



Communications & Engagement Plan

O'Herns Road

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Engagement Standards Checklist

Standard	✓	Comments
1. Define		
Is it clear what participants will be able to influence through the engagement process?	✓	No influence for stakeholders on the design/construction but potentially on landscaping, architectural designs on bridge and works schedule.
Is there a clear description of the decision to be made?	✓	
Are the government's priorities and their potential impact on the scope of the decision detailed?	✓	
Does the project support VicRoads strategic commitment, Corporate Plan and short-term priorities?	✓	
Are there clear and comprehensive engagement objectives?	✓	Project largely sits at the "inform" end of the spectrum, so need to ensure messaging and engagement activities are widespread
2. Understand		
Are stakeholders affected by, interested in or able to influence the decision identified?	✓	
Have stakeholders been mapped and the level of engagement required been determined?	✓	
Do stakeholders understand their roles in the decision-making process?	✓	Stakeholders roles will be clearly outlined as to whether we are "informing" or "consulting".
3. Identify		
Have the engagement tools required for each stakeholder group identified?	✓	
Are the resources required identified? Is any extra training required?	✓	No additional training required.
Have any specialist skills or assistance and how these will be sourced been identified?	✓	Potential for specialist skills in collating feedback and preparing a report, as well as some collateral requirements – video, 3D rendering.
Are the timeframes sufficient to allow for meaningful participation?	✓	
4. Document		
Is there a process for monitoring progress, providing feedback and evaluating?	✓	Online and face to face engagement will allow community to provide us with feedback and be kept informed about progress. Regular catch ups with the project team will provide opportunities for providing feedback and ongoing evaluation.
Have potential risks to achieving the objectives been identified?	✓	
Is there a governance structure to facilitate partnerships and manage approvals?	✓	The involvement of the Federal Government and EPBC conditions means approval conditions and requirements are clearly laid out in contracts and legislation. No further requirements around governance structures are necessary.
5. Implement		

Standard	✓	Comments
Have actions been completed as documented in the engagement plan?	-	
Has progress in terms of budget, timelines and achievement of objectives been monitored?	-	
Have risks been monitored and appropriately responded to?	-	
6. Evaluate		
Has a clear and appropriate evaluation framework been applied?	-	
Has feedback from stakeholders been sought?	-	
Have community views been taken into account?	✓	Access Denied advocacy campaign indicates strong community support.
Have areas for improvement been identified and integrated into ongoing operations?	-	

1. Engagement Plan

1.1. Engagement goal and objectives

Project statement	<p>Due to Whittlesea's rapidly growing population, this project aims to provide an alternative entry/exit point for the Hume Freeway and reduce congestion on nearby Cooper Street.</p> <ul style="list-style-type: none"> • Construction of a full diamond interchange onto Hume Freeway from O'Herns Road • Duplication of O'Herns Road between Hume Freeway and High Street • Signalisation of intersection of O'Herns Road and High St. <p>Stakeholders will be asked:</p> <ul style="list-style-type: none"> • Their preferences on roadside landscaping and design on Hume Freeway pier supports • For feedback on how the works will be undertaken
Engagement goal	To inform stakeholders of works being undertaken on O'Herns Road and how it will impact them, both during construction and upon completion.
Engagement objectives	<ul style="list-style-type: none"> • Establish relationships and proactively engage with key stakeholders and the local community impacted by, or interested in, the project • Create a clear understanding of the purpose of the project • Communicate and raise awareness of the project • Educate the community about the Safe System Approach – O'Herns Road works will include raised platform treatments.
Engagement context	<p>O'Herns Road is one of the few main arterial roads which connect the northern suburbs of Epping, Epping North and Wollert.</p> <p>Residents and Council have long been advocating for improvements to O'Herns Road to cater for increasing population in the Whittlesea area. The congestion and lack of alternative routes also presents safety issues for the community, particularly during emergency events such as bushfires.</p> <p>The population of Melbourne's north is approximately 869,000 and is expected to grow by 400,000 people by 2031. The fast population growth and the developing commercial, industrial and logistical importance of the City of Whittlesea is putting increasing pressure on the road network in the Epping, Epping North and Wollert areas. Traffic volumes along key arterial routes in the area are predicted to grow in some instances by over 100 per cent by 2031¹.</p> <p>In 2014, Whittlesea Council started an advocacy campaign –</p>

¹ O'Herns Road business case

“Access Denied”. Aimed at influencing the 2014 State Government election, the campaign highlighted the impacts of traffic congestion on nearby Cooper Street and other entry/exit points to the Hume Freeway. These not only included the impacts on residents, but also on the increasing business and commercial developments, nearby Wholesale Fruit and Vegetable Market and emergency service vehicles accessing the Northern Hospital.

In addition to being a rapidly growing area, Whittlesea is also a diverse municipality, with its residents being younger and more multicultural than the Melbourne average.

ID data shows:

- Almost 7 percent of Epping/Epping North residents identified as “speaking English not well or not at all” in the 2011 census², compared with the Melbourne average of 5 per cent.
- Only 43 per cent of Epping residents finished Year 12, compared to the Melbourne average of 55 per cent³
- Epping slightly underindexes in older residents with 7.3 per cent of residents aged 70 and over, compared to the Melbourne average of 9.2 per cent.

The project has now received \$81 million in funding: \$55.2 million State Government, \$25.8 million Federal Government funding.

In May 2015, the Victorian State Government committed funding towards a new diamond interchange connecting O’Herns Road to the Hume Freeway and the 1.4km of duplication of O’Herns Road east of the interchange.

In November 2016, the Federal Government announced they would commit \$25.8 million to the project, and the State confirmed \$55.2 million in funding.

The total estimated cost (TEC) for the project is \$81 million.

² <http://profile.id.com.au/whittlesea/speaks-english?BMID=20&WebID=120>

³ <http://profile.id.com.au/whittlesea/schooling?BMID=20&WebID=120>

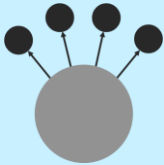

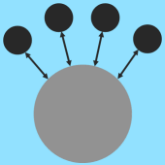
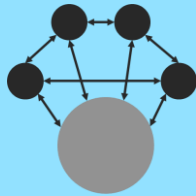
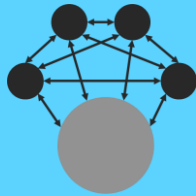
1.2. Negotiable and non-negotiable aspects of the project?

What the community can/can't influence

Negotiable aspects	<p>Community will be asked for input on:</p> <ul style="list-style-type: none"> • Landscaping • Architectural treatments on Hume Freeway overpass • Preferences around works (EG: night works, temporary full closures, staged works) • Access/turning points
Non-negotiable aspects	<ul style="list-style-type: none"> • Design
Reasons for non-negotiable aspects of project	<p>The simple nature of the project limits design options, restricting the ability for community input.</p>
Project questions	<ul style="list-style-type: none"> • What design would stakeholders like to see on the Hume Freeway pier supports? (this will likely be a preference between two options) • What are stakeholder views on proposed landscaping in the area? • How would stakeholders like works to be undertaken – complete shutdown for shorter works, staged works for slightly longer period, night works? • What are stakeholder views on designs for O'Herns Road upgrades and improvements at Epping Road and O'Herns Road intersection? • Would stakeholders like to see more/different turning points (U turns) with the introduction of the centre median?

2. Stakeholder identification and analysis

Levels of Public Participation

Inform	Consult	Involve	Collaborate	Empower
				
Objectives:				
To provide balanced, objective information to support understanding by the public.	To obtain public feedback on analysis, alternatives and/or decisions.	To work with the public to ensure concerns and aspirations are understood and considered.	To engage with the public on aspects of the decision, including the development of alternatives and a preferred solution.	To create governance structures to delegate decision-making and/or work directly with the public.
Commitments				
To keep the public informed.	To listen and acknowledge the public's concerns.	To work with the public to exchange information, ideas and concerns.	To seek advice and innovations from various public parties.	To work with the public to implement agreed-upon decisions.

2.1. Stakeholder mapping

IMPACT (low – high) →	High impact Low influence	High impact High influence
	<ul style="list-style-type: none"> • Housing estate developers • Businesses within the Cooper Street Employment Area • Dyson Bus Company • Northern Health – encompassing Northern Hospital 	<ul style="list-style-type: none"> • State Government • Federal Government • Adjacent landowners • Motorists • Residents • Whittlesea Council • Cyclists • Pedestrians • Melbourne Wholesale market • Local MPs • Aurora Community Association • NORTH Link – regional partnership of industry, education and government representing Melbourne's northern region • CFA – land acquisition required for Epping Road/O'Herns Road intersection • Public utilities – Utility relocations • O'Herns Road businesses
	<ul style="list-style-type: none"> • Victorian Planning Authority (VPA) • Epping Football Club- adjacent to works • Epping Plaza • Pacific Epping • Victorian Transport Authority 	<ul style="list-style-type: none"> • Federal Government Departments (Dept of Environment– formerly SEWPAC) • State Government Departments (DEDJTR, DELWP, Aboriginal Affairs Victoria) • PTV • Friends of Merri Creek

		<ul style="list-style-type: none"> • Melbourne Water • Victorian Transport Association (VTA)
	Low impact Low influence	Low impact High influence
	INFLUENCE (low – high) →	

2.2. Stakeholder summary

Stakeholders	What are their current views or perceptions of the policy/project?	Are there any barriers to engagement?	How do we reach them? (engagement/promotion)	Influence on the project/policy: HML – why?	Impact of project or policy on stakeholder: HML – Why?	Level of engagement
General public						
Motorists	Due to congestion, most motorists using the roads involved in the project will view the works positively.	A certain percentage of motorists affected will not live in the immediate area, limiting communications possibilities.	Both broad communications and engagement activities and more a more targeted approach can be used. Advertising, traditional and social media, website and collateral will cover a large part of the community and VMS signage can be used to communicate directly with the motorists who regularly use the section of road.	High – Need to be accommodated to reduce potential congestion and motorist anger and create a safe environment.	High – works will cause temporary disruption and additional congestion to surrounding roads in what is already a busy area.	Inform/Consult
Broader Whittlesea Community	The community undertook an extensive advocacy campaign <i>Access Denied</i> aimed at getting the government to fund this project. Given the history, local residents are extremely supportive.	Research shows Epping residents are slightly younger, have lower levels of formal education and are linguistically diverse. These factors will need to be taken into consideration when planning engagement levels.	A broad range of engagement activities are recommended, including: <ul style="list-style-type: none"> Information sessions Advertising and placing articles in foreign language press and social media groups, liaising with leaders within cultural groups VMS 	High – This project has created strong community feeling. It has the potential to impact VicRoads reputation – negatively or positively. The community sentiment also has the potential to influence politicians and decision makers.	High – inconvenience while works are underway, along with changes to road conditions	Inform/Consult
Pedestrians	West of Manor	Given sections of the road	Both broad communications	Moderate –	Moderate –	Inform

Stakeholders	What are their current views or perceptions of the policy/project?	Are there any barriers to engagement?	How do we reach them? (engagement/promotion)	Influence on the project/policy: HML – why?	Impact of project or policy on stakeholder: HML – Why?	Level of engagement
	House Drive, pedestrian access is extremely limited and there are sections of missing walking infrastructure. While the project will cause temporary disruption to pedestrian access, particularly at the intersection, ultimately there will be significant improvements, including improved links to the Glada Tamboore Pathway (Cragieburn Bypass Trail) with extended pedestrian paths on the south side of O'Herns Road.	currently have no pedestrian access, there will be limited need to engage with pedestrians, other than to promote positive outcomes of the project.	and engagement activities and more a more targeted approach can be used. Advertising, traditional and social media, website and collateral will cover a large part of the community and VMS signage can be used to communicate directly with the motorists who regularly use the section of road.	walkability is becoming a bigger issue when undertaking road infrastructure projects.	where pedestrian access is limited, alternatives will be provided.	
Cyclists	Likely positive. The new plan includes extended on road cycling lanes.	Not a well known cycling route.	Use Bicycle Victoria to promote outcomes.	Low – no possible influence on outcomes.	Moderate – no impact during works, but positive outcomes.	Inform
Interest groups/people						
Adjacent landowners	Unknown. Initial contact has been made with many of the adjacent landowners who may	Engineers who have made contact with the affected residents have highlighted English may be a barrier for the landowners, who are mainly of	<ul style="list-style-type: none"> Individual meetings Letterbox drop 	High – Delays through legal proceedings or reluctance to move could lead	High – lose of land and amenity for adjacent	Inform/Consult

Stakeholders	What are their current views or perceptions of the policy/project?	Are there any barriers to engagement?	How do we reach them? (engagement/promotion)	Influence on the project/policy: HML – why?	Impact of project or policy on stakeholder: HML – Why?	Level of engagement
	<p>have their land acquired.</p> <p>These landowners were contact by Council several months ago and given an option of being given financial compensation by VicRoads or having their property rezoned as developable land by Council in lieu of financial compensation, but having their property values increased.</p> <p>There are also landholders adjacent to the intersection who may have their access temporarily impacted.</p>	<p>a European background.</p> <p>Letters sent to landowners by Council have not been written in plain English and may add to complications when dealing with these stakeholders.</p>		<p>to project delays, negative reputational impact and media attention.</p>	<p>properties.</p>	
Wurundjeri Tribe Land and Compensation Cultural Heritage Council	<p>Unknown. Will have been through similar projects before.</p>	<p>There is a formal procedure to go through, with heritage reporting, so engagement is fairly standard.</p>	<ul style="list-style-type: none"> Email Meeting (if necessary) 	<p>Moderate – Project may be altered slightly if it's found to be on particularly sensitive land, in accordance with application process.</p>	<p>Moderate – may impact on sensitive land, however mitigations will be put in place.</p>	

Stakeholders	What are their current views or perceptions of the policy/project?	Are there any barriers to engagement?	How do we reach them? (engagement/promotion)	Influence on the project/policy: HML – why?	Impact of project or policy on stakeholder: HML – Why?	Level of engagement
Pacific Epping	Unknown. Should have positive impact once works are complete, however consideration will need to be given to how the centre will be affected when works are underway.	One point of contact will be established with Centre Management. Need to ensure Centre management liaise with shop owners.	<ul style="list-style-type: none"> Email Information pack 	Low- Not in the immediate vicinity and minor impacts	Low – Will benefit from the broader positive community impacts	Inform
Epping CFA	Largely positive. Emergency services, including the CFA campaigned for improvements as part of <i>Access Denied</i> . However, the works will require acquisition of a small part of the CFA station's land and may result in changes to access both during works and in final delivery.	Ensuring the relevant people from CFA, both locally and from an organisation point of view, are at the meetings and kept informed.	<ul style="list-style-type: none"> Individual meetings Information pack 	High- Need to ensure their input is considered to reduce the likelihood of negative safety impacts.	High – changes to road access – both permanent and during construction will have impacts on broader community safety.	Inform/consult
Northern Health (Northern Hospital)	Largely positive. Emergency services, including the Northern Hospital campaigned for improvements as part of <i>Access Denied</i> .	Ensuring the relevant people from Northern Health, both from Northern Hospital and from an organisation point of view, are at the meetings and kept informed.	<ul style="list-style-type: none"> Individual meetings Information pack 	Moderate – not in the immediate vicinity, but need to ensure their input is considered to reduce the likelihood of negative safety	Moderate – Project works will result in potential changes to access the hospital. The resulting reduction in	Inform/consult

Stakeholders	What are their current views or perceptions of the policy/project?	Are there any barriers to engagement?	How do we reach them? (engagement/promotion)	Influence on the project/policy: HML – why?	Impact of project or policy on stakeholder: HML – Why?	Level of engagement
				impacts.	congestion should have positive impacts on access to the hospital.	
Developers: <ul style="list-style-type: none"> Places Victoria (Aurora Estate Developers) MAB (Merrifield Developers) McMullin Group (Industrial Development) 	Positive. Project works will provide a temporary inconvenience, however long term the project will improve accessibility and liveability for the estate. The project also provides the option of integrated with planned road extensions as part of their developer contributions (DC).	Making sure all relevant stakeholders are engaged: <ul style="list-style-type: none"> Marketing/Comms Residents DC 	<ul style="list-style-type: none"> Email Information pack 	Low - Not in the immediate vicinity and minor impacts	Moderate – works will impact on access to facility and once completed, will reduce congestion and provide a further selling point.	Inform/collaborate
Dyson Bus Company	Unknown. There is currently one bus route travelling along this section of O'Herns Road. Works will cause temporary inconvenience and possibly alternative routes will be required. Long term works will have little	Involvement from PTV will be required, in case of any changes to timetables, routes and accessibility of bus stops, etc.	<ul style="list-style-type: none"> Meeting Email 	Moderate – may have influence during the construction phase, but won't have influence over the final design.	High – Both works phase and project delivery will have impact on bus routes.	Inform/consult

Stakeholders	What are their current views or perceptions of the policy/project?	Are there any barriers to engagement?	How do we reach them? (engagement/promotion)	Influence on the project/policy: HML – why?	Impact of project or policy on stakeholder: HML – Why?	Level of engagement
	impacts.					
Epping Football Club	Unknown. Works will impact little, with works possibly improving access.	Need to ensure there is liaison between Council (who are the owners of the oval) and the club. Also need to ensure club members are communicated with.	<ul style="list-style-type: none"> Email Information pack 	Low – Tenant of reserve, not owner. Few impacts.	Low – No changes to access while works are being undertaken.	Inform
Affected businesses: Northern quarries Gun Club RSPCA Batch Plan	Mixed. In the short term, works may impact their ability to deliver goods, however long term will result in benefits.	Will need to engage with the correct mix of management and members to ensure everyone is informed (EG: decision makers, drivers, visitors, etc)	<ul style="list-style-type: none"> Email Offer of meeting 	Low – May have limited influence over construction but not over delivery	Moderate- will have long term positive impacts.	
			<ul style="list-style-type: none"> 			
Friends of Edgars Creek	Potentially negative - Several trees require removal, including several trees “of significance” and the project travels over Edgars Creek. Although much of the area is currently barren, there may be an opportunity to engage them during landscaping works. Also may have concerns raised over the Golden Sun Moth and its potential loss	Possible negative views on the project could create negative views.	<ul style="list-style-type: none"> Email Information pack Offer of meeting 	Moderate – environmental impacts of on the project are becoming more and more of a concern for the community. Giving them some influence, particularly over landscaping may mitigate some of the potentially negative impacts.	Moderate – this project will have some environmental impacts	Inform/consult

Stakeholders	What are their current views or perceptions of the policy/project?	Are there any barriers to engagement?	How do we reach them? (engagement/promotion)	Influence on the project/policy: HML – why?	Impact of project or policy on stakeholder: HML – Why?	Level of engagement
	of habitat.					
Industry groups						
Public utilities	Neutral	No. Have worked on many similar projects previously	<ul style="list-style-type: none"> Meeting 	High – advice may result in changes to plans.	High –works may result in impacts to budget, timeline and route.	
Victorian Transport Authority	Positive. Are the peak body for freight and transport services and the long term impacts will be positive for nearby industrial and commercial businesses, particularly the Melbourne Wholesale Market	No. Have existing relationships in place.	<ul style="list-style-type: none"> Email 	Low – being informed on the project only	Low – being informed on the project only	Inform
Melbourne Wholesale market	Positive. As the major fruit, vegetable and flower providers to major suppliers across Melbourne, this market creates major freight movements. An alternative access point onto the Hume Freeway will both improve ease of	<p>Ensuring market managers pass information onto market holders.</p> <p>Anecdotally – language may be a barrier as the market stall holders are linguistically diverse.</p>	<ul style="list-style-type: none"> Meeting Information pack 	High – given the freight traffic volumes, efforts should be made to consult during the works.	High – freight traffic volumes make them a high user of the road	Inform/consult

Stakeholders	What are their current views or perceptions of the policy/project?	Are there any barriers to engagement?	How do we reach them? (engagement/promotion)	Influence on the project/policy: HML – why?	Impact of project or policy on stakeholder: HML – Why?	Level of engagement
	access and reduce congestion.					
O'Herns Road businesses	Mixed. Works will provide difficulty in accessing their businesses, however there will be longer term benefits.	Mix of business types mean some owners may require more engagement than others and a range of engagement types will be required	<ul style="list-style-type: none"> • Meetings • Email • Information pack • Separate info session? 	High – Minimal engagement has the potential to create negative media.	High – The way works are undertaken could have financial impacts on these business	Inform/consult
North Link	Positive. North Link is a regional partnership of industry, education and government in Melbourne's north. This group has been advocated for this project due to the economic benefits it provides.	Minimal. This group creates a strong opportunity to engage with a range of northern suburbs groups.	<ul style="list-style-type: none"> • Email • Information pack 	High –The groups NorthLink represents, means a range of valid concerns could be raised with regards to economic development.	High – Economic impacts.	Inform/Consult
Cooper Street Businesses	Positive. This area has been designated as an employment zone and the economic benefit of this project has been recognised. As these businesses are not in the direct works area, the potential negative impacts of the construction won't be	Mix of business types mean some owners may require more engagement than others and a range of engagement types will be required	<ul style="list-style-type: none"> • Meetings • Email • Information pack • Separate info session? 	Moderate – Not in the direct zone for the works	Moderate – potentially positive economic benefits.	Inform

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	as profound.					
Community groups						
Aurora Community Association	Aurora Community Association (ACA) are a residents group for people living in the Epping North/Wollert region, with a focus on the Aurora housing estate.. Their social media indicates they are largely supportive of the project and feel it would improve the liveability of their community.	Although supportive, this group is quite vocal. If strong partnerships are formed, they could be used as a positive information channel.	<ul style="list-style-type: none"> Initial individual meetings Provide them with information for their website/social media channel Attend their general meetings 	High- strong connections within both Council and the community and a major advocacy group	High –Access to their estate will be impacted during works and benefits will be greatest for this estate.	Consult
Government						
Melbourne Water	Neutral. Will have conditions regarding construction over Edgars Creek.	No.	Email Meeting offer	Moderate – have the potential to alter plans depending on permits required.	Low – may be required to undertake additional monitoring.	
Department of Environment and Energy (Federal)	Department has worked with Biosys to create a report on the status of the Golden Sun Moth, which is an endangered animal found in the local area.	None – this is a regular part of the process for developments and works in environmentally sensitive areas.	Assist where possible with creation of report.	Moderate – If the report identifies the project area as providing habitat for the Golden Sun Moths, this may have	Low – Reputational only	Inform

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				impacts. However, this is unlikely and there are many mitigations that can be put in place to address this. –		
PTV	Unknown. O'Herns Road has one regular bus route – 357 - and the 577 and 356 routes use Epping Road/O'Herns Road intersection.	None. PTV are regularly engaged as part of roadworks.	<ul style="list-style-type: none"> Meeting 	Moderate – Traffic treatments may be put in place if required (EG: for bus stops, modifications on road safety barriers, etc)	High – Changes to bus routes during the works may cause inconvenience and moving from a roundabout to an intersection may create further issues.	Inform/consult
Federal Government (Department of Infrastructure and Regional Development)	Positive. Have recognised the importance of the project by providing funding.	Engagement protocols are in place. Timelines and inclusion in media opportunities will need to be factored in.	Email Information pack	High – Providing funding gives them influence over project.	High –Federal Government needs to get their share of credit on this project as funding partners for positive reputational impact.	Collaborate

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State Government (DEDJTR, DELWP, Aboriginal Affairs Victoria)	Neutral. Standard reporting adherence to legislative requirements.	None.	<ul style="list-style-type: none"> Regular emails 	Moderate – Will ensure legislative requirements are met.	Moderate – if legislative requirements are not met, could have financial and time impacts on the project, however this is low risk.	Collaborate
Whittlesea Council	Positive. Council ran the Access Denied campaign to advocate for funding for the project. In addition to recognising the economic and liveability benefits of the project, nearby Council reserves will be impacted. Council also have involvement in land acquisitions.	There are few barriers to engagement, however due to the different aspects Councils are involved in, a wide range of departments will need to be involved.	<ul style="list-style-type: none"> Regular briefings Emails Information pack 	High – Prominent role in land acquisitions, ownership of adjacent land, Access Denied campaign	High – Economic and liveability impacts on the community	Collaborate
Victorian Planning Authority (VPA)	The Victorian Planning Authority (VPA) is a State Government statutory authority that reports to the Minister for Planning. Working closely with councils, government	Direct contact will be made with the VPA to ensure they are fully informed.	Given their experience with these projects, a briefing/email should be sufficient.	Low – information only	Low – information only	Inform

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	departments and the community, the VPA's program focuses on land use and infrastructure planning for strategically important precincts. Given the strategic importance of these works, and the issues highlighted in the Aurora Development Plan ⁴ , these works will be positively viewed/					
Political						
Bronwyn Halfpenny MP, State Member for Thomastown (West of High Street/Epping Road)	Positive.	Existing protocols in place. This project has the potential to run into the scheduled 2018 State election.	Briefing Info pack	High – Providing funding gives them influence over project.	High –State Government needs to get their share of credit on this project as funding partners for positive reputational impact. Also high risk if issues arise	Collaborate

⁴ <https://www.vpa.vic.gov.au/wp-content/Assets/Files/Aurora%20Development%20Plan%20Pt%202%2011%20December%202007%20pg.%2029%20of%20PDF.pdf>

Stakeholders	What are their current views or perceptions of the policy/project?	Are there any barriers to engagement?	How do we reach them? (engagement/promotion)	Influence on the project/policy: HML – why?	Impact of project or policy on stakeholder: HML – Why?	Level of engagement
					with project.	
Lily D'Ambrosio MP, State Member for Mill Park(East of High Street/Epping Road)	Positive	Existing protocols in place. This project has the potential to run into the scheduled 2018 State election.	Briefing Info pack	High – Providing funding gives them influence over project.	High –State Government needs to get their share of credit on this project as funding partners for positive reputational impact. Also high risk if issues arise with project.	Collaborate
Luke Donnellan MP, Roads and Road Safety Minister	Positive	Existing protocols in place. This project has the potential to run into the scheduled 2018 State election.	Briefing Info pack	High – Providing funding gives them influence over project.	High –State Government needs to get their share of credit on this project as funding partners for positive reputational impact. Also high risk if issues arise with project.	Collaborate
Mr Andrew Giles MP, Federal Member for Scullin	Positive	Existing protocols in place.	Briefing Info pack	High – Providing funding gives them influence	High –Federal Government needs to get their share of	Collaborate

Stakeholders	What are their current views or perceptions of the policy/project?	Are there any barriers to engagement?	How do we reach them? (engagement/promotion)	Influence on the project/policy: HML – why?	Impact of project or policy on stakeholder: HML – Why?	Level of engagement
				over project.	credit on this project as funding partners for positive reputational impact. Also high risk if issues arise with project.	
The Hon Darren Chester, MP. Federal Infrastructure Minister	Positive	Existing protocols in place.	Briefing Info pack	High – Providing funding gives them influence over project.	High –Federal Government needs to get their share of credit on this project as funding partners for positive reputational impact. Also high risk if issues arise with project.	Collaborate
Internal stakeholders						
Land acquisition						
Studio						
Social media						
Online engagement						

Stakeholders	What are their current views or perceptions of the policy/project?	Are there any barriers to engagement?	How do we reach them? (engagement/promotion)	Influence on the project/policy: HML – why?	Impact of project or policy on stakeholder: HML – Why?	Level of engagement
Media						

3. Engagement approach

1. Issues identification

Initial meetings, information sessions and online engagement will provide the basis for issues identification.

The Access Denied campaign has also identified a range of issues and priorities, with both researched responses and anecdotal evidence from Whittlesea Council and the community.

Ongoing monitoring of social media will provide immediate feedback from motorists and the community.

In addition to initial meetings with government and Council, regular meetings will identify both immediate and ongoing concerns over the project.

Regular updates via:

- Media releases/photo opportunities
- Social media
- Briefings
- Emails
- Website
- Direct contact with relevant community member interest groups

2. Review and report back

Questions and concerns raised through engagement activities will be passed onto the project team to ascertain whether changes can be made or if further communications are required to allay community concerns.

A report will then be prepared and included on the *Engage* website. This is expected to be handled in house without the need for a consultant.

3. Solutions exploration

Consistent and ongoing communications and engagement activities will be required to ensure stakeholders are kept up to date and assured their issues and concerns are being addressed.

Where several options are available, the online engagement process may be utilised to get feedback on potential options.

4. Review and report back

To convey final solutions, one way communication tools will be used including media releases, social media and website. Direct contact will be made with those who provide contact details, where appropriate.

The need for further formal reporting will be assessed at this stage.

5. Activity (operations or policy change)

Any changes to design or construction will be delivered with minimal impact on timelines and budget. Any changes made later in the process will be made in partnership with the contractors.

6. Report back and maintain relationships

Figure 1 - Stages of the engagement approach



4. Public participation and management approach

4.1. What are the risks?

Types of risk	Identify risk	Likelihood/level of risk	Outcome	Recommended mitigation strategy	Review risk status throughout project
Organisational risk Reputation; media; budget; accountability; community reaction; project outcomes.	Land acquisition. While most affected landowners have agreements with Council in place for the acquisition of land, there are some with no current agreement. There are also questions on whether landowners understand the paperwork they have been given by Council regarding land acquisitions. This has created a divide as some landholders have opted to take Council's offer of a rezoning in lieu of financial compensation and others have not – it is unknown whether those who have not accepted rezoning option are aware of the implications.	High	Reputational damage, negative media, budget, community reaction, project outcomes	<ul style="list-style-type: none"> • This Business case incorporates budget allowances for relevant scope and/or delay risks. • Commence land acquisition process early (2017) • Undertake engagement with property owners and stakeholders during project development and implement a regime of regular project updates. • Hold early discussions with stakeholders to ensure they have sought appropriate advice on implications of which avenue they choose for compensation. Although this is not strictly VicRoads responsibility, may provide some assurance. 	

	Rezoning of land ⁵ . Landowners who are having partial land acquisitions will have their land rezoned as developable. This means the value of their land will dramatically increase. Those who want to sell, stand to make a significant profit, as the rezoning will allow them to subdivide their land. Those who have no plans to sell will still have a significant asset, but will face far higher rates bills.	Low	Reputational damage, negative media, accountability	This is a decision of Council/State Government and need to ensure it is clear to stakeholders, they are responsible authority. Key messages to be prepared.	
	Project area has been identified as Golden Sun Moth habitat. Due to the endangered status of the moth, previous road projects and housing developments have been delayed ⁶ . It is not expected this will cause delays, however offsets will need to be purchased.	Medium	Reputational damage, negative media, community reaction.	Environmental impact statement being undertaken by Biosis and CNC Management. Engagement with Friends of Merri Creek	
	Unanticipated in ground and above ground utility	High	Negative media, budget, community reaction,	<ul style="list-style-type: none"> This Business case incorporates project budget 	

⁵ <http://www.theage.com.au/victoria/its-way-too-much-farmers-hit-out-after-bill-for-rates-and-other-charges-nears-31000-20160226-gn4z4d.html>

⁶ <http://www.abc.net.au/news/2013-06-04/highway-project-altered-to-protect-endangered-moth/4731814>
<http://www.theage.com.au/victoria/rare-moth-stalls-housing-plans-20101212-18u11.html>

	services relocation required leading to additional project costs		project outcomes	<p>allowance for relevant scope risks.</p> <ul style="list-style-type: none"> Undertake comprehensive services proving along the roadway before undertaking excavations during preconstruction. Engage in early consultation with all services authorities to determine the necessary clearances and reach agreement on the requirement for services relocation, in order to obtain timely approvals, and any other provisions. 	
	Increases in project budget	Low	Project outcomes, community reaction, reputational damage, negative media, budget	<p>Identify potential overspends early</p> <p>Ensure all public materials are consistent with budget</p>	
	Delays to the project delivery – Stage 1	High	Project outcomes, community reaction, reputational damage, negative media, budget	<p>Identify potential delays early</p> <p>Ensure all public materials are consistent with delivery dates</p> <p>Manage MP expectations re delivery time frames</p>	
	Delays to the project delivery – Stage 2	Low	Project outcomes, community reaction, reputational damage, negative media, budget	<p>Identify potential delays early</p> <p>Ensure all public materials are consistent with delivery dates</p>	
	Destruction of cultural heritage	Low	Project outcomes, community reaction, reputational damage,	<p>Adhere to CHMP</p> <p>Liaise with Wurundjeri Council</p>	

			negative media,		
	Tree removal will be small scale and will be replanted as part of landscaping works. Tree removal is increasingly becoming a concern for the community ⁷ .	Medium	Reputational damage, negative media, budget, community reaction, project outcomes	Replanting to be undertaken	
	2018 State Election – The timeline for the project indicates works are likely to run into 2018 election. If there are delays or budget overruns, this could also become an issue.	High	Reputational damage, negative media, community reaction, project outcomes	Ensure the construction team is aware of this possibility. Shorten timeframes, where possible.	
	Noise and dust during construction	Low	Reputational damage, negative media, community reaction,	To be considered as part of contract	
	Project delays due to delays receiving permits, sign-offs and approvals which can lead to increased project costs	Low	Reputational damage, negative media, budget, community reaction, project outcomes	Implement planning processes at an early stage of the project and ensure realistic timeframes for approvals and permits are embedded in the project program.	
	Loss of access for property owners and loss of right turn access in some cases	Medium	Reputational damage, negative media, community reaction, project outcomes	Significant pre-commencement consultation and alternative points for U-turns, etc Early consultation with affected residents to manage	

⁷ <http://www.theage.com.au/victoria/st-kilda-road-from-leafy-boulevard-to-melbourne-metro-rail-construction-site-20161210-gt8e08.html>

				expectations	
	OSARS – announcement of projects included in northern package may cause confusion	Medium	Reputational damage, negative media, community reaction,	Work closely with OSARs team	
	Post construction noise	Low	negative media, community reaction, project outcomes	Increased landscaping Early consultation with affected residents to manage expectations	
Engagement Process Capacity to deliver; skills to deliver; experience in the method; fit for engagement purpose; ability to report on; data collection; data analysis.					
	Criticism over lack of consultation or involvement in the project	Medium	Reputational damage, negative media, community reaction, .loss of faith	Give stakeholders a clear picture of the communications and engagement process, be upfront on what they can and can't influence and engage with a breadth of stakeholders	
	Criticism over type of engagement activities planned	Medium	Reputational damage, negative media, community reaction, .loss of faith	Ensure a variety of communications tools and engagement activities are planned to capture input from a diverse range of stakeholders. Also, use demographic data to tailor tools and activities.	
	Timing of communications and engagement	Low	Reputational damage, negative media, community reaction, .loss of faith	Timeline and planned design, works and delivery should be considering in partnership with project team.	

4.2. Decision making and approvals

Develop a stakeholder governance structure and/approvals schedule to facilitate decision making and approval processes throughout the project.

A project group, with engineers Ross Bradbury and Jesse Palk and communications and engagement adviser will meet regularly to discuss any issues.

An independent EPBC committee have determined the additional environmental requirements for the project and will continue to provide guidance and outline any additional approvals needed.

The Federal Government also have approval requirements, for both the engineering and communications and engagement sides of the project.

5. Implementation plan

Date	Engagement activities	Target Audience	Status	Responsibility
Early to mid February	Media Release photo opportunity Preconstruction activities including service proving (currently underway) Design contract awarded (stage 2)	All		
February/March	Individual stakeholder meetings	<ul style="list-style-type: none"> Landholders undergoing acquisition Melbourne Water Aurora Community Association CFA Whittlesea Council 		
Early February	Establish website presence	All	Template being reviewed internally	FG
February (ongoing)	Regular catch ups with Council	Whittlesea Council		
Late February	Collateral prepared	All	Late February	
Early March	Online consultation- live date	All		
March 19	In person engagement at Whittlesea Community Festival Social media to highlight attendance	All		
April	Online consultation- end			
May	Prepare and publish report on feedback received during consultation phase	All		
July 1	Community info session @ epping views primary school			
July	Media release/photo opp when tender awarded for intersection upgrades (Stage 1)			
Sept	Media release for request for tender (Stage 2)	All		
Oct	Advertising to advise of works commencing	All		

Date	Engagement activities	Target Audience	Status	Responsibility
December	Media release/media event for contract award for duplication/Hume Freeway interchange (Stage 2)			
Late 2017	Media release/Photo opportunity/social media for completion of works on intersection upgrade (Stage 1)	All		
Early 2018	Media release/kids activity/media event/photo opportunity/social media Works begin on duplication/Hume Freeway interchange (Stage 2) School holiday activity – opportunity for kids to view site and machinery/equipment	All		

6. Evaluation

Engagement objective	What would success look like?	How to measure this	Achievement against objectives (identify gaps and achievements)	Lessons learned
To engage with the most diverse range of stakeholders possible, specifically: <ul style="list-style-type: none"> age groups linguistic groups 	Feedback from a diverse range of stakeholders.	Including demographic questions when asking for feedback		
Budget to audience ratio	Low budget to audience ratio figures: <ul style="list-style-type: none"> This figure is the total advertising, communications and engagement budget, divided by the participating audience. 	Ensure advertising, engagement and communication audiences are as measurable as possible.		

7. Communications approach

Communications Objectives	<ul style="list-style-type: none"> • Ensure VicRoads are recognised as the responsible authority for the project • Outline what the community can expect from both the works and the final project delivery • To keep the community informed of the works associated with the project • Engage with the community on those aspects they are able to influence • Ensure communications are adapted to meet the diverse needs of the community
Strategic approach	<p>Communications and engagement activities will be divided into 3 phases:</p> <ul style="list-style-type: none"> • Design of O'Herns Road/Epping Road intersection • Construction of O'Herns Road/Epping Road intersection and design of O'Herns Road duplication and on/off ramp for Hume Freeway • Construction of O'Herns Road duplication and on/off ramp for Hume Freeway
Key messages	<ul style="list-style-type: none"> • VicRoads, on behalf of the Victorian Government, will be delivering road improvements at O'Herns Road, Epping. • The \$81 million project is co funded by the Federal Government. • The project includes constructing a new interchange on O'Herns Road, to connect the road with the Hume Freeway • The interchange will include a new X lane bridge and on and off ramps, for easier access to the Melbourne CBD and northern suburbs. • O'Herns Road will be duplicated to a four lane road between the Hume Freeway and Edgars Road. O'Herns Road will be able to carry more traffic, and will match the four-lane section of O'Herns Road between Edgars Road and Epping Road. • We will also build additional merging lanes on the Hume Freeway near the O'Herns Road interchange, to help drivers safely enter and exit Hume Freeway without interrupting traffic flow. • The Epping Road and Findon Road intersection will be safer by replacing the roundabout with traffic lights. • More drivers will be able to safely pass through the intersection during a green light, which will reduce

	<p>queue lengths and ease congestion.</p> <ul style="list-style-type: none"> • O'Herns Road is a vital part of infrastructure in Melbourne's rapidly growing northern suburbs, which is expected to grow by 400,000 people by 2031. Traffic volumes along key arterial routes in the area are predicted to grow in some instances by over 100 per cent by 2031 • The project will provide residents in Epping and Epping North easier access to the Hume Freeway • The project will relieve traffic pressure on Cooper Street, Epping Road and High Street. • The project will also open up the area to more business and job opportunities, by providing easier access to key areas such as the Cooper Street Employment Area, Epping Activity Centre and the Melbourne Wholesale Market.
Media strategy	<ul style="list-style-type: none"> • Focus largely on local media • Promote providing for long term needs of northern suburbs community • Photo opportunities and media release for pre and post project commencement •
Spokesperson	Damien Afxentis, Project Director, Metropolitan Projects - Western
Evaluation	

7.1. Communications Activity Plan

Activity	Channel	Due Date	Responsibility	Status
Traditional Media				
<ul style="list-style-type: none"> • Development of media release and Q and As • Pitching story to key media • Distribution of media release to network 	<ul style="list-style-type: none"> • Metro and regional media outlets 			
Digital Engagement				
<ul style="list-style-type: none"> • Online advertising through banners on VicRoads • Tweet & Facebook messages from VicRoads 	<ul style="list-style-type: none"> • VicRoads website • VicRoads Facebook page • VicRoads Twitter 			
Stakeholder Engagement				
<ul style="list-style-type: none"> • Corporate Stakeholder communications • 	<ul style="list-style-type: none"> • Electronic mail • Direct contact with stakeholders • Stakeholder database 			
Stakeholder communication channels				

<ul style="list-style-type: none"> • Develop briefing pack including draft social media posts and articles 	<ul style="list-style-type: none"> • Stakeholder social media • Stakeholder newsletter 			
Marketing				
<ul style="list-style-type: none"> • Marketing activities • Local newspaper advertising • Social media advertising 	<ul style="list-style-type: none"> • Suburban and regional media • VicRoads Facebook page 			
Internal Communications				
<ul style="list-style-type: none"> • VNet article • Yammer posts • Presentations • Briefings 	<ul style="list-style-type: none"> • VNet • Yammer 			

8. Design and Production Brief

<to be added at a later date or replaced with reference to an established process for engaging Studio to design and produce communications and engagement materials>