



Construction Communications and Engagement Plan

Mt Crosby Weir Bridge Duplication
Seqwater
4249



Job Name: Mt Crosby Weir Bridge Duplication

Job No: 141 – 4249 (CN-04503)

Client: Seqwater

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Project Manager

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Construction Communications and Engagement Plan

Mt Crosby Weir Bridge

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1. Introduction

1.1 Project overview

This document has been prepared for the Mt Crosby Weir Bridge Duplication.

The new bridge will be built almost three-metres higher than the existing bridge and is designed to better withstand flooding and recover from inundation. The new bridge is also dual-lane which provides for more efficient traffic flow and permits larger vehicles such as truck and buses to safely cross the Brisbane River.

Project Start Date: 6/04/2022

Project Completion Date: 27/04/2023

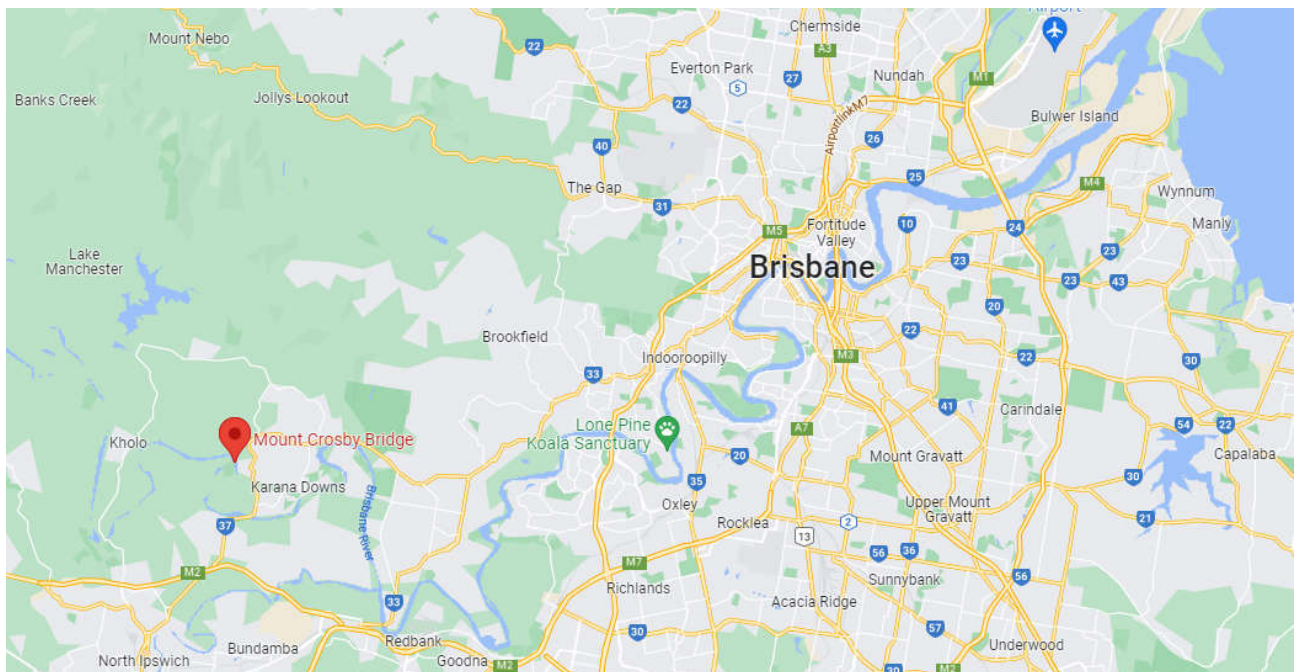




Figure 1: Location Map

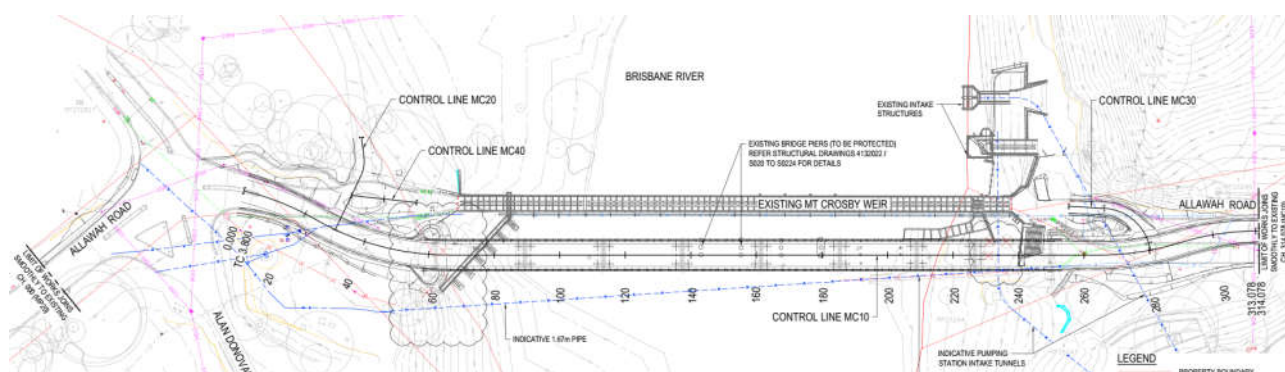


Figure 2: Approximate Site Boundary (construction works only)

The expected work hours for the project are:

- Monday to Friday – 6.30am to 6pm (please note that BMD will endeavour to reduce noise impacts as per the noise management subplan)
- Saturday – 6.30am to 3pm
- Out of hours – 6pm to 6.30am Mon to Friday (as required and as approved)

1.2 Project outcomes and benefits

The Mt Crosby Weir Bridge Duplication will include:

- A new bridge approximately 3m higher than the existing bridge, making it more flood resistant

- The two lane bridge will allow two way traffic flow and accommodate large and heavy vehicles, such as school buses and emergency vehicles.
- Protection and relocation of Public Utility Plant (PUP) assets
- Existing bridge repurposed as a cycle and walkway to improve the local amenity and retain its historical significance.
- A separate crossing for pedestrians and cyclists will ensure they are clear of vehicles, further improving road safety and connecting the Mount Crosby community to the council sporting grounds on the western bank.

1.3 Construction Community Engagement Plan purpose

The purpose of this Construction Community Engagement Plan (CCEP) is to outline BMD's approach to the communication and stakeholder engagement required for the Mt Crosby Weir Bridge Duplication project. Aligned to the overarching project objectives and outcomes, BMD will support Seqwater to deliver stakeholder communications and community engagement in a manner that complies with Community Relations requirements for Principle Contractors.

The CCEP provides an overview of the communication and engagement activities to be undertaken by BMD as part of the project and is a practical tool outlining the tactical and strategic approach for effectively communicating and consulting with the communities and stakeholders that may be potentially affected during construction.

The CCEP includes:

- Project description and scope of works
- Goals, objectives and approach to communication and engagement
- Stakeholder identification and a working document for stakeholder contact details
- Tactics implementation schedule for the communication and engagement program
- Evaluation and reporting
- Project resourcing

The CCEP is considered a 'working document' that will be updated as required to reflect the dynamic nature of communication and engagement. The CCEP and the communication and engagement activities discussed within the plan adhere to and are supported by the following documents:

- Approved Project Management Plans
- Client contract document
- Branding Requirements – Approvals for existing branded equipment and information signs required.
- Roles and responsibilities for both BMD and Seqwater can be found in *section 7 – Responsibility matrix*.

- Communication Control Plans (CCPs) as a communication briefing tool that identifies more specific required communication management for key activities. It will also outline construction works, timeframes, stakeholders, risks, and mitigation measures.

1.4 Project Organisation Chart

A BMD, Community Liaison Officer (CLO) will manage liaison with property owners, local community, and other stakeholders for the Mt Crosby Weir Bridge Project, as well as any associated project communication activities including notifications, reporting, briefing documentation, and internal communication requirements.

2. Community engagement goals, objectives

2.1 Goals

BMD's approach to community engagement focuses on building relationships and targeting information to meet specific stakeholder requirements. This methodology is based on accurate, timely and relevant information distribution that communicates key project activities, stages, and milestones, while protecting and enhancing the reputation of Seqwater. Based on this internal communication is critical. BMD has the following internal objectives:

- Prevent unnecessary impacts to the community by being proactive
- Create a positive internal communication structure to ensure program, impacts and construction works are discussed openly and constructively
- Manage workforce behaviours to ensure objectives are met
- Effectively integrate stakeholder feedback into decision-making processes, where relevant
- Keep accurate and comprehensive records of engagement activities and outcomes to enable effective communication of this information to Seqwater and to evaluate and implement monitoring
- Assist the project team by providing suitable and effective communication and community engagement advice, including methods to address emerging issues that are in line with Seqwater protocols.

2.2 Objectives

BMD is committed to working in collaboration with Seqwater to implement the required communications to actively engage with stakeholders and local communities. We understand the importance of effectively communicating in a timely and consistent way to help stakeholders minimise impacts to residents, business, motorists, commuters, and the surrounding community.

Through this process we will advise key stakeholders of the features and benefits of these works and their potential impacts, duration and timing of construction while clearly articulating the scope of work to manage the expectations of the community and stakeholders.

Key objectives are included below:

- Ensure the community is considered as part of the planning and execution of construction activity
- Provide accurate, timely and relevant information and responses to public enquires (and Seqwater if required) including information on project progress, timeframes and potential impacts, potential changes to traffic conditions and social amenity
- Deliver a coordinated communication and engagement implementation schedule giving all stakeholders accurate and timely information
- Early identification of issues and mitigation measures, where possible, for any potential community and stakeholder issues or concerns
- All stakeholder interaction (i.e. correspondence, phone and email enquiries, or meetings) is captured and recorded for future reference and evaluation purposes
- Work with Seqwater to generate awareness of project benefits and tolerance of project impacts
- Work with Seqwater to satisfy public expectations to be informed
- Assist Seqwater to implement its communication strategy
- Ensure that the program is used to provide Seqwater with timely and accurate information about upcoming activities
- Close working relationship with Seqwater to proactively identify media opportunities and risks
- Provide ongoing project-related communications and information to Seqwater regarding progress and any possible disruptions caused by project activities.

3. Communication approach

BMD's approach to communications, stakeholder and community engagement is designed to address the importance of providing support via strong, effective, and continuous communication with Seqwater. BMD's guiding principles to achieve this are:

- **Minimisation** – reduce or eliminate the adverse impacts of construction activities on residents, businesses, and landowners
- **Responsiveness** – provide proactive, timely and transparent communication to Seqwater and stakeholders
- **Relationships** – building and enhancing relationships within the project team, Seqwater and the community
- **Team culture and commitment** – continually creating a culture based on strong workforce behaviour that provides a positive framework to enhance the reputation of Seqwater and BMD.
- **No surprises** – communication and engagement with Seqwater and stakeholders is open and honest to promote trust and encourages two-way communication
- Information is communicated in a **clear, consistent, timely** and accurate manner.

- Enquiries and complaints are handled **promptly and responded to according to set protocols**. Please refer to Appendix F for the Complaint Management Procedure.
- **Working in an open, honest, and proactive communication partnership with Seqwater.**

4. Communication tactics

BMD has identified three tiers of communication tactics as outlined below aligned to the above communication approach:

1. **BMD to Seqwater**
2. **BMD to Public**
3. **BMD internal**

4.1 BMD to SEQWATER

Figure 1: BMD to SEQWATER communication tactics

Communication tool	Description of tool
Pre-start communication team meeting	Meeting to occur within 10 business days of the award of contract. Meeting is to: • introduce members of the Communication Team, • understand consultation to date conducted by Seqwater • full handover of stakeholder background information and provide access to CMS database • identify key issues and risks for Seqwater and BMD • provide templates and style guides • agree key messages for the project • discuss the communication and engagement requirements for the project and immediate priorities • Agree on meeting and reporting schedule • Discuss and distribute key documents
Communication team meetings and regular liaison	Minimum of fortnightly meetings will be held with BMD and Senior Communications Officer to provide detailed information and ensure Seqwater remain informed and aware of impacts and has opportunities to consult with the team regarding mitigation strategies. Meetings will also enable Seqwater to provide immediate feedback on consultation/communication methods and to raise any concerns/queries. These meetings will be attended by the CLO, Seqwater Communications Officer and other Seqwater representatives as required Seqwater is also able to contact the CLO via phone/email at any time with further questions or issues.
Weekly advanced work and traffic register	Report on all completed activities from previous week, upcoming key works, and traffic impacts. <i>As per section 13 – Reporting. CEAP to be included.</i>

Communication tool	Description of tool
Weekly CMS report	BMD to provide a CMS detailing a summary of responses to complaints and inquires and outstanding actions. <i>As per section 13 – Reporting.</i>
Communication Control Plans	BMD will provide tailored CCPs for individual areas of impactful works. The CCP will cover the following information: • Background on and rationale for the activity and associated timings • An identification of impacted stakeholders • An outline of key risks and mitigating actions • Key messages supporting the actions • A timeline outlining steps to be taken and communication tools to be used • Draft materials • Other related information and attachments (e.g. map, TGS).
Communication and Engagement Performance report (weekly and monthly report)	<i>As per section 13 – Reporting.</i>
Complaints report	BMD will produce a quarterly complaints report from the Consultation Manager Database. <i>As per section 13 – Reporting.</i>

4.2 BMD to Public

The development and implementation of all tools will be carried out in consultation with Seqwater. Any written materials will be subject to the Seqwater approval processes and timelines.

Figure 2: BMD to Public communication tactics

Communication tool	Description of tool
Construction notifications	BMD will keep relevant people including property owners, businesses, franchisees, lessees, and tenants informed in writing on changes resulting from the project works that affect individual properties, resident, and businesses. BMD will utilise Seqwater templates for all stakeholder notifications and shall be responsible for the production, printing and distribution. Notifications will be distributed via email where possible. BMD may utilise digital media for the electronic distribution of most materials to meet the notification requirements. Printed materials will be used however for stakeholders who have limited digital knowledge or access. Notification distribution requirements are as follows: • For local low impact matters: Notifications regarding minor impacts must be distributed to directly affected properties as agreed. • For major impacts affecting a wider area: Notifications regarding major impacts affecting a wider area must be distributed to a wider radius from the relevant works as agreed.

Communication tool	Description of tool
Community meeting/s	Host initial one to one meeting with members of the local community with an interest in the project. BMD to liaise with Seqwater regarding the expectations and requirements for each meeting based on their stakeholder understanding. This should be individual meetings to ensure each stakeholder need is understood and recorded.
Stakeholder meetings	BMD will conduct stakeholder meetings required to formalise relationship and to ensure key stakeholders have the details required to contact BMD or pass information onto their stakeholders. Seqwater to attend meetings to handover relationships if required.
Fact sheets	BMD will utilise Seqwater templates for all fact sheets and shall be responsible for the production, printing and distribution unless otherwise agreed with administrator. Seqwater to approve prior to distribution.
Hotline	Seqwater will be the primary point of contact for the project hotline and forward enquiries related to construction to BMD to respond. If BMD contacts a stakeholder directly they will enter this into CMS. If BMD provide a response and Seqwater responds, then Seqwater will enter into CMS
Project inbox	Seqwater will host the project inbox as part of the overall Eastbank works. BMD will draft responses and provide them to Seqwater to respond via their email to stakeholder concerns. Seqwater will put the final response in CMS.
Website content	BMD to provide content and photography as requested for Seqwater website, social media, newsletters and quarterly updates.
Social media	BMD understands that it must not undertake any social media. Requests for social media usage from BMD or subcontractors will be with the approval of Seqwater.
VMS	VMS to be onsite at relevant approach points to notify motorists of change in speed/road conditions. As per BMD TGS.
Newsletters and updates	BMD to provide content and photography as requested for Seqwater website, social media, newsletters and quarterly updates.
Advertising	If required, BMD will liaise with Seqwater regarding advertisement requirements. If it is deemed required, BMD will be responsible for developing content, designing advertisement, loading materials for release and placement cost.
Doorknocking	BMD will doorknock local property owners, residents, and businesses in the local area to keep them informed about construction activities, change in traffic conditions, night works and other relevant construction impacts.
Media enquiries	BMD will support media events with safety, PPE, and key messages as required. All media to be directed immediately to Seqwater from response.
Emergency works communications	If emergency works are required, the CLO will notify Seqwater as soon as possible to confirm impacts and required stakeholder liaison.

Communication tool	Description of tool
Elected representative enquiries	Any direct electorate representative contact from federal, state and local government made to the project will be directed to Seqwater as per the required protocol.
Site tour or presentation enquiries	BMD will forward all requests for presentations or site tours from a community member or group, member of the media, or political representative, to Seqwater for consideration.
Signage	Project signage can be provided by Seqwater and BMD will relocate/reinstate this if required by the construction works
Project imagery	BMD will provide high resolution project images monthly including stills and drone footage.

4.3 BMD internal

Figure 3: BMD internal communication tactics

Communication tool	Description of tool
Construction program review	The CLO will be involved in regular project program reviews to identify upcoming activity requiring specific communication responses and to maintain a line of sight to potential key stakeholder impacts and issues. The program will be kept up to date in a manner that allows communication requirements to be met whilst also ensuring that community views can be fully considered, and to allow Seqwater and relevant stakeholders to manage and plan their related communication activities accordingly. Where a specific construction activity is expected to cause concern for an identified key stakeholder, detailed discussion on management measures will be entered, so this information can be communicated to the stakeholder in subsequent contact and related management personnel. A strong focus on the construction program and potential impacts on stakeholders and the community will help to ensure achievement of internal Seqwater review and approval lead times. BMD's Project Manager, Superintendent or other nominated team member will be involved where feasible in these stakeholder discussions to enable immediate response to detailed project questions or requests for action.
Weekly team meetings	The CLO will attend construction team meetings to ensure they understand the full scope and status of the project. Any relevant information will then be fed to Seqwater in a timely manner.
Weekly advance work and traffic register	This register is a proactive tool that the CLO will develop on the weekly basis in conjunction with the traffic manager and project team. Relevant team members will review and provide feedback on the register prior to distribution. This promotes a universal approach to key activities.
Identification of new tasks / phases of work or commencing work at a new workface or activities likely to cause community disturbance	The CLO will be involved in regular cross-discipline meetings to ensure that new works are identified and communicated to Seqwater as per the protocols and providing adequate time to satisfy its requirements. This will also aid in the identification of works requiring mitigation or that may have a significant impact.

	The out of hours works procedure is a key tool in capturing impactful works.
Site inductions	CLO to draft community relations slides for workforce inductions and attend as required.

5. Construction Program Summary

5.1 Construction Program

BMD is committed to effectively plan and progress construction activities in a clear and sequential fashion. BMD has 5 key milestones

- Possession of Site
- West Bank Watermain Cutover
- Mobilisation of Piling Equipment
- Transport and Erection of Precast Concrete Deck Units
- Open new bridge to traffic Practical Completion

A full program can be found on the project SharePoint Site under Project Management / Programs.

6. Stakeholders

6.1 Stakeholder matrix

Figure 4: Stakeholder matrix

Stakeholder group	Stakeholder	Interest/Impact	Key activities
Seqwater	Client CLO Client representatives	Safe, efficient and balanced project outcomes for all stakeholders	Complaint escalation Reporting Forward planning Approvals
Elected representatives – Federal	Via Seqwater	Updating constituents Media opportunities Progress	Provide details for Seqwater briefings and be available to attend meetings as needed
Elected representatives - State	Via Seqwater	Timely accurate information	Provide updates to Seqwater and support briefings as required
		Timely and accurate information	Provide updates to Seqwater and support briefings as required

		Provide notifications and communications around key activities	Provide updates to Seqwater and support briefings as required
		Media opportunities	
		Constituent enquiries	
Elected representatives	Via Seqwater	Constituent enquiries	Provide updates to Seqwater and support as required
- Local		Local roads	
Businesses – directly and indirectly affected.	Directly affected includes those within 1km radius of site or on the main haulage routes.	Construction impacts – noise, dust, access, lighting, nightworks.	Build relationships and provide timely construction information to mitigate impacts where possible.
	Deemed that construction will affect business operations		
Residential – directly affected and nearby.	Directly affected includes those within 1km radius of site or on the main haulage routes.	Construction impacts – noise, dust, access, lighting, nightworks.	Build relationships and provide timely information to mitigate where possible.
	Limited homes in the vicinity		
Community/Special Interest Groups	Football Club	Individual impacts to operations to be identified proactively to inform construction	Build relationships and provide timely information to mitigate where possible.
	Bowls Club		
	Childcare		
	Fishing groups		
User groups	Local motorists	Road user impacts when current bridge opens to traffic again	Signage
Surrounding roads and waterways	Boaties and kayakers		
	Cyclists	Provide advance notice of works and closures	
Transport Operators	Bus routes?		
Emergency Services	Queensland Police Service	Outline road user impacts in a timely and accurate manner to allow	Drop in
	Queensland Ambulance Service		Notifications

	Queensland Fire and Emergency Services	road users to plan trips accordingly. Provide advance notice of works and closures	Emails Meetings/briefings
Environmental Organisations		Care for local wildlife conservation and design outcomes long term Manage construction impacts	Provide updates to SEQWATER and support briefings as required. Articulate negotiables clearly.
Indigenous groups – local custodians	Local indigenous groups Non-Indigenous cultural heritage stakeholders	Respect for local owners and land for the entire project team	Regular project updates
Educational institutions	Childcare - including current works with Seqwater and potential fatigue	Impacts during construction Providing clear information to be passed to parents and other school users/traffic	Signage Notifications/Newsletter articles
Service providers	Unity Water Telstra NBN Energex APA TPG	Communication of works by others and ability to change due to stakeholder needs	Ongoing communication of activity and internal processes.
Media	Via Seqwater	Provide timely accurate information to Seqwater as well and look for media opportunities within the program	Timely accurate information Opportunities

7. Potential issues, risks, and opportunities

Issue identification and mitigation is a critical tool for reputation protection and communication management. BMD will develop and implement procedures for managing any issues, risks and opportunities that arise which are pertinent to the works from the start of construction until the date of practical completion.

As background, during planning of construction activities, BMD considers all reasonable and practical measures to minimise impacts of construction, including traffic management, noise, dust, vibration, and regenerated noise on the surrounding environment. Implementation of mitigation measures follows a hierarchy of control process:

- Source control – decreasing the impact of activities at their source. Source control can include the selection of quieter plant and equipment to minimise noise and implementing quieter construction techniques where appropriate and possible, or it can also mean relevant approvals
- Appropriate planning – planning construction activities in ways which consider and aim to minimise known impacts. Appropriate planning mitigation can include planning the site layout to decrease impacts, staging construction activities and deliveries at times which are less impactful and providing as much notice as possible so residents are aware of upcoming activities allowing residents to plan ahead and make alternative arrangements prior to activities commencing
- Site mitigation – installing temporary onsite arrangements, e.g. water truck, to mitigate impacts.

Below are the key communication risk and mitigation measures identified for the Mt Crosby Bridge project. Detailed communication risk and related mitigation measures for all key works will be captured in the associated CCPs.

7.1 Communication risks and mitigation measures

The key potential community and stakeholder risks and related mitigation measures for this project are outlined below.

Figure 5: Potential community and stakeholder risk and mitigation measures

Potential risk	Mitigation
Watermain cutover	• Potential loss of water to consumers including sensitive receptors such as hospitals • Provision of advance notification of any delays • Planning and methodology and understanding of both stakeholders and escalation process • Internal briefings of teams and executive
General traffic impacts for road users including • Vehicles • Heavy vehicles • Pedestrians and cyclists	• In general BMD will minimise project impacts to local traffic accessing the area and bridge during construction. • Traffic guidance schemes will also be developed for each short-term traffic arrangement with active traffic control on-site as needed. • Advance signage plans for motorists to re-route as needed.
Heavy vehicle movements in local streets for residents on route and road users	• Early engagement regarding oversized vehicles and nightworks • Careful planning of timings and route to site noting sensitive receptors within route.
Temporary parking loss during construction	• CLO to work with construction team to resolve any parking loss impacts. • Once impacts are confirmed, CLO to meet with / contact impacted stakeholders.

Potential risk	Mitigation
Interface with businesses	- Proactive communications to local businesses including notifications, 1800 hotline cards and meetings as required. - CLO to work with construction team to reduce impacts through planning and methodology - CLO to liaise with businesses on a regular basis to ensure they are informed on the project's progress and upcoming impacts.
Residential impacts (dust/noise/nightworks)	- Proactive communications to local residents including notifications, 1800 hotline cards and meetings as required. - CLO to work with construction team to reduce impacts and to highlight key works that may impact residents. - CLO to work with BMD's environmental representative to understand environmental mitigation processes, onsite mitigation etc. - CLO to liaise with residents as needed to proactively notify upcoming impacts. - Please refer to Appendix E to view the out of hours works procedure.
River Users	- CLO to work with construction team to understand the bridge methodology and expected impacts for river users - Exclusion zones and safety signage - Notifications to key river user groups
Construction fatigue and multiple projects	Working with Seqwater to be proactive with upcoming works recognising the number of concurrent projects
Workforce behaviour	- BMD will implement workforce behaviour protocols to minimise any effects that the construction workforce may have on the community. - This protocol will be distributed to all workforce during the induction process. - CLO to be onsite and attend pre-start on a regular basis to ensure the workforce understand the expectations of community interface.
Property damage	- No sensitive receptors have been identified in the preparation for the construction activities. - Following property damage process with stakeholders.
Environmental impacts	- Early engagement to identified stakeholders to advise of pending works and anticipated impacts. - Outline environment mitigation strategies in key messaging,

8. Responsibility matrix

Integral to the project's success will be the working relationships between Seqwater and BMD. The following table outlines the responsibilities to be managed by each party:

Figure 6: Responsibility matrix

Activity	Seqwater responsible	BMD responsible	Comment
Project Management			

Community Liaison Plan		X	Seqwater to approve
Develop Communication Control Plans for key activities		X	Seqwater to approve
Attend weekly communication meetings	X	X	Meetings to be held as required
Project communication reporting		X	
Communication materials			
Work notifications		X	Seqwater approval and branding
Advertising		X	Seqwater approval and branding
E-News / Project updates		X	Seqwater approval and branding
Fact sheet	X	X	Seqwater has completed a project factsheet, BMD to provide input at time of updating
Social media	X		
Website copy	X		BMD to provide relevant information and imagery
Doorknocking		X	As needed
Distribution of communication materials		X	
Internal department / Council/ communication liaison and approvals	X		
Stakeholder interface			
General stakeholder management		X	This includes community and property owner liaison
Seqwater correspondence	X		BMD to provide content/input where relevant, as required.
Elected Representative management	X		All government enquires will be forward to Seqwater
Stakeholder meetings		X	Seqwater to attend if required
Project hotline	X	X	Seqwater to answer all calls and distribute those relevant to construction to BMD to close out
Project email / inbox	X	X	All emails to Seqwater email and distribute those relevant to construction to BMD to close out
Draft and send email responses	X	X	BMD to draft and provide to Seqwater to send to stakeholder
CMS management	X		Seqwater to provide any system updates
CMS input	X	X	Any stakeholder interaction must be entered by the relevant party
CMS reporting	X	X	
Media			
Media events	X		BMD to also provide onsite support as required, if reasonable.
Media statements	X		BMD to provide info/content/stats as requested for media materials
Media enquiry responses	X	X	BMD to provide relevant information
Workforce management			
Workforce behaviour management		X	

9. Style of communication materials

BMD acknowledges the below in relation to the style of communication materials:

- All communication materials for the project must be project branded with Seqwater and project branding to provide a consistent look for stakeholders. Seqwater to provide templates for the below materials:
 - letters
 - notifications
 - Calling card/DL flyer
 - Community signage - Contact Us
- No communication materials shall be distributed for the project with the Contractor's logo, unless approved by Seqwater
- The Contractor must only publish approved photos
- Contractor logos can be displayed on vehicles, machinery and safety signage
- Any award submission will require Seqwater approval.

10. Media Management

Any direct contact from the media made to the project will be directed to the Seqwater Community Advisor.

BMD will record the name, phone number, email, nature of the enquiry and media outlet of the journalist and advise Seqwater immediately. It will be the responsibility of Seqwater to manage media enquiries and follow up to ensure the media enquiry is closed out. BMD will provide relevant technical information for any media.

In terms of positive media opportunities, the project will identify a range of opportunities for media releases and events and forward these to Seqwater for consideration. This information will be included in the monthly report. BMD will assist Seqwater with site logistics for media events onsite where reasonable.

A media protocol will be developed for display and distribution to site personnel. All BMD staff and subcontractors will be advised of the media protocol as part of the induction process.

Seqwater will be contacted immediately about any indication of planned or unplanned local community protests that may arise during the works, including unannounced media arrivals on site.

11. Crisis Management

BMD's Emergency Response framework consists of a three-tiered response:

- An Emergency capability, for dealing with incidents/emergencies contained and resolved at the scene. This level will be management by the site team in most cases.

- A Business Unit Crisis Management capability to handle incidents/emergencies that have the potential to severely impact the operations and/or business continuity of the project. BMD's corporate communication team will be involved at this stage.
- A Corporate Crisis Management capability to deal with any major incidents that have the potential to severely impact BMD and/or Seqwater at a corporate level. BMD's corporate communications team will manage the communications in the event of a corporate crisis.

Pending the determined level of response, the appropriate communications will be undertaken. Emergency situations and required responses are defined and managed in accordance with the Emergency Response Plan.

Refer to the project's Emergency Response Plan for further information on the required responses, timeframes and communication protocols in the event of an emergency.

12. Enquiry and complaint management

Responding to enquiries and complaints is essential to successful delivery of the project and having a good reputation with our community. Enquires and complaints may be received from a number of sources including through phone calls, emails, letters, and face to face. This is captured in Appendix F – Complaints Management Procedure.

All stakeholder engagement activities will be captured in Consultation Manager. This is an established database that is managed by Seqwater. Both the Seqwater and BMD communication teams will upload all interactions with stakeholders in Consultation Manager.

If any complaints are received during the project they will be addressed and recorded in Consultation Manager. All complaints received will be reviewed weekly with a strong focus on treating complaints as an improvement opportunity for BMD.

13. Reporting

BMD will provide the below to Seqwater on a weekly basis:

- Engagement activities undertaken for the week
- Engagement activities for the week ahead
- Number and type of enquiries
- Number and type of complaints
- Complaint status
- Emerging issues and risks
- Media or event opportunities
- Collateral requiring approval by Seqwater.

BMD will prepare a monthly Communication and Engagement Report including but not limited to:

- communication and engagement activities planned for the coming month
- communication and engagement activities undertaken in the previous month, including a Consultation Manager Monthly Snapshot Report summary
- significant project milestones
- upcoming events and opportunities
- any interesting facts and statistics
- summary of enquiries, issues and complaints for the previous month including (this will be provided via a CMS report):
 - status details (emerging, active, or resolved)
 - trending issues
 - emerging or ongoing issues that may impact on the delivery of the project.

The Contractor will produce a quarterly complaints report from the Consultation Manager Database as part of the internal evaluation process.

13.1 Final reporting

The Contractor must prepare a Communication and Engagement Final Report by 30 Business Days after the Date of Practical Completion that:

- summarises the communication and engagement activities undertaken (from CMS)
- identifies legacy issues and any communication and engagement activities requiring a handover to Seqwater staff.

14. Evaluation

BMD will use the following performance metrics to evaluate the community and stakeholder engagement activities as measured against the plan's objectives.

Figure 7: Evaluation measures

Objective	Evaluation measures
Ensure that the community is considered as part of the planning and execution of every construction activity	• Attendance of CLO at the construction meetings and toolboxes. • CCPs for high impact work. • Minimal complaints during works.
Provide accurate, timely and relevant information to the public	• Prompt reply to all enquiry/information requests • Review of stakeholder database log of queries, analysis of feedback, positive/ negative/neutral media coverage, etc • Review of the timeliness of construction notifications – percentage delivered to required timeframes

Objective	Evaluation measures
	engagement data – number of people engaged, outcomes of engagement (sentiment), response handling outcomes for complaints
Provide accurate, timely and relevant information to Seqwater for internal management and other community engagement purposes	- Prompt reply to all enquiry/information requests from Seqwater. - Adhere to all reporting requirements and provide additional information as required.
Work with Seqwater to generate awareness of project benefits and tolerance of project impacts	- Review communication materials to ensure project key messages were included. - Media monitoring to determine if positive key messages were mentioned in coverage.
Ensure that the program is used to provide Seqwater with timely and accurate information about upcoming activities	- No to minimal project delays due to communications. - Confirmation from Seqwater that they always felt aware of the project's progress throughout the project.

Appendix A – Program dates

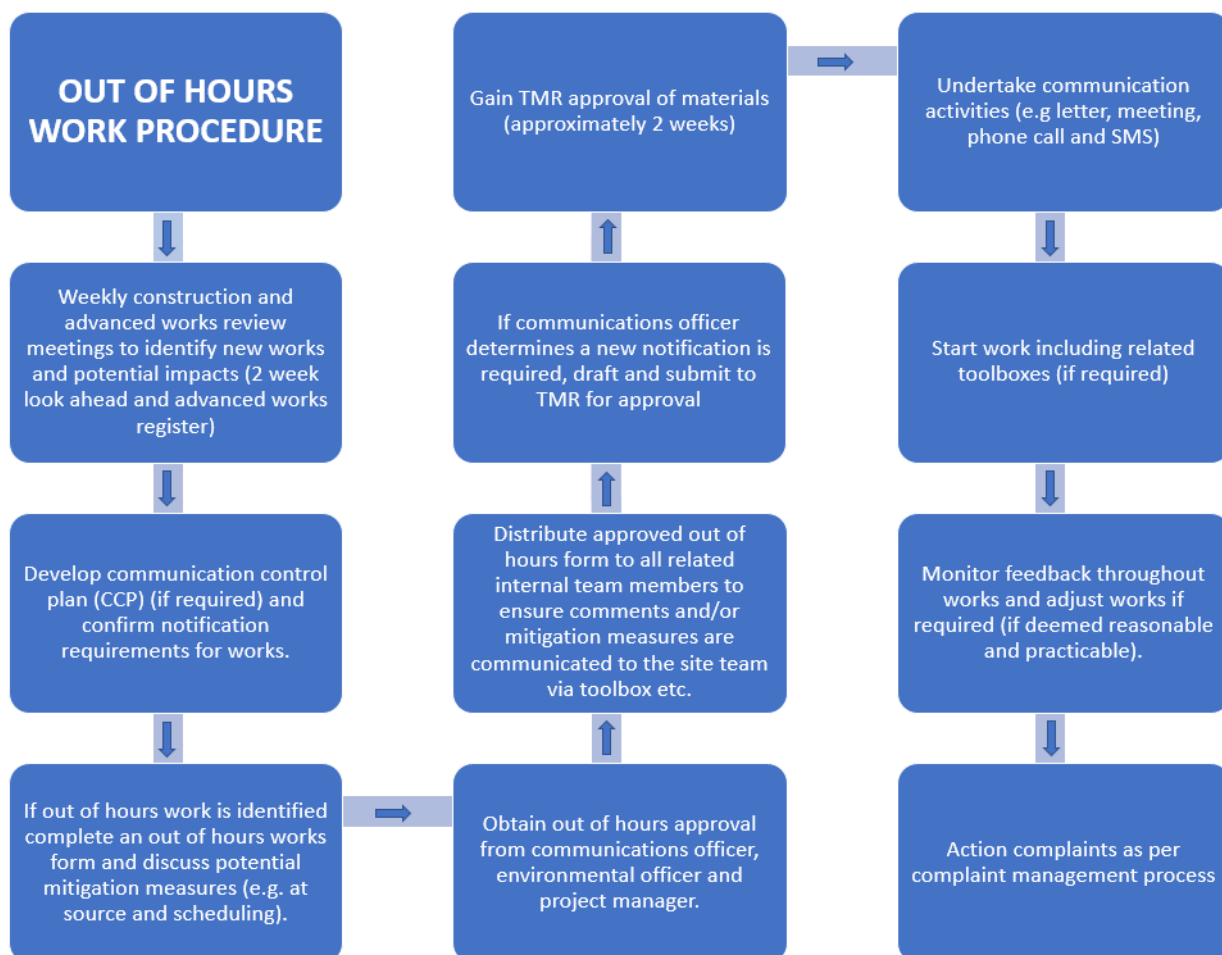
Project Milestone Dates:

(Dates are current per Construction Program Rev A 20/05/2022)

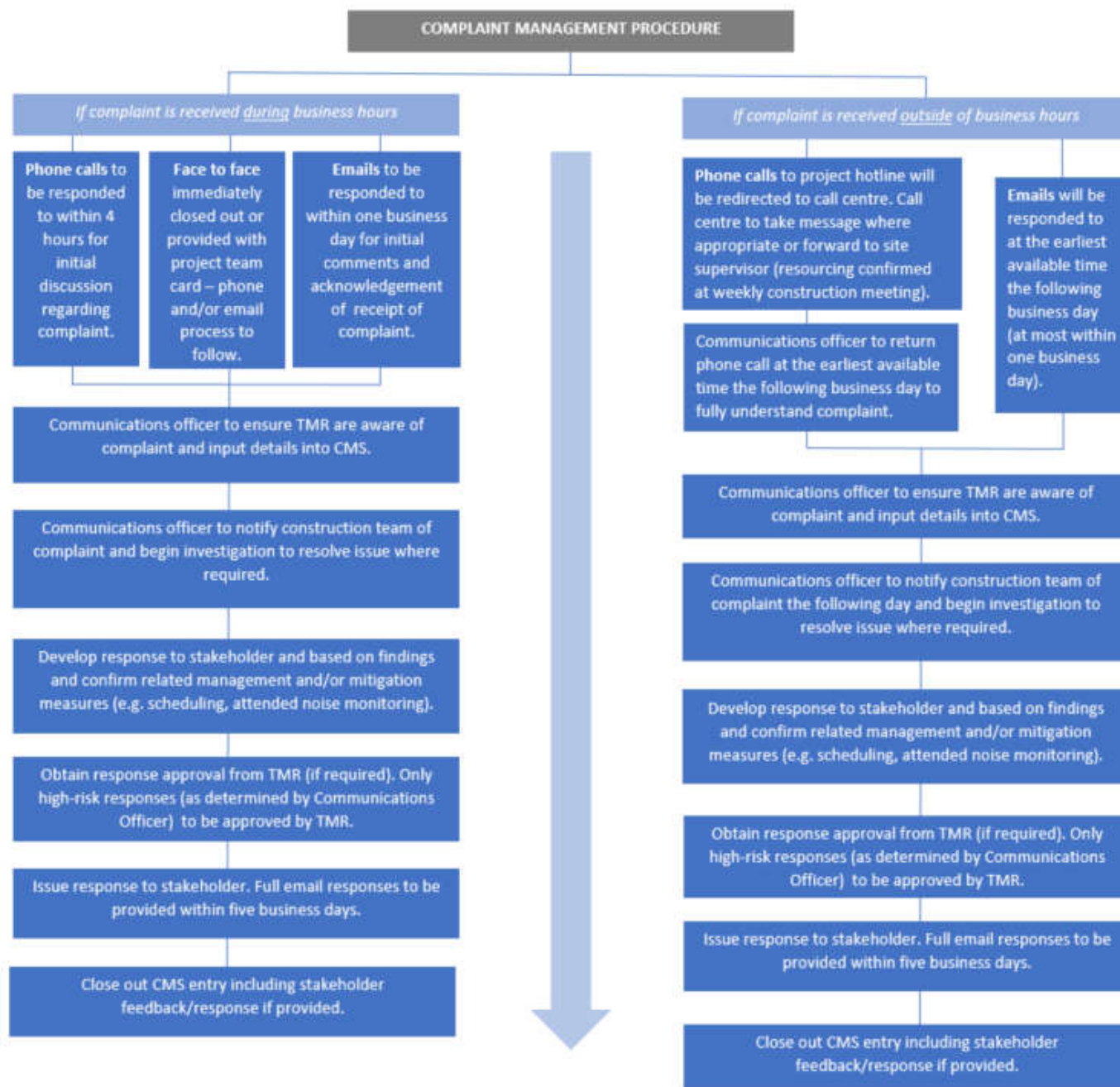
Milestone	Date
Possession of Site	20 th June 2022
West Bank Watermain Cutover	2 nd June 2022
Mobilisation of Piling Equipment	16 th August 2022
Transport and Erection of Precast Concrete Deck Units	16 th November 2022
Open new bridge to traffic	28 th March 2023
Practical Completion	3 rd May 2023

NB: Indicative staging only. Dates and staging are subject to change. For up to date program and detailed staging dates refer to the current version of the contract program stored on SharePoint

Appendix A – Out of hours works procedure



Appendix B – Complaint management procedure



Note: All communications to be approved by SEQWATER prior responding.

Appendix C – Critical Incident Communication Plan

This Critical Incident Communications Plan is to be read in conjunction with the Emergency Response Plan which outlines BMD's procedures and guidelines for management of such event.

It is vital that in critical incident all external communication protocols are followed in accordance with Seqwater and that key messages are streamlined, consistent and originate from the approved source. Communication to stakeholders, the media and the wider community is authorised only through Seqwater that have the authority to provide comment to any stakeholders.

Objectives

The specific objectives of this plan are to set out the process for:

- Notifying of incidents
- Establishing effective communication between BMD, Seqwater and stakeholders
- Determining a strategic communications response
- Ensuring the communications response is subject to the relevant approval process prior to implementation.

Communications Response

Incident response and severity levels are based on the Seqwater provided incident response and notification timeframe and the timeframe and who must be notified will be communicated to staff through inductions and training. The communication response for each level is outlined below:

Incident Level	Communications Response
LOW	The communications response will involve:
Public complaint	• Drafting response to complaints or key messages around incident and the response that has taken place
Minor environmental issue	• Contacting Seqwater and coordinating the communications approach. Key contacts identified in Emergency Response Plan • Monitoring any media and internal stakeholders interest • Making sure key messages and progress of issue is regularly updated • Log on database and reporting in real time.

Incident Level	Communications Response
HIGH Minor disruption. Possible media interest Requires fast, transparent, accurate, credible and consistent communications Threatens the reputation/public image or related stakeholders.	The communications response will involve: • Drafting media releases and other communications including accurate timelines for close out of the incident • Securing approval for media releases and other communications • Answering and documenting stakeholder enquiries • Monitoring any media and internal stakeholders' interest • Making sure key messages and progress of issue is regularly updated • Log on database and reporting in real time.
URGENT and CRITICAL Will generate media interest Requires fast, transparent, accurate, credible and consistent communications Threatens the reputation/public image of the project and related stakeholders.	In this instance, communications will involve: • Following Emergency Response Protocols and Crisis Response Plans • Preparing media releases and other communications requested by Seqwater • Checking and approving all outgoing communications created by other communications advisers • Answering and documenting media enquiries and requests for interviews and reporting to Seqwater and Media Unit • Providing information about public safety to internal staff and key stakeholders • Providing communications updates, including media releases and alerts, to internal stakeholders • Making sure key messages and progress of issue is regularly updated • Log on database and reporting in real time.

Roles and responsibilities

In the event of an incident BMD will support Seqwater in responding to media, the public and other stakeholders by providing suitably qualified and experienced personnel to assist with the communications process and preparation of material required. The role of the BMD, Community and Stakeholder Manager is to work in collaboration with Seqwater Communication and Stakeholder Manager and act as a conduit for information between respective organisations.

BMD Communications and Stakeholder Role – Critical Incident

- Reporting of all incidents through required channels within notification timeframes as identified in Emergency Response Plan
- Liaising with project team as a conduit to their respective organisations
- Collaborating with Seqwater in developing communication for stakeholders, briefings and key message development for different stakeholder groups
- Internal communication with wider team and BMD corporate
- Collaborating with Seqwater in establishing media messaging as required
- Ensure messaging is coordinated with the HR Manager with respect to information flow to staff and their families
- Distributing information or responding to stakeholders once approved to do so by Seqwater.
- Keeping all records of stakeholder communication and providing reporting as requested.

All actions should be managed collaboratively by the Seqwater and BMD communications representatives while reporting to the project team.

Incident response and severity levels are based on the Seqwater provided incident response and notification timeframe and the timeframe and who must be notified will be communicated to staff through inductions and training.

Communication Team Actions

BMD Communication Team Actions

BMD provide adequate and timely messaging in supporting the drafting of holding statement, briefing notes and other materials required by Seqwater.

SEQWATER Communication Team Actions

Seqwater communications team provides all liaison with Seqwater and media unit for the approval and distribution of any materials.

Log and respond to external enquiries as approved

Internal engagement with project team and broader BMD corporate team.

Establish required briefings with project stakeholders.

Close out and reporting for BMD.

Internal engagement with Seqwater team

Establish required briefing with elected representatives.

Approvals of stakeholder communications

Close out and reporting for Seqwater.

All communication to be approved and issued only with approval from Seqwater. This includes established holding statements.

BMD Internal Communication

During an incident it is important to let personnel know that the necessary actions are being taken to manage and control the situation, and as such, internal communication must be considered as part of the planning. Internal key messages will be developed by BMD alongside external key messages and be consistently communicated to staff as necessary and approved. Notifications will be completed as per the Emergency Response Plan.

Injury/Death Notification

If a serious injury was to occur to a person employed on the Project, their direct employer is responsible for managing notifications to the person's emergency contacts and workers compensation, return to work requirements. In the situation of a fatality related to the Project, it is important to note that notification of death can only be made by the Queensland Police Service. Incident notifications will be in accordance with the Emergency Response Plan.

Stakeholder Engagement

Other stakeholders may be directly or indirectly affected in the event of an incident including nearby businesses, public utility providers, community members or other affected parties. The BMD communications team will take responsibility for liaison with these organisations utilising messaging about the incident that has approval from Seqwater.

It is critical that early and regular contact is made by phone, door-knocking or email to those potentially affected by the incident. This information will include referral to project channels including the 1800 hotline and email for further information.

Media Holding Statements

Media holding statements will be provided to Seqwater regularly as information comes to hand. These will be approved and distributed only by Seqwater.

Designated spokesperson

It is the responsibility of Seqwater to determine the spokesperson for the incident. Unless otherwise requested, a representative from Seqwater or the Ministers office will act as the spokesperson for the incident and the Project as a whole.

All external materials should first be approved by the Seqwater Media Unit prior to their release

Communication record keeping

It is important to maintain an accurate record of the sequence of events as they occur during an incident. Each member participating in the communications response should keep a log of conversations, decisions, materials drafted and issued, stakeholder interactions, approvals sought and provided and any other key interactions or developments.

All stakeholder interactions and relevant documents should be entered into the project consultation manager database at an appropriate time during and/or on completion of the incident as circumstances allow.

