

Project Controls

Master Specification

PC-CS1 Community Engagement & Media Management

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PC-CS1 Community Engagement & Media Management

1 General

- 1.1 The Contractor must perform its obligations regarding consultation and communication with the Community and Stakeholders in accordance with the Contract.
- 1.2 This Part specifies the minimum requirements for the Community and Stakeholder engagement.
- 1.3 All Contractor are subject to the Commissioner's Privacy Requirements as outlined in the Contract.
- 1.4 The following definitions apply to this part:
 - a) "**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.
 - b) "**Stakeholder**" means any business, person or group that has an interest in the project or is affected by the project. It includes local landowners / residents, businesses, users of the infrastructure, special interest groups, community groups, Councils.
 - c) "**Media**" means any organisation that communicates through of mass communication (broadcasting, publishing, and the Internet).

2 Scope of Community & Stakeholder Engagement

- 2.1 The project specific Scope of Works for the Community and Stakeholder engagement is detailed within the Contract Documents.
- 2.2 The Scope and extent of community and stakeholder engagement shall be commensurate with the size, complexity, impact or benefit to the adjacent community and the community and stakeholder interest in the project.

3 Role of the Contractor

- 3.1 The Contractor is responsible for overseeing promotion of the Project and the community and stakeholder engagement.
- 3.2 The Contractor will provide a Community and Stakeholder Engagement Strategy to detail the overarching project specific integrated communications plan, approach and processes.
- 3.3 The Contractor will undertake engagement and stakeholder activities to promote the project including activities such as community meetings, advertisements, internet pages, letters, flyers, presentations, public display material, signage and leaflets.
- 3.4 The Contractor must invite the Commissioner's Stakeholder and Community Engagement Representative to all meetings and presentations arranged by the Contractor with Stakeholders.
- 3.5 The Contractor must attend and minute a weekly community engagement meeting with the Commissioner's Stakeholder and Community Engagement Representative (and others) to ensure information about all aspects of the Project / Alliance Activities, impacts and all community engagement and communications obligations are fulfilled effectively and efficiently.
- 3.6 The Minutes must be submitted to the Commissioner's Stakeholder and Community Engagement representative within 48 hours of the meeting occurring.

4 Commissioner's Responsibility

- 4.1 The Commissioner's Community Engagement Representative is responsible for overseeing all communication materials and informing and approving engagement strategies.
- 4.2 The following outlines the DPTI communication roles.

Stakeholder and Community Engagement Representative

- 4.3 The Stakeholder and Community Engagement Representative acts as the interface between the Minister / Commissioner and Contractor.
- 4.4 All material and information pertaining to the Program's stakeholder engagement, promotion, media and communication requirements must be submitted to the Stakeholder and Community Engagement Representative for referral to the Minister / Commissioner.
- 4.5 All approvals from the Minister / Commissioner will be returned to the Contractor via the Commissioners Representative.
- 4.6 The Stakeholder and Community Engagement Representative is not part of the Alliance / Project personnel (i.e. Wider Project Team or AMT).
- 4.7 The Stakeholder and Community Engagement Representative may make changes to the draft and these must be incorporated into the document for further approval.
- 4.8 The Stakeholder and Community Engagement Representative will act as the Commissioner's Representative with respect to Communications and Stakeholder approvals.
- 4.9 This position is responsible for gaining approvals following receipt of information from the Contractor.

Director, Customer, Community and Public Affairs

- 4.10 The Director, Customer, Community and Public Affairs, will act as the Minister's Representative with respect to Commonwealth and Stakeholder approvals and is an escalation avenue from the Senior Stakeholder and Community Engagement Advisor.

5 Commissioner / Minister's Approval

- 5.1 The following items require approval from the Commissioner / Minister's Representative prior to release to Stakeholders.
 - a) Program / Alliance branding;
 - b) Project animations / visualisations;
 - c) Media releases;
 - d) Advertising materials;
 - e) Social media posts and web content;
 - f) Photographs / time-lapses;
 - g) Maps / graphic representations;
 - h) Digital media and platform material; and
 - i) Anything else requested by the Minister's Representative.

6 Community Engagement and Media Management Plan

- 6.1 The Contractor must provide a Community Engagement and Media Management Plan aligned with the Commissioner's Community and Stakeholder Engagement Strategy.
- 6.2 The Community Engagement and Media Management Plan must include but not limited to:
 - a) Integration of Stakeholder and Community engagement with other project plans;
 - b) Media management and enquiries;
 - c) Strategy and schedule of activities, tools / materials and responsibilities for engaging with Stakeholders;
 - d) Details of the stakeholder information database to be utilised, to be approved by the Commissioner's Community Engagement Representative;

- e) Details of proposed Stakeholder engagement sessions;
 - f) Training of personnel on community engagement and media management;
 - g) Catchment area for the distribution of the communication materials;
 - h) Enquiries and complaints management;
 - i) Visual records and signage proposed for the project;
 - j) Engagement activities to support:
 - k) property condition surveys;
 - l) noise mitigation measures; and
 - m) easement requirements.
- 6.3 The provision and acceptance of the Community Engagement and Media Management Plan shall constitute a **Hold Point**.

7 Stakeholder Management Database

- 7.1 Consultation Manager (unless otherwise directed by the Minister's Representative) must be used by the Contractor from commencement date until completion to record and track the status of enquiries, complaints, issues and actions taken regarding Stakeholders, and to record the contact details of Stakeholders.
- 7.2 At a minimum the database should record:
- a) details of interactions between the Contractor and Stakeholders;
 - b) contact details of Stakeholders;
 - c) the nature, time and details of an enquiry or complaint;
 - d) actions undertaken in response to the enquiry or complaint;
 - e) responses to written and verbal enquiries or complaints received;
 - f) time to respond to the complaint; and
 - g) any emerging trends.

Content Ownership and Right of Access

- 7.3 The operation and maintenance of the Stakeholder Management Database is the responsibility of the Contractor.
- 7.4 The Contractor is subject to the Commissioner's Privacy Requirements. The Commissioner's Community Engagement Representative will approve access for the Contractor's personnel, as required, to the databases and information stemming from the database.
- 7.5 The Commissioner's Community Engagement Representative has the right to access the Stakeholder Management Database to locate all material, metadata and configuration within the system between the Contractor and Other parties (e.g. Contractor, Authorities and third parties). The Commissioner's Community Engagement Representative reserves the right to access the information at any time.
- 7.6 The Commissioner's Community Engagement Representative will agree with the Contractor the specific personnel who can be provided access to databases and information stemming from the database.
- 7.7 The Commissioner will retain ownership of the Intellectual Property and databases created in fulfilling the project requirements.
- 7.8 This right of access extends to any reasonable third party specified by the Commissioner's Community Engagement Representative from time to time, such as internal or external auditors, related to the execution of the Commissioner's business and execution of this Contract.

Handover and completion

- 7.9 The Contractor must complete a thorough handover of all database information to the Commissioner's Community Engagement Representative at Completion of the Project.
- 7.10 The Contractor must ensure all electronic records are handed over in a format compatible to the Commissioner's information systems.

8 Community and Stakeholder Engagement Representative(s)

- 8.1 The Contractor must provide community engagement and stakeholder management representative(s) until the Date of Completion to act as the primary contact between the Contractor and the Commissioner's Stakeholder and Community Engagement Representative.
- 8.2 The stakeholder management representative(s) must then be made available for a further period of 1 month after Completion has been granted on an as-needs-basis.
- 8.3 The Contractor must provide community engagement professional(s) with an ability to increase resources as the project program requires and as detailed within the Contract Documents.
- 8.4 The lead stakeholder engagement representative shall be able to demonstrate competence in community engagement including a minimum of:
 - a) community engagement experience (5 years nominally); and
 - b) qualified in the International Association of Public Participation (IAP2) methodology or equivalent.
- 8.5 All Contractors involved in community and stakeholder engagement should provide copies of the appropriate clearances and required screenings (including, but not limited to: Police checks, Child Related Screening etc.) to DPTI's Community Engagement Coordinator, prior to undertaking any work.

9 Media Management

Media Enquiries

- 9.1 If the Contractor or Sub-Contractor is contacted by the media or political representatives concerning the Project, it shall record the person's name and contact details and advise the Commissioner's Community Engagement Representative immediately.
- 9.2 The Commissioner's Community Engagement or Media Representative will provide an appropriate response and the Contractor shall not provide any information / comment regarding the Contractor's activities to any media or political representatives without a direction from the Commissioner's Community Engagement Representative.
- 9.3 Where requested by the Commissioner's Community Engagement Representative, the Contractor shall provide information to assist the Commissioner's Representative to provide an accurate and timely response to media enquiries.
- 9.4 Where requested, the Contractor shall provide an appropriately trained spokesperson for media interviews.
- 9.5 Where requested by the Commissioner's Community Engagement Representative, the Contractor shall provide the Representative with suggested posts, including photos, videos or text for the Commissioner's Social team to post on Social Media.

Media Events

- 9.6 The Commissioner's Representative will manage any media events associated with the commencement of construction or opening of projects and milestone events. All liaison with the Minister's office and any media will be undertaken by the Representative, unless otherwise directed.

- 9.7 The Contractor must coordinate site logistics associated with media events and provide reasonable cooperation with organising the event. The Contractor must not erect or display promotional banners during such media events without permission from the Commissioner's Representative.
- 9.8 Where requested, the Contractor shall provide an appropriately trained spokesperson for media interviews.

10 Communication Materials & Information

- 10.1 All materials and information provided to Stakeholders must present a professional image and must follow:
- a) Department's guidelines for presentation and style;
 - b) SA Governmental branding requirements;
 - c) Federal Government branding requirements (for those projects that receive federal funding).
- 10.2 All materials are to be distributed by the Contractor, unless otherwise detailed in the Project Scope.
- 10.3 All proposed material must be submitted to the Stakeholder and Community Engagement representative for the approval and release of information within the required timeframes. Provision and acceptance of the proposed communication materials shall constitute a **Hold Point**.

Printed Materials

- 10.4 The Contractor must prepare and arrange for the production of communication materials (such as newsletters, web pages, brochures or similar) to promote the Project and Contractor's activities and keep Stakeholders informed of the progress of the Contractor's work and planned schedule of work.
- 10.5 All proposed material and catchment area must be submitted to the Commissioner's Community Engagement Representative for the approval and release of information within the required timeframes. All information is to be supplied in the native electronic format (e.g. word, excel).
- 10.6 All materials are to be distributed by the Contractor, unless otherwise detailed in **the** Project Scope.

Project Newsletters

- 10.7 The Contractor is to provide regular project newsletters to Stakeholders and small businesses.
- 10.8 Project newsletters shall include information to inform the community, stakeholders and small businesses with an update on the project, project program and upcoming construction activities that may have an impact on the stakeholders or businesses.

Project Website

- 10.9 The Contract Documents will specify if the Contractor or the Commissioner's Representative will establish a project web site.
- 10.10 The Contractor must provide content and data as requested by the Commissioner's Representative for publication on the website including, but not limited to:
- a) General project information;
 - b) News including milestones, project profiles and achievements;
 - c) Project plans, diagrams, maps, sketches and similar;
 - d) Traffic Management Plans;
 - e) Technical and mainstream reports;
 - f) Submissions;
 - g) Photographs, footage and imagery;
 - h) Access information to maintain business as usual;
 - i) Other relevant design or construction information;

- j) Local traffic management information; and
 - k) Community factsheets / bulletins.
- 10.11 The provision of information must be available for the duration of the Contractor's work and for up to one month after the date of Completion.
- 10.12 Any plans, drawings, photographs, submissions or reports provided by the Contractor for this purpose shall be in a format which is suitable for direct incorporation into the website. All materials must be approved by the Commissioner's Representative prior to being published to the project web site.

Project Mailboxes (emails)

- 10.13 Project mailboxes (electronic) will be established by the Commissioner's Community Engagement Representative for members of the community, stakeholders and the broader public to seek information on the project or register complaints, concerns or feedback.
- 10.14 The mailbox is managed by the Commissioner's Community Engagement Representative and will be maintained for the duration of the project.
- 10.15 The Contractor shall provide information to the Commissioner's Community Engagement Representative to prepare responses to enquiries or may be required to respond directly.
- 10.16 Where specified in the Contract Documents, the Commissioner's Community Engagement Representative may request that the Contractor establish its own project specific mailbox to manage enquiries related to the Contractor's Activities, or alternatively the Commissioner's Community Engagement Representative may provide access to the Project mailbox.
- 10.17 The Contractor's project mailbox will need to be operational and maintained during the project until one month after Completion. All communications issued and received from this mailbox are required to be entered in the agreed project database.

Project Information Telephone Service

- 10.18 Where specified in the Contract Documents, a project information telephone line shall be established by the Contractor for members of the community, stakeholders and the broader public to seek information on the project or register complaints, concerns or feedback.
- 10.19 The telephone number 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.
- 10.20 The telephone service shall be staffed by the Contractor 24 hours a day, seven days a week by a person(s) appropriately trained in community engagement and / or customer service and should have the ability to action the complaint.
- 10.21 The telephone service may be diverted to an answering service during nights or weekends if there are no works occurring.
- 10.22 The Contractor shall direct all complaints and queries not related to the Contractor's activities to the Commissioner's Community Engagement Representative.

11 Provision of Information to Stakeholders

- 11.1 The Contractor must ensure that Stakeholders who are directly affected by the Alliance / Project activities are informed of the impact that the Alliance / Project activities will have upon them such as:
- a) changes and / or restrictions to property access;
 - b) changes, impacts, detours or delays to traffic arrangements;
 - c) disruptive construction operations including night works;
 - d) any planned or unplanned changes to the works from previous advice;
 - e) any other potential construction impacts.

- 11.2 Stakeholders may be informed by a range of means including leaflets, letters, drawings, maps, plans, diagrams or other appropriate materials.
- 11.3 Where night works are proposed, a Night Works Management Plan must be provided to the Minister's Representative with the associated Stakeholder correspondence to demonstrate that community impacts have been assessed and mitigated. It is not intended that the Night Works Management Plan or its contents is provided to Stakeholders.
- 11.4 The Contractor must provide final proposed versions of information to be provided to Stakeholders. The Minister's Representative may make changes to this version which must be incorporated into the document for further approval.
- 11.5 Information must be distributed to the relevant Stakeholders at least five (5) Business Days (5) prior to the planned Works commencing or expected impact to Stakeholders incurred.
- 11.6 Where significant delays, disruptions or changes to traffic flows and / or rail operations occur, the Contractor must place advertisements in newspapers or radio in addition to the above, following the above process.
- 11.7 Upon the request of the Minister's Representative, the Contractor must ensure a senior representative of the Contractor (together with any other appropriate personnel or sub-contractors) attends meetings or events that may be arranged and chaired by the Minister's Representative to provide information and receive feedback from Stakeholders.

Traffic and Access Information

- 11.8 The Contractor must advise the Minister's Representative of proposed changes to traffic conditions and access for pedestrians and cyclists resulting from the Alliance / Project Activities. This shall constitute a **Hold Point**.

12 Stakeholder Engagement Sessions

- 12.1 Where specified in the Contract Documents, the Contractor shall organise, attend and staff stakeholder engagement sessions to involve / inform the community in the design and construction phases of projects.
- 12.2 Where appropriate, engagement sessions should involve the community in the design and construction phases of project. Appropriate personnel from the Contract shall attend (i.e. technical experts).
- 12.3 Stakeholder engagement sessions may include, but will not be limited to:
 - a) Community open days, information sessions, street corner meetings, listening posts;
 - b) Presentations, briefings and meetings with stakeholder groups;
 - c) Staffed information displays (e.g. shopping centre displays); and
 - d) Unstaffed information displays (e.g. Councils offices, libraries).
- 12.4 Provision and acceptance of the Stakeholder Engagement Session schedule and materials shall constitute a **Hold Point**. This schedule should be updated on a quarterly basis and provided to the Principal for endorsement / approval.

Community Liaison Group

- 12.5 Where specified in the Contract Documents, a Community Liaison Group (CLG) shall be established and managed by the Contractor for members of the community, stakeholders and the broader public to seek information on the project or register complaints, concerns or feedback.
- 12.6 The Commissioner's engagement representative must be provided with agenda, minutes and key learnings from CLG meetings.

13 Enquiries and Complaints

- 13.1 The Contractor must proactively seek to resolve any legitimate complaint received from a Stakeholder in relation to the Contractor's Activities.
- 13.2 If the Contractor receives an enquiry or complaint, the Contractor must promptly investigate the situation and provide a response direct or alternatively sufficient information to allow the Commissioner's Community Engagement Representative to respond.
- 13.3 The Contractor shall alert the Commissioner's Community Engagement Representative if the enquiry / complaint also relates to other DPTI projects and / or the Department.
- 13.4 The Commissioner's Community Engagement Representative may authorise the Contractor to respond directly to certain categories of enquiries or complaints.
- 13.5 Where enquiries or complaints are received by the Minister's representative, the Contractor may be required to either provide information to the Minister's representative to enable them to prepare a reply, or to provide a response directly.
- 13.6 The Contractor must develop an enquiries and complaint management procedure for handling complaints and at a minimum the procedure must broadly contain the following steps:
- receive complaint and record details in a complaint register;
 - ensure the appropriate consultation has been undertaken for the activity;
 - liaise as required to provide accurate information;
 - prepare responses to written and verbal enquiries or complaints received from Stakeholders regarding the Alliance / Project activities;
 - maintain a database of the enquiries and response;
 - capture and report any emerging trends.
- 13.7 Provision and acceptance of the complaint management procedure shall constitute a **Hold Point**.
- 13.8 Where enquiries or complaints are received by the Minister, the enquiries or complaints will be forwarded to the Contractor to provide a response within the timeframes outlined (unless advised otherwise by the Stakeholder and Community Engagement representative). Responses to enquiries or complaints of a political nature must be endorsed by the Minister's Representative.
- 13.9 The Contractor must prepare a report detailing the enquiries and complaints received and processes undertaken to respond and / or address the issues including as a minimum:
- the number and nature of all enquiries and complaints;
 - the status of all enquiries and complaints;
 - average and maximum times taken to respond to enquiries and complaints;
 - responses to all enquiries and complaints (including date of receipt and date of response);
 - a summary of stakeholder meetings; and
 - any trends or emerging issues including strategies proposed to contain them.
- 13.10 The Community Enquiry and Complaint Report shall be included in Contractor's monthly report.

14 Signage

Project Promotional Signage

- 14.1 In consultation with the Commissioner's Community Engagement Representative, the Contractor will arrange for design, production and installation of promotional signing in accordance with government requirements.
- 14.2 No Contractor logos may be used on any advertisements for the Project.

- 14.3 The Contractor must not erect promotional signage unless approved by the Commissioner's Community Engagement Representative.
- 14.4 Only the Commissioner's logos will be placed on outreach material with no other logos or livery to be used.
- 14.5 The Contractor must not erect promotional signage unless approved by the Commissioner's Community Engagement Representative. Subject to approval, the Contractor must arrange for design, production and installation of promotional signing in accordance with government requirements.

Traffic Advisory Signage

- 14.6 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:
 - a) road users and pedestrians in accordance with the Traffic Management Requirements;
 - b) residents on changes to local access and properties;
 - c) customers on access to adjacent businesses as detailed in PC-CS2 "Small Business Support".
- 14.7 Provision of traffic advisory signage shall constitute a **Hold Point**.

15 Visual Records

- 15.1 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.
- 15.2 Where detailed in the Contract Documents, visual records to be undertaken are to be and may include:
 - a) Professional photography;
 - b) Time-lapse photography - the location and duration time-lapse photography to be agreed by the Commissioner's Community Engagement Representative;
 - c) Drone Footage - suitably licenced professional to fly a drone over the project footprint as agreed by the Commissioner's Community Engagement Representative and as a minimum at the commencement, midpoint and completion of each project.
- 15.3 Monthly updates to visual records are to be provided to the Commissioner's Community Engagement Representative. Provision of Visual Records shall constitute a **Hold Point**.

16 Site Inspection by Visitors

- 16.1 The Contractor shall enable and support the Commissioner's Community Engagement Representative to undertake access to the site for site inspections for interested stakeholders and provide reasonable cooperation and assistance for these visits (including a person to accompany these visitors if necessary).
- 16.2 The Contractor may arrange and conduct site inspections for its interested stakeholders as determined by the Contractor.
- 16.3 The Contractor shall:
 - a) nominate a representative with whom the Commissioner's Community Engagement Representative will coordinate Site inspections;
 - b) ensure visitors are at all times accompanied by an authorised representative of the Contractor and / or Commissioner's Community Engagement Representative;
 - c) provide appropriate site inductions to all visitors to the Site;
 - d) record details of site inspections and details in the stakeholder database.

- 16.4 The Commissioner's Community Engagement Representative will provide the Contractor with reasonable notice of proposed visits.

17 Community Engagement & Media Management Training

- 17.1 The Contractor shall provide Community Engagement & Media Management training for all employees and persons engaged to complete the works, in accordance with the Project Management Requirements including:
- a) Site and Visitor Inductions;
 - b) Management of media enquiries;
 - c) Process community enquiries and complaints; and
 - d) Where to direct all community queries (information line).
- 17.2 Tool box talks shall include on-going training to advise workers of:
- a) Important community and stakeholder issues;
 - b) Complaints and any proposed mitigation.
- 17.3 Project cards shall be created and provided to workers for this purpose - these are to comply with branding and approval requirements.

18 Reporting

- 18.1 The Contractor shall provide Community & Stakeholder reporting information within the Contractor's monthly report in accordance with the Project Management Requirements including, but not limited to:
- a) highlights of the previous month;
 - b) 'On the Horizon' – (details of upcoming media, events, works and milestones) for the following month;
 - c) summary of community and stakeholder interactions / meetings;
 - d) a summary of communications, newsletters, and other documents produced and distributed in the month;
 - e) enquiries and complaints;
 - i) the number, nature of and status
 - ii) average and maximum times taken to respond;
 - f) any trends or emerging issues including strategies proposed to contain them;
 - g) summary of performance against any Communications Key Performance Indicators;
 - h) Number of jobs created – quantitative economic benefit; and
 - i) Summary of performance against Communications KPIs.
- 18.2 For inclusion and interrogation in the monthly report on the first business day of the Month the Commissioner's Community Engagement Representative will provide the Contractor with statistics on:
- a) Traditional media;
 - b) Social media and web engagement statistics.
- 18.3 Submission of Community & Media information within the Contractor's Monthly Report shall constitute a **Hold Point**.
- 18.4 Fortnightly meeting between the Contractor and the Commissioner's Community Engagement and Media delegates, minuted by the Contractor, including updates to the schedule of upcoming events and media opportunities.

19 Response times for information

19.1 The Contractor must provide the following notice and response time for information to assist in the management of community engagement obligations:

Items	Response time
Community Engagement and Media Management Plan	10 Business Days
Draft copy of release of project information	7 Business Days
Distribution of communication materials to stakeholders	5 Business Days
Information to Traffic Management Centre	14 Business Days
Information in response to a community enquiry or complaint	3 Business Days
Notification of Media Enquiry	1 Business Days
Information in response to a media enquiry	1 Business Days
Information in response to a ministerial enquiry	2 Business Days
Information on changes to access to properties and premises	5 Business Days
Notification of project opening to enable media event	6 weeks

20 Hold Points

20.1 The following is a summary of Hold Points referenced in this Part:

Document Ref.	Hold point	Response time
6.3	Community Engagement and Media Management Plan	10 Days
10.3	Communications Materials	10 Days
11.8	Traffic and Access information	10 Days
12.4	Stakeholder Engagement Sessions	10 Days
13.7	Complaint management procedure	10 Days
14.7	Provision of traffic advisory signage	10 Days
15.3	Visual Records	10 Days
18.3	Community & Media Information within the Monthly report	10 Days

20.2 The response time for Community and Stakeholder elements will vary depending on the funding partners and therefore the approver of the materials as follows:

Approver	Response time
DPTI	10 days
State Minister	3 weeks
State Minister - Bus Route Change	6 weeks
Local Government	3 weeks
Federal Minister / Federal government	4 weeks

* Note other approval timeframes may be specified elsewhere in the Stakeholder Engagement and Communications Plan.