



Community Liaison Plan

Deception Bay Road Interchange Upgrade

ABN No. 59 010 126 100



Job Name: Deception Bay Road Interchange Upgrade

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Client: Department of Transport and Main Roads

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Note: First revision is 1. Subsequent minor revisions shall be notated by alphabet (e.g. Revision 1A) and major revisions advancing to the next full number (e.g. Revision 2)

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1. Introduction

1.1 Project overview

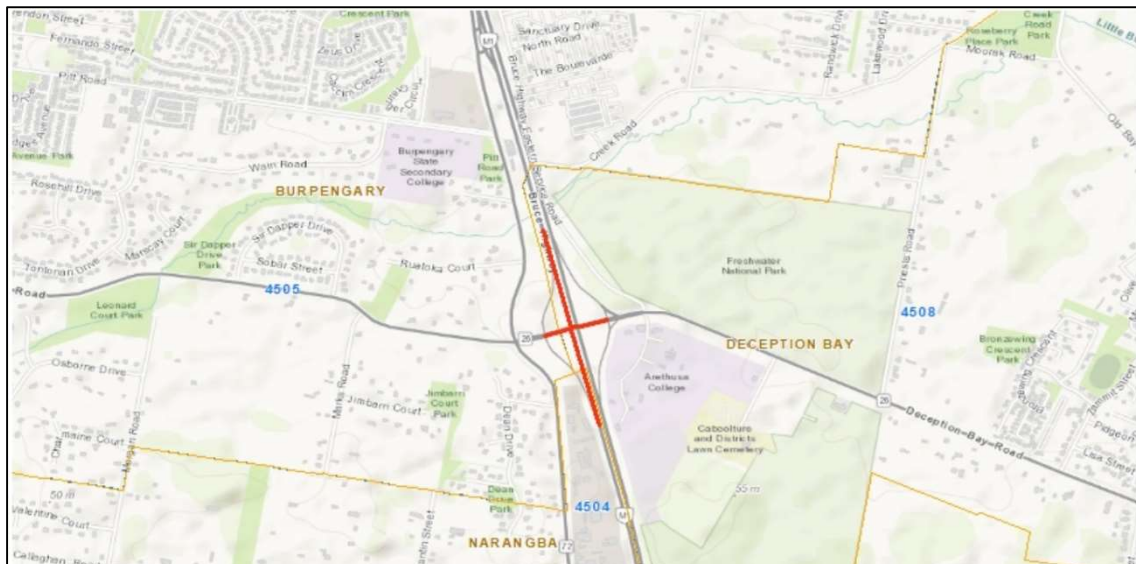
The existing Deception Bay Road is increasingly congested with traffic queues extending along ramps toward the Bruce Highway.

The Deception Bay Road Interchange Upgrade project was identified as a high priority strategic project in the Bruce Highway Link Study (as approved by TMR's Infrastructure Investment Committee in September 2015). TMR completed the Deception Bay Road Interchange Upgrade Preliminary Evaluation Report in September 2017. TMR Completed the Detailed Business Case submission in July 2018, which was subsequently approved, and the Project advanced to design delivery staging in January 2019.

This document has been prepared for contract number CN-12858 Bruce Highway – Deception Bay Road Interchange Upgrade (BHDBRIU) Project.

- Estimated Project Start: 25 August 2020
- Inferred Project Completion: 25 August 2022

Figure 1: Project map



The Deception Bay Road Interchange is located approximately 35-kilometres north of the Brisbane CBD and 12-kilometres south of Caboolture. The BHDBRIU project proposes new parallel bridges over the Bruce

Highway; upgrading signalised intersections on Deception Bay Road; and, increasing the length and capacity, relative to existing, of entry and exit ramps.

The expected work hours for the project are:

- Monday to Friday – 6am to 6pm (please note that BMD will endeavour to reduce noise impacts as per the noise management subplan)
- Saturday – 6am to 2pm
- Out of hours – 6pm to 6am (as required and as approved)
- Works requiring out of hours lane closures will be reviewed separately as part of the Traffic Management Plan and associated Construction Control Plans.

1.2 Project timeframes

Refer to Appendix A for staging timeframes as per construction program. For up to date program and staging, please refer to the current contract program.

1.3 Project outcomes

The Deception Bay Road Interchange Upgrade will include:

- Increasing entry and exit ramp capacity
- Protection and relocation of Public Utility Plant (PUP) assets
- Provision of new shared user path including a bridge over the future Southbound entry ramp; inclusion with the new overpass of the Bruce Highway; and a culvert structure under the future Northbound entry loop ramp
- Relocation of Heavy Vehicle Inspection Site (HVIS) facility with the upgraded interchange
- Upgrade of the existing Deception Bay Road interchange including two new parallel bridges over the Bruce Highway and removal of the existing bridge
- Upgrade of two intersections on Deception Bay Road immediately west of the intersection with Old Gympie Road and immediately east of the intersection with Eastern Service Road

1.4 Project benefits

The Deception Bay Road Interchange Upgrade will deliver a number of road network benefits, including:

- increasing traffic capacity through the interchange
- traffic signals that allow better management of traffic
- safer facilities for pedestrians and cyclists with shared pathways and on-road cycle lanes, dedicated crossing facilities and links to the surrounding local network bikeways.

1.5 Community Liaison Plan purpose

The purpose of this Community Liaison Plan (CLP) is to outline BMD's approach to the communication and stakeholder engagement required for the Deception Bay Road Interchange Upgrade project. Aligned to the overarching project objectives and outcomes, BMD will support the Department of Transport and Main Roads (TMR) to deliver stakeholder communications and community engagement in a manner that complies with Communications and Engagement Requirements - DBRIU.

The CLP 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 CLP 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 CLP is considered a 'working document' that will be updated as required to reflect the dynamic nature of communication and engagement. The CLP 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, Contract Administrator and TMR 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.

1.6 Project Organisation Chart

A BMD, Community Liaison Officer (CLO) will manage liaison with property owners, local community, and other stakeholders for the Deception Bay Road Interchange Upgrade, as well as any associated project communication activities including notifications, reporting, briefing documentation, and internal communication requirements. Refer to IPMP for Project Organisation Chart.

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 TMR. 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 TMR 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 TMR protocols.

2.2 Objectives

BMD is committed to working in collaboration with TMR 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 every construction activity
- Provide accurate, timely and relevant information and responses to public enquires (and TMR 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 TMR to generate awareness of project benefits and tolerance of project impacts
- Work with TMR to satisfy public expectations to be informed
- Assist TMR to implement its communication strategy
- Ensure that the program is used to provide TMR with timely and accurate information about upcoming activities through communication control plans (CPPs)
- Close working relationship with TMR to proactively identify media opportunities and risks
- Provide ongoing project-related communications and information to TMR 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 TMR. 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 TMR and stakeholders
- **Relationships** – building and enhancing relationships within the project team, TMR 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 TMR and BMD.
- **No surprises** – communication and engagement with TMR 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. BMD will also ensure consistency in its writing through adherence to the TMR guidelines on style, readability, and messaging *“Department of the Premier and Cabinet Writing style guide 2018”*
- 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 TMR.***

4. Communication tactics

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

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

4.1 BMD to TMR

Figure 2: BMD to TMR 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 to be attended by CLO, Contract Administrator (or appropriate representative) TMR Senior Communications Officer and other TMR representatives as requested by the TMR Senior Communications Officer. Meeting is to: • introduce members of the Communication Team, • understand consultation to date conducted by TMR • full handover of stakeholder background information and provide access to CMS database • identify key issues and risks for TMR 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, such as CEAP and example CCP
Communication Team Meetings and regular liaison	Minimum of fortnightly meetings will be held with BMD and TMR Senior Communications Officer to provide detailed information and ensure TMR remain informed and aware of impacts and has opportunities to consult with the team regarding mitigation strategies. Meetings will also enable TMR to provide immediate feedback on consultation/communication methods and to raise any concerns/queries. These meetings will be attended by the CLO, TMR Senior Communications Officer and other TMR representatives as requested by the TMR Senior Communications Officer. TMR is also able to contact the CLO via phone/email at any time with further questions or issues.

Communication tool	Description of tool
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>
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 works including the start of construction, major traffic switches and/or detours and extended periods of high impact works/night works. These plans will detail how construction activities will be communicated to all relevant stakeholders (including motorists, residents, business owners and relevant authorities). 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 (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 TMR. Any written materials will be subject to the TMR approval processes and timelines.

Figure 3: 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 TMR templates for all stakeholder notifications and shall be responsible for the production, printing and distribution unless otherwise agreed with administrator. TMR to approve prior to distribution. Notifications will be distributed via email. 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.

Communication tool	Description of tool
	Notification distribution requirements are as follows: - For local low impact matters: Notifications regarding minor impacts must be distributed to directly affected properties as agreed by TMR - 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 TMR.
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 TMR 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. TMR to attend meetings to handover relationships or if they are with Councils or elected representatives.
Fact sheets	BMD will utilise TMR templates for all fact sheets and shall be responsible for the production, printing and distribution unless otherwise agreed with administrator. TMR to approve prior to distribution.
1800 hotline	BMD will be the primary point of contact for the project hotline (1800 213 995) during business hours. All calls during business hours will be responded to within four hours. BMD to manage the hotline out of hours. Process of elevation to be confirmed for each works package.
Project inbox	BMD will be responsible for the project inbox and provide an acknowledgement email within one business day and full response in five business days. BMD will draft high-level key messages, which will be approved by TMR, and available to respond to low-risk stakeholder enquires. In the event of sensitive or high-risk correspondence BMD will draft a response and issue to TMR for approval. BMD will issue response once approved. A correspondence register will be developed by BMD to track status of emails and issued to TMR as required. All email responses will use agreed key messages and/or issued to TMR for approval prior to distribution.
Website content	BMD to provide TMR with relevant website content via the information included in the CCPs. TMR will host and maintain the website and content.
Social media	BMD understands that it must not undertake any social media as TMR will manage this activity. Information for social media can be obtained through the CCPs. Requests for social media usage from BMD or subcontractors will be with the approval of TMR.
Call centre scripting	BMD to provide TMR with relevant scripting content via the information included in the CCPs.

Communication tool	Description of tool
VMS	VMS to be onsite at relevant approach points to notify motorists of change in speed/road conditions.
BMTMC information / scripting	BMD CLO/traffic manager to issue BMTMC scripting/forms and related VMS information as required. TMR to approve prior to distribution.
E-news	BMD to aim to issue an E-news on a quarterly basis to email distribution list. BMD will utilise TMR templates for all E-news. TMR to approve prior to distribution. Issue via Vision 6.
Advertising	If required, BMD will liaise with TMR regarding advertisement requirements. If it is deemed required, BMD will be responsible for developing content, designing advertisement, loading materials for release and placement cost. TMR template/media guidelines and approval processes to be adhered to.
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 TMR hosted media events with safety, PPE, and key messages as required. All media to be directed immediately to TMR from response.
Emergency works communications	If emergency works are required (e.g. service strike, finish concrete pour, damage to support structure, mechanical failure causes delays, etc.) the CLO will notify TMR as soon as possible to confirm impacts and required stakeholder liaison. This notification is to be as per attached Critical Incident Plan and aligned with TMR levels of response.
Elected representative enquiries	Any direct electorate representative contact from federal, state and local government made to the project will be directed to TMR 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 TMR for consideration.
Signage	Project signage can be provided by TMR and BMD will relocate/reinstate this if required by the construction works
Project imagery	BMD will provide high resolution project images monthly to the Administrator. BMD will also engage a drone supplier to obtain images and video footage on a quarterly basis. Time-lapse will be co-ordinated for project and key milestones, bridge construction.

4.3 BMD internal

Figure 4: BMD internal communication tactics

Communication tool	Description of tool
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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 TMR 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 TMR 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 weekly construction team meetings to ensure they understand the full scope and status of the project. Any relevant information will then be fed to TMR 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 workplace 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 TMR 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.
Communication Control Plans (CCP) for specific works	This tool assists in ensuring that all project team members are aware of the work impacts, committed timeframes and mitigation measures.
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 have broken the project essentially into 3 areas, West of the Bruce Highway, East of the Bruce Highway, and the Bruce Highway itself. Both the East and West of the Bruce Highway works has been broken into several separate

stages with the Bruce Highway works primarily focussed on bridge construction and demolition of the existing bridge. A high-level summary of the program dates can be found in Appendix A.

6. Stakeholders

6.1 Stakeholder map overview

Refer to Appendix B.

6.2 Stakeholder matrix

Figure 5: Stakeholder matrix

Stakeholder group	Stakeholder	Interest/Impact	Key activities
Department of Transport and Main Roads	Client CLO Client representative/CA	Safe, efficient and balanced project outcomes for all stakeholders	Complaint escalation Reporting Forward planning Approvals
Elected representatives – Federal	Mr Luke Howarth, Member for Petrie (LNP) Mr Terry Young, Member for Longman (LNP)	Updating constituents Media opportunities Progress	Provide details for TMR briefings and be available to attend meetings as needed
Elected representatives - State	Annastacia Palaszczuk, Premier The Honourable Mark Bailey MP, Minister for Transport and Main Roads Mr Chris Whiting, Member for Bancroft (ALP) Mr Shane King, Member for Kurwongbah (ALP) Mr Steven Miles, Member for Murrumbidgee (ALP) Mr Mark Ryan, Member for Morayfield (ALP)	Timely accurate information Timely and accurate information Provide notifications and communications around key activities Media opportunities Constituent enquiries	Provide updates to TMR and support briefings as required Provide updates to TMR and support briefings as required Provide updates to TMR and support briefings as required
Elected representatives - Local	Mayor – Peter Flanery Local Councillors Transport Planning Manager and team	Constituent enquiries Local roads	Provide updates to TMR and support as required
Businesses – directly and indirectly affected.	Lawn Cemetery		Build relationships and provide timely

	Allied Timbers	Construction impacts – noise, dust, access, lighting, nightworks.	construction information to mitigate impacts where possible.
	Narangba Timbers		
	Budget Car Rental		
	Storage King		
	Access Church	Customer and supplier access	
	Mackay and Sons		
	David Wright Removals		
	Other nearby businesses		
Residential – directly affected and nearby.	Old Gympie Road	Construction impacts – noise, dust, access, lighting, nightworks.	Build relationships and provide timely information to mitigate where possible.
	New Settlement Road		
	Casino, Dean, Gavin and Jane and Marks Street		
Community/Special Interest Groups			
Industry body – transport	Transport Workers Union (TWU) and freight industry operators Queensland Trucking Association Queensland Transport and Logistics Council Traffic Management Association of Australia – Queensland Division Queensland Bus Industry Council	Provide information regarding the project to road user groups	Provide timely construction information
Road user groups	Local motorists Bruce Highway Brisbane Metropolitan Transport Management Centre (BMTMC) RoadTek Maintenance RACQ Queensland Taxi Council Cyclists Uber National Heavy Vehicle Regulator Queensland Transport and Logistics Council Queensland Trucking Association Metropolitan Permits	Outline road user impacts in a timely and manner to allow road users to plan trips accordingly. Provide advance notice of works and closures	SMS Emails Notifications
Transport Operators	Bus link Coolum Coaches Kangaroo Bus Lines Tropical Coast tours Suncoast Hinterland tours West's National Coaches Airport connection	Outline road user impacts in a timely and accurate manner to allow road users to plan trips accordingly. Provide advance notice of works and closures	SMS Emails Notifications

	SunAir Bus Services Sunbus Greyhound Australia/ McCafferty's Bus Service		
Emergency Services	Queensland Police Service (Deception Bay Police Station) Queensland Ambulance Service (Metro North) Queensland Fire and Emergency Services (including Burpengary Fire Station)	Outline road user impacts in a timely and accurate manner to allow road users to plan trips accordingly. Provide advance notice of works and closures	SMS Notifications Emails Meetings/briefings
Environmental Organisations	Koala Action Group Qld Inc (KAG) Pine Rivers Koala Care Association Moreton Bay Koala Rescue	Care for local wildlife conservation and design outcomes long term Manage construction impacts	Provide updates to TMR and support briefings as required. Articulate negotiables clearly.
Indigenous groups – local custodians	Kabi Kabi First Nation People Non-Indigenous cultural heritage stakeholders	Respect for local owners and land for the entire project team	Regular project updates
Educational institutions	Arethusa College Burpengary State Secondary College	Impacts during construction Providing clear information to be passed to parents and other school users/traffic	Signage Notifications/Newsletter articles Opportunities for students
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 TMR	Provide timely accurate information to TMR 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 Deception Bay Road Interchange Upgrade. 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 6: Potential community and stakeholder risk and mitigation measures

Potential risk	Mitigation
General traffic impacts	• In general BMD will minimise project impacts to both the local road and Bruce Highway motorists where possible. • The impacts on the Bruce Highway will be controlled with key works including lane realignments, periodic directional closures for the bridge demolition and deck unit installations. • Proactive communications will include a combination of local notifications, doorknocks, Community Service Announcement, VMS, social media, website, and call centre scripting. • Staging Plans and Traffic Guidance Schemes will be managed by BMD's Staging and Traffic Manager to ensure network traffic flow is maintained to the existing level of service where possible. • The speed limit will be reviewed to ensure it is suitable for the changed traffic conditions e.g. reduced lane and shoulder widths. • Anti-gawk screens on barriers will be considered to address the potential for driver distraction. • The staging plans will be reviewed by an independent road safety auditor, and reviewed and approved by the Administrator • Traffic guidance schemes will also be developed for each short-term traffic arrangement (with active traffic control on-site).
Access arrangements	• Early engagement to identify stakeholder to advise of pending works and anticipated impacts • Provide temporary directional signage • Additional temporary signage may be used if feedback and necessity permits
Pedestrian and cyclist detours	• Proactive notifications to cyclists, pedestrians, and residents/businesses. • Website, social media, and call centre scripting. • Distribution of 1800 hotline cards. • Onsite signage. • Information provided to Moreton bay Cycling Club. • Team to review temporary detour paths on a regular basis to ensure suitable surface.

Potential risk	Mitigation
Temporary parking loss during construction	- CLO to work with construction team to understand parking loss impacts. - Once impacts are confirmed, CLO to meet with / contact impacted stakeholders.
Watermain relocation	- Arethusa College may be impacted through this work due to the proximity of their entrance and watermain location. - CLO to work with construction team to understand impacts once methodology is confirmed. - A CCP will be developed to further analyse the related risks and mitigation measures at least one month prior to works.
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 to driveway access or access changes to Bruce Highway. - 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)	- Proactive communications to local businesses 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 on a regular basis to ensure they are informed on the project's progress and upcoming impacts. - Please refer to Appendix E to view the out of hours works procedure.
Bridge demolition – out of hours works (noise)	- CLO to work with construction team to understand the bridge demolition methodology and expected impacts. - It is expected that full directional closures of the M1 Motorway will be required for the bridge demolition works. - A CCP will be developed to further analyse the related risks and mitigation measures approximately one month prior to works.
Directional Bruce Highway closures	- Directional closures of the M1 Motorway will be required, as well as additional lane closures throughout the project. - Wide distribution of the e-news, VMS, social media, website, and call centre scripting will be developed and approved prior to the directional closures of the motorway. - Closures will only occur if required and based on appropriate/required approvals. - Required detours and traffic measures will be review and discussed with BMD's Staging and Traffic manager. - Consultation with emergency services will be undertaken and documented. - A CCP will be developed to further analyse the related risks and mitigation measures approximately six weeks prior to works.

Potential risk	Mitigation
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.
Perceived property damage	- In preparation for construction activities, BMD will undertake building condition surveys of selected properties and / or sensitive receptors. Condition surveys will be carried out to ensure the current condition of the building is recorded. This will ensure the project team has an accurate record of property conditions prior to construction commencing. - It is expected the surveys will be one of the initial communications with the public. Therefore, a CCP will be issued to confirm selected properties and communication process.
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 TMR and BMD. The following table outlines the responsibilities to be managed by each party:

Figure 7: Responsibility matrix

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

			Future factsheets by BMD TBC – they will only be produced if deemed required.
Social media	X		
Website copy	X		BMD to provide relevant information in CCP
Doorknocking		X	Pending TMR approval
Distribution of communication materials		X	Pending TMR approval
Internal department / Council/ communication liaison and approvals	X		
NORTMC management		X	Including lodgement of forms TMR to approve scripting
Stakeholder interface			
General stakeholder management		X	This includes community and property owner liaison
TMR Metropolitan District senior management	X		
TMR Ministerial and Executive correspondence	X		BMD to provide content/input where relevant, as required.
Elected Representative management	X		All government enquires will be forward to TMR
Stakeholder meetings		X	TMR to attend if required
Project hotline		X	TMR Communication Officers to do check over all responses to enquiries before issued, including simple/low risk enquiries
Project email / inbox		X	TMR Communication Officers to do check over all responses to enquiries before issued, including simple/low risk enquiries
Draft and send email responses		X	BMD to obtain approval for high-risk responses and all complaint responses to be approved by TMR.
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		BMD to provide info/content/stats as requested by TMR for media materials
Media enquiry responses	X		
Workforce management			
Workforce behaviour management		X	TMR to report any workforce issues to the CLO

9. Communication requirements

9.1 Communication requirements

As per the Specification and Technical Standard – Community Engagement (SRSS22).

Figure 8: Communication requirements

Requirement	Timeframe
Communication Control Plans	Four weeks prior to start of construction works Three weeks prior to stakeholder notification
Stakeholder notification	Five business days prior to start of construction Seven businesses days if directly impacted due to works (e.g. driveway access) Five business days prior to start of any significant construction activities Special consideration is required for 'unusual' works e.g. highway detours, deck unit works.
Elected representative notification	TMR to issue notification at least seven days prior to all other stakeholder notifications being issued.
Hotline response	All calls during business hours will be responded to within four hours. Out of hours call with be contact as soon as reasonable the following day if their matter was not closed out the night prior.
Email response	BMD to provide an acknowledgement email within one business day and full response within five business days (pending TMR approval for high-risk enquires)
CMS input	BMD to ensure that new inputs are entered into CMS within 48 hours of event.

10. Style of communication materials

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

- All communication materials for the project must be branded with the Australian Government logo and State government logo. TMR to provide a template for the below materials:
 - letters
 - notifications
 - E-news (via Vision 6)
 - Advertising
 - DL flyer
 and to be reviewed and approved by TMR.
- No communication materials shall be distributed for the project with the Contractor's logo, unless approved by the Administrator
- The Contractor must only publish approved photos, and recognise and identify the state's funding role in any promotional material or award submissions that it develops in relation to the project

- Contractor branding must not be displayed on any stationary structures, such as fences and buildings, in accordance with TMR's signage Policy. Contractor logos can be displayed on vehicles and machinery
- Any award submission will require TMR approval
- The Contractor must supply the Administrator with copy that meets TMR guidelines on style, readability, and messaging "*Department of the Premier and Cabinet Writing style guide 2018*".

11. Media Management

Any direct contact from the media made to the project will be directed to the TMR's Media Unit - 07 3066 7060 or media@tmr.qld.gov.au.

BMD will record the name, phone number, email, nature of the enquiry and media outlet of the journalist and advise TMR immediately. It will be the responsibility of TMR to manage media enquiries and follow up to ensure the media enquiry is closed out.

In terms of positive media opportunities, the project will identify a range of opportunities for media releases and events and forward these to TMR for consideration. This information will be included in the monthly report. BMD will assist TMR 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.

TMR 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.

12. 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, TMR or BMD. 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 TMR 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.

13. 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.

BMD will respond to all complaints that are received via the project's hotline in the first instance but will ensure that any sensitive issues are promptly raised with TMR. BMD will draft a response for TMR's prior approval for all complaints received via the email.

All stakeholder engagement activities will be captured in Consultation Manager. This is an established database that is managed by TMR. Both the TMR 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.

14. Reporting

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

- Completed activities from previous week (to be included in advanced works and traffic register)
- Upcoming key works (to be included in advanced works and traffic register)
- Summary of responses to complaints and inquiries
- Summary of outstanding responses/actions

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.

14.1 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.
- evaluates and measures the overall effectiveness of communication and engagement activities against the Communication and Engagement Plan, identifies legacy issues and any communication and engagement activities requiring a handover to TMR staff.

15. Evaluation

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

Figure 9: 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 • engagement data – number of people engaged, outcomes of engagement (sentiment), response handling outcomes for complaints
Provide accurate, timely and relevant information to TMR for internal management and other community engagement purposes	• Prompt reply to all enquiry/information requests from TMR. • Adhere to all reporting requirements and provide additional information as required.
Work with TMR 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.

Objective	Evaluation measures
Assist TMR to implement its communication strategy	- Proactive and detailed approach to upcoming key works – to be featured in CCPs. - Prompt reply to all communication requests from TMR. - Confirmation from TMR they felt supported.
Ensure that the program is used to provide TMR with timely and accurate information about upcoming activities	- No to minimal project delays due to communications. - Confirmation from TMR that they always felt aware of the project's progress throughout the project.

Appendix A – Program dates

Project Milestone Dates:

(Dates are current per Draft Program 11/9/2020)

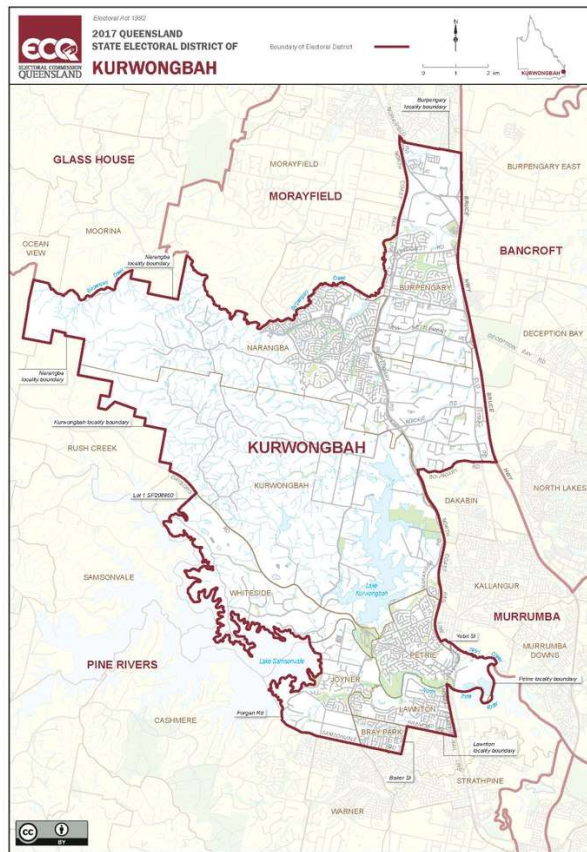
Milestone	Date
BR05 Underpass complete	10 th December 2021
BR03 SUP Overpass complete	27 th May 2021
BR04 Little Burpengary Creek	28 th May 2021
Open Bridge BR01 to Traffic	7 th September 2021
Complete Bridge demolition	24 th September 2021
BR02 girder installation	3rd February 2022
Open Bridge BR02 to Traffic	11 th June 2022
Practical Completion	25 th August 2022

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 B – Stakeholder map



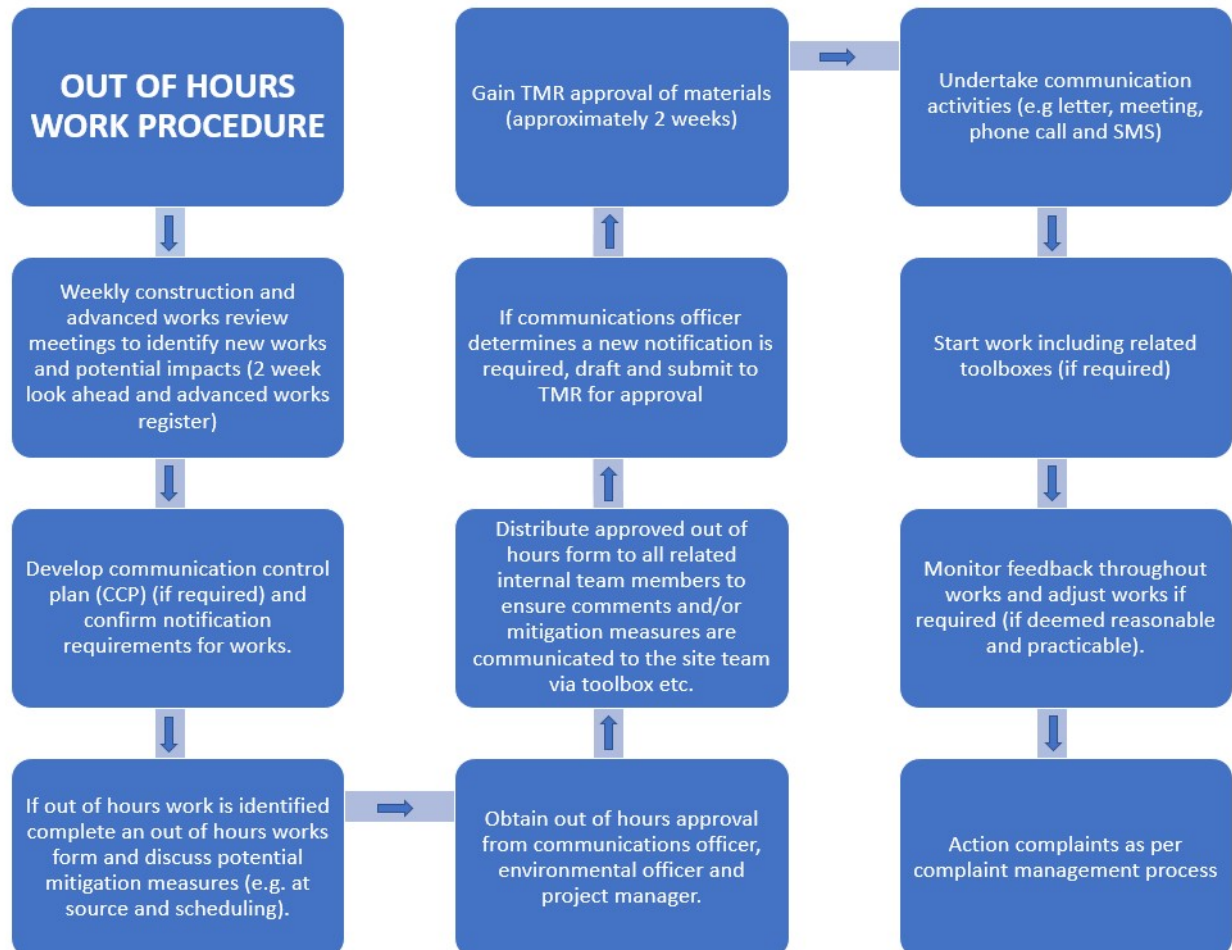
Appendix C – State electoral district map – Kurwongbah and Bancroft



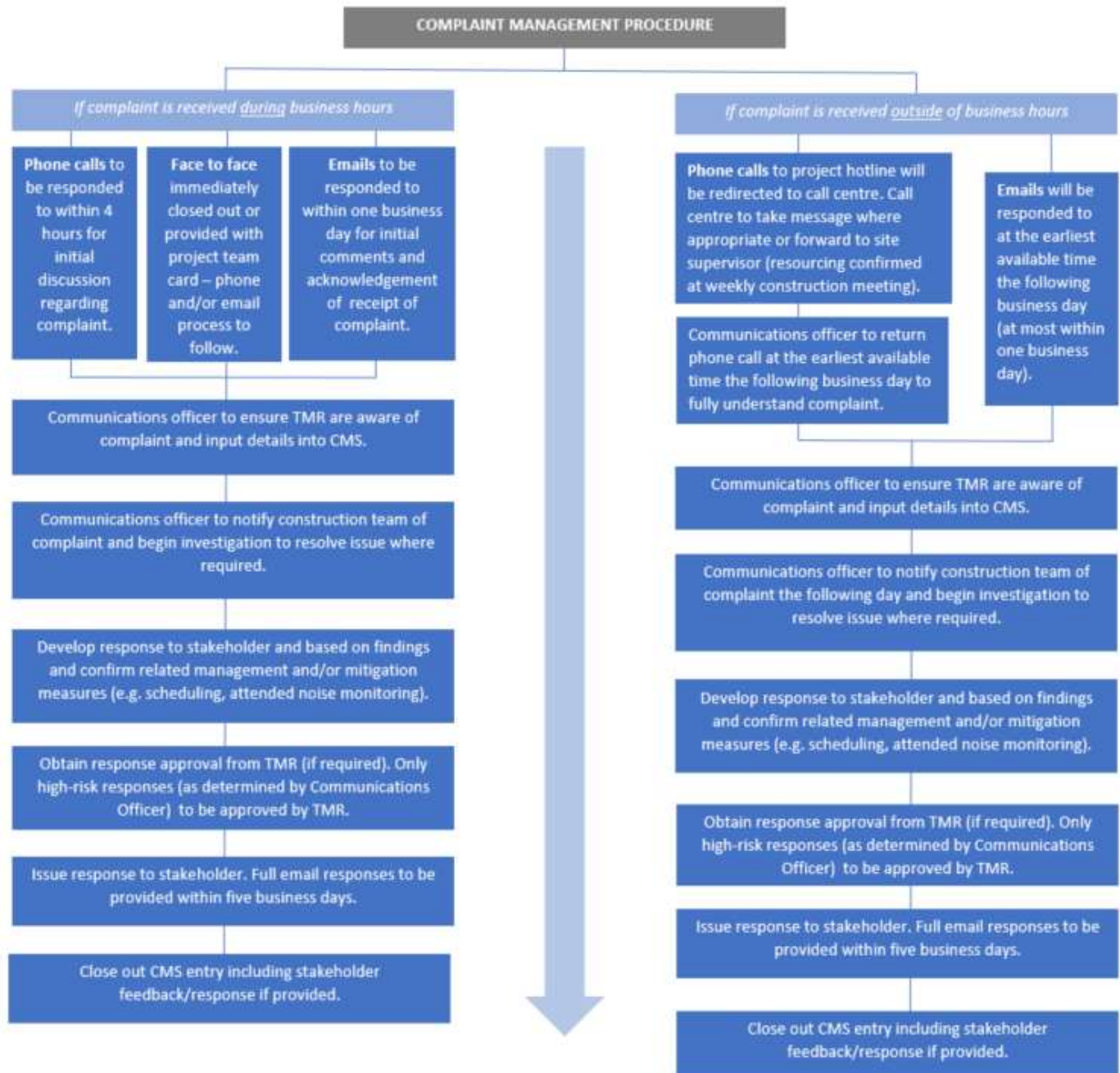
Appendix D – Moreton Bay Regional Council Divisional Boundary – Division 2 and Division 5



Appendix E – Out of hours works procedure



Appendix F – Complaint management procedure



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

Appendix G – 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 a critical incident all external communication protocols are followed in accordance with TMR 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 TMR 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, TMR 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 TMR 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 TMR 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

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.	• Log on database and reporting in real time. 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 TMR • Checking and approving all outgoing communications created by other communications advisers • Answering and documenting media enquiries and requests for interviews and reporting to TMR 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 TMR 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 TMR 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 TMR in developing communication for stakeholders, briefings and key message development for different stakeholder groups
- Internal communication with wider team and BMD corporate
- Collaborating with TMR 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 TMR.
- Keeping all records of stakeholder communication and providing reporting as requested.

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

Incident response and severity levels are based on the TMR 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

TMR Communication Team Actions

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

notes and other materials required by TMR.

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 TMR team

Establish required briefing with elected representatives.

Approvals of stakeholder communications

Close out and reporting for TMR.

All communication to be approved and issued only with approval from TMR. 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 TMR.

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 TMR regularly as information comes to hand. These will be approved and distributed only by TMR.

Designated spokesperson

It is the responsibility of TMR to determine the spokesperson for the incident. Unless otherwise requested, a representative from TMR 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 TMR 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.

