



COMMUNITY AND STAKEHOLDER ENGAGEMENT MANAGEMENT FRAMEWORK

METRO TUNNEL

MARCH 2017

DOCUMENT AND VERSION STATUS

Version	Date	Author	Purpose for Issue
1	06/03/2017	Melbourne Metro Rail Authority	Approved CSEMF

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CROSS REFERENCE MATRIX

This Community and Stakeholder Engagement Management Framework addresses Environmental Performance Requirement (EPR) SC3. The table below identifies where each EPR with a community and stakeholder engagement component is addressed. Where the reference location uses a number (e.g. 6.2) this refers to the section within this Framework that addresses this EPR. Other references are to separate documents required under the EPRs.

For more details on the EPRs refer to the Melbourne Metro Environment Management Framework.

Environmental Performance Requirement (EPR)	Reference location
Environmental Management Framework	
EMF4	7.1
Business (B)	
B1	Business Disruption Plan, Business Support Guidelines for Construction
B2	Business Disruption Plans
B3	Business Disruption Plans
Ground movement and land stability (GM)	
GM3	Community and Stakeholder Engagement Management Plans
GM4	Community and Stakeholder Engagement Management Plans
Land use and planning (LU)	
LU1	Community and Stakeholder Engagement Management Plans
LU2	Community and Stakeholder Engagement Management Plans
Noise and vibration (NV)	
NV5	7.1, Community and Stakeholder Engagement Management Plans
NV21	Community and Stakeholder Engagement Management Plans
Social and Community (SC)	
SC2	Community and Stakeholder Engagement Management Plans, Residential Impact Mitigation Guidelines
SC3	This document
SC4	1.3, Community and Stakeholder Engagement Management Plans
SC6	Community and Stakeholder Engagement Management Plans
SC10	Community and Stakeholder Engagement Management Plans
SC11	3.2
Transport (T)	
T1	3.2
T6	1.3

DEFINITIONS

For the purposes of this Framework, the following definitions apply:

Communications

Communications refers to the range of channels and format used to disseminate consistent and relevant project information to different audiences. The purpose of project communication is to broadly build awareness and support but can also be used to promote milestones, keep people informed of progress and delivery as well as respond to public and media enquiries.

Engagement

Engagement is a planned process with the specific purpose of working with individuals and groups to encourage active involvement in the project. The term engagement is very broad and the purpose of engagement will be defined for each specific project phase. Engagement refers to the range of opportunities stakeholders and the community have to participate in the project. This ranges from educating individuals or groups about a project; obtaining community feedback at a key project stage or milestone; or working collaboratively with stakeholders to address local issues.

Engagement can also be referred to as public participation. The International Association of Public Participation's (IAP2) core values of public participation include promoting sustainable decisions by recognising the interests of all decision-makers; actively facilitating the involvement of those potentially affected by or interested in a decision; providing participants with the information they need to participate in a meaningful way; and communicating to participants how their input affected the decision.

Stakeholder

The term stakeholder refers to any person or organisation with an interest in the project. To determine key stakeholders for a given plan or strategy the following factors need to be considered:

- Whether a stakeholder has a regulatory or approval role in a given activity.
- Whether the stakeholder represents an impacted facility or activity that is of importance to the wider community.
- Whether a stakeholder possesses unique knowledge or skills that would contribute to a significantly better solution.
- Whether a stakeholder can effectively represent the views or interests of many of those impacted by a given activity.

Community

A community is a group of people who have a relationship or a shared interest. Some examples of communities include:

- A community of place is a group of people who are connected by the area they live, work and/or visit. This could include a community who live in the same street, neighbourhood or suburb; a community who work in the same building; or businesses located in a particular activity centre.
- A community of interest is a group of people who have a shared interest, for example the natural environment, local history or contemporary art.
- A community of affiliation are a group of people who are members of the same group or club, for example members of a sporting club, Rotary or church.

Public

Public refers to members of the general public who may not belong to a specific community relevant to the project but they still have an interest in the project.

1. INTRODUCTION

1.1 METRO TUNNEL PROJECT

In early 2015, the Victorian Government announced it would deliver the Metro Tunnel Project. The \$10.9 billion Metro Tunnel will transform the way people move around Melbourne, with ‘turn up and go’ rail services and improved access to key landmarks and destinations.

The Metro Tunnel Project has undergone an extensive and robust planning assessment process. As part of this, the Melbourne Metro Rail Authority (MMRA) published an Environment Effects Statement (EES) in 2016 to address the requirements of the *Environment Effects Act 1978* (EE Act). The EES is an evaluation of the potential environmental, social, and planning aspects of the project, and the approach to managing the impacts.

In December 2016, the Minister for Planning released his Assessment under the EE Act 1978, which concludes the EES process for the project. Subsequently the Minister for Planning approved Planning Scheme Amendment GC45. This, and subsequent secondary approvals, pave the way for construction to commence in 2017.

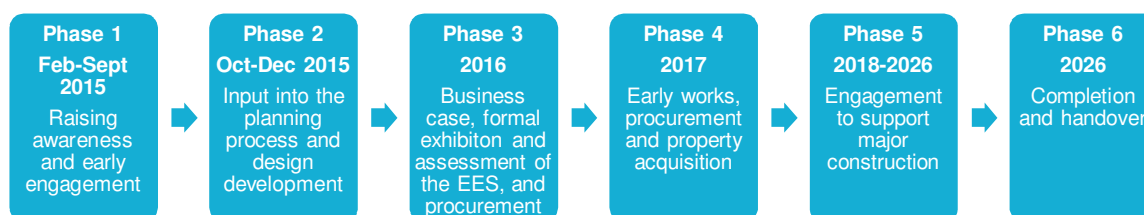
Publicly, the project is referred to as the Metro Tunnel Project and this terminology is used throughout this Framework. However it is referred to as either Melbourne Metro or the Melbourne Metro Rail Project in the EES, the Incorporated Document and the Environmental Management Framework.

1.2 ABOUT THIS FRAMEWORK

This Community and Stakeholder Engagement Management Framework (Framework) has been prepared in response to the requirements of the ‘Melbourne Metro Rail Project – Incorporated Document’ (Incorporated Document) (December 2016) that has been incorporated into the Melbourne, Stonington, Port Phillip and Maribyrnong planning schemes. Appendix 2 of the Incorporated Document requires that the Framework be submitted to the Minister for Planning for approval. It also addresses the Metro Tunnel Environmental Performance Requirements (EPRs).

Community and stakeholder engagement is essential to the planning and construction of any major infrastructure project. MMRA has developed a six-phase engagement program to support the planning, development and delivery of the Metro Tunnel Project:

Six phase engagement program



An extensive engagement program was undertaken during Phases 1, 2 and 3 to support the EES and approvals process. This Framework is relevant to Phases 4, 5 and 6 which cover construction and delivery of the project and will build upon previous engagement undertaken during Phases 1-3.

This Framework outlines the principles and approach to advising key stakeholders and other potentially affected stakeholders across the project of construction activities, and informs the Community and Stakeholder Engagement Management Plans developed by each work package contractor.

This Community and Stakeholder Engagement Management Framework operates in parallel with:

- Environmental Performance Requirements.
- Business Support Guidelines for Construction.
- Residential Impact Mitigation Guidelines.
- Urban Design Strategy.

1.3 CONTRACTOR COMMUNITY AND STAKEHOLDER ENGAGEMENT MANAGEMENT PLANS

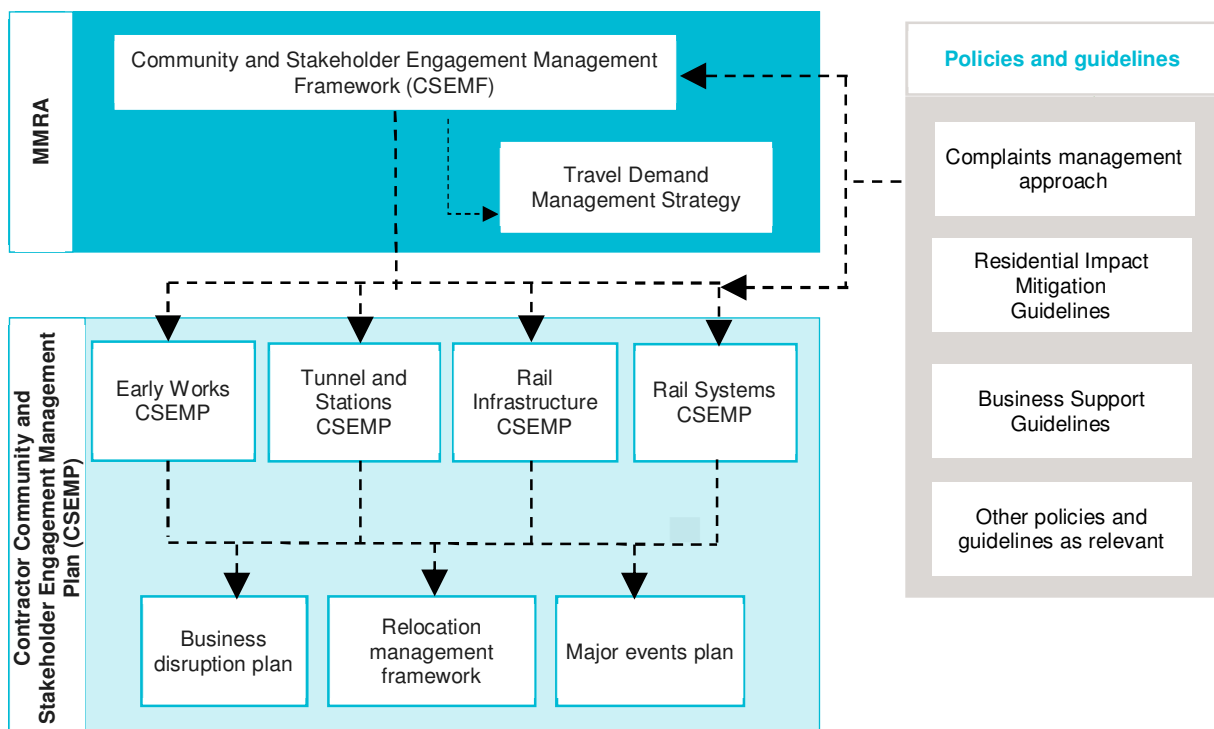
The Metro Tunnel Project will be delivered in separate work packages by different contractors, as outlined in Section 3. Prior to the commencement of project works, each contractor will develop a Community and Stakeholder Engagement Management Plan (CSEMP) for approval by MMRA. These plans need to be aligned with this Framework and the requirements within the EPRs. It is expected that these plans will be living documents, subject to periodic review and auditing by the Independent Environmental Auditor and MMRA and updated to reflect the progress of works, project changes and any emerging issues.

Each plan will need to address:

- All project activities that potentially impact on community and business operations.
- Relevant stakeholders for a given precinct or activity.
- How key stakeholders will be engaged.
- Measures to minimise impacts to the development and/or operation of existing facilities.
- Measures for providing advance notice of significant milestones, changed traffic conditions, interruptions to utility services, changed access and parking conditions, periods of predicted high noise and vibration activities.
- Measures for communicating the design of and results from environmental monitoring programs (e.g. vibration, noise, dust, ground movement).
- Process for informing landowners about pre-condition property surveys.
- Process for notifying key stakeholders and the public of the release of early works plans and development plans for public inspection and comment.
- Process for registering, managing and resolving complaints consistent with Australian Standard AS/NSZ 10002:2014 Guidelines for Complaint Management in Organisations.
- Measures to address any other matters which are of concern to potentially affected stakeholders through the construction of the Project.

The diagram below shows how this Framework relates to the various contractor Community and Stakeholder Engagement Management Plans (CSEMP) as well as the relevant policies and guidelines.

Key plans, policies and guidelines for engagement



2. PROJECT DESCRIPTION

2.1 SCOPE

The Metro Tunnel Project is one of the largest public transport projects ever undertaken in Australia and the first major investment in Melbourne's CBD rail capacity since the City Loop was completed over 30 years ago.

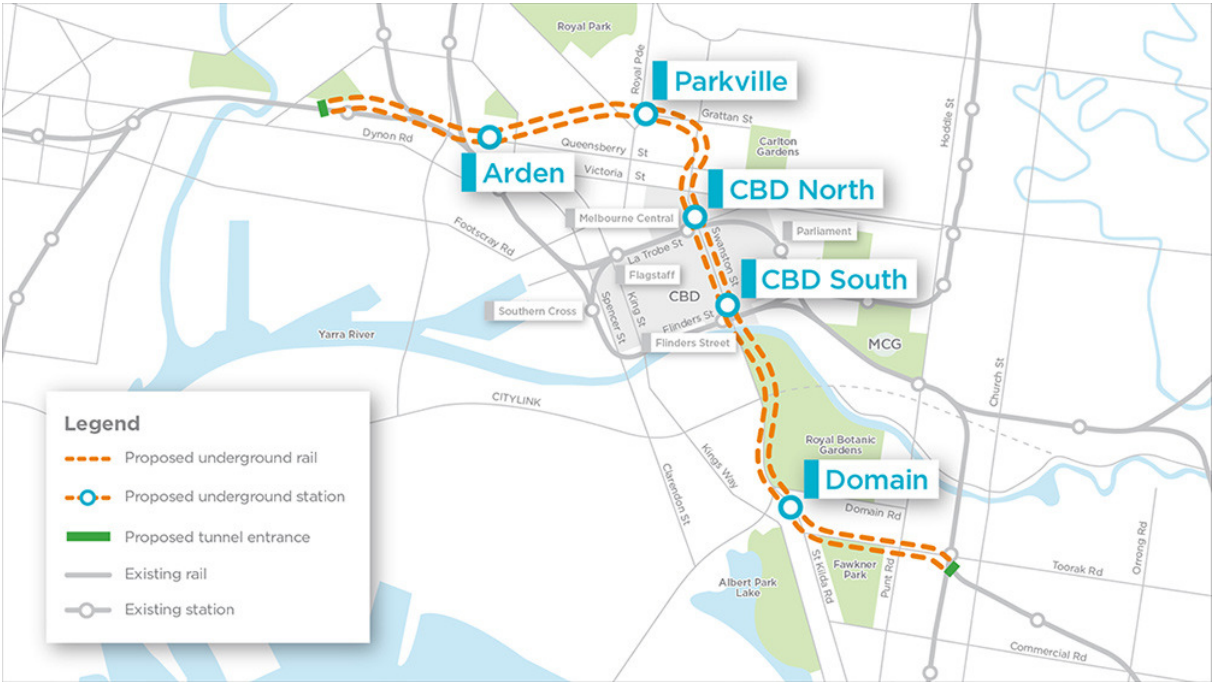
The Metro Tunnel will create a new end-to-end rail line from Sunbury in the west to Cranbourne / Pakenham in the south-east, with high capacity metropolitan trains and five new underground stations.

Importantly, the alignment provides the opportunity to connect passengers to Arden, Parkville and Domain via heavy rail for the first time and provide much-needed relief to the heavily congested Swanston Street / St Kilda Road tram corridor, currently the busiest in the world.

The Metro Tunnel comprises:

- twin nine-kilometre rail tunnels connecting the Sunbury and Cranbourne / Pakenham lines.
- five new underground stations at Arden, Parkville, CBD North, CBD South and Domain with longer platforms to accommodate High Capacity Metro Trains (HCMTs).
- high capacity signalling.

Metro Tunnel alignment map



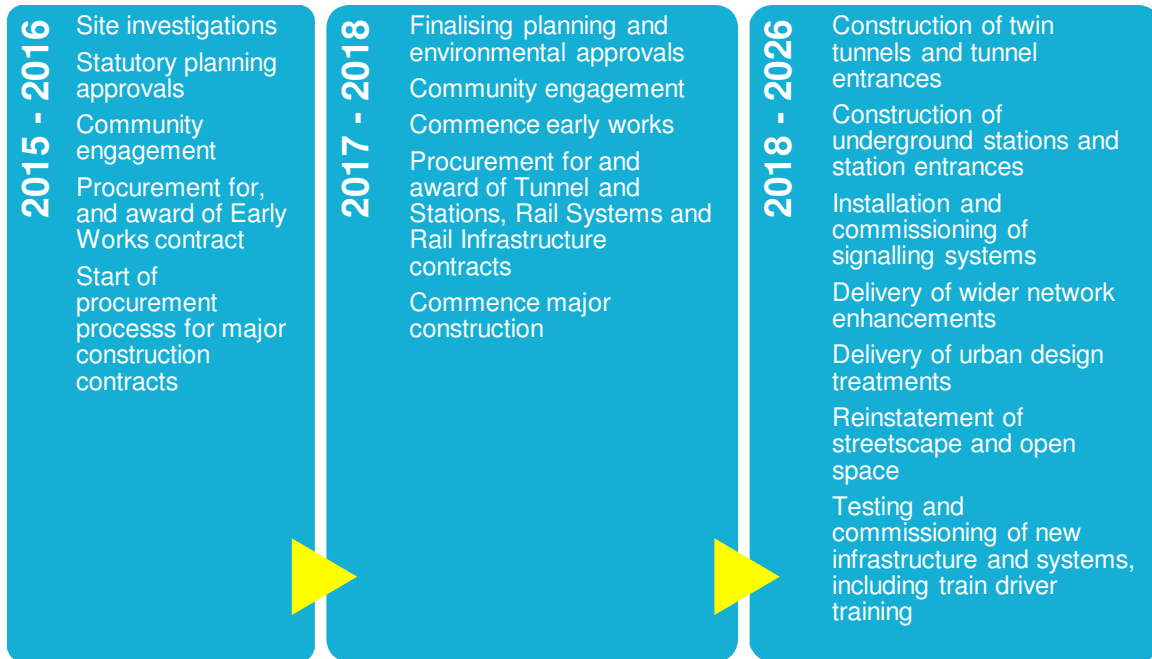
2.2 BENEFITS

The below table outlines the key benefits of the Metro Tunnel Project as outlined in the Business Case 2016 available from metrotunnel.vic.gov.au.

Commuter	Economic
<p>Allow more trains to run in and out of the city on the Sunbury, Cranbourne and Pakenham lines as well as the Werribee, Craigieburn, Upfield, Sandringham and Frankston lines.</p> <p>Greater capacity for 39,000 more passengers during each peak period from the first day of operation.</p> <p>Easing overcrowding in the inner core of the rail network.</p> <p>Relieving tram crowding and congestion on St Kilda Road and Swanston Street – the world’s busiest tram corridor.</p> <p>Reshaping travel demand to enable a future restructure of the tram network within the expanding CBD.</p> <p>Creating network capacity to enable the future construction, extension and electrification of rail lines across Melbourne.</p>	<p>Economy-wide modelling demonstrates that the Metro Tunnel is expected to create approximately 4,700 jobs nationwide at the peak of construction.</p> <p>The construction and operation of the Metro Tunnel is expected to increase Victoria’s Gross State Product by at least \$7 billion.</p> <p>Improvements in the transport network as a result of the Metro Tunnel will boost:</p> <ul style="list-style-type: none"> • existing national employment clusters: Melbourne CBD, Monash and Dandenong South). • emerging employment clusters: East Werribee and Sunshine. <p>existing activity centres: Sunshine, Footscray, Broadmeadows, Frankston, Dandenong, Narre Warren and Fountain Gate.</p>
Sustainable population and jobs growth	Station precincts
<p>Better transport connections to education, health, employment and cultural opportunities support sustainable population and jobs growth.</p> <p>Enabling communities in key population corridors in the west and north to be better connected with knowledge-based jobs.</p> <p>Creating education and employment opportunities in the city’s inner west for Melbourne’s key population growth corridors to the north, west and south-east of Melbourne.</p>	<p>Enhance transport access to strategic locations, key landmarks, and world class health, research and education precincts in Melbourne.</p> <p>Reduce crowding at City Loop stations and relieve congestion on the rail network.</p> <p>Provide interchange opportunities with other modes of transport.</p> <p>Lead to the creation of new urban landmarks and precincts.</p> <p>Be a catalyst for new residential and commercial developments, particularly at Arden.</p>
Social	
<p>Providing three new stations (Arden, Parkville and Domain) in areas not currently serviced by heavy rail with a combined catchment of over 200,000 jobs, student enrolments and residents.</p> <p>Improving social and economic inclusion as more people will be able to access employment, education, sporting, entertainment and cultural opportunities in Central Melbourne via public transport.</p> <p>Stimulating significant urban renewal in inner city areas such as Arden-Macaulay.</p> <p>By enabling more workers to locate in a highly productive and employment-dense area, the benefits will flow to businesses, employees, and the economy at large.</p> <p>Metro Tunnel will be the catalyst for enhanced connectivity and will underpin Melbourne’s rail network growth for decades to come.</p> <p>Improved frequency and reliability of rail services will encourage travellers to leave their cars at home, reducing traffic congestion in the north, west and south-east.</p> <p>Reducing the number of road crashes, lowering the level of greenhouse gas emissions and improving health, due to increased physical activity, as people switch from car travel to public transport.</p>	

2.3 TIMELINE

The below diagram outlines the delivery timeline for the Metro Tunnel Project.



2.4 OVERARCHING KEY MESSAGES

The following overarching key messages have been developed for the Metro Tunnel Project.

- Melbourne is growing, but more trains can't run in and out of the city because the City Loop is full.
- Built with the latest technology, the \$10.9 billion Metro Tunnel Project will enable more trains to run in and out of the city to cater for Melbourne's growth.
- The new Metro Tunnel will let more trains run in and out of the city by giving the Cranbourne / Pakenham and Sunbury lines their own tunnel through the CBD.
- The Metro Tunnel scope includes five new underground stations, with two new city stations directly connected to Flinders Street and Melbourne Central.
- New High Capacity Trains will run through the Metro Tunnel, freeing up more trains across the Melbourne rail network.
- More trains also means fewer cars on the roads, helping to tackle congestion in our suburbs.
- Metro Tunnel is fully funded and has been assessed under an Environment Effects Statement process.

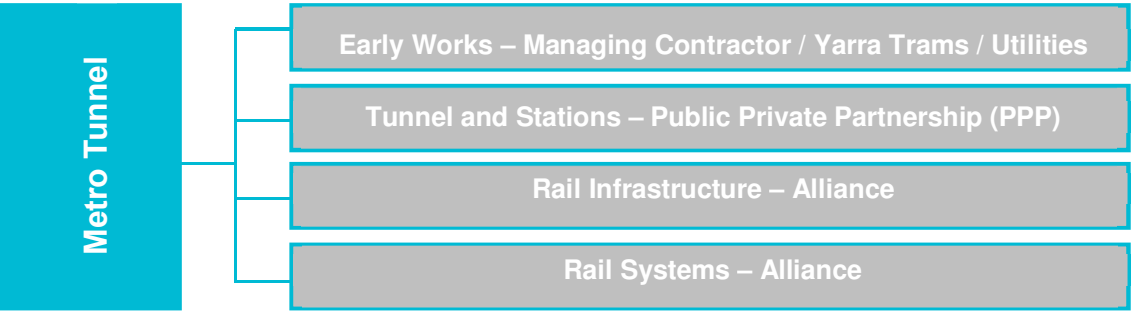
3. PROJECT DELIVERY

3.1 WORK PACKAGES

The Metro Tunnel Project is being delivered through a number of different contractual and delivery methods.

The diagram below outlines the work package and the type of contract. Further detail on the contract structure is available in the Metro Tunnel Environmental Management Framework.

Metro Tunnel work packages

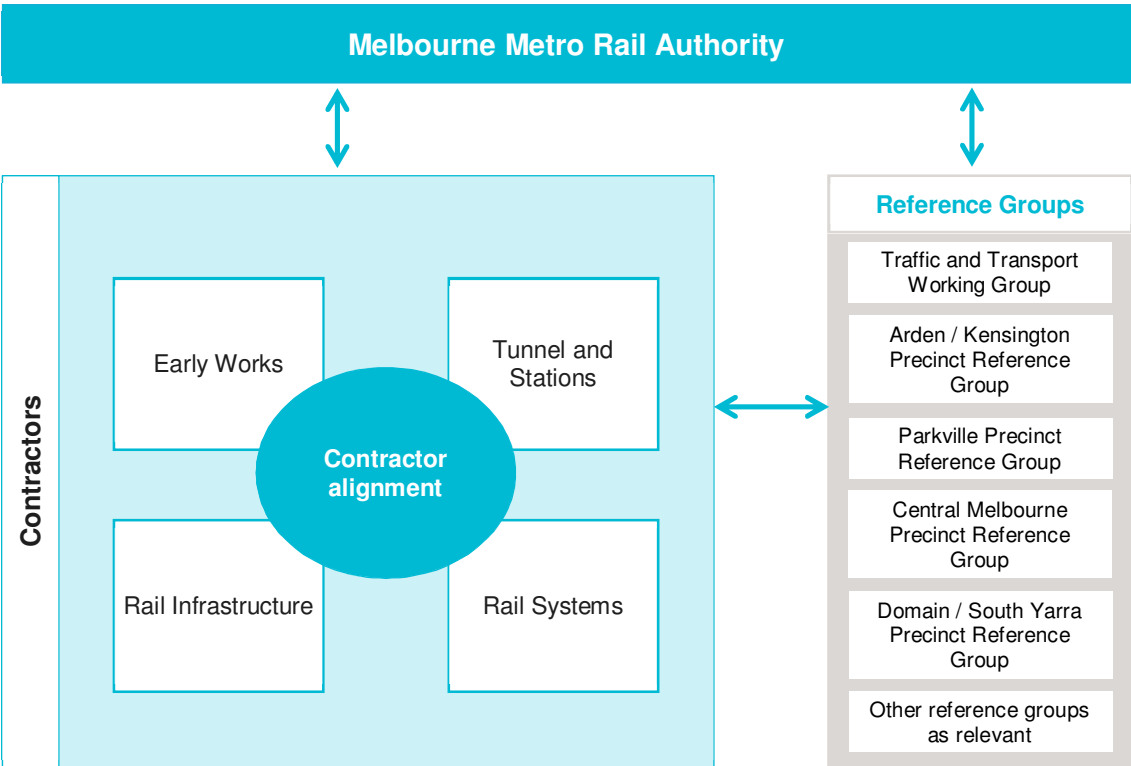


3.2 GOVERNANCE

MMRA is the lead agency responsible for delivering the Metro Tunnel Project. MMRA will work closely with the various delivery contractors and reference groups throughout Phases 4-6.

The diagram below shows the relationship and coordination required between each group as it relates to stakeholder engagement.

Key relationships for delivery of Metro Tunnel



3.2.1 ROLES AND RESPONSIBILITIES

This section outlines the general roles and responsibilities for MMRA and the work package contractors in relation to communications and stakeholder engagement.

Organisation	Responsibility
MMRA	<p>Set the strategic direction for and oversee communications and stakeholder engagement activities for the Metro Tunnel Project</p> <p>Review communications and engagement plans and materials prepared by contractors to support the engagement approach</p> <p>Develop and implement communications and engagement campaigns that increase awareness and understanding of the Metro Tunnel Project, and build relationships with key stakeholders, and encourage public participation</p> <p>Manage media and government relations</p>
Contractors	<p>Prepare and implement a Community and Stakeholder Engagement Management Plan and a Business Disruption Plan in line with EPRs and this Framework</p> <p>Establish and maintain effective relationships with local residents, businesses and stakeholders along the project corridor, wherever works are taking place</p> <p>Provide timely and relevant information to the community and relevant stakeholders about the works, including milestones, design and construction impacts</p> <p>Manage and respond to public enquiries, feedback and complaints concerning the works consistent with Australian Standard AS/NSZ 10002:2014 Guidelines for Complaint Management in Organisations</p>

3.2.2 INFORMATION SHARING

Information sharing and knowledge transfer is an important part of the successful transition from the planning and design phase to detailed design and delivery phase of the Metro Tunnel Project.

MMRA and the work package contractors will work together to ensure the contractors have a strong understanding of the project's stakeholders and their interests, concerns and desired outcomes for the project, based on engagement undertaken to date. This will minimise the need for contractors to revisit matters that stakeholders have previously raised with MMRA.

To ensure ongoing information sharing, MMRA will establish regular coordination meetings with the work package contractors, involve contractors in the reference groups and encourage contractors to engage with each other, particularly where work packages overlap or construction issues are similar.

4. PROJECT STAKEHOLDERS

4.1 STAKEHOLDER IDENTIFICATION

The Metro Tunnel Project will attract interest from a broad cross section of the community, both within the project area and from across Melbourne and Victoria.

Stakeholder identification and analysis is a core part of developing an engagement approach. It is important to note that stakeholders may change over the course of the project and different approaches may be required for effective engagement.

The term stakeholder refers to any person or organisation with an interest in the project. To determine key stakeholders for a given plan or strategy the following factors need to be considered:

- Whether a stakeholder has a regulatory or approval role in a given activity.
- Whether the stakeholder represents an impacted facility or activity that is of importance to the wider community.
- Whether a stakeholder possesses unique knowledge or skills that would contribute to a significantly better solution.
- Whether a stakeholder can effectively represent the views or interests of many of those impacted by a given activity.

The collection and use of stakeholder information by MMRA and its contractors will be carried out in accordance with applicable privacy legislation.

The table below broadly identifies the key stakeholder groups, their respective relevance to and interests in the project.

Key stakeholder groups

Stakeholder	Relevance	Interests
Business owners	May face business disruption from construction activities	Project impacts / benefits, construction management / mitigation measures, business support
Commuters (public transport, road)	May face disruption to commute from construction activities	Project impacts / benefits, construction management / mitigation measures, changes to transport network
Local councils	Construction occurring in municipality, responsible for local permits / approvals	Project benefits / impacts, local planning issues, social and economic development
Federal Government (departments and agencies)	Responsible for federal planning approvals i.e. EPBC Act	Statutory requirements are met, project delivered in line with approvals
Institutions (schools, churches, research, health etc)	Facilities located in close proximity may be affected by construction	Project impacts / benefits, construction management / mitigation measures, changes to access
Landowners	Land owned may be affected by the project (directly or indirectly)	Project impacts / benefits, construction management / mitigation measures, land acquisition process
Media	Important channel for communicating project updates to broader community	Key milestones, project updates
Peak bodies / Industry groups / Special interest groups	Members may be affected by construction activities, provide advice / shape broader public discussion about project	Project impacts / benefits relating to each group's specific interest area
Project partners	Partner with MMRA / contractors in the development and delivery of the project	Accountable for delivery of existing transport services during construction, technical advice and requirements for project

Stakeholder	Relevance	Interests
Residents	May face disruption from construction activities	Project impacts / benefits, construction management / mitigation measures
State Government (departments and agencies)	Responsible for state planning approvals, overall project delivery	Statutory requirements are met, project delivered in line with approvals, community impacts managed effectively
Utility service providers	Many utilities located in close proximity to construction activities, may need to be relocated / protected	Potential impacts on assets and asset renewal plans

4.2 HARD TO REACH AUDIENCES

MMRA is committed to ensuring that all members of the community have access to project information and are engaged in the planning and development of the Metro Tunnel Project. Communications and engagement activities will be tailored to meet the needs of the traditionally 'hard to reach' communities, namely culturally and linguistically diverse communities and people with specific needs.

4.2.1 CALD

The Australian Bureau of Statistics (ABS) defines culturally and linguistically diverse (CALD) communities by three variables: country of birth, language other than English spoken at home and English language proficiency. Engagement with CALD communities must be integrated into Metro Tunnel engagement plans. As a minimum, the following communications and engagement tools should be considered as part of CALD engagement:

- Provision of interpreters at information sessions and meetings where required.
- Translation of printed information into identified community languages.
- Use of Victorian Interpreter and Translation Services (VITS) interpreter phone number.
- Promotion of interpreter phone number and availability of translation services on public information.
- Utilisation of established CALD community centres / hubs.

A Metro Tunnel CALD Engagement Strategy has been prepared to guide contractors in developing engagement activities for CALD audiences.

4.2.2 PEOPLE WITH SPECIFIC NEEDS

The 2012 Survey of Disability, Ageing and Carers estimated that 18.5 per cent of the Australian population had a disability. Engagement with people with specific needs must be integrated into Metro Tunnel engagement plans. As a minimum, the following tools should be considered when interacting, communicating and engagement with people with a disability:

- Provision of information in accessible formats.
- Printed information will be provided in size 11 font where possible. Where this is not possible, the availability of larger font information will be highlighted.
- Consider relevant guidelines when interacting with people with a disability.
- Consider the accessibility of venues and provision of accessibility aids in the planning of events.

5. PRINCIPLES AND GOALS

5.1 WHY ENGAGEMENT IS NECESSARY

The Metro Tunnel is a city-shaping project. It will have major benefits for Melbourne, but as with all major projects, there are potential impacts that need to be considered, understood and addressed.

The Metro Tunnel will become part of the urban fabric of Melbourne, and as such it is vital to draw on the ideas, expertise and opinions of the community and stakeholders to inform the planning, construction and future operation of the project.

It is acknowledged that effective engagement will be critical throughout construction to keep community members and stakeholders informed and involved in the project. In order to be effective, engagement needs to take place over a period of time – providing information to community and stakeholders about the project as it develops, listening to their feedback and responding to it.

5.2 PRINCIPLES AND GOALS

MMRA recognises that project progress and decisions can be enhanced through dialogue with the community and relevant stakeholders, including residents, businesses, government and other interested parties.

Understanding the interests, concerns, requirements and preferred outcomes of these groups enables MMRA and the work package contractors to find solutions to the issues and challenges likely to arise in delivering the Metro Tunnel.

The table below sets out the core principles and goals of MMRA’s Community and Stakeholder Engagement Management Framework throughout planning and construction phases.

Principles and goals of MMRA’s engagement

Principle	Goal
Effective	Engagement is open, consistent, inclusive, accessible and transparent throughout planning and delivery of the project.
Timely	Engagement spans all stages of the project, ensuring information is provided to stakeholders as the project develops and feedback is responded to and incorporated in the project’s development.
Meaningful	Engagement is clear on the elements of the project that can be influenced by the community and stakeholders, how the feedback will be used and is explicit on which elements of the project are fixed and the reason for this.
No surprises	Engage early to gain understanding of interests, concerns, requirements and preferred outcomes. Close the loop to demonstrate how feedback has been considered.

5.3 ENGAGEMENT GUIDELINES AND REFERENCES

5.3.1 IAP2 SPECTRUM

International Association for Public Participation (IAP2) is an international member association, which seeks to promote and improve the practice of public participation or community engagement, incorporating individuals, governments, institutions and other entities that affect the public interest throughout the world.

The IAP2 Spectrum is an internationally recognised tool for planning public participation in major projects. The Spectrum is designed to assist with the selection of the level of participation that defines the public’s role in any community engagement program. The Spectrum shows that differing levels of participation are legitimate depending on the goals, time frames, resources and levels of concern in the decision to be made.

MMRA and the work package contractors will use the IAP2 Spectrum to guide how the community and stakeholders will be engaged during the project planning and delivery phases.

IAP2 Spectrum summary for Metro Tunnel

	INFORM	CONSULT	INVOLVE
GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, plans and/or decisions.	To work directly with the community and stakeholders to ensure that concerns and aspirations are consistently understood and considered.
PROMISE	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations and provide feedback on how public input influenced the decision. We will see your feedback on draft proposals.	We will work with you to ensure that your concerns and aspirations are directly reflected in the project and provide feedback on how input influenced the decision.
STAKEHOLDERS	The broader Melbourne community. Stakeholders interested in engaging about the project – educate on key elements of the project and explain how they can be involved.	All community and stakeholders including directly impacted stakeholders – encourage feedback on fixed project elements.	Key stakeholders, government agencies, directly impacted stakeholders and community - feedback on options, benefits and potential construction impacts.
ACTIVITIES AND TOOLS	Advertising Newsletters / publications Displays / information stalls eNews Letters (direct mail / letter drops) Media articles / releases / kits Project website Site signage / posters Social media Videos / DVDs (animations and photography) Works notifications	Briefings / info sessions Feedback forms Formal consultation (e.g. written submissions) Social research Interviews (phone / person) Project info line Project email enquiries Presentations Project documents and reports Reports on engagement outcomes Online engagement	Interactive briefings / info sessions Feedback forms Formal consultation (e.g. written submissions) Online engagement Working / reference groups

5.3.2 ISCA

The Infrastructure Sustainability Council of Australia (ISCA) is the peak industry body for advancing sustainability outcomes in Australia’s infrastructure. The Infrastructure Sustainability (IS) rating scheme is Australia’s only comprehensive rating scheme for evaluating sustainability across design, construction and operation of infrastructure. MMRA has adopted the IS rating scheme for the Metro Tunnel Project and this will inform the achievement of outcomes in the areas of stakeholder participation, and community health and wellbeing.

5.3.3 VAGO GUIDELINES

The Victorian Auditor General’s Office (VAGO) published the *Better Practice Guide for Public Participation in Government Decision-making* in 2015. These guidelines have informed the adoption of the IAP2 Spectrum and the engagement approach for the Metro Tunnel Project.

6. ENGAGEMENT APPROACH

6.1 ENGAGEMENT PHASES AND OBJECTIVES

Our engagement principles and goals, and the IAP2 Spectrum have driven the development of a phased approach to engaging with community and stakeholders on the Metro Tunnel Project. The table below sets out the six phases, engagement objectives and engagement outcomes. This engagement approach will inform the work package contractors' engagement program.

Six phase engagement program

Phase	Engagement objectives	Engagement outcomes
<p>Phase 1: Raising public awareness and understanding of the project and early engagement</p> <p>February to September 2015 (COMPLETE)</p>	<p>Raise public awareness of the project and approval process.</p> <p>Inform community members of how they can be involved.</p> <p>Gather early inputs for project design process and obtain feedback from stakeholders and the community.</p>	<p>Community and stakeholders begin to understand the project and are motivated to be involved.</p> <p>Early inputs and feedback obtained and used in early stages of project development.</p>
<p>Phase 2: Public engagement to support project development, design and planning process</p> <p>October to December 2015 (COMPLETE)</p>	<p>Encourage feedback from the community, traders and stakeholders on the Metro Tunnel Project.</p> <p>Continue raising public awareness and understanding about the project benefits and outcomes.</p> <p>Report back to key stakeholders and community on engagement and how their feedback was used</p>	<p>Community and stakeholders have been provided with opportunity to have their say on the project's benefits and potential impacts.</p> <p>Community and stakeholder feedback considered in the design and planning approval process.</p> <p>Community and stakeholders understand how their feedback has shaped the project.</p>
<p>Phase 3: Formal consultation process to support public exhibition and hearings</p> <p>2016 (COMPLETE)</p>	<p>Present current project design to stakeholders along with impact assessments completed as part of the EES process.</p> <p>Encourage formal feedback from the community, traders and stakeholders on the Metro Tunnel project and its potential impacts and proposed mitigation measures.</p> <p>Report back to key stakeholders and community on engagement and planning outcomes and how their feedback was used.</p>	<p>Community and stakeholders have been provided with opportunity to have their say on the project's benefits and potential impacts.</p> <p>Community and stakeholder feedback considered in the planning assessments and approval process.</p> <p>Community and stakeholders understand how their feedback has shaped the project.</p>

Phase	Engagement objectives	Engagement outcomes
<p>Phase 4: Engagement to support early works, procurement and property acquisition</p> <p>2017</p>	<p>Support landowners and tenants through the land acquisition process</p> <p>Establish clear processes for notifying stakeholders and the community about potential impacts from works, including a transparent complaints management process</p> <p>Engage with and provide advance notice to local businesses, residents, road and public transport users about early works, including the public exhibition of the Early Works Plans</p>	<p>Multiple communications channels and opportunities provided for stakeholders and the community to ask questions about the project and raise issues.</p> <p>Community and stakeholders are aware of the project benefits, timing and impacts</p>
<p>Phase 5: Engagement on major works</p> <p>2018 to 2026</p>	<p>Support the detailed design work undertaken by the appointed construction contractors, including providing opportunities for stakeholder and community input and feedback</p> <p>Engage with and provide advance notice, including direct contact where required, to local businesses, residents, road and public transport users about major works construction activities, including the public exhibition of Development Plans, and transport timetable changes as appropriate</p>	<p>Multiple communications channels and opportunities provided for stakeholders and the community to ask questions about the project and raise issues.</p> <p>Community and stakeholders are aware of the project benefits, timing and impacts</p>
<p>Phase 6: Completion and handover</p> <p>2026</p>	<p>Support the transition from major works delivery to operation of the tunnels and stations</p> <p>Engage with and provide advance notice, including direct contact where required, to local businesses, residents, road and public transport users about operation of the new tunnels and stations</p>	<p>Community and stakeholders are aware of the project's completion and understand how the new rail line will operate</p> <p>Community and stakeholders have the opportunity to take part in celebrating project achievements</p>

6.1.1 HOW WILL FEEDBACK BE USED?

Feedback received from the community and stakeholders during the engagement program for Phases 4-6 will be used to inform the construction and operation of the Metro Tunnel Project.

Using feedback received about the Metro Tunnel Project

Project element	How feedback will be used
Construction	<p>Inform construction methodology for stations, tunnels and portals, including avoidance, management and mitigation measures and community accessibility requirements.</p> <p>Inform urban design.</p> <p>Inform development of monitoring and management plans for the contractor/s who will build the project.</p>
Operation	<p>Inform design of an interconnected Metro Tunnel with the rest of the public transport network.</p> <p>Inform station operation and design.</p>

6.2 ENGAGEMENT TOOLS AND TECHNIQUES

Various communication channels are being used to support the different phases of engagement. These channels have been and will continue to be instrumental to ensuring information and updates about the Metro Tunnel Project are disseminated regularly and feedback from the community and stakeholders is received and addressed promptly.

These channels include:

- The project website (metrotunnel.vic.gov.au).
- Social media (twitter @metrotunnelvic, Facebook @metrotunnel, YouTube, LinkedIn and Instagram).
- News and works updates issues via an eNews and direct to subscriber mailing list / database.
- Letter box and postcard drops.
- Newsletters.
- Community drop-in sessions.
- Pop-up stands in public spaces.
- Stands at local markets, festivals and community events.
- Meetings with key stakeholders and community members.
- Presentations to stakeholders, peak bodies, residents groups, businesses.
- Project information line and contact form.
- Other ad-hoc channels established in response to particular issues.

All engagement activities require tailored messages and delivery channels suited to the communication and information needs of their intended audiences. For example, large-scale information dissemination techniques (such as mass mailouts) have been used to raise awareness of the Metro Tunnel in the wider community, while direct communication methods (such as face-to-face engagement, phone calls and personalised letters) have been adopted when engaging with communities and stakeholders who have been – or are likely to be – directly affected by the project.

New tools and techniques may be adopted as the project progresses to reflect changes in the engagement approach or new technologies, for example.

6.2.1 PRECINCT REFERENCE GROUPS

A Parkville Precinct Reference Group has been established to provide a forum for relevant government agencies and key institutions in the Parkville precinct to engage directly with MMRA and the relevant work package contractors about construction activities and receive updated on project progress.

Precinct Reference Groups will be established for other Metro Tunnel precincts as required for similar purposes. These groups will be configured in a way which broadly satisfies the recommendations in the Minister for Planning's EES Assessment and which also allows each group to function coherently and effectively. Each precinct reference group will have clear terms of reference and an independent chair. It is anticipated that the additional precinct reference groups will be established ahead of major construction commencing in late 2017.

Issue-specific reference or working groups may be established to engage with stakeholders, as required, to support the delivery of the project. Some groups have already been established for specific purposes including the Traffic and Transport Working Group (TTWG) and the Urban Design and Architectural Advice Panel (UDAAP).

For the construction phase of the project, the TTWG will be the key forum for considering and managing surface traffic and transport operational impacts associated with the Metro Tunnel Project. The TTWG consists of transport agencies (VicRoads, Public Transport Victoria, Yarra Trams, the Department of Economic Development, Jobs, Transport and Resources), local councils, and emergency services agencies. Contractors will be required to participate in the TTWG, and other agencies and stakeholders may be included on a temporary or permanent basis as required to support coordination of works.

The UDAAP was established to provide expert design advice for the project. The UDAAP consists of highly experienced built environment professionals (from the Office of the Victorian Government Architect, their Victorian Design Review Panel and private practice), who provide design review at key stages of the design and development process. The UDAAP's role will include design review and advice during tender processes, and review of proponents' development plans.

6.2.2 ELECTRONIC NOTIFICATION DATABASE

An electronic notification database has been established to enable interested members of the public to register and receive electronic updates about the Metro Tunnel Project, including project progress, works notifications about construction activities, mitigation measures and reinstatement works specific to the project precinct of interest.

Registration is from the Metro Tunnel Project website at metrotunnel.vic.gov.au.

7. ENGAGEMENT POLICIES

7.1 COMPLAINTS MANAGEMENT APPROACH

MMRA recognises the importance of a fair, transparent and responsive complaints management system for the Metro Tunnel Project. MMRA is committed to having an effective complaints handling system that reflects the needs, expectations and rights of complainants. MMRA and each work package will utilise a complaints management approach consistent with Australian Standard AS/NZS 10002: 2014 Guidelines for Complaint Management in Organisations.

The complaints management approach will be integrated with MMRA's and the work package contractors' Environmental Management Systems. It will also enable disputes and complaints relating to the Business Support Guidelines for Construction to be addressed. A copy of MMRA's complaints management approach will be available from metrotunnel.vic.gov.au.

The key elements of the complaints management approach include:

- Objectives and principles.
- Roles and responsibilities.
- How to provide feedback or make a complaint.
- Complaints handling procedure.
- Factors considered when assessing complaints.
- Appeal and escalation process.

The guiding principles for managing complaints are:

- **Fairness:** Our complaint handling system will treat both members of the public and MMRA staff with respect and courtesy. The rules of natural justice apply and, where appropriate, all parties involved in the complaint will be given the opportunity to respond to any issues raised.
- **Transparency and accessibility:** Our complaints handling system will be well known to stakeholders, staff and contractors. It includes information about the right to complain, how to do it, where to do it and how the complaint will be handled. Details on the complaints handling process will be available to all. There is no charge to the complainant for accessing the complaints handling system. The complaints handling system and supporting information aims to be easy to understand, use, and be in plain language. Interpreter services should be provided, where possible, for people from a non-English speaking background.
- **Responsiveness:** Complaints will be dealt with quickly, courteously, fairly and within established timelines. Complainants will be advised of how long it will take to deal with the complaint in accordance with complaint handling timelines and kept informed of the progress. If additional time is required to resolve the issues the complainant will be kept informed and advised of the additional time required and the reasons for the delay. If the complaint is still not resolved to the complainant's satisfaction, we will explain our decision clearly, and offer any possible alternative actions or review opportunities.
- **Privacy and confidentiality:** We will handle complaint information according to the Information Privacy Act 2000 (Victoria), Whistleblowers Protection Act 2001 (Victoria), Privacy Act 1988 (Commonwealth) and Victorian Charter of Human Rights and Responsibilities Act 2006. The complaint handling process will ensure complainant confidentiality and also ensure confidentiality in the case of complaints against staff. Details of complaints should only be known by those directly concerned.
- **Accountability:** Our complaint handling system is open to scrutiny by members of the public, the responsible minister, MMRA staff, the Victorian Ombudsman or another reviewing body. We have appropriate reporting on the operation of the complaints process. We maintain a complaints register and regularly audit our complaints handling system with appropriate action plans formulated to address any deficiencies.

The following channels have been established to enable members of the public to provide feedback or complaints about the Metro Tunnel Project:

- Project Information Line: 1800 551 927
- Interpreter Line: 03 9280 0700
- Online: metrotunnel.vic.gov.au
- Mail: Melbourne Metro Rail Authority, PO Box 4509, Melbourne, VIC 3001, Australia

MMRA will maintain the Project Information Line, Interpreter Line and online contact form into the construction phase and establish processes with the contractors to manage enquiries and complaints relating to their work package. Contractors will not be permitted to establish their own Information Line, and email addresses may be established subject to approval by MMRA.

7.2 ISSUES MANAGEMENT APPROACH

A range of issues may emerge throughout the delivery of the Metro Tunnel Project. Early and ongoing identification of issues and risks raised by stakeholders and the community (along with associated mitigation strategies to manage them) is a critical part of ensuring the effective delivery of the project.

In addition to the above-mentioned complaints management approach, work package contractors will be required to have an issues management approach which includes processes that:

- Enable early identification of issues and risks, and appropriate escalation processes.
- Address complaints arising from the construction of the project that are aligned with any applicable EPRs, as well as applicable legislation and industry best practice.
- Enable continuous improvement over time so that work practices can be adapted or changed to minimise complaints arising from project-related works and activities.

In addition an Independent Environmental Auditor will also be appointed for each work package to undertake audits of compliance with the approved management plans under the EMF. This will include the investigation of complaints to indicate non-conformance with the EPRs. Further information on the role of the Independent Environmental Auditor is outlined in the EMF.

8. REVIEW AND EVALUATION

Future engagement approaches build on the evaluation of previous engagement activities.

The effectiveness of the engagement and communication activities will be measured and based on outcomes and outputs achieved against the objectives identified in this Framework.

Participation levels for all events and surveys will be closely monitored. Website traffic and social media followers will be regularly tracked and reported.

The success of engagement will be assessed using the metrics outlined in the table below.

MMRA will review this Framework every 12 months and update as required.

Measures of community and stakeholder engagement success

Phase and objectives	Measures of success
<p>Phase 4 – Early works, procurement and property acquisition</p> <p>Support landowners and tenants through the land acquisition process</p> <p>Establish clear processes for notifying stakeholders and the community about potential impacts from works, including a transparent complaints management process</p> <p>Engage with and provide advance notice to local businesses, residents, road and public transport users about early works</p>	<p>Regular monitoring of contractors to measure compliance with complaints timelines and process</p> <p>Contractor compliance with regular ISCA audits.</p> <p>Increased community understanding and awareness of the project as measured through surveys</p> <p>Sustained participation in engagement processes and interaction with project during public engagement activities</p> <p>Sustained participation and desire for involvement demonstrated by registrations for email updates, follows on Twitter and Facebook, visits to project website.</p>
<p>Phase 5 – Major works</p> <p>Support the detailed design work undertaken by the appointed construction contractors, including providing opportunities for stakeholder and community input and feedback</p> <p>Engage with and provide advance notice, including direct contact where required, to local businesses, residents, road and public transport users about major works construction activities and transport timetable changes as appropriate</p>	<p>Regular monitoring of contractors to measure compliance with complaints timelines and process</p> <p>Contractor compliance with regular ISCA audits.</p> <p>Increased community understanding and awareness of the project as measured through surveys</p> <p>Sustained participation in engagement processes and interaction with project during public engagement activities</p> <p>Sustained participation and desire for involvement demonstrated by registrations for email updates, follows on Twitter and Facebook, visits to project website</p>
<p>Phase 6 – Completion and handover</p> <p>Support the transition from major construction to operation of the tunnels and stations</p> <p>Engage with and provide advance notice, including direct contact where required, to local businesses, residents, road and public transport users about operation of the new tunnels and stations</p>	<p>Community understanding and awareness of the operational aspects of the project as measured through surveys</p> <p>Sustained participation in engagement processes and interaction with project during public engagement activities</p>