SRL East

Communications and Stakeholder Engagement Management Framework

Verification Statement

Nation Partners Pty Ltd, in its capacity as Independent Environmental Auditor (IEA) for Suburban Rail Loop East (SRL East) (the Project) pursuant to the Environmental Management Framework (EMF) endorsed by the Minister for Environment and Climate Action, verifies that the Suburban Rail Loop Authority (SRLA) document, SRL East Communications and Stakeholder Engagement Management Framework (Document #: SRLA-1931815985-32791; Dated: December 2022) complies with the conditions of the SRL approvals including the EMF, Environmental Performance Requirements (EPRs), Urban Design Strategy (UDS) and Public Open Space Framework (POSF) (as applicable to the verified document).

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1. Introduction

Suburban Rail Loop (SRL) is a once-in-a-generation opportunity to shape the future liveability, productivity and connectivity of Melbourne. The 90-kilometre rail line will link every major rail service from the Frankston Line to the Werribee Line via Melbourne Airport, better connecting Victorians to jobs, retail, education, health services and each other.

SRL will be delivered progressively, with SRL East between Cheltenham and Box Hill connecting growing health, education, retail and employment precincts in Melbourne's east and south east.

SRL East (the Project) will deliver 26-kilometre twin tunnels and six new underground stations at Cheltenham, Clayton, Monash, Glen Waverley, Burwood and Box Hill. A new stabling facility will be located in Heatherton, near the start of the line to stable and maintain SRL's next generation energy efficient trains.

Suburban Rail Loop Authority (SRLA) is responsible for planning, developing and delivering the rail line, underground stations, supporting rail infrastructure and precinct planning for neighbourhoods around the SRL stations.

2. Purpose

The Communications and Stakeholder Engagement Management Framework (CSEMF) establishes the overarching principles, guidelines and objectives for communicating and engaging on rail infrastructure for SRL East's four key phases – planning and development, early works delivery, main works delivery and ongoing operation

It informs the specifications contained in the Project's Environmental Performance Requirements (EPRs) relating to communications and stakeholder engagement. The CSEMF also informs Communications and Stakeholder Engagement Plans (CSEPs) to be developed by contractors for each of the project components.

3. Scope

Findings and insights from social research, previous engagement and lessons learned have informed the CSEMF. It also considers the Victorian Auditor General's Office's (VAGO) *Public Participation in Government Decision-making Guidelines* and the International Association of Public Participation's (IAP2) *Public Participation Spectrum*.

Figure 1 outlines how the CSEMF relates to a range of guidelines, plans and policy documents for managing communications and engagement, business and residential impacts and enquiries and complaints.
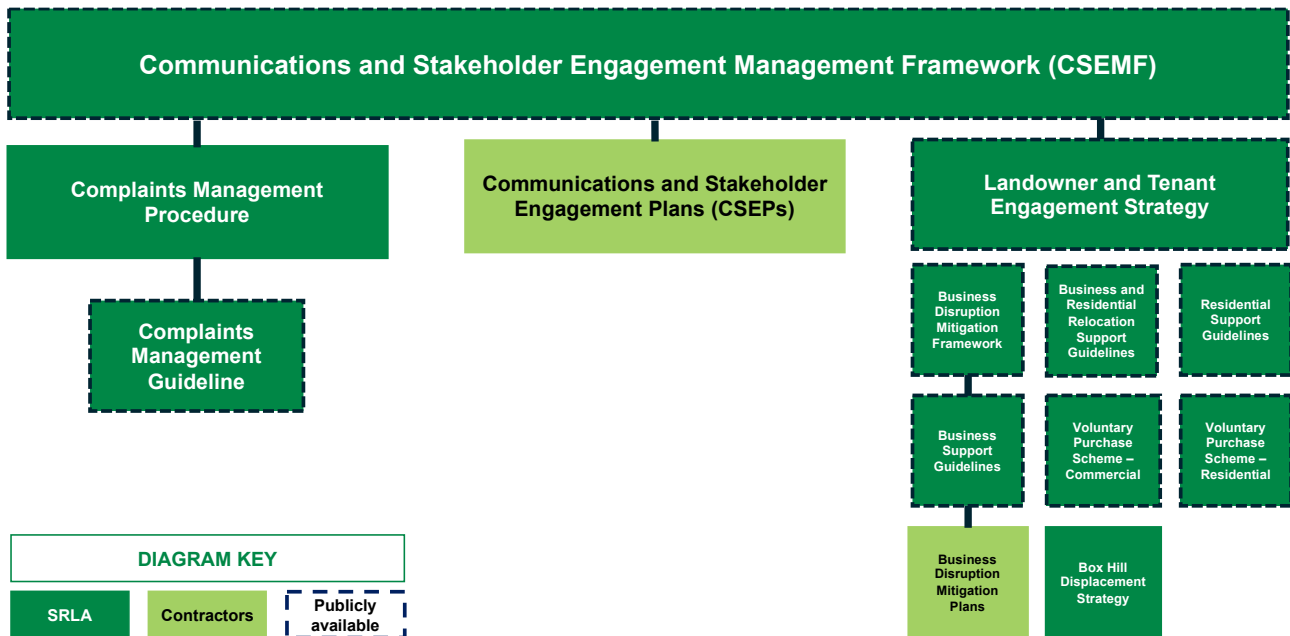
Figure 1: Related guidelines, plans and documents for SRL East

3.1. Environmental Performance Requirements

An Environment Effects Statement (EES) – Victoria's most comprehensive and transparent planning and environmental assessment process – was released in late 2021 for SRL East. The SRL East EES was on public exhibition from Friday 5 November to Thursday 16 December 2021 with a public hearing held from February to May 2022.

An Environmental Management Framework (EMF) is included in the SRL East EES to minimise and manage potential environmental effects. The EMF includes a set of 122 EPRs that define the environmental outcomes that must be achieved throughout the design, construction and operation of SRL East.

EPR Social and Community 1 (SC1) requires SRLA to prepare and implement a CSEMF to engage potentially affected communities and stakeholders and communicate the progress of construction activities and operation.

The CSEMF will be published on the project's website prior to and for the duration of construction. Table 1 sets out the requirements for EPR SC1 and where related information can be found in this document.

Table 1: Social and community EPRs and references

Social and community EPRs		References
SC1	Develop a Communications and Stakeholder Engagement Management Framework (CSEMF) to govern the stakeholder engagement plans developed for all Project components as required by EPR SC2. The CSEP must be consistent with IAP2 principles and guide the elements to be included in each engagement plan.	Whole document Section 7.1
	Elements in the CSEMF must include:	
	• *Engagement principles and goals*	Section 7.2
	• *Governance*	Section 5
	• *Project stakeholders, including but not limited to communities, universities and businesses*	Section 8
	• *Engagement approach*	Section 7
	• *Phases and objectives*	Section 9
	• *Tools and techniques*	Section 7.3
	• *Approaches for different project stakeholders*	Section 8.1
	• *Precinct reference groups for each of the six stations for the design and construction phases*	Section 8.1.2
	• *An outline of the purpose of engagement for different stakeholders*	Sections 7.3.1 and 8
	• *Complaints management approach*	Section 10
	• *Responsiveness to complaints approach*	Section 10
	• *Issues management approach*	Section 10.2
	• *Communications and engagement roles and responsibilities*	Section 6.1
	• *Engagement guidelines and references*	Section 7.1
	• *Review and evaluation approach*	Section 11
	• *Measures to ensure engagement plans allow for effective communication with Culturally and Linguistically Diverse communities, including allocation of appropriate persons to undertake interaction with these communities*	Section 7.3.1

4. Suburban Rail Loop East

SRL East will connect our growing health, education, retail and employment precincts in Melbourne's east and south east between Cheltenham and Box Hill.

It involves delivering:

- Twin 26-kilometre rail tunnels
- Six new underground stations, including four with interchanges to existing stations at Cheltenham, Clayton, Glen Waverley and Box Hill, as well as new stations at Monash and Burwood
- A transport super hub at Clayton for regional passengers
- A train stabling facility and power supply substation at Heatherton
- An emergency support facility at Mount Waverley, including an intervention and ventilation facility and backup control centre
- A power supply substation at Burwood
- A dedicated fleet of new high-tech trains.

SRL is an integrated program comprising rail and precinct development initiatives. For clarity, references to SRL overall in this document may use the term 'Program' and SRL East is the 'Project' as approved through the EES process.

Figure 2 shows the alignment for SRL East and the broader SRL Program, including the location of new interchange stations and transport super hubs to connect our existing regional and metropolitan train lines.
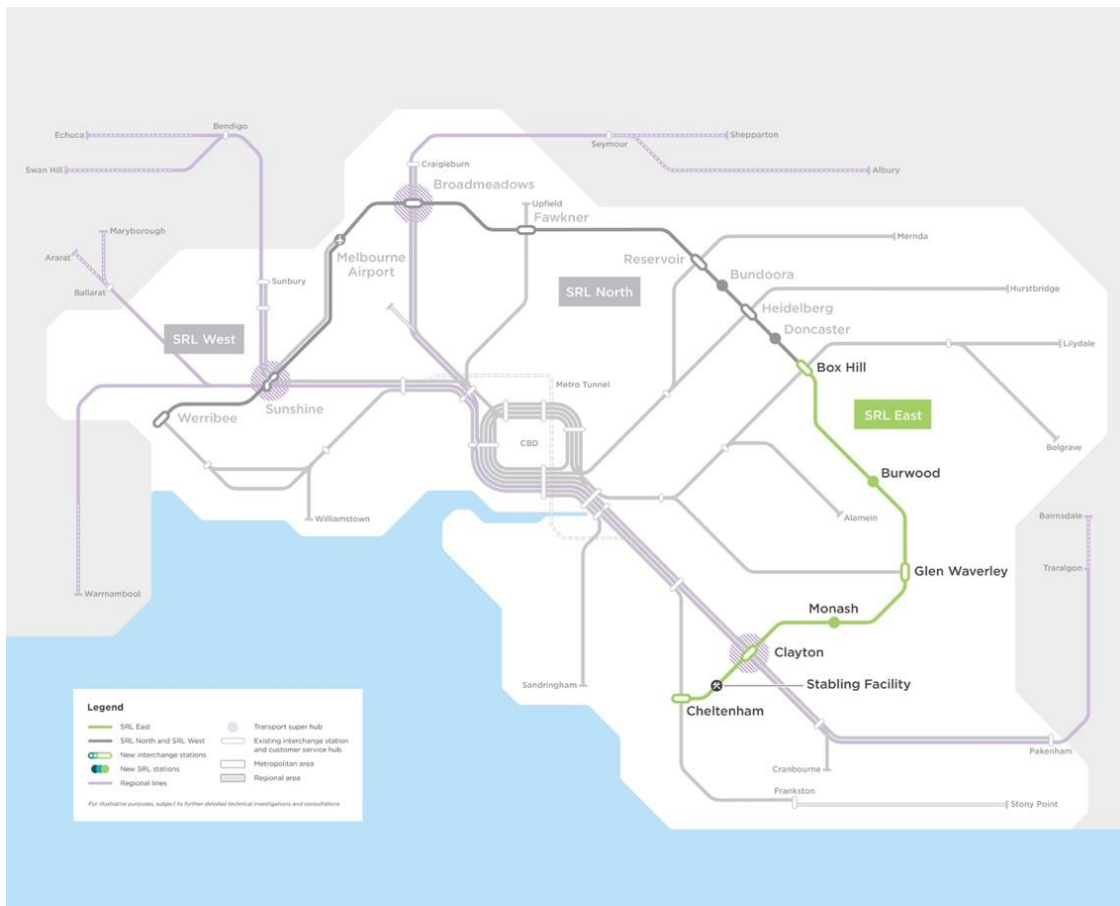

Figure 2: Suburban Rail Loop alignment

4.1. Suburban Rail Loop East benefits

The biggest infrastructure investment in Victorian history – SRL will shape our city and state for future generations, ensuring Melbourne remains one of the world's most liveable cities.

SRL will do more than transform our public transport network – the new transport connections and investments in station precincts will influence where people choose to live and where businesses choose to locate, helping Melbourne grow in a planned and sustainable way.

SRL East between Cheltenham and Box Hill will be delivered first. With construction beginning in 2022, the new line will be operating by 2035. SRL East will deliver immediate benefits – slashing travel times, better connecting people travelling on the Gippsland corridor and creating faster and more reliable access to jobs, health and education.

Beyond construction, SRL East will create major economic activity centres around the new stations, building on the qualities and characteristics of the neighbourhoods surrounding stations with new and enhanced recreation spaces, plazas and community facilities, as well as improved walking and cycling paths to cater for our growing suburbs.

Key benefits of SRL East include:

Slashing travel times

- Delivering faster and more reliable public transport for Melbourne and regional Victoria, generating around 71,000 daily trips.
- Seamless interchanges will cut journey times with trains every six minutes in the peak, increasing (with demand) to every two minutes.
- A journey from Cheltenham to Box Hill will be just 22 minutes, with trains taking three to four minutes between stations.

More housing, jobs and public space

- Improving access to jobs for 70 percent of people in Melbourne's middle suburbs and for 72 percent in the outer suburbs.
- Offering new and diverse housing in the right locations, SRL East precincts will be home to 73,000 households in 2036, up from 48,500 in 2018.
- SRL East will also help deliver new and improved services, infrastructure and recreational facilities in these neighbourhoods.

Enhancing walking, cycling and green spaces

- Delivering 15 kilometres of new and upgraded walking and cycling paths across the SRL East alignment.
- Planting more than 4,000 trees in and around SRL station precincts to help create cool, green and inviting public spaces.
- Creating a 47 per cent shift away from cars onto public transport, SRL East will help to reduce greenhouse gas emissions.

Creating thousands of jobs

- Creating up to 8,000 direct jobs as part of delivering SRL East from Cheltenham to Box Hill.
- Opportunities for up to 10 per cent of the workforce to be apprentices, trainees and cadets.
- Helping to drive Victoria's economic recovery and growth, SRL East precincts will be home to 192,500 jobs in 2036, up from 120,500 in 2018.

More direct journeys for regional Victorians

- Benefitting regional Victorians who commute to Melbourne for work, study, services, leisure and for visitors and tourism to regional communities.
- Travel times between Traralgon and Box Hill Hospital will be around 26 minutes faster making train travel times comparable to a car trip.
- A passenger from Wallan will save 45 minutes on a one-way public transport trip to Deakin University at Burwood.

5. Governance

There are already billions of dollars of investment in rail projects across Victoria, including projects such as Metro Tunnel, Melbourne Airport Rail and the Western Rail Plan. SRLA will work with the Department of Transport (DoT), the Major Transport Infrastructure Authority (MTIA) and Rail Projects Victoria (RPV) to coordinate the delivery of the SRL Program.

Figure 3 shows the relationship between government bodies responsible for the delivery of major rail projects.

Figure 3: Suburban Rail Loop governance chart
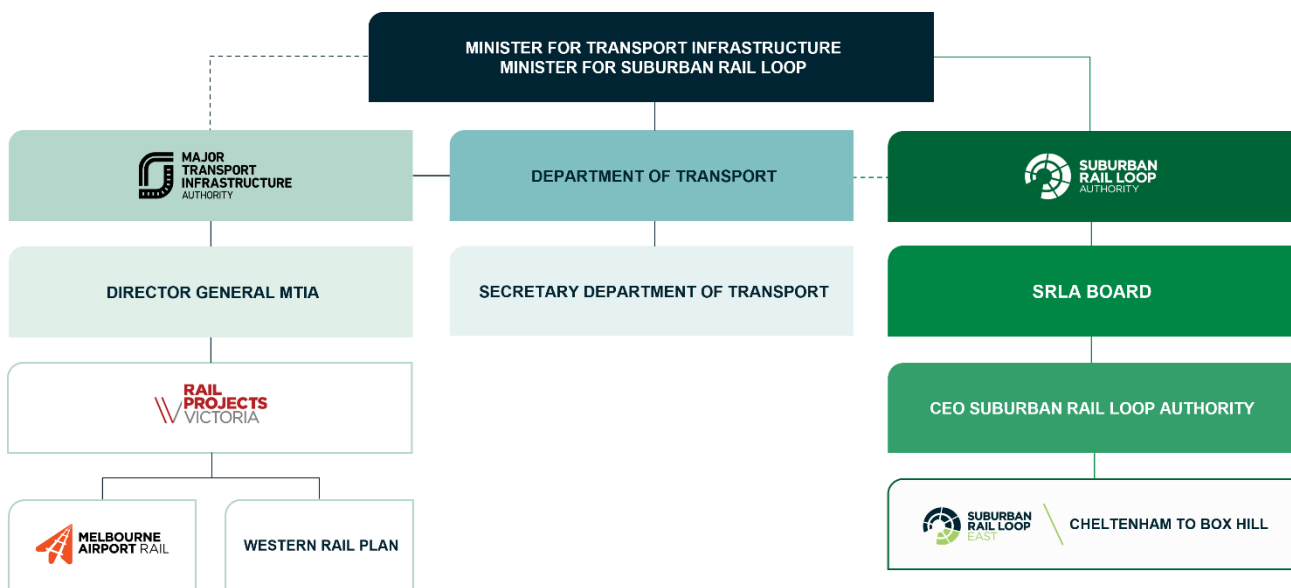
5.1.   Suburban Rail Loop East works packages

SRL East is a Victorian Government project that is being delivered through several different contractual models and delivery methods.

SRLA is responsible for overseeing the delivery of the Project on behalf of the Victorian Government, including the development of the Business and Investment Case, stakeholder and community engagement, project approvals and procurement, and construction and operation.

The Victorian Government will procure multiple separate works packages with various contractors to deliver SRL East. These works packages are summarised in Table 2, please note there is no Work Package B.

Table 2: Suburban Rail Loop East works packages

Package	Works
Initial and Early Works	• **Works Package A**: Works include utility service relocation and protection works, road and tramway modifications, preparing construction sites and construction of tunnel access shafts.
Tunnelling works	• **Works Package C**: Works to build the tunnels and cross passages from Cheltenham to Glen Waverley and excavate station boxes at Clayton and Monash. • **Works Package D**: Works to build the tunnels and cross passages from Glen Waverley to Box Hill, excavate station boxes at Glen Waverley and Burwood and the intervention shaft structure.
Station works	• **Works Package E:** Station box excavation at Cheltenham and station building works at Cheltenham, Clayton and Monash, including station fit out and surface works. • **Works Package F:** Station box excavation at Box Hill and station building works at Glen Waverley, Burwood and Box Hill, including station fit out and surface works.
Linewide works	• **Works Package G:** Works include tunnel and cross passage fit out, power supply, rail systems, signalling and integration, rolling stock, and depot and maintenance facilities at the Stabling Facility in Heatherton.

6. Communications and engagement

6.1. Roles and responsibilities

The SRLA Strategic Communications and Engagement team oversees communications with stakeholders and the community. They lead engagement with the community through planning, initial and early works, and major construction, and monitor and manage relationships across all aspects of the project.

The team supports all SRL project teams and is responsible for media management, government relations, graphic design and digital channels, and communications and engagement with stakeholders and communities across the SRL East alignment. This includes the allocation of appropriate staff to support engagement with diverse communities.

Dedicated communications and engagement representatives for each project precinct have been assigned to consult directly with stakeholder and community groups and address matters of interest or concern via phone, email or in person. Interactions and outcomes will be recorded across the life of the project.

The SRLA team also liaises directly with government stakeholders including the DoT, MTIA and other government bodies responsible for the delivery of major rail and transport infrastructure projects across Victoria to ensure an aligned and coordinated approach during planning and delivery.

Contractors delivering SRL East will also have dedicated communications and engagement teams. SRLA will work closely with its contractors to share information and continue to develop trusted relationships with communities and stakeholders to ensure we understand their interests, concerns and desired outcomes for the project.

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

6.1.1. Communications and stakeholder engagement plans

EPR SC2 outlines the requirement for SRL East contractors to develop and implement CSEPs for each of the project work packages.

These plans must be aligned with this CSEMF and requirements outlined in the Project EPRs. Plans are required to be updated to reflect the progress of works and emerging issues and will be subject to review and periodic auditing by an Independent Environmental Auditor (IEA) and SRLA. Each CSEP will need to address:

- Relationships with directly affected communities and stakeholders and how they will be engaged
- Managing impacts on community facilities, business operations and public events
- The approach to managing noise, vibration, dust and light impacts during construction
- Measures for providing advanced notification of:
  - Disruptive works
  - Changed traffic conditions
  - Changed access or parking conditions
  - Changed pedestrian or cycling conditions
  - Interruptions to utility services.
- Incident and emergency communications
- Complaints, enquiry and issues management processes
- Measures for communicating environmental monitoring (e.g. noise, dust, ground movement etc)
- The process for managing property condition surveys and concerns about potential property damage.

SRL East contractors will engage with residents and businesses in the vicinity of the proposed works, prior to commencing works, to outline the program of works and expected impacts and to offer support in accordance with the Business Support Guidelines and the Residential Support Guidelines.

Residents and businesses will also be notified about specific works and expected impacts in advance of works commencing in line with specified notification types and timeframes outlined in Table 3.

Table 3: SRL East notification timeframes

	Normal working hours	Out of hours works	Unplanned / emergency works
Notification period in advance of works	5 business days	10 business days	Prior to works commencing or as soon as reasonably practicable
Type of notification	Written notification	Written notification and doorknock	Written notification and doorknock or telephone call

7. Communications and engagement approach

Suburban Rail Loop's approach to communications and engagement is based on the IAP2's Public Participation Spectrum (see Table 4). This is an internationally recognised tool for public participation in major projects and the ability of stakeholders and communities to influence project outcomes.

Table 4: IAP2's Public Participation Spectrum

Inform	Consult	Involve	Collaborate
Goal			
To provide the community and stakeholders with balanced and objective information to assist them in understanding the issues, alternatives and opportunities.	To obtain community and stakeholder feedback on options and/or decisions.	To work directly with the community and stakeholders throughout the process to ensure that their concerns and aspirations are consistently understood and considered.	To partner with the community and stakeholders in each aspect of the decision including the development of alternatives and the identification of the preferred solution.
Promise to communities and stakeholders			
We will keep you informed and provide you with tailored information for you to better understand key concepts.	Your voice will be heard. We will keep you informed, listen to and acknowledge your concerns, and provide feedback on how your input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how your input stakeholder input influenced the decision.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice into the decisions to the maximum extent possible.

7.1. Guidelines and references

In addition to the IAP2's Public Participation Spectrum, Victorian Government legislation and policy provide strong and clear guidance around the expectations and requirements for stakeholder and community engagement for major infrastructure projects.

This CSEMF also recognises the VAGO Public Participation in Government Decision-making: Better Practice Guideline and the role of VAGO in monitoring the performance of agencies in developing effective strategies and programs to engage the public to inform government decision-making.

SRLA's Sustainability Management Framework outlines the project-wide approach to sustainability including the application of the Infrastructure Sustainability Council's rating scheme tool and IS Ratings which include targets for stakeholder and community engagement.

7.1.1. Relevant legislation

This CSEMF has been informed by the following Victorian Government legislation:

- *Suburban Rail Loop Act 2021*

- *Major Transport Projects Facilitation Act 2009*

- *Charter of Human Rights and Responsibilities Act 2006*

- *Privacy and Data Protection Act 2014*

- *Disability Act 2006*

7.1.2. Definitions

For the purpose of this CSEMF, the following definitions apply:

Communications

Communications is a one-way process to share information.

Communications refers to the dissemination of consistent and relevant project information to audiences through various channels. The purpose of communications is to build awareness and educate individuals and groups about the Project, and to keep people informed of progress as well as respond to public and media enquiries.

Engagement

Engagement is two-way, based on dialogue and the opportunity to provide feedback.

Engagement is a planned process with the specific purpose of working with individuals and groups to encourage active involvement. Engagement refers to the range of opportunities for stakeholders and communities to participate. This involves obtaining community feedback or working collaboratively with stakeholders to address local issues.

7.2. Principles and goals

SRLA's engagement framework recognises that project progress and decision-making are enhanced through engagement with communities and stakeholders, including residents, businesses, government and other interested parties and groups.

SRLA will plan and undertake all communications and engagement activities in line with four key principles and related goals outlined in Table 5. Contractors appointed to work on SRL East are expected to follow these principles when developing their CSEPs.

Table 5: SRLA engagement principles and goals

Principle	Goals
Transparent	• We clearly communicate project scope and decision-making processes to those potentially impacted by the project. • We articulate the elements of the project that can be influenced by feedback and explain why elements are fixed and the reasons for this. • We close the loop with stakeholders and the community so they can see how their feedback has been considered.
Inclusive	• We make the effort to ensure that all stakeholder and community groups are included in the project. • We consider how we can remove barriers to participation and provide reasonable time and resources to support meaningful participation.
Timely	• We engage early and at all stages of the project, ensuring information is provided to stakeholders and communities as the project develops.
Meaningful	• We clearly articulate the scope and objectives of engagement to communities and stakeholders, including the engagement promise (level of contribution sought) and how feedback will be used. • We ensure appropriate timelines and resources are provided to ensure all stakeholder groups and communities can meaningfully participate.

7.3. Tools and techniques

A variety of tools and techniques will be used by SRLA and its contractors to communicate and engage with communities and stakeholders. These are in line with best practice engagement outlined by the IAP2.

SRLA will continue to look for innovative ways to continue to create awareness, share information and generate participation throughout the life of the project, recognising the unique characteristics of each SRL East precinct and opportunities for change as Melbourne's middle suburbs grow.

Public health lockdowns and restrictions as a result of the coronavirus (COVID-19) pandemic during 2020 and 2021 changed the way people could participate and engage with the project. As a result, digital tools, including interactive maps and online surveys have become essential tools for engaging with local communities.

The relatively equal reach and uptake between face to face and online consultation, including visits to the project's virtual information room (which simulated an in-person community information session) demonstrates the importance of providing people with convenient options and different ways to engage with the project.

As engagement continues, SRLA will look to use a combination of online and face to face engagement to allow people to participate when and how they want to and in a way that is convenient and safe based on individual circumstances.

An outline of project wide and precinct-based communications tools and engagement techniques is listed in Table 6.

Under EPR SC2, individual CSEPs for each of the Project components are required to be developed to address construction activities and how engagement will be undertaken with stakeholders and communities. It is expected that each CSEP will incorporate relevant tools and techniques from CSEMF Table 5 and outline their intended use and application.

Table 6: SRLA tools and techniques

Communications and engagement tools and techniques				
PROJECT WIDE	**Suburban Rail Loop website** • Project information • Key documents • Featured news • Works updates • Engagement reports • Contact us	**Engage Victoria** • Open consultations • 'Have Your Say' surveys • Interactive online maps • Collecting ideas and feedback	**Social media** • Project progress and milestones • Local changes and disruptions • Opportunities to 'Have Your Say'	**In-language services** • Translation and interpreter services • Multilingual materials and advertising • Language options for in-person activities
	Public events • Festivals and markets • Information stalls • Site tours	**Information sessions** • Local venues • Pop-ups • Drop-ins • Video conferencing • Meet the project team • Virtual information rooms	**Public information** • Newsletters • E-news updates • Fact sheets • Visual aids (maps, photography, animations, videos) • Media releases	**Advertising** • Print • Online • Television • Radio • Social media

Communications and engagement tools and techniques			
Accessibility • Accessible materials online and in-person • National relay service	**Counselling support service** • Free, independent and confidential • Available to residents, businesses and community members	**Enquiries and complaints** • 24/7 contact centre • 1800 information line • Email enquiry form • Direct mail	**Stakeholder management database** • Records of interactions • Enquiry and complaints management

PRECINCT BASED	**Community / business forums** • Briefings with key interest groups	**One on one meetings** • Door knocks • Phone calls • Works information • Mitigation measures • Contact information	**Onsite visits** • Project team available at site offices • Site tours and visits • Street meetings • Business/trader visits • Home visits	**Community information** Signage or displays at: • Community facilities • Shopping centres • Train stations
	Community updates Newsletter about: • What's going on in the area • Local changes • Construction updates • Community connections	**Targeted letters** Addressed and mailed to: • Landowners • Residents • Businesses • Tenants	**Electronic direct mail** • Direct email • Email updates • E-newsletters	**Works notifications** • Letterbox drops • Emergency works notifications • SMS alerts
	Disruption notifications • Social media • Newspaper and radio advertising • Email notifications • SMS alerts	**Site signage** • Site hoarding • Hoarding displays • Signage about works	**Wayfinding signage** • Road users • Pedestrians and cyclists • Directional • Alternative routes	**Variable Message Sign (VMS)** • Advance notice to road users

7.3.1. Tailored approaches for diverse groups

A range of approaches have been developed to engage with a diverse range of stakeholders for SRL East. We use the word 'communities' intentionally. SRL East is being delivered across a range of diverse communities in Melbourne's east and south east and we want project information and consultation to be accessible for all people.

SRLA uses census data to better understand the communities and suburbs that SRL East will connect.

Legislation such as the *Multicultural Victoria Act 2011*, *Charter of Human Rights and Responsibilities Act 2006* and *Racial and Religious Tolerance Act 2001* provide clear direction for ensuring inclusive communications and engagement that is accessible to all Victorians regardless of their culture, background, or preferred language.

SRLA considers diverse communities to include culturally diverse people as well as people with a disability, vulnerable people and people from different age groups and backgrounds. To ensure all people have the best possible chance to participate in the project and have their say, SRLA aims to connect with people in ways that are meaningful to them.

For SRL East this involves:

- Engaging appropriate persons with requisite skills and experience to enable and facilitate communications and engagement with diverse communities, residents and businesses and traders
- Translating communications and engagement materials into targeted languages informed by data identifying most common languages spoken in SRL East communities other than English
- Having interpreters available during engagement activities, at community festivals and events, information sessions and face-to-face meetings
- Advertising in foreign language newspapers and radio stations and promoting the project on language diverse social media platforms and applications like WeChat
- Promoting translation and interpreter services on all online and printed materials for people who speak languages other than English
- Offering screen reader and accessibility functions through the SRL website and online platforms and providing hard copy materials upon request for those without, or with limited access to, the internet
- Captioning and transcribing videos, animations and other materials to ensure project information is accessible, and where appropriate, providing Auslan interpreters to support consultation and outreach activities
- Engaging with support organisations to keep vulnerable communities informed of construction impacts and timing of works and ensuring rough sleepers in public places are treated respectfully and appropriately
- Working collaboratively and respectfully with Traditional Owners and seeking partnerships to celebrate and reflect Aboriginal culture in communications and engagement on SRL East
- Continuing outreach with local councils and community groups to better connect with and represent culturally and linguistically diverse, disability advocacy, and vulnerable groups.

8. Stakeholders

SRL East is of interest to a broad range of stakeholders from within the project area and the broader Melbourne and Victorian community. Identifying interested stakeholders and communities began during project initiation and continued throughout the planning and development phase which involved an extensive EES engagement process.

Detailed knowledge and analysis of how these groups are likely to be impacted by various aspects of the project will help build awareness of their relationship and sentiment towards the project and inform effective ways for the project to continue to communicate and engage with them.

Stakeholders are identified and managed through an ongoing process of mapping and analysis, with all meetings and interactions recorded as appropriate via SRL's online stakeholder management database. All community enquiries and complaints are managed by SRLA and its contractors through this tool, as explained further in section 10.

Under EPR SC2, individual CSEPs for each of the Project components are required to be developed to address construction activities and how engagement will be undertaken with stakeholders and communities. It is expected that each CSEP will include an assessment of relevant stakeholders using the groupings in Section 8.1 and will outline the key communications and engagement tools and techniques.

8.1. Stakeholder groups

To support the successful planning, development and delivery of SRL East, SRLA has, and continues to engage a diverse range of stakeholders including residents, businesses, community and interest groups, local government, institutions, utility providers, government partners, commercial landholders and developers.

The defined stakeholder groups represent broad categories of potentially impacted and interested groups.

Depending on delivery stage and other circumstances, stakeholder groups may change and evolve, and different approaches may be required to support engagement with impacted and interested groups. Key stakeholder groups engaged in the planning and design of SRL East are outlined in Figure 4.
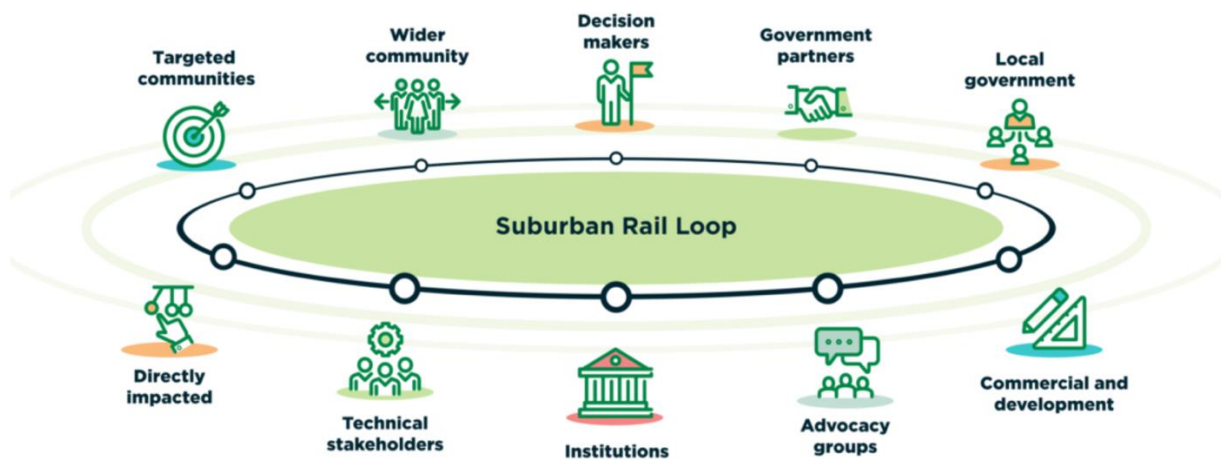
STAKEHOLDER GROUPS

Decision makers	Technical stakeholders – utilities
Australian and Victorian governments	Utility infrastructure owners and service providers
Government partners	**Technical stakeholders – transport**
Government authorities and agencies	Transport infrastructure owners and service providers
Local government	**Directly impacted landowners and tenants**
Local councils, elected representatives and officers	Affected businesses and residences
Commercial and development	**Targeted communities**
Development industry and commercial landowners	Diverse communities and representative groups
Advocacy groups	**Wider community**
Peak bodies, user associations and interest groups	Wider Melbourne and whole of Victoria
Institutions	
Health, research and education institutions	

Figure 4: Identified stakeholder groups

8.1.1. Landowners and tenants

SRLA recognises that a range of landowners and tenants, including businesses, traders and residents will be affected by SRL East both directly through acquisition or indirectly through construction impacts.

SRLA has developed a Landowner and Tenant Engagement Strategy to ensure engagement with landowners and tenants is always managed sensitively and respectfully. The Landowner and Tenant Engagement Strategy outlines principles, objectives and approaches to engaging with residential and commercial landowners, occupiers, absentee owners and tenants affected by:

- Full acquisition
- Strata acquisition
- Temporary occupation
- Construction disruption.

8.1.2. Reference groups

8.1.2.1. Precinct Reference Groups

Precinct Reference Groups (PRGs) will provide an effective forum for SRLA to directly engage with key stakeholders and community members during the planning, development and delivery of SRL.

As the project progresses to delivery, the PRGs will also provide a forum for SRLA's contractors to directly engage with stakeholders and the community.

The PRGs will assist and support planning and delivery of SRL by:

- Providing a forum for effective engagement and coordination between SRLA, its contractors, stakeholders, the community and relevant public agencies
- Advising stakeholders and the local community of SRL progress
- Informing SRLA of any specific concerns or questions of the local community, including by providing timely information, suggestions or proposals for consideration by SRLA
- Discussing any other matters pertaining to SRL requiring local stakeholder or community input.

PRGs have been established for Cheltenham, Clayton, Monash, Glen Waverley, Burwood and Box Hill.

PRGs for SRLA East are co-chaired by an independent facilitator and Local Member of Parliament, and consist of a broad range of members, including representatives from SRLA and its contractors, local council officers, community and business group representatives, relevant government agencies and community members.

8.1.2.2. Heatherton Community Reference Group

In recognition of the train stabling facility in Heatherton as a critical part of the SRL network, a Community Reference Group (CRG) is being established to discuss potential impacts and mitigation measures through construction, urban design and landscaping.

The CRG will be independently chaired and consists of representatives from SRLA, its contractors, local community members, businesses, local government and other key stakeholders.

9. Phases and objectives

In delivering the largest infrastructure program in Victoria's history, we recognise that works on SRL East will disrupt homes, business and community assets.

Since June 2019, SRLA has been raising awareness, providing information and seeking community and stakeholder feedback from people living and working along the SRL East alignment.

We are committed to engaging every step of the way to build trust and understanding of the project's planning and delivery stages and to minimise and manage future impacts.

Throughout all stages of SRL East, SRLA's communications and engagement function seeks to:

- Establish systems and procedures to develop and maintain collaborative relationships with communities and stakeholders throughout the planning and delivery of the project

- Set clear objectives for engaging with communities and stakeholders including transparent processes for notifying about impacts and disruption and managing enquiries and complaints

- Ensure a consistent approach to communicating and engaging with stakeholders and communities using tools and activities that are aligned with Project EPRs.

9.1. Planning and development

9.1.1. Description

SRLA's engagement program for planning and development for SRL East was underpinned by four broad phases of engagement between mid-2019 and early 2022.

Early engagement, from mid-2019 until mid-2020, focussed on building public awareness and gaining early input from stakeholders and the community.

Phases three and four, running from mid-2020 to early 2022, supported the preparation of the EES and involved direct engagement with potentially affected landowners and residents about the acquisition process.

The program included a range of activities including stakeholder workshops, targeted meetings, site visits and online and in-person consultation events.

The planning and development phase is complete. The Minister for Environment and Climate Change (as Minister jointly administering the Environment Effects Act 1978) released her assessment of the SRL East EES in August 2022. An amended Planning Scheme Amendment was approved in September 2022.

Figure 5 provides a timeline of planning milestones, engagement phases and key activities.
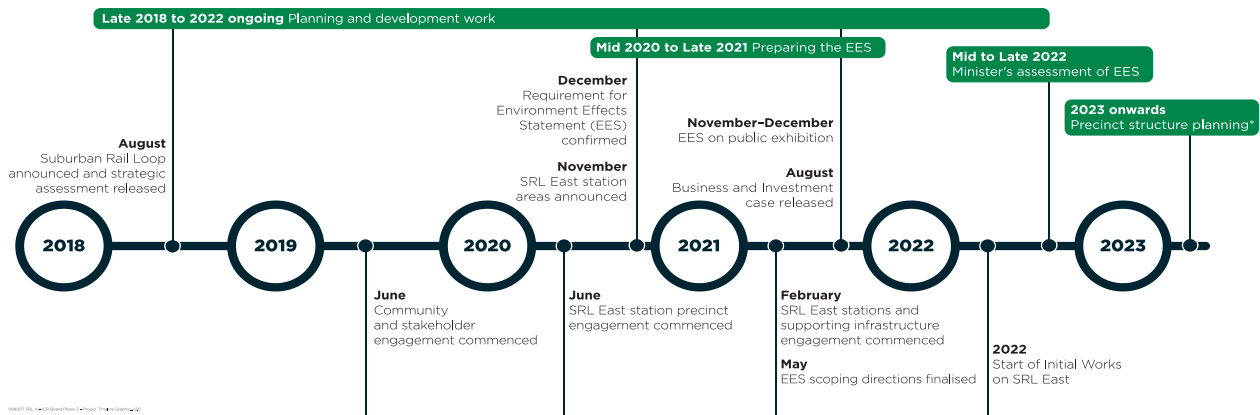
Figure 5: Planning and development timeline

9.1.2. Objectives

- Raise awareness about the Suburban Rail Loop Program and understand people's interests and concerns about SRL East

- Gather early feedback from stakeholders and communities on the project's design and understand people's values and aspirations for their local neighbourhoods

- Directly and sensitively engage with potentially impacted landowners, residents, businesses and traders across the SRL East alignment

- Identify key issues and concerns from communities and stakeholders for specialists to investigate and assess during the preparation of the SRL East EES

- Support stakeholders and communities to understand the potential impacts of the project and how they will be managed and encourage formal submissions to an independent inquiry and advisory committee.

9.1.3. Tools and techniques

Communications and engagement tools used during this phase are outlined in Table 7.

Table 7: Communications and engagement tools and techniques

Communications and engagement tools and techniques	
• Suburban Rail Loop website	• Doorknocks
• Social media	• Responding to enquiries
• Advertising	• Interactive online maps
• Videos and animations	• 'Have Your Say' surveys
• Letters and direct emails	• Stakeholder workshops
• Fact sheets	• Pop ups at shopping centres and stations
• Newsletters and e-news updates	• Stalls at festivals and markets
• Virtual information room (accessible 24/7)	• Drop-in information sessions
• Site signage	• Stakeholder and community briefings
• VMS	• Works notifications

9.1.4. Outcomes

SRLA provided a range of opportunities for stakeholder and community views to be considered in the planning and formal decision making for SRL East.

Feedback captured during this phase has been captured in three engagement reports available on the SRL website at bigbuild.vic.gov.au/library/suburban-rail-loop/reports. A summary chapter in the SRL East EES and *Attachment E: EES Community Engagement Report* outlines how feedback has helped to shape the project*.*

The following results were captured from mid-2019 to early 2022:

- 3.6+ million impressions on social media channels
- 480,000+ visits to the Suburban Rail Loop website
- 144,000+ letters sent to people along the SRL East alignment
- 12,800+ interactions at pop-ups and drop-in information sessions
- 11,200+ visitors to the virtual information room
- 8,200+ responses gathered through online surveys and activities
- 4,700+ works notifications distributed to residences and businesses
- 3,000+ people provided their views on the project via social research
- 1,200+ phone and email enquiries received
- 40+ in-person pop-up and drop-in information sessions held across the SRL East alignment
- 366 EES submissions.

9.2. Early works delivery

9.2.1. Description

In November 2021, Laing O'Rourke was appointed as the Managing Contractor for initial and early works construction of SRL East.

While initial works are subject to a separate planning approval (Clause 52.30 State Projects planning provision), early works were assessed as part of the SRL East EES. Early works comprise of road modifications, utility relocations, ground improvement trials, tram terminus works and site preparations for tunnel boring machines.

SRLA, with contractor Laing O'Rourke, will lead on-the-ground communications and engagement with residents and businesses affected by early works. Regular construction updates will be distributed to notify people about upcoming works in their local area and a transparent system will be in place to manage enquiries and complaints.

During this stage, SRLA will also continue to engage directly with people affected by compulsory acquisition of homes, businesses and land required for the project. A dedicated landowner and business support team will case manage each affected property and support businesses and traders to relocate, where possible.

Before main works delivery begins, SRLA will also work to minimise impacts on public open space and recreational infrastructure. This will involve providing advance notice to affected sports and recreational clubs, park users and working with PRGs, local councils and communities to relocate or provide alternative facilities.

9.2.2. Objectives

- Explain the scope of early works and where possible, seek community and stakeholder feedback on design elements and construction impacts related to early works activities

- Provide regular updates and information about SRL East early works via a range of communications channels, including advanced notification of potential impacts and mitigation measures

- Support landowners and tenants through the land acquisition process and provide support to eligible businesses to relocate

- Support affected sports and recreation facilities to relocate and engage stakeholders and communities in options and amenities for alternative facilities

- Work proactively with PRGs, key stakeholders and community groups to share project information within their networks.

9.2.3. Tools and techniques

Communications and engagement tools during this phase may include, but not necessarily be limited to, those listed in Table 8.

Table 8: Communications and engagement tools and techniques

Communications and engagement tools and techniques	
• Suburban Rail Loop website • Social media • Local advertising • Fact sheets • Works notifications • Community updates • Electronic direct mail • Site signage • Wayfinding signage • Disruption notifications • VMS	• Doorknocks • Phone calls • Responding to enquiries • Pop-ups • Drop-in information sessions • 'Have Your Say' surveys • Business/trader visits • Home visits • Community / business forums • Precinct and community reference groups

9.2.4. Outcomes

Outcomes and measures of success during this stage of the project will include:

- Regular monitoring of compliance with enquiries and complaints processes for SRLA and contractor communications and stakeholder engagement teams

- Contractor compliance with stakeholder engagement audits and any other audits relating to implementation of the Project EPRs for early works

- Increased community understanding and awareness of the project, demonstrated through sustained participation in engagement processes and consultation activities

- Sustained participation and desire for involvement demonstrated by registrations for email updates, follows on social media channels and visits to online consultation website (Engage Victoria) and related project webpages.

9.3. Main works delivery

9.3.1. Description

The approach for delivering main works for SRL East is to adopt industry best practice, implement lessons learnt from other infrastructure projects and to maintain flexibility in strategy, methods, packaging and sequencing.

Main works for SRL East involve delivering 26 kilometres of twin rail tunnels between 30 and 60 metres underground to minimise impacts at surface level.

Separate works packages will deliver tunnels and cross passages from Cheltenham to Glen Waverley and Glen Waverley to Box Hill as well as excavate the station boxes at Clayton, Monash, Glen Waverley and the station box and intervention shaft at Burwood.

Constructing the stations will involve other works packages to excavate stations at Cheltenham and Box Hill and building and surface works at all locations. A linewide work package will fit out the tunnels and cross passages and deliver power supply, rail systems, signalling and integration, rolling stock, and depot and maintenance facilities at the Stabling Facility in Heatherton.

Building SRL East under Melbourne's densely populated eastern and south eastern suburbs presents a range of engineering and construction challenges:

- Navigating existing underground infrastructure, including building foundations, deep basements and services such as water, gas and electricity

- Managing potential impacts on the road network and vehicle, pedestrian, cyclist and existing public transport movements

- Managing disruption to residents, traders and businesses

- Maintaining a safe environment for the community and our workers.

During this stage, SRLA will continue to engage with stakeholders and communities, providing opportunities for input and feedback on detailed design work undertaken by the appointed contractors. Multiple channels and methods will be used to answer stakeholder and community questions and enable them to raise issues.

Contractors will be required to develop plans that are consistent with the objectives of this stage and to work with stakeholders and communities to mitigate and manage local impacts.

9.3.2. Objectives

- Support detailed design work undertaken by work package contractors, including providing opportunities for stakeholder and community input and feedback in Urban Design and Landscape Plans, for example

- Explain the final project design and how stakeholder and community feedback has shaped the construction methods and delivery of the stations, tunnels and supporting rail infrastructure

- Continue to build relationships with local communities and businesses, particularly those within close proximity project work sites and gather information about local issues and requirements

- Provide advance notice to businesses, residents, road and public transport users and other stakeholders about main works construction activities and ensure project information reaches a wide audience

- Work with stakeholders and communities to identify and mitigate local impacts and manage disruption and inconvenience in accordance with relevant EPRs.

9.3.3. Tools and techniques

Communications and engagement tools during this phase may include, but not necessarily be limited to, those listed in Table 9.

Table 9: Communications and engagement tools and techniques

Communications and engagement tools and techniques	
• Suburban Rail Loop website	• Doorknocks
• Social media	• Phone calls
• Advertising campaigns – print, radio, TV, social	• Responding to enquiries
• Fact sheets	• Pop-ups
• Works notifications	• Drop-in information sessions
• Community updates	• 'Have Your Say' surveys
• Electronic direct mail	• Business/trader visits
• Site signage	• Home visits
• Wayfinding signage	• Precinct and community reference groups
• Disruption notifications	• Stakeholder workshops
• VMS	• Stakeholder and community briefings

9.3.4. Outcomes

Outcomes and measures of success during this stage of the project will include:

- Regular monitoring of compliance with enquiries and complaints processes for both project contractors and the SRLA team

- Contractor compliance with stakeholder engagement and independent environmental audits to assess the implementation of measures associated with relevant EPRs

- Increased awareness and involvement in the project as demonstrated by sustained participation in engagement processes and activities and reflected in communications metrics.

9.4. Completion and operation

9.4.1. Description

SRL will be a separate dedicated rail line, meaning it can use state-of-the-art technology from around the world without having to retrofit systems and equipment into the existing network.

This will enable for the provision of safer, more reliable and efficient services when SRL East starts operating in 2035.

SRL East will deliver huge benefits as soon as it is opened, connecting 71,000 passengers every day from the year 2036 to faster and more reliable public transport – and providing better access to jobs, health and education.

During this stage, SRLA and its contractors will be working with stakeholders and communities to make them aware of the project's completion and understand how SRL East will operate. This will involve providing advance notice to transport users and operators about the start of SRL East services.

Key activities will involve celebrating the completion of the project with stakeholders and communities and thanking them for their contribution to shaping the project and for their patience during construction.

9.4.2. Tools and techniques

Communications and engagement tools during this phase may include, but not necessarily be limited to, those listed in Table 10.

Table 10: Communications and engagement tools and techniques

Communications and engagement tools and techniques	
• Social media • Advertising - print, radio, TV, social • Newsletters / e-news • Community updates • Community information • Electronic direct mail	• Responding to enquiries • Public events • Community pop-ups • Final precinct and community reference groups

9.4.3. Outcomes

Outcomes and measures of success during this stage of the project will include:

- Community understanding and awareness of the operational aspects of the project as measured through surveys
- Sustained participation in engagement processes and interaction with project during public engagement activities.

10. Enquiries and complaints

SRLA recognises the importance of a fair, transparent and responsive enquiries and complaints management approach.

SRLA's complaint management procedures are consistent with Australian Standard AS/NZS 10002: 2014 *Guidelines for Complaint Management in Organisations* and has drawn from the Victorian Ombudsman's *Complaints: Good Practice Guide for Public Sector Agencies*.

SRLA's approach to complaints handling is outlined in Figure 6 with response timeframes for enquiries and complaints provided in Table 11.

All complaints are treated as high priority. An enquiry is considered 'high priority' if it meets certain criteria relating to public safety hazards, security concerns, risks of property damage and construction impacts. All enquiries that do not qualify as 'high priority' are to be registered as 'low priority'.

Complaints referred to external agencies, including the Public Transport Ombudsman, the Victorian Ombudsman or the Office of the Victorian Information Commissioner, will be subject to the complaint resolution timeframes outlined by these organisations independent of SRLA.

Table 11: Enquiries and complaints response timeframes

	1800 #	Email / contact form	Direct / in person	Letter / by mail
"High" priority enquiries and all complaints				
Acknowledgement of all allocated enquiries and complaints received via the 1800 #.	Instant acknowledgment and referral for assessment	N/A	N/A	N/A
Initial response to be provided to stakeholder.	Within 30 minutes	Instant acknowledgment and referral for assessment	Instant acknowledgment and referral for assessment	N/A
Enquiry/complaint resolved. Response recorded in SRL's online stakeholder management system and closed.	Within two business days	Within two business days	Within two business days	Within two business days*
Note: More complex enquiries/complaints may take longer to resolve than the timeframes provided above. In this case, the stakeholder will be provided with regular updates (at least every seven days) until the issue is resolved. *If only postal details are available, delivery timeframes will be subject to postal provider services*				
"Low" priority enquiries				
Enquiry resolved. Response recorded in SRL's online stakeholder management system and closed.	Within three business days	Within three business days	Within three business days	Within three business days
Note: where the enquiry cannot be responded to within three business days, an interim acknowledgement response will be issued with an estimate of when a response will be provided.				

SRLA uses an online stakeholder management system to register all complaints and enquiries received by community members. This system is required to be used by all SRLA personnel and contractors appointed to the project who communicate and engage with communities for SRL East.

Records, comments and other information stored in the stakeholder management system will not be publicly available without the written consent of the individuals concerned. SRLA and our contractor teams will take all reasonable steps to make sure information stored is accurate, complete and up to date.

Each enquiry or complaint entry into SRL's online stakeholder management system may typically include the following information:

- **Event type:** Enquiry or Complaint
- **Event date:** the date/time the enquiry/complaint was received
- **Origination:** where the enquiry/complaint was received
- **Stakeholder comments:** details of the enquiry/complaint
- **Response:** details of any actions undertaken or proposed

Information collected for the purpose of resolving enquiries and complaints is subject to the *Information Privacy Act 2000* (Vic). SRLA's Privacy Policy describes how we handle your personal information. It is available at bigbuild.vic.gov.au/about/about-the-suburban-rail-loop-authority/srla-governance/privacy-policy.

The following channels have been established for enquiries and complaints:

- **Writing to** Suburban Rail Loop Authority PO BOX 4509, Melbourne VIC 3000
- **Contacting us** on 1800 105 105 or via email to contact@srla.vic.gov.au
- **Direct messaging** our social media channels – LinkedIn, Facebook and Instagram

For people who are deaf or have a hearing or speech impairment, accessibility services are available through National Relay Service on 1800 555 630. Translation and interpreter services are also available by contacting 03 9209 0147.

10.1. Complaints handling

SRLA's complaints management process is based around the following three guiding principles that aim to:

1. **Enable and welcome complaints**

   - We recognise your right to complain and are committed to addressing your concerns fairly and efficiently.
   - We recognise that some people have particular needs or require extra assistance when making a complaint. We can provide a range of accessible options to make the process as easy as possible.
   - We will be flexible when dealing with your complaint and communicate with you in the most convenient and efficient way.

2. **Manage complaints**

   - We will engage with you and take action to resolve your complaint.
   - We aim to acknowledge and respond to your complaint promptly and recognise that some issues require urgent action.
   - We will assess each complaint to determine the most appropriate initial action and give priority in accordance with the urgency and/or severity of the issues raised.
   - We will protect your privacy and manage your personal information in accordance with privacy laws and our privacy policies.

3. **Learn and improve**

   - We analyse de-identified complaints data to help us find ways to improve how we operate and deliver our project.
   - We have quality assurance processes in place to regularly review the quality of our complaints handling, including response times, and provide feedback to our staff.
   - We perform annual compliance audits and work hard to continually improve the effectiveness of our Complaint Management Process.

Figure 6 outlines our four-tiered approach to complaints handling.

Figure 6: Four-tiered approach to complaints handling

Step 1	Step 2	Step 3	Step 4
Frontline resolution	Investigation	Internal review	External referral
Frontline staff receive the complaint, assess it, and resolve it immediately, if possible	*If required* If frontline staff cannot resolve the complaint, they will refer it to an officer for investigation	*If required* If the complainant is not satisfied with the process or outcome of the frontline resolution and/or investigation, they can request an internal review	*If required / optional* If the complainant remains dissatisfied, they can refer the matter for external resolution. This is the final stage in the management process

10.2. Issues management

Early and ongoing identification of issues and risks raised by stakeholders and the communities, along with associated mitigation strategies to manage them, is a critical part of ensuring the effective delivery of SRL East.

In addition to the above-mentioned complaints management approach, 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.

An IEA will be appointed by SRLA 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.

11.   Review and evaluation

SRLA is responsible for monitoring the effectiveness of communications and engagement activities. Together with its contractor teams, SRLA will review communications and engagement performance on a six-monthly basis or as required.

Regular internal reporting will seek to capture data from communications and engagement activities including:

- Sentiment captured through media monitoring

- Social media followers, impressions, likes and shares

- Nature and number of enquires and complaints received

- Visitors to the SRL website and Engage Victoria

- Number of responses and types of contributions to online surveys and activities

- Feedback from people attending virtual and in-person sessions and workshops.

SRL East will also be evaluated by the IEA through all phases of the project to ensure compliance with EPRs and mitigation approaches as required by the EMF. Six monthly summary reports of the IEA audits will be published on the SRL website.

Key elements of the review and evaluation process are outlined in Table 11.

Table 11: Review and evaluation process

Criteria	Measures	Monitoring and reporting
Understanding requirements and expectations	Adherence to SRLA guidelines, induction requirements and training to support effective engagement and consultation	• Training and induction records • Toolbox records • Project reporting
Awareness of construction and site activities	Notifications issued within the required timeframes on 100% of occasions, unless otherwise agreed with SRLA	• All notifications recorded • Number of notifications issued • Percentage issued on time
Coordinated and responsive teams	Coordination of ongoing communications and engagement activities between SRLA and its contractors	• SRLA coordination working group attendance • Reports and trackers
Enquiries and complaints management	Respond to community enquiries and complaints within the required timeframes, with interim responses provided for complex complaints where timeframes can't be met	• Records of response times • Regular reporting • Annual compliance audit
Satisfaction with information and consultation	Achieve 85% satisfaction for information provided and consultation with affected stakeholders and communities	• Sentiment monitoring • Satisfaction surveys • KPIs in project reporting