification
- identify trends and initiate preventive action and proactive strategies.

As noted in TSWD appendix 21.5.2 avoidable complaints are complaints about an action or activity that is non-compliance with the requirements of Authorities and Approvals. Unavoidable complaints include a community member’s or stakeholder’s opposition to the Project or government policy, or complaints about Contractor’s Activities that are being performed in accordance with the requirements of Authorities and Approvals.

**2.3. Responding to complaints**

The CRM will co-ordinate with the relevant ARTC and Fulton Hogan staff to ensure complaints are responded to and corrective or preventative action initiated within a timely manner. The target response times are summarised in Table 4.

▶ Table 4: Target response time for addressing complaints

COMPLAINT CLASSIFICATION	SUMMARY	TIMING
Phone call or personal contact	During standard construction hours and during out of construction hours (when construction work is occurring)	Immediately (if possible) investigate and determine the source of the complaint and within 2 hours make initial calls to the complainant where a phone number was provided or is available in CM, unless agreed otherwise.  Within 24 hours of the complaint being received, record details in CM of how it was managed and closed out.
Email complaint	Any written email complaint from the community or a stakeholder	<b>Within construction hours</b> – within four hours from receipt provide a written response (or provide a verbal response

COMPLAINT CLASSIFICATION	SUMMARY	TIMING
		<p>within two hours if a contact number is available).</p> <p><b>Outside of construction hours</b> – provide an immediate automated email response confirming receipt and explaining that a full response will follow and then within the first four hours of the next business day from receipt provide a written response.</p>
Social Media	Any post relating to the Cabramatta Loop Project or activities or behaviour related to the Project	<p><b>Within construction hours</b> – within four hours from receipt provide a written response to the ARTC Project Manager (or provide a verbal response within two hours if a contact number is available).</p> <p><b>Outside of construction hours</b> – provide a written response to the ARTC Project Manager within the first four hours of the next business day.</p>
Letter	Any written complaint from the community or a stakeholder	<p><b>Within construction hours</b> – within 24 of receipt provide a written response (or provide a verbal response within two hours if a contact number is available)</p> <p><b>Outside of construction hours</b> – within 24 of the next business day from receipt provide a written response (or provide a verbal response within two hours if a contact number is available).</p>

The CRM will notify ARTC of any complaints that are anticipated to require longer than five days to resolve. ARTC will be notified at least within two hours of any complaint or issue that has the potential to attract media or political attention.

ARTC will be advised of any complaint that needs to be escalated or is related to ARTC matters not related to the project. ARTC will forward any correspondence related to the project to Fulton Hogan.

## 2.4. Complaint escalation procedure

ARTC and Fulton Hogan will endeavour to achieve prompt resolution of matters with fairness, care and understanding.

Should there be a failure to come to a satisfactory resolution of a complaint, a response will be provided to the complainant in writing within five business days of receipt of the complaint. If ARTC and Fulton Hogan deem necessary, unresolved complaints will be escalated to the ER for further advice.

Where a complaint cannot be resolved to the satisfaction of the complainant, an assessment will be conducted in consultation with the ER to determine whether the complaint is deemed reasonable or unreasonable.

Complaints confirmed by the ER as being reasonable will be subject to mediation. If mediation is required, an independent mediator will be engaged (refer to 2.4.1 Mediation).

Complaints determined by the ER to be unreasonable will be subject to the NSW Ombudsman's Managing Unreasonable Complainant Conduct guideline (refer to 2.4.2 Managing unreasonable complainant conduct). Escalated complaints may be referred to the Planning Secretary at the discretion of the ER (refer to (29.9.21)).

### 2.4.1. Mediation

Mediation is a formal process through which an independent person, referred to as a mediator, is engaged to facilitate a negotiation between two parties and come to an equitable solution agreeable to both parties. The decision to use mediation is made at the discretion of ARTC

If a situation, issue or complaint about the performance of the project is unable to be resolved by the Community Relations Manager within a reasonable time period, it will be escalated to the Project Director and ARTC. If deemed required, an appropriately qualified and experienced independent mediator will be engaged to resolve any points of conflict.

The mediator will be engaged to negotiate the best possible solution for all parties involved for the duration required to resolve the conflict, and as determined by ARTC. If mediation is required, a brief report will be prepared and provided to the relevant personnel.

### 2.4.2. Managing unreasonable complainant conduct

According to the Unreasonable Complainant Conduct guideline, unreasonable complainant conduct is defined as any conduct which, because of its nature or frequency, raises substantial health, safety, resource or equity issues for the parties to the complainant.

Fulton Hogan does not anticipate that there will be a significant number of complainants who exhibit this type of behaviour, however, any that do have the potential to negatively impact on the project team's resources and efficiency, as well as on the safety and wellbeing of individual team members and the complainants themselves. To manage unreasonable complainant conduct, Fulton Hogan in discussion with ARTC will follow the process and procedures as outlined in Managing Unreasonable Complainant Conduct or use mediation as outlined in section 2.4.1.

## 2.5 Privacy

Fulton Hogan will comply with the ***Privacy and Personal Information Protection Act 1998***, and all team members will be made aware of responsibilities associated with project activities including distribution of information via email, in particular following strict BCC protocols on bulk email alerts.

Any information published on the project website will maintain the terms and conditions of use and privacy policy and follows the Australian and NSW Government guidelines for accessibility.

## Appendix A – Complaints management process



