

# Monash Freeway Upgrade

## Stakeholder and Community Engagement Plan

### Project overview and scope

Melbourne's population is continuing to grow, generating more traffic on Victoria's road network. An extra 86,500 vehicles will be using the Monash Freeway every day by 2031. The freeway and connecting roads cannot meet this increasing demand. Heavy congestion in peak periods already causes delays and accidents.

The Monash Freeway Upgrade will

- Reduce congestion and travel times
- Increase Road Network Capacity
- Build network resilience and Reliability
- Improve Freight efficiency and business productivity
- Improve access to job, economic and education clusters
- Drive business development and investment and deliver outcomes for local stakeholders
- Improve safety

It is making significant upgrades including:

- Freeway Lane Widening and extend Managed Motorways
- Upgrade connections to the Monash National Employment and Innovation Cluster (NEIC) and/or the South East Growth Area.

The project will be jointly funded by both the Victorian and Commonwealth Governments.

The upgrade brings direct benefits to users of the Monash Freeway and benefits to local residents by improving conditions on the following connecting roads:

- Warrigal Road
- Huntingdale Road
- Forster Road
- Blackburn Road
- Ferntree Gully Road
- Springvale Road
- Wellington Road
- Jacksons Road
- Police Road
- Eastlink
- Clyde Road
- Beaconsfield-Nar Nar Goon Road
- Cardinia Road

### Purpose of the plan

The Stakeholder and Community Engagement Plan provide an overarching direction for communications activities and materials for the Monash Freeway Upgrade.

There is an underlying theme of consistent communication to ensure that stakeholders and the community are satisfied and not confused by the various elements of the project.

This plan contributes to well planned, coordinated and consistently managed communications activity across the project's delivery, in order to produce the best possible project outcomes for project stakeholders, including the community, and project partners.

This strategy specifically addresses Stakeholder and Community engagement matters during the construction and delivery phase of the Monash Freeway Upgrade.

The project is coordinated by VicRoads, which will provide a coordination role for communications. VicRoads will provide a 'gatekeeper' role for engagement activities and issues management and will oversee all media and ministerial liaison during the delivery phase.

This strategy will assist in ensuring there is a seamless process for stakeholders and community to receive information about the project.

### **Communication principles**

A set of guiding principles have been developed to underpin all communications activities:

#### **Overarching principles for all communications:**

- Consistent - content, messaging and visual identity is the same no matter who has issued the material
- Proactive - to ensure the project is outward looking and there are 'no surprises'
- Responsive - ensuring queries are responded to promptly, agreed actions are followed through and feedback is taken on board in pursuit of constant improvement
- Collaborative - to ensure project partners are unified and work together to achieve project objectives
- Inclusive - to ensure the community and stakeholder interests are identified, understood and taken on board and making sure information is readily available to all

#### **Guiding principles for communicating with those who use the road:**

- Accurate - drivers can rely on the information to be correct and a true reflection on what is happening on the road
- Timely – people can plan their journey effectively. Information will be right up to the minute
- Useful – to allow drivers to take action to avoid or minimise the impact on them
- Available to them where they are – VMS on the road, advertising on the radio or via Twitter

#### **Guiding principles for communications to residents near the works:**

- Avoid, mitigate or minimise construction impacts – avoid noisy night time works, alternative noise mitigation during construction, dust suppression during earth works
- Timely notification – so residents can take action to avoid or minimise disruption
- Transparent – information is upfront to set clear community expectations. If works will be disruptive, communications will reflect that
- Empathetic – our communications and community engagement will recognise the impact construction may have on residents' lives and wellbeing
- Responsive – every attempt made to resolve issues arising from works, contractors to be available at all times during any 24/7 major impact works etc.

### **Objectives**

The overarching communications objectives for the Monash Freeway Upgrade are:

- Community awareness and understanding of the project
- Increased benefits for the community and road users
- Work collaboratively as one project to minimise disruption to the travelling public

### **Project partner communications responsibilities**

The successful implementation of Stakeholder and Community engagement for the Monash Freeway Upgrade will require coordination between VicRoads and the contractor.

Responsibilities for Stakeholder and Community engagement on the project are broadly defined below. Responsibilities refer to management or oversight of those activities, acknowledging the role of the contractors in delivering much of the operational communications.

#### **VicRoads**

Strategic oversight of communications, including:

- Benefits and Education campaigns
- Strategic stakeholder and media relations
- Ministerial liaison
- Website management and administration
- Community enquiry coordination
- Social media coordination
- Consultation Management contract
- Traffic coordination of advertising and customer alerts

#### **VicRoads & Contractor**

- Operational on the ground communications and engagement management
- All construction communications
- Community engagement/queries (construction and project scope)
- Stakeholder relations (construction and project scope)
- Social media: prepare posts for monthly calendar; respond to construction/operational queries
- Operational media relations
- Visual communications (time-lapse, photos etc.)
- Road/section opening announcements – logistics
- Community information line
- Consultation manager input
- Market research

#### **Stakeholders**

A broad range of stakeholders have an interest in, or are directly impacted by the Monash Freeway Upgrade project. A list of individual stakeholders, their requirements and issues and engagement approach will be developed.

The project is expected to impact a large number of stakeholders, community groups and individuals through the planning and delivery phase and into construction. Communications and engagement activities will be tailored to each stakeholder and community group as required and will consider their views, concerns and issues as well as interests and benefits they might have from the project.

During the various project phases engagement activities will also vary depending on the level of influence.

These stakeholders fall into these broad categories:

- Federal Government, incl MPs and agencies
- State Government, incl MPs and agencies
- Local Government
- Connect East, as operators of the Eastlink Toll Road
- Directly impacted landowners
- Residents/businesses in the vicinity
- Commuters
- Community facilities
- Transport and Freight Industry
- Schools/Universities
- Environmental Groups/Community Interest groups

- Landowners

### **Issues analysis**

The project has broad ranging impact on communities, stakeholders and drivers, and as such there are a number of issues that will arise over the life of the project. The project partners will monitor these issues to ensure appropriate measures are taken to manage the impact of these factors on the project's successful deliver.

Below is a possible list of the key issues, to be further developed:

#### *Project scope*

- Concerns around design of Monash Stage 2 works

#### *Construction issues*

- Vegetation removal throughout the project corridor
- Noise during construction
- Management of traffic during construction works
- Advanced Notification of potential disruptions to motorists

#### *Noise after project completion*

- Ongoing questions around adequacy of noise wall attenuation
- Ongoing questions around adequacy of 63/68 DbA requirements

#### *Dynamic Speed limit*

- Outcome of dynamic Speed Trial
- Criticism that 80km/h will slow down drivers and add to their travel times

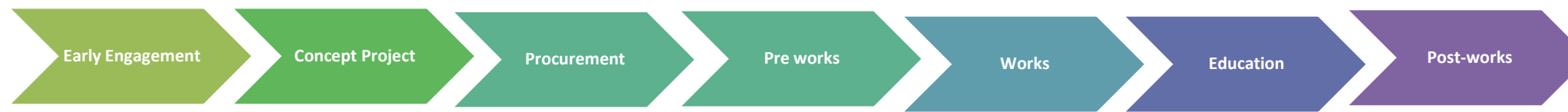
#### *Night Work disruptions*

- Speed reductions at night
- Lane Closures /Full Closures
- Lighting the worksite

## Engagement approach

There are seven distinct communications phases associated with this project. Each phase requires a unique strategic approach to appropriately address issues and focus effort and messaging.

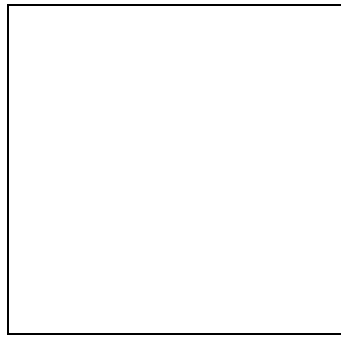
**Diagram 2: Communications phases**



A detailed tactical action plan is to be developed for each phase to guide activity, timing and responsibility.

<b>Project phases</b>	Development	Design and approvals			Delivery		Recommissioning
<b>Communication phases</b>	Early Engagement	Concept Project	Procurement	Pre-works	Works	Education	Post works
<b>Estimated timing</b>	Early 2018	Mid 2018	Early to Mid 2018	Mid to late 2019	Late 2019 to Early 2022	Late 2021	Early 2022
<b>Communication focus</b>	Preparation	Initial engagement "first impressions"	Wide awareness and addressing issues	Setting expectations / preparing for start of works	Keeping informed	Behaviour change	Return to 'normal' service
<b>Communication approach</b>	<ul style="list-style-type: none"> <li>Draft communications plan</li> <li>Prepare announcement materials</li> <li>Stakeholder analysis</li> <li>Proactive engagement with Victorian and Commonwealth governments.</li> <li>Engage with stakeholders affected by PSA and land acquisition.</li> </ul>	<ul style="list-style-type: none"> <li>VicRoads, Victorian and Commonwealth government to jointly agree on overall approach to stakeholder and community engagement</li> <li>Tell project "story" (who, what, when, where, why, how) and outline benefits</li> <li>Seek feedback on issues or concerns - listen and better understand their views.</li> </ul>	<ul style="list-style-type: none"> <li>Build on general awareness with more detailed information targeted to specific audiences.</li> <li>Focus on transparent and open communication with stakeholders and the community.</li> <li>Reiterate commitment to keep community informed and make every effort to mitigate or minimise impacts.</li> <li>Proactively manage</li> </ul>	<ul style="list-style-type: none"> <li>Announce contractor</li> <li>Raise awareness of start of works and timing</li> <li>Educate drivers about what to expect during works</li> <li>Encourage desired behaviours - forward planning of travel, obey speed reductions etc.</li> <li>Advise community of work program</li> <li>Provide access to clear</li> </ul>	<ul style="list-style-type: none"> <li>Minimise driver confusion through clear and consistent information - on road and communication channels</li> <li>Encourage desired behaviours - forward planning of travel, obey speed reductions etc.</li> <li>Exceed stakeholder expectations in the management of works and communications flow of information</li> <li>Keep road users fully informed with real time</li> </ul>	<ul style="list-style-type: none"> <li>Educate drivers about changed road conditions as sections of the road permanently re-open</li> <li>Raise awareness of FMS to positively influence driver behaviour - create clear understanding of its purpose to increase voluntary compliance</li> </ul>	<ul style="list-style-type: none"> <li>Restore service and trust</li> <li>Ongoing education and safety messaging</li> <li>Provide feedback to customers and stakeholders about project success</li> <li>Internal celebration of successes</li> <li>Wrap up any ongoing community issues.</li> </ul>

		<ul style="list-style-type: none"> <li>• Build general awareness and understanding about project through direct communication (briefings, meetings, phone calls, direct mail)</li> <li>• Assure public they will be kept informed and every effort will be made to mitigate or minimise impacts.</li> </ul>	<p>issues.</p> <ul style="list-style-type: none"> <li>• Release relevant reports (if applicable).</li> <li>• Support landowners through the acquisition process</li> </ul>	<p>and current information</p> <ul style="list-style-type: none"> <li>• Promote information sources through paid and free media</li> <li>• Reiterate commitment to keep community informed and make every effort to minimise impacts</li> </ul>	<p>information available through a range of channels that are accessible and current</p> <ul style="list-style-type: none"> <li>• Carefully manage contractor communications</li> <li>• Actively manage queries and concerns</li> <li>• Regularly update community on progress and upcoming works.</li> </ul>		
<b>Stakeholder focus</b>	Victorian and Commonwealth Governments	Key stakeholders, community	Key stakeholders, community and contractor	Road users and community	Road users and community	Road users	All, internal
<b>Overarching narrative</b>	n/a	<ul style="list-style-type: none"> <li>• VicRoads and both the Victorian and Commonwealth Governments are working to upgrade the Monash Freeway- adding lanes for more capacity, improving safety and installing a Freeway Management System.</li> <li>• We will work with you to understand your views and ensure that this is considered during the detailed design phase.</li> </ul>	<ul style="list-style-type: none"> <li>• VicRoads and both the Victorian and Commonwealth Governments are working to upgrade the Monash Freeway - adding lanes for more capacity, improving safety and installing a Freeway Management System.</li> <li>• We understand your views and concerns and we are working closely with our short-listed tenders to ensure these are considered during the detailed design phase.</li> </ul>	<ul style="list-style-type: none"> <li>• [Contractor] has been appointed to design and construct the Monash Freeway Upgrade. Together, VicRoads and [Contractor] will continue working with you and keeping you informed of progress as we finalise designs.</li> <li>• We are about to begin major road works on the Monash Freeway that will result in a safer and more efficient road. Please be patient as we do our best to keep traffic moving and minimise the impact to people living near the motorway during construction.</li> </ul>	We are working hard to keep traffic moving and make sure you are fully informed about what is happening on the road	We have made some major changes on the Monash Freeway. It's important that you understand these changes what this means for you.	VicRoads thanks you for your involvement/support/patience during works. We now have a safer, higher capacity motorway ready to handle Victoria's future traffic and freight needs.
<b>Key tactics</b>	n/a	<ul style="list-style-type: none"> <li>• Face-to-face briefings</li> <li>• Stakeholder letters &amp; phone calls to critical/directly impacted stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Continue face-to-face briefings</li> <li>• Letter/email to update on status</li> <li>• Door-knock impacted</li> </ul>	<ul style="list-style-type: none"> <li>• Presence at community events and shopping centres/strips</li> <li>• Social media</li> <li>• Direct communication</li> </ul>	<ul style="list-style-type: none"> <li>• Advertising</li> <li>• Direct communication to residents</li> <li>• On-road signage</li> </ul>	<ul style="list-style-type: none"> <li>• Advertising campaign</li> <li>• Continued use of web and social</li> <li>• Media as primary</li> </ul>	<ul style="list-style-type: none"> <li>• Face-to-face debriefs</li> <li>• Direct communications (letters/e-updates)</li> <li>• Web &amp; social media</li> </ul>



- Website to house basic information and updates

residents.

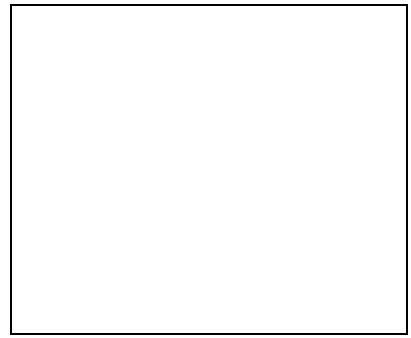
- Increase web presence

from contractor

- Proactive media relations
- Advertising

- Web and social use to communicate and update re works/changes/timing
- Proactive/reactive media relations

information source

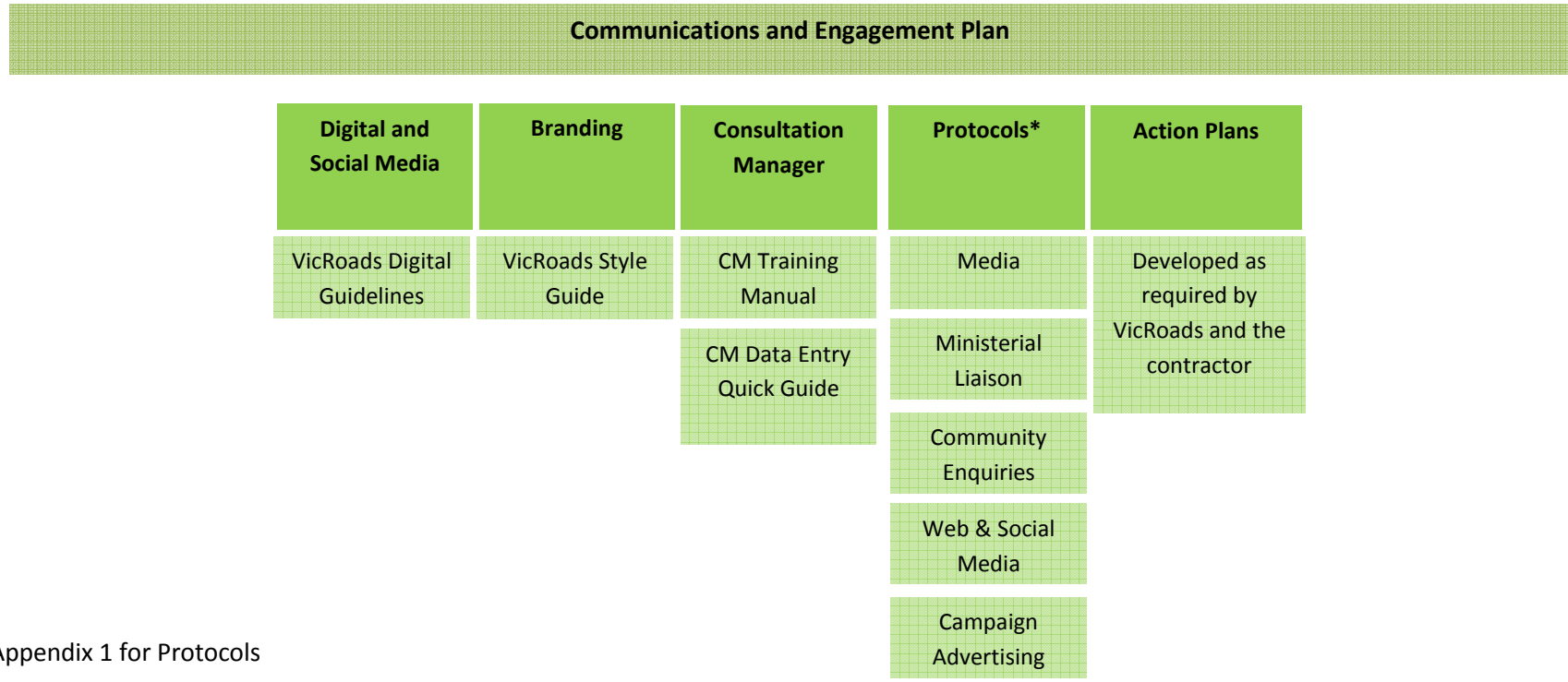






**Sub-plans, guidelines and protocols**

While the Stakeholder and Community Engagement Plan provides an overarching direction for the communications approach for the Monash Freeway Upgrade, a suite of sub-plans, guidelines and protocols complement this strategy. Below is an overview of the structure of the project’s communications framework:



\*See Appendix 1 for Protocols

### Communications tactics and channels

Detailed tactical action plans will be developed as the project progresses and in partnership with the Victorian and Commonwealth Governments and the contractor. The table below indicates proposed tactics and leads, providing a basis for the development of more detailed plans at each stage.

<b>Tactic</b>	<b>Audience</b>	<b>Detail</b>	<b>Visual identity</b>	<b>Owner</b>
Media releases, speaking notes, Q&As	All via media	Announcement event packs	VicRoads	VicRoads
Fact sheets and other collateral	Community and stakeholders	Fact sheets to inform the public about the various aspects of the project	VicRoads	To be managed by VicRoads with contributions from contractor
Letters for local community – project wide	Local residents and businesses	Updates letters to residents informing them of impacts and disruption	VicRoads	To be managed by VicRoads with contributions from contractor
Animations and videos	All	Overarching animation  Major impacts/milestones	VicRoads	VicRoads
Website	All	Main source of information for the public.	VicRoads	To be managed by VicRoads with contributions from contractor
Corridor maps	All	Maps to illustrate the full scope as well as the details at key locations. Updated as required.	VicRoads	VicRoads
Social media channels	Social media audiences	VicRoads – Facebook and Twitter	VicRoads	To be managed by VicRoads with contributions from contractor
Advertising	All	Campaign advertising around benefits for the project,	VicRoads	To be managed by VicRoads with contributions from contractor

		functional advertising for impacts		
Market research	All	Benchmark research to measure communications objectives	VicRoads	VicRoads
Community information line	Residents/businesses Road users	1300 number established	VicRoads	Contractor
Project update	All	Quarterly (or as needed) update to people who have signed up for the project alert	VicRoads	To be managed by VicRoads with contributions from contractor
Traffic alert	Road users	Weekly traffic alert to people who have signed up for the traffic alert	VicRoads	To be managed by VicRoads with contributions from contractor

## Milestones and activities

Key Milestone	Forecast Date
Business Case approved by the Minister	Early 2018
Commencement of Preconstruction Activities	Early 2018
Finalisation of scope and procurement methodology	Mid to Late 2018
Tender phase commences (Expression of Interest released)	Late 2018
Request for Tender released	Early 2019
Contract Award	Mid to Late 2019
Commence Construction	Late 2019
Practical Completion	Early 2022

## **Appendix 1: Protocols**

### **Media**

Project partners will be open, honest and accurate in dealing with the media and respond to enquiries within reporters' deadlines as far as possible.

### **Principles of the project's relationship with the media**

Local and metro media has the potential to reach large numbers of drivers and local residents and the project partners recognise the role the media can play as a conduit for sharing information and promoting the benefits of the project. The project will use the media as one of a number of ways of communicating with the community.

### **General protocols for working with the media**

- All press releases and statements will refer to the project partnership, reinforcing one project team. Only when absolutely necessary will a particular organisation be named independently, with the agreement of the other partner organisation/s.
- If required a named individual will be quoted in the release. Anyone who is quoted will be made aware of the fact and will agree to the content of that quote.
- All project spokespeople will undergo media training.

### **Project spokespeople**

- MFU Project Director

### **Media enquiries**

VicRoads will coordinate responses to media enquiries regarding whole of corridor issues.

### **Dealing with media enquiries**

Contact details for media enquiries:

- VicRoads Media Unit - 24/7 media line - 9854 2160

### **Early warnings**

VicRoads and the contractor will advise each other of any potential negative media stories as soon as practical. This includes traffic impacts and overruns to alert them to the potential delays.

### **Ministerial liaison**

VicRoads will be responsible for liaison with the Minister for Roads and Road Safety.

### **Community enquiries**

A project phone number and email address have been established and are promoted via community letters, factsheets and on the project website.

### **Phone enquiries**

The project phone line will be set up with options for callers:

- To be set up in the early engagement stage

Calls are answered or returned within 24 hours to determine the nature of the call and that the information may be shared with the other project partners for the purposes of responding to an enquiry or resolution of a complaint.

Generally, if a response is not provided at the time of the call, a response will be provided within three business days from the original enquiry.

If a multi-agency response is required, this will be coordinated by VicRoads. Project partners are required to provide the information in two days and the enquiry will be responded to within five business day of the original enquiry.

### **Email enquiries**

Email enquiries are managed in the same way as phone enquiries.

All email enquiries receive an automated acknowledgement response immediately, outlining privacy obligations and that the email may be shared with project partners to obtain an accurate response.

### **Recording enquiries**

Stakeholder and community feedback is captured using Consultation Manager.

It will be managed by VicRoads and the contractor will be able to enter details and check log history.

### **Web and social media**

VicRoads will manage all web and social. Content is to be provided to VicRoads team for publication. All project partners will regularly review pages to ensure relevance.

Social media channels:

- Twitter – VicTraffic
- FaceBook – VicRoads update posts and advertising

### **Campaign advertising**

VicRoads is responsible for overseeing the coordination of all strategic promotional, educational, and benefit driven advertising campaigns.

Radio advertising (including ATN) is the preferred medium for freeway closures, alongside social media advertising (Facebook) and where required, metro and local print advertising.