

# Master Specification Part PC-CS1

## Community Engagement and Media Management

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**Government of South Australia**  
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and Transport

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# PC-CS1 Community Engagement and Media Management

## 1 General

- a) This Master Specification Part specifies the minimum requirements for community and stakeholder engagement and media management, including:
  - i) the documentation requirements, as set out in section 2;
  - ii) the scope of community and stakeholder engagement requirements, as set out in section 3;
  - iii) the requirements for the Principal's responsibility, as set out in section 4;
  - iv) the requirements for the Principal's Approval, as set out in section 5;
  - v) the Community and Stakeholder Engagement and Media Management Plan requirements, as set out in section 6;
  - vi) the stakeholder management database requirements, as set out in section 7;
  - vii) the requirements for the Community and Stakeholder Engagement Representative(s), as set out in section 8;
  - viii) the requirements for the Aboriginal community engagement and stakeholder management representative(s), as set out in section 9;
  - ix) the media management requirements, as set out in section 10;
  - x) the public facing materials and information requirements, as set out in section 11;
  - xi) the requirements for the provision of information to stakeholders, as set out in section 12;
  - xii) the engagement activities requirements, as set out in section 13;
  - xiii) the enquiries and complaints requirements, as set out in section 14;
  - xiv) the signage requirements, as set out in section 15;
  - xv) the visual records requirements, as set out in section 16;
  - xvi) the requirements for site inspection by visitors, as set out in section 17;
  - xvii) the community engagement and media management training requirements, as set out in section 18;
  - xviii) the meeting requirements, as set out in section 19;
  - xix) the reporting requirements, as set out in section 20;
  - xx) the notification and response timeframes, as set out in section 21; and
  - xxi) the Hold Point and Witness Point requirements, as set out in section 22.
- b) The Contractor's Activities in relation to community and stakeholder engagement and media management must comply with the Reference Documents, including:
  - i) Department Style Guide (available upon request);
  - ii) Department Media and Social Media Guide (available upon request);
  - iii) Department Consultation Manager and Social Pinpoint Guide (available upon request);
  - iv) Department Community and Media Approvals Matrix (available upon request); and

- v) Department Community and Stakeholder Engagement and Media Management Plan Template (and associated appendices templates including, Aboriginal Engagement Plan, Local Business Engagement Plan, Local Business Support Plan and Project Milestone Activities Plan) (available upon request).
- c) The Contractor must perform its obligations regarding engagement with the community and stakeholders in accordance with the Contract Documents.
- d) The Contractor must comply with all privacy requirements set out in the Contract Documents.
- e) For the purpose of this Master Specification Part:
  - i) “community” means any person or group that lives or works within proximity to the Project, travels through the Project or has an interest in the Project;
  - ii) “media” means any organisation that communicates through mass communication (broadcasting, publishing, and the internet); and
  - iii) “stakeholder” means any organisation, business, person, community group or interest group that has an interest in the Project or is affected by the Project.
- f) The Contractor:
  - i) is responsible for:
    - A. overseeing and delivering all approved community and stakeholder engagement related to the Project and supporting the promotion of the Project; and
    - B. building a sound understanding of Project requirements and the community and stakeholder landscape (including identification of key social and reputational risks) to ensure community and stakeholder engagement activities are tailored to support successful Project delivery, address social risks, enhance relationships with stakeholders and deliver positive outcomes for the community; and
  - ii) must undertake community and stakeholder engagement activities to promote the Project, build project support and minimise the level of opposition including activities such as community information sessions / workshops, stakeholder meetings, advertisements, website pages, letters, notifications, newsletters, presentations, public display material, surveys (online and hardcopy) and signage.

## 2 Documentation

### 2.1 Community and Stakeholder Engagement and Media Management Plan

The Contractor must prepare, submit, and update a Community and Stakeholder Engagement and Media Management Plan, in accordance with section 6.

## 3 Scope of community and stakeholder engagement

- a) The Contractor’s obligations in relation to community and stakeholder engagement are detailed within this Master Specification Part and the Contract Documents.
- b) The scope and extent of community and stakeholder engagement must be commensurate with the size, complexity, impact or benefit to the adjacent community, and the level of community and stakeholder interest in the Project. It also must be in accordance with any specific statutory requirements.

## 4 Principal’s responsibility

- a) This section 4 outlines the Principal’s communication roles.

- b) If the form of contract is an alliance, the Principal's role in this Master Specification Part refers to the Principal as the client, and not within the alliance as a Participant.
- c) The Principal (unless otherwise specified in the Contract Documents):
  - i) is responsible for informing and approving the Community and Stakeholder Engagement and Media Management Plan;
  - ii) is responsible for approving all public facing materials and providing project branding advice and direction;
  - iii) is responsible for the distribution of media releases and social media posts;
  - iv) will act as the interface between the Minister and Contractor; and
  - v) may make changes to draft communication materials and these changes must be incorporated by the Contractor into the relevant document for further approval.

## 5 Principal's Approval

All public facing materials pertaining to stakeholder engagement, promotion, media, and communication requirements, including those produced by any Subcontractors or individuals in relation to the Project, must be submitted to the Principal for approval prior to release. Public facing materials may include:

- a) program branding / alliance branding / Project branding;
- b) Project animations / visualisations;
- c) media releases;
- d) advertising materials;
- e) social media posts and web content;
- f) photographs / time-lapses;
- g) videography and drone footage;
- h) maps / graphic representations;
- i) project notifications / newsletters / community updates / surveys;
- j) digital media and platform materials;
- k) stakeholder presentation materials; and
- l) anything else requested by the Principal.

## 6 Community and Stakeholder Engagement and Media Management Plan

- a) The Contractor must establish, implement, maintain, and provide a Community and Stakeholder Engagement and Media Management Plan.
- b) The Community and Stakeholder Engagement and Media Management Plan required in section 6a) must:
  - i) be aligned with and support the delivery of the overarching Principal's community and stakeholder engagement strategy; and
  - ii) include:
    - A. details regarding the integration of stakeholder and community engagement with other project plans and milestones;

- B. details regarding the strategy and schedule of activities, tools / materials, and responsibilities for engaging with the community and stakeholders;
  - C. details regarding stakeholder identification and an analysis of their interest and influence;
  - D. Project key messages (suitable for the stage of the process);
  - E. a schedule of media or promotional opportunities across the life of the Project;
  - F. details of the approved stakeholder management database to be utilised;
  - G. details regarding media management and enquiries;
  - H. details regarding the training of personnel on community engagement and media management;
  - I. the catchment area for the distribution of the communication materials;
  - J. details regarding enquiries and complaints management (including escalation requirements);
  - K. visual records and details of the signage proposed for the Project;
  - L. details of reputational risks associated with the Project and mitigations;
  - M. community and stakeholder engagement reporting templates and procedures;
  - N. the evaluation and review process of the plan;
  - O. the Local Business Engagement Plan required in PC-CS2 “Local Business Support”;
  - P. if required by the Contract Documents, the Local Business Support Plan required by PC-CS2 “Local Business Support”; and
  - Q. if required by the Contract Documents, an Aboriginal Engagement Plan.
- c) The Community and Stakeholder Engagement and Media Management Plan must be prepared, submitted and updated in accordance with the requirements of PC-PM1 “Project Management and Reporting”.

## 7 Stakeholder management database

### 7.1 General

- a) Unless otherwise directed in the Contract Documents, the Contractor must use the Department Consultation Manager for stakeholder management, from the Commencement Date until Completion. This will be used to record and track the status of enquiries, complaints, issues, and actions taken regarding stakeholders, and to record the contact details of stakeholders.
- b) The Department Consultation Manager must be utilised in accordance with the Department Consultation Manager and Social Pinpoint Guide. The Contractor must be available to participate in regular quality assurance reviews of data to ensure that the database is being used in accordance with this guide.
- c) Where the Contract Documents require the Contractor to implement its own stakeholder management database, the stakeholder management database must be utilised in accordance with the Department Consultation Manager and Social Pinpoint Guide.
- d) Where the Contract Documents require the Contractor to implement its own stakeholder management database, at a minimum, the stakeholder management database must record:
  - i) details of any contact between the Contractor and stakeholders;
  - ii) contact details of stakeholders;

- iii) categorisation of the contact sentiment as either 'complaint', 'neutral', or 'compliment';
- iv) if the contact sentiment in section 7.1d)iii) is categorised as a 'complaint', a further categorisation of whether the contact was:
  - A. avoidable; or
  - B. unavoidable, where the Contractor's actions were reasonable to avoid the complaint in the first instance;
- v) the nature, time and details of the contact;
- vi) actions undertaken in response to the contact;
- vii) response provided to the contact;
- viii) time taken to respond to the contact;
- ix) actions as a result of the contact; and
- x) if the contact sentiment in section 7.1c)iii) is categorised as a 'complaint', the required follow up to close out the complaint.

## 7.2 Content ownership and right of access

- a) Where the Contract Documents require the Contractor to implement its own stakeholder management database, the Contractor is responsible for the operation and maintenance of that stakeholder management database.
- b) Regardless of whether the Contractor is operating its own or using the Principal's stakeholder management database for the Project, the Contractor acknowledges and agrees that it is subject to the Principal's privacy requirements.
- c) Where the Contractor is required to use the Department Consultation Manager for stakeholder management, the Principal will provide access to the relevant section of the stakeholder management database, or approve access for the Contractor's personnel, as required, to the databases and information stemming from the stakeholder management database.
- d) If the Contractor has been directed to establish its own database:
  - i) the Principal or any other person nominated by the Principal, must be given access to the stakeholder management database (including all information and raw data related to the Project). The Principal reserves the right to access the information at any time; and
  - ii) the Contractor and the Principal must agree the specific personnel who can be provided access to databases and information stemming from the stakeholder management database; and
  - iii) as a condition precedent to Completion, the Principal must be provided with a copy of the stakeholder management database.
- e) Unless otherwise specified in the Contract Documents, the Principal will retain ownership of the intellectual property and databases created from the Contractor's Activities in relation to community and stakeholder engagement.

## 7.3 Handover and Completion

Where the Contract Documents require the Contractor to implement its own stakeholder management database, as a condition precedent to Completion the Contractor must:

- a) complete a thorough handover of all stakeholder management database information to the Principal; and
- b) ensure all electronic records required as a part of the stakeholder management database information in section 7.3a) are handed over in a format compatible with the Principal's information systems.



## 8 Community and Stakeholder Engagement Representative(s)

- a) Unless otherwise specified in the Contract Documents, the Contractor must provide a Community and Stakeholder Engagement Representative(s) to act as the primary contact between the Contractor and the Principal.
- b) The Community and Stakeholder Engagement Representative(s) required in section 8a) must:
  - i) be notified to the Principal and approved in accordance with the Key Personnel requirements set out in PC-PM3 “Contractor’s Personnel and Training” including the associated Hold Point, or the NOP Key Personnel process set out in the Contract Documents;
  - ii) participate in all key internal project meetings to ensure that the Community and Stakeholder Engagement Representative(s):
    - A. have a sound understanding of project elements that will be of interest to community and stakeholders; and
    - B. ensure the ‘voice of the community’ is adequately considered in project decision making; and
  - iii) be engaged from the Commencement Date until Completion and then be made available for a further period of 1 month after Completion has been granted on an as-needs-basis.
- c) Where the Community and Stakeholder Engagement Representative is replaced in accordance with the process set out in either the Contract Documents or PC-PM3 “Contractor’s Personnel and Training”, there must be a minimum 2-week handover period with the representative prior to the existing representative departing the Project.
- d) The Contractor must provide the Community and Stakeholder Engagement Representative(s) with an ability to increase their team’s resources as the Project program requires and as detailed within the Contract Documents.
- e) The lead Community and Stakeholder Engagement Representative must be able to demonstrate competence in community engagement to suit the complexity and nature of the Project. Unless specified in the Contract Documents, this includes the following as a minimum:
  - i) community and stakeholder engagement experience (5 years nominally); and
  - ii) qualified in the International Association of Public Participation (IAP2) methodology or equivalent.
- f) If the Community and Stakeholder Engagement Representative(s) has been identified as working full time on the Project, they must not assist the Contractor with any duties outside of this Project (including business development opportunities) unless agreed with the Principal in advance.
- g) The Contractor must provide the Community and Stakeholder Engagement Representative(s) reasonable development and training opportunities relevant to their role on the Project.
- h) As part of the nomination process for the Community and Stakeholder Engagement Representative in accordance with PC-PM3 “Contractor’s Personnel and Training”, the Contractor must provide copies of the appropriate clearances and required screenings (including, police checks, working with children checks, child related screening etc.) to the Principal, prior to undertaking any work.

## 9 Aboriginal community engagement and stakeholder management representative(s)

- a) The Contractor must provide Aboriginal community engagement and stakeholder management representative(s) until the Date of Completion to act as the primary contact between the Contractor and the Principal.

- b) Where approved by the Principal, the Aboriginal community engagement and stakeholder management representative(s) may be the same person as the Community and Stakeholder Engagement Representative(s) required in section 8a).
- c) The Aboriginal community engagement and stakeholder management representative(s) must be made available for a further period of 1 month after the Date of Completion on an as-needs-basis.
- d) As required, the Contractor must provide Aboriginal community engagement and stakeholder management representative(s) with an ability to increase resources as the Project program requires and as detailed within the Contract Documents.
- e) In addition to meeting the requirements of section 8, the Contractor must provide evidence to the Principal, that the Aboriginal community engagement and stakeholder management representative(s) and the Community and Stakeholder Engagement Representative(s) in section 8 are culturally competent and respectful, prior to undertaking any work.

## 10 Media management

### 10.1 Media enquiries and opportunities

- a) If the Contractor (including its Subcontractors) is contacted by the media or political representatives concerning the Project, it must record the person's name and contact details and advise the Principal immediately (refer to section 21).
- b) The Contractor (including Subcontractors) must not provide any information / comment regarding the Contractor's Activities to any media or political representatives without prior direction or approval from the Principal.
- c) Where requested by the Principal, the Contractor must provide the following:
  - i) information to assist the Principal to provide an accurate response to media enquiries within the timeframes set out in section 21 or as otherwise requested by the Principal;
  - ii) an appropriately trained spokesperson for media interviews;
  - iii) suggested posts, including photos, videos, or text for the Principal's social team to post on social media;
  - iv) draft media holding lines for identified reputational issues; and
  - v) a rolling 3-month forward look ahead of potential media events, media releases and other media opportunities.

### 10.2 Media events

- a) The Principal will be responsible for the coordination of any media events associated with the Project, including:
  - i) liaison with Minister's office and media representatives;
  - ii) confirming dates, times, and attendees; and
  - iii) drafting and distributing media releases publicly.
- b) The Contractor must support the Principal to deliver all media events associated with the Project by:
  - i) coordinating site logistics;
  - ii) providing content as requested by the Principal which may include draft media release content, photos, videos, animation, project fast facts; and
  - iii) providing an appropriately trained spokesperson for media interviews.

- c) The Contractor must not erect or display promotional banners during any media events without permission from the Principal.

## 11 Public facing materials and information

### 11.1 General

- a) All public facing materials and information must present a professional image and must follow the Department Style Guide.
- b) All public facing materials and information must be distributed by the Contractor, unless:
  - i) the Principal has agreed to distribute the public facing material and information; or
  - ii) the Contract Documents or the Principal's community and stakeholder engagement strategy specifies that the Principal will be responsible for distributing certain public facing materials and information.
- c) All proposed public facing material and information and the associated distribution area must be submitted to the Principal for approval which will constitute a **Hold Point**. The relevant public facing material and information must not be released to stakeholders (including the public) until this Hold Point has been released.
- d) The Contractor must submit the information subject to the Hold Point in section 11.1c) in a timely manner such that the public facing information can be distributed / released within the required timeframes (refer to section 21).
- e) The Contractor must prepare and arrange for the production of public facing materials (such as newsletters, web pages, notifications, fact sheets, advertising or similar) to promote the Project and Contractor's Activities, and keep stakeholders informed of the progress of the Contractor's Activities.
- f) All information provided to the Principal for review must be supplied in the native electronic format (e.g. Microsoft Word, Excel).
- g) Only the Principal's brand lock-up, as outlined in the Department Style Guide, will be placed on outreach material with no other logos or livery to be used, unless approved by the Principal.

### 11.2 Project newsletters

- a) The Contractor must provide regular project newsletters to stakeholders, which at a minimum must be provided at least once per quarter.
- b) Project newsletters must include information to inform the public and stakeholders with an update on the Project, Project program and upcoming construction activities that may have an impact on the stakeholders (including small businesses).

### 11.3 Project website

- a) The Contract Documents will specify if the Contractor or the Principal will establish a project website.
- b) At a minimum, the Contractor must provide content and data as requested by the Principal for publication on the website (regardless of whether the Contractor or Principal establishes the website), which may include:
  - i) general Project information;
  - ii) news including milestones, project profiles and achievements;
  - iii) updates from the Contractor's employees;
  - iv) project plans, designs, diagrams, maps, sketches and similar;
  - v) information in relation to traffic disruptions;

- vi) technical and mainstream reports;
  - vii) photographs, video footage, time lapse footage, animations and imagery;
  - viii) access information to maintain business as usual;
  - ix) other relevant design or construction information;
  - x) local traffic management information; and
  - xi) community factsheets / bulletins.
- c) Where the Contractor is required to establish the website, it must be available for the duration of the Contractor's Activities from the Commencement Date and for up to one month after the Date of Completion.
- d) Any information (including plans, drawings, photographs, videos, submissions, or reports) provided by the Contractor as a part of the information required in section 11.3b) must be in a format which is suitable for direct incorporation into the website. All materials must be approved by the Principal prior to being published to the Project website, in accordance with the Hold Point in section 11.1c).

#### 11.4 Project mailboxes (emails)

- a) Subject to section 11.4e), project mailboxes (electronic) will be established by the Principal for stakeholders (including members of the community and the broader public) to seek information on the Project or register complaints, concerns, or feedback.
- b) The project mailbox in section 11.4a) is managed by the Principal and will be maintained for the duration of the Project.
- c) The Contractor must provide information to the Principal to assist in the preparation of responses to enquiries.
- d) Where directed by the Principal:
- i) the Contractor may be required to respond directly to enquires; or
  - ii) the Contractor must prepare draft responses to enquiries in accordance with the Hold Point in section 11.1c), and within the required timeframes set out in section 21.
- e) Where specified in the Contract Documents, the Principal may request that the Contractor establish its own project-specific mailbox to manage enquiries related to the Contractor's Activities, or alternatively the Principal may provide access to the Project mailbox.
- f) If applicable, the Contractor's Project mailbox will need to be operational and maintained during the Project until one month after the Date of Completion. All communications issued and received from this mailbox are required to be entered in the stakeholder management database.

#### 11.5 Project information telephone service

- a) Subject to section 11.5c), a project information telephone line will be established by the Principal for stakeholders (including members of the community and the broader public) to seek information on the Project or register complaints, concerns, or feedback.
- b) The project information telephone line in section 11.5a) is managed by the Principal and will be maintained for the duration of the Project.
- c) Where specified in the Contract Documents, the Principal may request that the Contractor establishes its own project information telephone line to manage enquiries related to the Contractor's Activities, or alternatively the Principal may provide access to the Project telephone service. The telephone line:
- i) must be staffed by the Contractor 24 hours a day, 7 days a week, by a person(s) appropriately trained in community engagement or customer service and must have the ability to action the complaint; and

- ii) subject to prior agreement with the Principal, may be diverted to an answering service during nights, weekends and public holidays if there are no Works or Temporary Works occurring.
- d) The project information telephone line must be quoted on all correspondence applicable to the Contractor's Activities, including letter drops and other information issued to the community and broader public.
- e) The Contractor must direct all complaints and queries not related to the Contractor's Activities to the Principal.

## 12 Provision of information to stakeholders

### 12.1 General

- a) The Contractor must ensure that stakeholders who are directly affected by the Contractor's Activities are informed in advance of the impact that the Contractor's Activities will have upon them such as:
  - i) start of works in a location;
  - ii) changes or restrictions to property or land access;
  - iii) changes, impacts, detours or delays to traffic arrangements;
  - iv) disruptive construction operations including night works;
  - v) any planned or unplanned changes to the Works or Temporary Works from previous advice; and
  - vi) any other potential construction impacts.
- b) Additional notification requirements in relation to access to property and Emergency Services are detailed in PC-SM1 "Traffic and Pedestrian Management".
- c) Stakeholders may be informed by a range of means including:
  - i) notifications;
  - ii) doorknocking;
  - iii) project website;
  - iv) VMS;
  - v) letters;
  - vi) drawings;
  - vii) maps;
  - viii) plans;
  - ix) diagrams; or
  - x) other appropriate materials.
- d) The means of notification under section 12.1c) must be targeted to the specific community or stakeholder and its specific needs, and the nature of the impact, and be agreed to with the Principal.
- e) For significant delays, disruptions, or changes to traffic flows or rail operation, the Contractor must also place advertisements in newspapers, radio, digital channels and other channels as agreed with the Principal.
- f) Where night works are proposed, a Night Works Management Plan (NWPM), prepared in accordance with PC-ENV2 "Environmental Protection Requirements" must be provided to the Principal with the associated stakeholder correspondence to demonstrate that community

impacts have been assessed and mitigated. It is not intended that the NWMP or its contents is provided to stakeholders. This plan must detail the planned engagement activities.

- g) The Contractor must provide final proposed versions of information to be provided to stakeholders in accordance with the Hold Point in section 11.1c). The Principal may make changes to this version which must be incorporated into the document for further approval in accordance with the Hold Point in section 11.1c).
- h) Information must be distributed to the relevant stakeholders:
  - i) at least 5 Business Days prior to the planned Works or Temporary Works commencing that may impact the relevant stakeholder; and
  - ii) for works affecting property access, within the timeframes set out in PC-SM1 “Traffic and Pedestrian Management”,  
or such earlier timeframe as agreed under section 12.1i).
- i) The Contractor acknowledges that the following works may require earlier submission such that the relevant notification and advertising can occur, with timing to be agreed with the Principal:
  - i) full road or carriageway closures requiring a detour or alternative route;
  - ii) intersection closures;
  - iii) footpath, bicycle path or shared path closures or diversions;
  - iv) major traffic shifts or long-term changes in traffic conditions (such as use of a temporary carriageway);
  - v) night works in the vicinity of residential properties;
  - vi) changes or restrictions to heavy vehicle routes;
  - vii) modifications to public transport routes or infrastructure;
  - viii) any other works identified in the Community and Stakeholder Engagement and Media Management Plan requiring earlier notification; and
  - ix) any other items reasonably requested by the Principal requiring earlier notification.
- j) The Principal may request that the Contractor (including a senior representative of the Contractor together with any other appropriate personnel or Subcontractors) attends meetings or events that may be arranged and chaired by the Principal to provide information and receive feedback from stakeholders.

## 12.2 Traffic and access information

- a) As part of the WTMP submission required by PC-SM1 “Traffic and Pedestrian Management”, the Contractor must advise the Principal of proposed major changes to traffic conditions, and the need for alternative access for pedestrians or cyclists for the purposes of preparing notification and advertising of the planned works.
- b) Each draft WTMP submission to the Principal required by PC-SM1 “Traffic and Pedestrian Management” must be submitted sufficiently in advance of the proposed Works or Temporary Works such that there is adequate time (commensurate with the anticipated level of disruption to the community) to undertake notification and advertising of the planned works once the Contractor has obtained the necessary permits from the Road Authority.
- c) For the purposes of section 12.2b), activities that may require advanced submission of WTMPs are identified in section 12.1i).
- d) Where not specified in the Contract Documents, timeframes for advanced submission of draft WTMPs for the purposes of public notification must be agreed with the Principal.

## 13 Engagement activities

### 13.1 Community and stakeholder engagement sessions

- a) Where specified in the Contract Documents or the Community and Stakeholder Engagement and Media Management Plan, the Contractor must organise, attend, and staff stakeholder engagement sessions to involve / inform the community in the design and construction phases of the Project. Appropriate personnel from the Contractor must attend (e.g. technical experts) and it should be adequately staffed to ensure the sessions run smoothly.
- b) Stakeholder engagement sessions may include:
  - i) community open days, information sessions, street corner meetings, listening posts;
  - ii) presentations, briefings and meetings with stakeholder groups;
  - iii) staffed information displays (e.g. shopping centre displays);
  - iv) unstaffed information displays (e.g. councils offices, libraries);and
  - v) celebration events for community and stakeholders at key Project milestones.
- c) Provision and acceptance of the stakeholder engagement session schedule and materials (including the specific date, time, and location of the session) will constitute a **Hold Point**. Stakeholder engagement sessions must not be held, materials must not be used, and any information about the session must not be publicly communicated until the Hold Point has been released. This schedule must be updated on a quarterly basis and provided to the Principal for endorsement / Approval.

### 13.2 Community Reference Group

- a) Where specified in the Contract Documents, a Community Reference Group(s) (CRG) must be established (unless already established by the Principal) and managed by the Contractor for members of the community and key stakeholders.
- b) Unless the Contract Documents state that the Principal will establish the CRG, the Contractor will be responsible for establishing the CRG. The Contractor must provide to the Principal:
  - i) the proposed selection criteria;
  - ii) terms of reference;
  - iii) full nomination list;
  - iv) the proposed independent chairperson/facilitator;
  - v) the proposed shortlist; and
  - vi) the proposed process and details for the general running of logistics of the CRG,which will constitute a **Hold Point**. The Contractor must not establish the CRG until the Hold Point has been released.
- c) The Contractor is responsible for the general management of any CRG including:
  - i) preparation and distribution of meeting invites and the agenda;
  - ii) general running and logistics of the CRG meetings; and
  - iii) preparation and distribution of meeting minutes.
- d) More than one CRG may be required based on the scale, duration, and complexity of the Project.

## 14 Enquiries and complaints

- a) The Contractor must proactively seek to resolve any legitimate complaint received from a stakeholder in relation to the Contractor's Activities.
- b) If the Contractor receives an enquiry or complaint from a stakeholder, the Contractor must promptly investigate the situation and provide a direct response, or alternatively, provide sufficient information to allow the Principal to respond.
- c) The Contractor must alert the Principal if the enquiry / complaint also relates to other Department projects or the Principal.
- d) The Principal may authorise the Contractor to respond directly to certain categories of enquiries or complaints, which must be undertaken within the required timeframes set out in section 21.
- e) Where enquiries or complaints are received by the Principal, the Contractor may be required to either provide information to the Principal to enable them to prepare a reply, or to provide a response directly, within the required timeframes set out in section 21.
- f) The Contractor must develop an enquiries and complaint management procedure for handling complaints. At a minimum, the procedure must broadly contain the following steps:
  - i) receive complaint and record details in a complaint register;
  - ii) ensure the appropriate consultation has been undertaken for the activity;
  - iii) liaise as required to provide accurate information;
  - iv) prepare responses to written and verbal enquiries or complaints received from stakeholders regarding the Contractor's Activities;
  - v) maintain a database of the enquiries and responses; and
  - vi) capture and report any emerging trends.
- g) The enquiries and complaint management procedure required in section 14f) must be submitted as part of the Community and Stakeholder Engagement and Media Management Plan.
- h) Where enquiries or complaints are received by the Principal, the enquiries or complaints will be forwarded to the Contractor to provide a response within the timeframes outlined in section 21 (unless advised otherwise by the Principal). Responses to enquiries or complaints of a political nature must be endorsed by the Principal.
- i) The Contractor must prepare a community enquiry and complaint report which is consistent with the information in the stakeholder management database (where appropriate), which details the enquiries and complaints received, and processes undertaken to respond or address the issues including, as a minimum:
  - i) the number and nature of all enquiries and complaints;
  - ii) the status of all enquiries and complaints;
  - iii) time taken to provide an initial response and close out enquiries and complaints (this must be shown for all contacts, not just average and maximum);
  - iv) responses to all enquiries and complaints (including date of receipt and date of response);
  - v) a summary of stakeholder meetings;
  - vi) any trends or emerging issues including strategies proposed to contain them; and
  - vii) for all complaints, an assessment of whether they were avoidable or unavoidable, with a short explanation.



- j) The community enquiry and complaint report required in section 14i) must be included as a part of the monthly project report required in PC-PM1 “Project Management and Reporting”.

## 15 Signage

### 15.1 Project promotional signage

- a) In consultation with the Principal, the Contractor must arrange for the design, production, and installation of promotional signage at prominent on-site locations in accordance with the Department Style Guide.
- b) No Contractor, company, or joint venture logos may be used on any advertisements for the Project.
- c) Only the Principal’s brand lock-up, as outlined in the Department Style Guide, will be placed on outreach material with no other logos or livery to be used, unless approved by the Principal.
- d) The Contractor must not erect promotional signage unless approved by the Principal. Subject to approval via the Hold Point in section 11.1c), the Contractor must arrange for design, production, and installation of promotional signing in accordance with government requirements.

### 15.2 Traffic advisory signage

- a) In addition to the traffic control signage as detailed within PC-SM1 “Traffic and Pedestrian Management”, the Contractor must erect and maintain accurate advisory traffic management signage to provide information to:
  - i) road users and pedestrians in accordance with the relevant WTMP;
  - ii) residents on changes to local access and properties; and
  - iii) customers on access to adjacent businesses as detailed in PC-CS2 “Small Business Support”.
- b) Provision of traffic advisory signage must be in accordance with PC-SM1 “Traffic and Pedestrian Management”.

## 16 Visual records

- a) Visual records of the Project’s progress are to be undertaken and organised on a regular basis to ensure that an accurate record of the Project’s progress is kept including, important milestones and construction activities.
- b) The visual records to be undertaken and organised will be specified in the Contract Documents, and may include:
  - i) professional photography;
  - ii) time-lapse photography, where the location and duration of time-lapse photography must be agreed by the Principal; and
  - iii) drone footage, where a suitably licenced professional must fly a drone over the Project footprint, at times as agreed by the Principal, and at a minimum at the commencement, midpoint, and Completion of the Project.
- c) Monthly updates to visual records must be provided to the Principal, which will constitute a **Witness Point**.

## 17 Site visits

- a) The Contractor must enable and support the Principal in gaining access to the Site for site inspections for interested stakeholders, and provide reasonable cooperation and assistance for these visits (including providing a person to accompany these visitors if necessary).
- b) The Contractor may arrange and conduct site inspections for its interested stakeholders.
- c) The Contractor must:
  - i) nominate a representative with whom the Principal will coordinate site inspections;
  - ii) ensure visitors are at all times accompanied by an authorised representative of the Contractor or Principal;
  - iii) provide appropriate site inductions to all visitors to the Site; and
  - iv) record details of site inspections and details in the stakeholder management database required in section 7.

## 18 Community engagement and media management training

- a) The Contractor must provide community engagement and media management training for all employees and persons engaged to complete the Works and Temporary Works, in accordance with the Contract Documents, including:
  - i) site and visitor inductions;
  - ii) management of media enquiries;
  - iii) process for community enquiries and complaints; and
  - iv) where to direct all community queries (information line).
- b) Toolbox talks must include on-going training to advise workers of:
  - i) important community and stakeholder issues; and
  - ii) complaints and any proposed mitigation.
- c) The Contractor must create project cards which comply with branding and approval requirements, which must be provided to workers to provide to community members if approached.

## 19 Meetings

- a) The Contractor must invite the Principal to all meetings and presentations arranged by the Contractor with the community and stakeholders.
- b) The Contractor must attend and minute a weekly community engagement meeting with the Principal (and others) to ensure information about all aspects of the Project activities, impacts, upcoming media opportunities and all community engagement and communications obligations are fulfilled effectively and efficiently.
- c) The minutes required in section 19b) must be submitted to the Principal within 48 hours of the meeting occurring.

## 20 Reporting

- a) The Contractor must provide community and stakeholder reporting information within the monthly project report required in PC-PM1 "Project Management and Reporting", including:
  - i) highlights of the previous month including any initiatives delivered that have created positive social outcomes;

- ii) 'on the horizon', including details of upcoming media, events, works and milestones for the following month;
  - iii) a summary of community and stakeholder interactions / meetings;
  - iv) a summary of communications, newsletters, and other documents produced and distributed in the month;
  - v) enquiries and complaints, including;
    - A. the number, nature of and status;
    - B. whether they were avoidable / unavoidable in accordance with section 7.1d);
    - C. times taken to initially respond and then close out; and
    - D. instances of where complaints and enquiries received have not been entered into stakeholder management database;
  - vi) any trends or emerging issues including strategies proposed to contain them;
  - vii) summary of performance against any communications key performance indicators (KPIs);
  - viii) number of jobs created, including the quantitative economic benefit where possible;
  - ix) where the Contractor is required to establish a website, website analytics and reporting; and
  - x) relevant project "fast facts" as agreed with the Contractor.
- b) For inclusion and interrogation in the monthly project report, required in PC-PM1 "Project Management and Reporting", the Principal may provide the Contractor with statistics on:
- i) traditional media; and
  - ii) social media and web engagement statistics.

## 21 Notification and response timeframes

The Contractor:

- a) must ensure all materials / information are submitted in a timely manner as to comply with the minimum advance notification timeframes set out in Table PC-CS1 21-1;
- b) must respond to a request for information, or provide information within the maximum response timeframes set out in Table PC-CS1 21-2; and
- c) where the response or approval of third parties is required, make allowance for the minimum third-party response times set out in Table PC-CS1 21-3. The Contractor acknowledges that the timeframes in Table PC-CS1 21-3 are indicative timeframes only.

**Table PC-CS1 21-1 Minimum advance notification timeframes**

Item	Minimum advance notification timeframes
Distribution of public facing materials and information (other than those outlined specifically below or requested by the Principal)	5 Business Days <sup>(1)</sup> or in accordance with the timeframes agreed under section 12.1i) <sup>(1)</sup>
Distribution of public facing materials related to invitations to community information sessions	10 Business Days <sup>(1)</sup>
Submission of WTMPs	Refer to section 12.2 <sup>(1)</sup>
Notification of Project opening, or Project milestones, to enable a media/community event to be approved and planned	10 weeks
Notification of media enquiry, or contact from the media or political representative	Immediately via phone, and within 1 hour in writing

Item	Minimum advance notification timeframes
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**Table notes:**

(1) The Contractor must make allowance for any additional time for the Principal to approve any materials / information as part of a Hold Point submission prior to the timeframes set out in this table. (For example, for public facing materials, the Contractor must submit the material at least 15 Business Days prior to account for the 10 Business Day Hold Point review period and 5 Business Day period set out in this table).

**Table PC-CS1 21-2 Maximum response timeframes**

Items	Maximum response time <sup>(1)(2)</sup>
Provision of information in response to a community enquiry or complaint	48 hours
Provision of information in response to a media enquiry	a) 4 hours for enquires classified as urgent by the Principal; or b) 24 hours for enquiries classified as non-urgent by the Principal.
Provision of information in response to a ministerial enquiry	a) 4 hours for enquires classified as urgent by the Principal; or b) 24 hours for enquiries classified as non-urgent by the Principal.
Request for personnel access to the stakeholder management database	24 hours

**Table notes:**

(1) The Contractor must use best endeavours to respond as soon as possible prior to the maximum response time elapsing.

(2) In some instances, the Principal may require a shorter response time to address time sensitive issues.

**Table PC-CS1 21-3 Approval response times**

Approver	Response time
State Minister / State government	15 Business Days <sup>(1)</sup>
Local Government	15 Business Days <sup>(1)</sup> or as specified in a Third Party Agreement
Federal Minister / Federal government	20 Business Days <sup>(2)</sup>
Bus route changes requiring the approval of the State Minister	6 weeks (refer to RD-PT-D1 "Bus Infrastructure Design")

**Table notes:**

(1) This response time allows for 5 Business Days for State Minister / State government / Local Government approval and 10 Business Days for wider Department approval.

(2) This response time allows for 5 Business Days for State Minister / State government approval, 5 Business Days for Federal Minister / Federal government approval and 10 Business Days for wider Department approval.

## 22 Hold Points and Witness Points

- a) Table PC-CS1 22-1 details the review period or notification period, and type (documentation or construction quality) for each Hold Point referred to in this Master Specification Part.
- b) Table PC-CS1 22-2 details the review period or notification period, and type (documentation or construction quality) for each Witness Point referred to in this Master Specification Part.

**Table PC-CS1 22-1 Hold Points**

<b>Section reference</b>	<b>Hold Point</b>	<b>Documentation or construction quality</b>	<b>Review period or notification period</b>
11.1c)	Public facing material and information	Documentation	10 Business Days review
13.1c)	Stakeholder engagement session schedule and materials	Documentation	10 Business Days review
13.2b)	Provision of information from CRG	Documentation	10 Business Days review

**Table PC-CS1 22-2 Witness Points**

<b>Section reference</b>	<b>Witness Point</b>	<b>Documentation or construction quality</b>	<b>Review period or notification period</b>
16c)	Provision of visual records	Documentation	10 Business Days review