



Stakeholder Engagement and Communication Plan

<Project Name>

<Client Name>

<Project Number / Contract Number>

Delete any Turquoise highlighted items before issuing the Document as these are instructions/prompts.

Change any Yellow highlighted areas to suit your specific project.

Hyperlinks to forms or templates that are highlighted Green **must** be updated to be directed to the project specific files and not just to the blank BMS forms and templates (i.e. Risk Register).

For Urban works operating under Constructions, this document needs to be labelled as Constructions only to reflect contract engagement, unless prior approval has been obtained via the Construction Manager.

Check that the Table of Contents index page numbers are updated after building this document to reflect the correct page numbering, etc.

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Project Manager
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Revision No.	Revision Date	Details of Revision	Approved By

Stakeholder Engagement and Communication Plan

Project Name

Table of Contents

1. Introduction.....	6
1.1 Purpose and scope	6
1.2 Project overview.....	6
1.3 Project timeframes	6
1.4 Project outcomes and benefits	6
1.5 Project team.....	7
2. Objectives and Targets	7
2.1 Overarching communication objectives	7
2.2 Internal objectives	7
2.3 Engagement principles	8
3. Key messages.....	8
4. Stakeholders	9
5. Issues and opportunities	10
5.1 Communication risks and mitigation measures	10
6. Communication Strategy.....	12
7. Communication tools and tactics	12
7.1 Communication between BMD Constructions and (client)	12
7.2 Internal BMD communication.....	13
7.3 Public and stakeholder communication	14
8. Responsibility matrix	17
9. Branding requirements	18
10. Media management.....	19
11. Crisis management	19

12. Complaint handling.....	20
13. Reporting and record keeping.....	21
13.1 Final reporting (only if required by Client).....	21
14. Evaluation.....	22
14.1 Evaluation tools.....	22
15. Appendix	23

1. Introduction

1.1 Purpose and scope

BMD Constructions has developed this Stakeholder Engagement and Communication Plan (SECP) to provide a framework for management of all communication aspects associated with the construction of the (project number, project name).

The purpose of the SECP is to identify:

- the personnel with key responsibility for community interactions
- communication roles and responsibilities of (client) and BMD
- construction milestones, activities and other issues related to works that are to be communicated to the community
- methods of communication with the community
- management of community issues.

BMD Constructions will support (client) to deliver stakeholder communications and community engagement in a manner that complies with the (insert client's relevant documentation).

1.2 Project overview

This document has been prepared for contract number (project number), (project location).

The project consists of (brief description of what BMD will be doing).

Project Start: (DD/MM/YY)

Project Completion: (DD/MM/YY)

(insert location map)

Figure 1: Location Map

The expected work hours for the project are:

- (include all proposed working hours including weekdays, weekends and out of hours (note, out of hours works will require approval unless specified in related contract or technical specification)).

1.3 Project timeframes

Please refer to (Appendix x) for the indicative staging timeframes as per tender program. For up to date staging, please refer to the current contract program.

1.4 Project outcomes and benefits

The (project) will include:

- (list major outcomes of construction e.g. two new signalised intersections that will replace existing roundabouts)

The (project) will deliver several benefits, including:

- (list all benefits e.g. safer facilities for pedestrians and cyclists, improved road network capacity)

1.5 Project team

Refer to current organisational chart for project team roles. The organisational chart can be accessed (location).

2. Objectives and Targets

2.1 Overarching communication objectives

BMD Constructions is committed to working with (client) to actively engage stakeholders and local communities. We understand the importance of effectively communicating to minimise impacts to the local community, businesses, motorists and commuters, ensuring we continue to highlight project benefits.

Key communication objectives include:

- Ensure the community is considered as part of the planning and execution of every construction activity.
- Provide accurate, timely and relevant information and responses to public enquiries (and (client) if required), including information on project progress, timeframes and potential impacts.
- Work with (client) to generate awareness of project benefits and tolerance of project impacts.
- Work with (client) to satisfy stakeholders' expectations of remaining informed.
- Assist (client) to implement their communication strategy.
- Develop a close working relationship with (client) to proactively identify media opportunities and risks.
- Provide ongoing project-related communications and information to (client) regarding progress and any possible disruptions caused by project activities.
- (include additional objectives as per the client's communications strategy).

2.2 Internal objectives

BMD Constructions' 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 (client).

Our internal communication objectives include:

- Preventing unnecessary impacts to the community by being proactive and planning appropriately.
- Managing workforce behaviours to ensure objectives are met.
- Effectively integrating stakeholder feedback into decision-making processes, where relevant.
- Keeping accurate and comprehensive records of engagement activities and outcomes to enable effective communication to (client) and to evaluate and implement monitoring.

- Assisting the project team by providing suitable and effective communication and community engagement advice, including methods to address emerging issues that are in line with (client) protocols.

2.3 Engagement principles

The engagement principles outlined in Table x will guide all stakeholder engagement activities on the (project).

Table x: Engagement principles

Principle	Commitment
Collaborative	We work collaboratively with key stakeholders and other contractors to ensure all works are rolled out effectively and disruptions are kept to a minimum. Collaboration occurs early in the project, reinforcing an interest-based approach to identifying risks and opportunities as a team.
Creative	We develop innovative programs, opportunities, initiatives and responses designed to make a significant and lasting difference. We aim to be resourceful and inventive and have the courage to be different. We apply creative techniques to minimise construction impacts.
Open, transparent and accountable	We value dialogue and open, honest and ongoing communication with all stakeholders. We demonstrate transparency and encourage participation from customers and stakeholders, ensuring that a record of discussions and other engagement is maintained in (relevant database).
Timely	We proactively communicate impacts of construction works to stakeholders in a timely manner. We highlight awareness and develop best practice solutions when considering and involving stakeholders.
Committed	We are committed and persistent in our efforts to achieve a common understanding and real outcomes on challenging issues and opportunities.
Cost effective	We strategically use resources and time to make a difference to project outcomes and stakeholders impacts.
Targeted	We implement targeted engagement to meet the needs of each stakeholder.
Professional	All communication and stakeholder engagement activities are undertaken with integrity and respect for all parties.
Organised	We proactively collaborate and plan with the construction team in the early stages of work packages to reduce stakeholder impacts through reasonable and achievable mitigation measures.

3. Key messages

The following key messages, developed in consultation with (client), will form the basis of communication with stakeholders to ensure a consistent approach across project interactions and consultation.

Table x: Key messages

Theme	Key messages
Overall project narrative	•
Overall project scope	•
Economic benefits	•
Transport	•
Safety	•
Works program/minimising disruption	•
Environmental	•
Sustainability	•

Add or remove key message themes as per the project and client's requirements.

4. Stakeholders

With all target audiences, it is essential to gain a thorough understanding of who they are in order to determine their needs, including sensitivities and levels of tolerance for construction activities. This understanding informs BMD Constructions of the activities which need to be considered and mitigated and guides methodology throughout the construction phase.

BMD Constructions recognises that across the construction period, new project stakeholders may emerge, while others have the potential to become latent.

Table x: Stakeholder matrix

Category	Stakeholder	Address	Interest/influence
Government	Include each individual stakeholder in a new row		High/High Medium/High High/Medium Medium/Medium Low/Medium Medium/Low Low/Low Low/High High/Low
Businesses			

Category	Stakeholder	Address	Interest/influence
Residential			
Community			
Industry bodies			
Motorists			
Emergency services			
Utility service authorities			
Media			

5. Issues and opportunities

Issue identification and mitigation is a critical tool for reputation protection and communication management. BMD Constructions will develop and implement procedures for managing issues and opportunities which are relevant to the works from the start of construction until practical completion.

During planning of construction activities, BMD Constructions considers all reasonable and practical measures to minimise construction impacts including traffic management, noise, dust and vibration. 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/or implementing quieter construction techniques where appropriate and possible.
- 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 that 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 trucks, to mitigate impacts.

5.1 Communication risks and mitigation measures

The key potential community and stakeholder risks and corresponding mitigation measures for (project) are outlined below.

Table X: Potential community and stakeholder risk and mitigation measures

The below are examples only and the table will need to be customised based on the specific project.

Potential risk	Mitigation
Commencement of works	Provide at least x weeks advance notification prior to commencement of work onsite. BMD will provide property occupiers within x kilometres of site a letter containing a description of the works to be undertaken, estimating start and end dates of construction and details to contact should more information be required.
Traffic impacts and management	- Clear delineation between public access and construction work. - Undertake regular inspections of footpaths, shared user paths and public access to minimise risks. - Control key works as appropriate through lane realignments and periodic directional closures. - Proactively communicate changes through local notifications, doorknocks, VMS boards, social media and website content. - Review speed limit and ensure it is suitable for the changed traffic conditions. - The use of anti-gawk screens will be considered to reduce potential driver distraction. - Independent road safety auditor to review staging plans prior to administrator approval. - Develop traffic guidance schemes for every short-term traffic arrangement. - Implement active traffic control onsite.
Pedestrian and cyclist detours	- Proactively communicate changes to cyclists, pedestrian, residents and businesses. - Communicate via website and social media. - Implement clear onsite signage. - Provide information to local bicycle user groups. - Review temporary detour paths regularly to ensure suitability.
Dust, noise, vibration, site access and visual light intrusion	- Clearly communicate potential impacts to directly impacted stakeholders via face-to-face consultation. - Provide notice outlining specific works description and impacts, estimated construction commencement and end dates and contact details. - Respond to enquiries or complaints in a timely manner as per relevant procedures. - Provide impacted property owners with pre-construction surveys. - Implement a formal property damage claim process. - Undertake diligent and periodic dust and vibration monitoring. - Utilise water carts for dust suppression. - Consider the positioning of night lights in relation to local stakeholders. - Consider the use of high noise emitting plant and work to substitute for lower noise emitting options where appropriate. - Re-route truck and project generated traffic away from residential streets and businesses, where possible.
Workforce behaviour	- Implement workforce behaviour protocols to minimise potential effects the construction workforce may have on the community. - Distribute the protocol during the project induction process. Community liaison officer to regularly attend project prestart to ensure the workforce understands the expectations of community interface.

Potential risk	Mitigation
Other considerations, pending project	• Temporary parking loss • Major service relocations/disruptions • Noise wall/high impact residential works • Emergency service impacts • Demolition works • Night works • Interface with other projects • Vegetation removal

6. Communication Strategy

BMD Constructions' strategic approach to communications and stakeholder engagement has been designed to address the importance of providing support via strong, effective and continuous communication with (client). The overarching strategic approach guiding the SECP is based on the following objectives:

- Minimisation – reduce or eliminate the adverse impacts of construction activities on local residents, businesses and land owners
- Responsiveness – provide proactive, timely and transparent communication to (client) and stakeholders
- Relationships – building and enhancing relationships within the project team, (client) and the community
- Team culture and commitment – creating a culture based on strong workforce behaviour that provides a positive framework to enhance the reputation of (client) and BMD Constructions.

BMD Constructions' stakeholder engagement approach is based on the following principles:

- No surprises – communication and engagement with (client) and stakeholders is open and honest to promote trust and encourage two-way communication
- Information is communicated in a clear, consistent, timely and accurate manner. BMD Constructions will also ensure consistency in its writing through adherence to (any client style guides)
- Enquiries and complaints are handled promptly and responded to according to set protocols. Please refer to Appendix X for the complaint management procedure.
- Working in an open, honest and proactive communication partnership with (client).

7. Communication tools and tactics

7.1 Communication between BMD Constructions and (client)

Communication between BMD Constructions and (client) will be imperative to ensure the project's community objectives are met. Tactics include:

Communication tool	Description of tool
Meetings and regular liaison	Weekly meetings will be held with BMD Constructions and (client) to provide detailed information and ensure (client) remains informed and aware of project

Communication tool	Description of tool
	impacts and has opportunities to consult with the team regarding mitigation strategies. Meetings will also enable (client) to provide immediate feedback on consultation/communication methods and raise any concerns/queries. These meetings will be attended by the appropriate BMD Constructions representative.
	Insert other relevant/required methods of communications to client e.g.: - Complaints report - Monthly report - Weekly reports - Consultation manager reports - Complaints report - Program/works resister - Communication Control Plan register

7.2 Internal BMD communication

The success of the Stakeholder Engagement and Communication Plan relies on the inclusion and support of the wider project team. A close working relationship between the community liaison officer and the project's construction, design, traffic and environmental teams is vital.

The project focused approach to communication will enable the team to:

- Establish and maintain open working relationships, ensuring clear two-way communication with all team members.
- Keep up-to-date with construction progress, traffic impacts and staging, together with changes to any construction activities.
- Identify real and potential issues and impacts and plan proactive engagement and communication activities to mitigate these.
- Prepare timely and accurate information for distribution to relevant stakeholders/community representatives.
- Ensure the role of communication and community engagement is understood and accepted within the project team, and positively positioned.
- Provide feedback to the team on the outcomes of the community engagement strategy.

Table X: Internal communication tools

Communication tool	Description of tool
Construction program review	The community liaison officer 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. BMD Constructions' project manager, superintendent or other nominated team member will be involved in potential stakeholder impact discussions to enable immediate responses to detailed project questions or requests for action.
Identification of new tasks/phases of work or commencing work at a new workforce or activities likely to cause community disturbance	The community liaison officer will be involved in regular cross-discipline meetings to ensure that new works are identified and communicated to (client) as per the protocols, providing (client) adequate time to satisfy their requirements. This will also aid in the identification of works requiring mitigation or that may have a significant impact.
Communication control plans for specific works	BMD will provide tailored communication control plans for individual areas of works including the start of construction, major traffic switches and/or detours, extended periods of high impact works/night works, significant tree clearing etc. These plans will detail how construction activities will be communicated to all relevant stakeholders (including motorists, residents, business owners and relevant authorities). The sub-plans will cover the following information: - background on, and rationale for, the activity and associated timings - identification of impacted stakeholders - 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.

7.3 Public and stakeholder communication

The development and implementation of tools will be carried out in consultation with **(client)**. Written materials will be subject to **(client)** approval processes and timelines.

Table x: Public and stakeholder communication tools

Communication tool	Description of tool
Construction notifications	BMD Constructions 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, residents and businesses. BMD Constructions will utilise (client) templates for all stakeholder notifications and shall be responsible for the production, printing and distribution unless otherwise agreed with administrator. (Client) to approve prior to distribution. Notifications will also be distributed via email. BMD Constructions 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:

Communication tool	Description of tool
	- For local low impact matters: Notifications regarding minor impacts must be distributed to directly affected properties as agreed by (client). - 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 by (client).
Community meeting	An initial meeting with members of the local community will be held. BMD Constructions to liaise with (client) regarding the expectations and requirements of this meeting.
Stakeholder meetings	BMD Constructions will conduct stakeholder meetings required. (Client) to attend if required.
Fact sheets	BMD Constructions will utilise (client) templates for all fact sheets and shall be responsible for the production, printing and distribution unless otherwise agreed with administrator. (Client) to approve prior to distribution.
1800 hotline	BMD Constructions will be the primary point of contact for the project hotline (1800 xxx xxx) during business hours. All calls during business hours will be responded to within four hours. <i>BMD Constructions to also manage the hotline out of hours. [Develop process of elevation as required. Option to use an external company such as Fone Box [customerservice@fonebox.com] for out of hours phone calls to reduce load on BMD staff]</i>
Project inbox	BMD Constructions will be responsible for the project inbox and provide an acknowledgement email within one business day and full response in five business days. BMD Constructions will draft high-level key messages, which will be approved by (client), and available to respond to low-risk stakeholder enquires. In the event of sensitive or high-risk correspondence BMD Constructions will draft a response and issue to (client) for approval. BMD Constructions will issue response once approved. A correspondence register will be developed by BMD Constructions to track current status of emails and issue to (client) as required.
Website content	BMD Constructions to provide (client) with relevant website content via the information included in communication control plans. (Client) will host and maintain the website and content.
Social media	BMD Constructions understands that it must not undertake any social media without prior approval from (client).
Call centre scripting	BMD Constructions to provide (client) with relevant scripting content via the information included in the communication control plans.
VMS	VMS to be onsite at relevant approach points to notify motorists of change in speed/road conditions.
SMS	Pending the availability of the client's communication platforms (e.g. Vision 6), BMD can offer the ability to communicate to a broad public audience via SMS to provide up to date information on high impact works, traffic impacts and other key works.

Communication tool	Description of tool
e-news	BMD Constructions to aim to issue an e-news on a quarterly basis to email distribution list. BMD will utilise (client) templates for all e-news. (Client) to approve prior to distribution.
Advertising	If required, BMD Constructions will liaise with (client) regarding advertisement requirements. If it is deemed required, BMD Constructions will be responsible for developing content, designing advertisement, loading materials for release and placement cost. (Client) template/media guidelines and approval processes to be adhered to.
Doorknocking	BMD Constructions 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	Media activities to promote major project milestones and activities and generate broader community and stakeholder awareness. (Client) is responsible for all media management.
Emergency works communications	In the event that emergency works are required (e.g. service strike, finish concrete pour, damage to support structure, mechanical failure causes delays, etc.) the community liaison officer will notify (client) as soon as possible to confirm impacts and required stakeholder liaison.
Elected representative enquiries	Any direct electrical representative contact from federal, state and local government made to the project will be directed to (client) as per the required protocol.
Site tour or presentation enquiries	BMD Constructions will forward all requests for presentations or site tours from a community member or group, member of the media, or political representative, to (client) for consideration.
Signage	(Client) has installed project signage. BMD Constructions will relocate/reinstate this if required by the construction works.

7.3.1 Construction notification requirements

BMD Constructions will follow (client) timeframes for construction communication activities as per (relevant documentation).

This section will vary depending on whether it is the client or BMD's responsibility to communicate with stakeholders. In some instances, it will be a mixture of both. An example of notification and approvals timeframes is included below.

Table X: Construction communications activities and notifications

Type of notification	Timeframe for (client) review	Timeframe (prior to works commencing)
Communication control plans	6 weeks prior to start of construction works	4 weeks prior to start of construction works
Letterbox drop	3-5 business days	2-4 weeks prior to start of project

		1 week prior to other construction works
Property inspection letter	3-5 business days	2 weeks prior to property inspection
Phone call response	N/A	Calls during business hours to be responded to within four hours. Out of hours calls to be responded to as soon as reasonable the following day.
Email response	3 business days	BMD Constructions to provide an acknowledgement email within one business day and full response within 5 business days.
Emergency works	72 hours	Where possible, a minimum of 48 hours' notice to be provided to stakeholders.

8. Responsibility matrix

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

Figure x: Responsibility matrix [adjust as required]

Activity	(Client) responsible	BMD responsible	Comment
Project Management			
Communication and Engagement Plan	X		(Client) to provide plan to BMD
Community Liaison Plan		X	(Client) to approve
Develop Communication Control Plans for key activities		X	
Manage and distribute weekly works and traffic register		X	
Attend weekly communication meetings	X	X	Meetings to be held as required
Project communication reporting		X	
Communication materials			
Work notifications		X	Pending (client) approval
Advertising		X	Pending (client) approval
E-News / Project updates		X	Pending (client) approval
Fact sheet	X		

Activity	(Client) responsible	BMD responsible	Comment
Social media	X		
Website copy	X		BMD to provide relevant information
Doorknocking		X	Pending (client) approval
Distribution of communication materials		X	Pending (client) approval
Internal department / Council / communication liaison and approvals	X		
BMTMC management		X	Including lodgement of forms
Stakeholder interface			
General stakeholder management		X	This includes community and property owner liaison
Elected Representative management	X		All government enquires will be forwarded to (client)
Stakeholder meetings		X	(client) to attend if required
Project hotline		X	
Project email / inbox		X	
Draft and send email responses		X	BMD to obtain approval for high-risk responses
CMS management	X		
CMS input	X	X	Any stakeholder interaction must be entered by the relevant party
CMS reporting		X	
Media			
Media events	X		BMD to also provide onsite support as required, if reasonable.
Media statements	X		
Media enquiry responses	X		
Workforce management			
Workforce behaviour management		X	

9. Branding requirements

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

- Any communication materials related to the project must be branded with (client's) logo. Where applicable, (client) will provide templates for materials including construction notifications and advertisements.

- No communication material shall be distributed for the project with BMD Constructions' logo, unless approved by (client).

Add any additional branding/style requirements as stated in the contract.

10. Media management

Any project related media enquiries directed to BMD Constructions will be passed onto (client's) media unit (email and phone details).

BMD Constructions will record the name, phone number, email, nature of the enquiry and media outlet and advise (client) within one hour or receipt. It is the responsibility of (client) to manage media enquiries and follow up to ensure they are closed out.

BMD Constructions will identify a range of positive media opportunities and provide to the (client) for consideration. BMD Constructions will assist (client) with logistics for onsite media events, where reasonable.

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

(Client) will be contacted immediately about any incident of planned or unplanned community protests that may arise during the works, including unannounced media arrival onsite.

11. Crisis management

BMD Constructions' 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 managed by the project 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, (client) or BMD Constructions. BMD Constructions' Corporate Communications team will become 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 (client) at a corporate level. BMD's Corporate Communications team will manage communications in the event of a corporate crisis.

Crisis situations and required responses are defined and managed in accordance with the Crisis Management Plan.

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

12. Complaint handling

Responding to enquiries and complaints in a timely manner is essential to the delivery of the project and maintaining a positive reputation with stakeholders. Enquiries and complaints may be received from several sources including via the phone, through email, via letters and face to face. (include mention of relevant client complaints management procedure here with reference to the document in an Appendix)

BMD will respond to all complaints received via the project team in the first instance. But will ensure that all sensitive issues are promptly raised with (client).

All stakeholder engagement activities will be captured in Consultation Manager (update as required). This is an established database managed by (client). Both the (client) and BMD communication teams will upload all interactions with stakeholders in Consultation Manager. Complaints will be viewed as an improvement opportunity for BMD.

The following table outlines the required response timeframes for a complaint bases on the classified level of seriousness.

The below response timeframes are a guide only. These will require updating based on the client's requirements.

Table X: response timeframes

Level of priority	Stakeholder communication	Initial response	Close out response time	Process
Minor	General enquiry Requires investigation and follow up but does not represent a threat to health and safety/does not relate to the interruption of an essential service. Generally, relates to loss of amenity, damage to property requiring follow up or is of a very general nature.	One business day	Five to seven business days (email/phone) 15 days (letter) Weekly updates for prolonged issues	- Stakeholder contacts BMD or (client) forwards enquiry to BMD. - BMD responds to stakeholder by email or phone. - Where an issue is prolonged, updates are provided to the affected party at least weekly until resolved.
		<24 hours	Within 24 hours (principal/client social media)	(Client) communications team notifies BMD of stakeholder post on (client) social media account. - BMD provides content for response to the (client) communications team.
Moderate	Other feedback requiring follow up (i.e. traffic delays, damage claims, non-urgent environment impacts). Complaints of a serious nature require investigation and follow up to determine resolution.	One business day	Two to three business days (email/phone) Seven days (letter)	- Stakeholder contacts BMD or (client) forwards enquiry to BMD. - BMD responds to enquiry by email or phone.
		<24 hours	Within 24 hours (principal/client social media)	(Client) communications team notifies BMD of stakeholder post on (client) social media account.

Level of priority	Stakeholder communication	Initial response	Close out response time	Process
				BMD provides content for response to the (client) communications team
Major	Urgent feedback requiring follow up or investigation (i.e. safety or media related, MP enquiry, immediate access requirements, highly anxious stakeholder, immediate environmental threat.	One hour	24 hours for all communication mediums	- Acknowledge urgent enquiries within 1 hour and resolve all urgent enquiries within 24 hours. - BMD to forward any media or MP enquiries to the (client) communications team within one hour of receipt.

13. Reporting and record keeping

The below content may require updating pending client requirements/use of client database such as Consultation Manager.

All stakeholder and community interactions will be recorded in BMD's community contact database. Data from this database will be used as a basis for community relations reporting.

The minimum details to be collected from each interaction include:

- mode of receipt and date
- name and contact details
- nature of enquiry
- issues raised
- action required
- action officer
- date action taken
- reference to the location of any supportive documentation.

The database will remain active for the duration of the project. BMD will ensure the database is kept up to date at all times.

13.1 Final reporting (only if required by Client)

BMD Constructions will 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
- evaluates and measures the overall effectiveness of communication and engagement activities against the Communication and Engagement Plan (client plan)
- identifies legacy issues and any communication and engagement activities requiring a handover to (client).

14. Evaluation

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

Table X: evaluation measures

Objective	Evaluation measures
Ensure the community is considered as part of the planning and execution of every construction activity.	- Attendance of community liaison officer at construction meetings and toolbox talks. - Development of communication control plans for high impact work. - Minimal complaints during works.
Provide accurate, timely and relevant information to the public.	- Prompt reply to all enquiries/information requests. - Review of stakeholder database log of queries, analysis of feedback, positive/negative/neutral media coverage. - Engagement data – number of people engaged, outcomes of engagement (sentiment), response handling outcomes for complaints.
Provide accurate, timely and relevant information to (client) for internal management and other community engagement purposes.	- Prompt reply to all enquiries/information requests from (client). - Adhere to all reporting requirements and provide additional information as required.
Work with (client) to generate awareness of project benefits and tolerance of project impacts.	- Review communication materials to ensure key messages were included. - Media monitoring to determine if positive key messages were mentioned in coverage.
Assist (client) to implement its communication strategy.	- Proactive and detailed approach to upcoming key works – to be featured in communication control plans. - Prompt reply to all communication requests from (client). - Confirmation from (client) that they felt supported.
Ensure that the program is used to provide (client) with timely and accurate information about upcoming activities.	- None or minimal project delays due to communications. - Confirmation from (client) that they always felt aware of the project's progress.

14.1 Evaluation tools

Other evaluation tools that may be used throughout the project to assess and improve the stakeholder engagement process include:

- Informal feedback – talking to stakeholders
- Interviews – when a large amount of information is required
- Questionnaires – short, to the point questionnaires or surveys can be used periodically throughout the project
- Peer evaluations – ask staff who are not involved in the project to sit in on a meeting or review materials to provide feedback
- Debriefs – gather the team together following an engagement activity to create a shared learning environment; agree to adjustments and required changes for future
- Formal program evaluation – third party to evaluate program engagement design and implementation.

15. Appendix

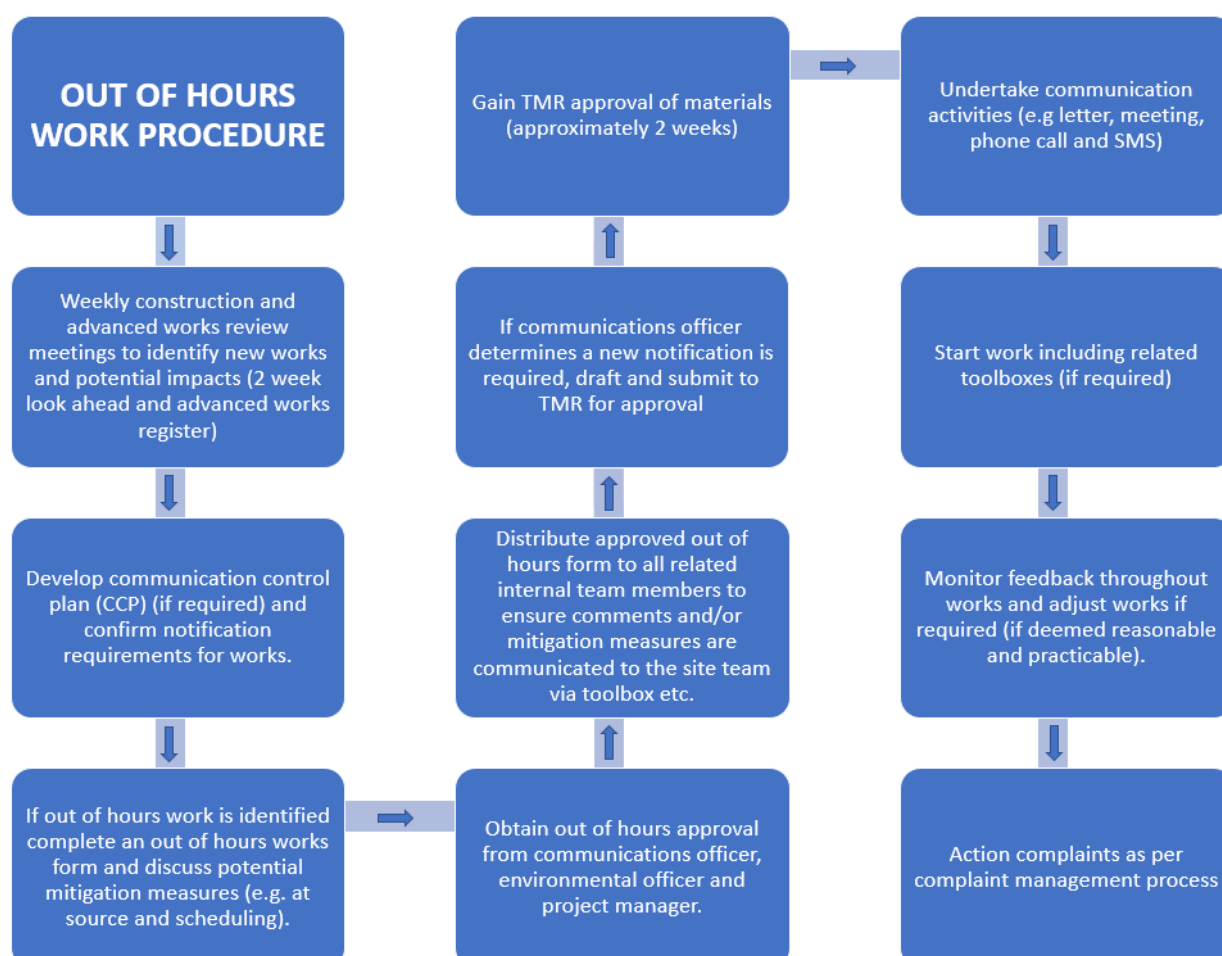
Example appendix inclusions:

- Stakeholder map
- Electoral areas/boundaries
- Indicative staging timeframes
- Out of hours works procedure
- Complaint management procedure

Appendix A

XX

Example Out of Hours works procedure



Example complaint management procedure

