

CEMP Appendix S

Stakeholder and Communication Management Plan

Revision History

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Document Acceptance

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1 Introduction

This Stakeholder and Communication Management Plan (SCMP) forms part of a comprehensive suite of management plans within the Construction Environmental Management Plan (CEMP) for the construction phase of the MacKays to Peka Peka Expressway Project (the Project). The SCMP provides the framework for engaging and communicating with stakeholders during construction.

This SCMP identifies the key stakeholder groups and methods for engaging with them as well as individual members of the public. The SCMP is not prescriptive but provides a framework for engagement and the range of methods that will be employed. While it is intended that a proactive approach to engagement and communication will be adopted, the plan will need to be responsive as the Project progresses and tailored to the needs of particular situations and stakeholders. Specific targeted engagement and communication plans will be developed for milestones and events during the construction phase.

The SCMP will be updated, with the necessary approval, throughout the course of the Project to reflect changes associated with changes to the construction methodology and in response to stakeholder and community feedback.

1.1 Purpose and Scope

This document is based on the current understanding of construction activities and traffic methodologies that will be necessary to facilitate the works. The scope of the audience is the Kāpiti Coast communities, road users and the residents of the Wellington region. The purpose of the SCMP is to provide a framework to:

- Inform the community of construction progress;
- Engage with the community in order to foster good relationships and to provide opportunities for learning about the Project;
- Provide early information on key Project milestones; and
- Respond to queries and complaints.

2 Stakeholders

2.1 Stakeholder analysis

Other than regulators and utility companies key stakeholder groups and audiences fall into several main categories:

- Road users;
- Landowners and neighbours;
- Residents;

- Businesses;
- Community Groups; and
- Iwi.

Road users and road user groups include commuters and the Automobile Association, emergency services, Heavy Haulage Association, NZ Road Transport Association, Road Transport Forum NZ, Wellington Regional Transport Committee, bus operators, public transport users, cyclists and cycling groups and pedestrians.

There are specific responsibilities to adjacent landowners required under the Public Works Act 1981. Some of these are specific legal requirements under this legislation and under property agreements made with the Crown. While the conditions in these agreements must be complied with as a minimum, the legal rights afforded these landowners means particular effort will be required beyond compliance to ensure relationships are preserved while maintaining the NZTA's interests.

Community groups and businesses include Paraparaumu-Raumati Community Board, Waikanae Community Board, Raumati South Residents Association, schools, Cycling Walking Bridle Reference Group, Wellington Regional Chamber of Commerce, KāpitiCoast Chamber of Commerce, Paraparaumu Airport.

2.2 Summary Construction Methodology and Key Milestones

The objective of the construction phase is to deliver the best quality product, in the most cost-effective and efficient manner, with zero harm to those involved and minimising the effects on the surrounding environment and the local community.

To achieve this objective, the construction methodology has the following key features:

- Preloading of the large peat deposits at north and south ends to minimise waste material removed from site;
- Progression of the central section of the Expressway during preload settlement period;
- Use of the Expressway Alignment and bridges to transport materials, thereby maintaining east-west connectivity and minimising construction traffic on local roads;
- Sequencing of construction to achieve cut to fill balance of earthworks and minimise requirement for imported aggregate from local quarry sources;
- Selection of aggregate sources to minimise disruption by quarry traffic on local roads; and
- Traffic management arrangements that are cognisant of all road users, including pedestrians, cyclists and equestrian use.

Key milestones for the Project are:

- Project start
- Completion of bridges
 - Poplar Ave
 - Raumati Road
 - Wharemauku Stream
 - Kāpiti Road
 - Mazengarb Road
 - Otaihanga Road
 - Waikanae River
 - Te Moana Road
 - Ngarara Road
 - Peka Peka
- Completion of interchanges
 - Poplar Ave
 - Kāpiti Road
 - Te Moana Road
 - Peke Peka
- Completion of road lengths
 - Poplar Avenue to Kāpiti Road
 - Kāpiti Road to Te Moana Road
 - Te Moana Road to Peka Peka
- Open Cycleway/Walkway
 - Poplar Ave to Kāpiti Road
 - Kāpiti Road to Te Moana Road
- Open Pedestrian Bridges
 - Makarini Street
 - Leinster Ave
- Completion of the Expressway

2.3 Summary Engagement and Communications Plan

A detailed table covering all stakeholders and summarising engagement and communication methods and frequencies will be prepared prior to construction commencing. This table will continue to be updated, and serve as a checklist reviewed monthly to ensure stakeholder communications are maintained consistently throughout the life of the Project.

The following summary provides an overview of the types of techniques that may be adopted for the broad groups of interest.

2.3.1 Road users

The overall construction methodology for the Project is largely driven by the need to minimise traffic disruption. This is to be achieved by the early installation of bridges across local roads to enable the use of the Alignment for the mass haul of materials along the corridor thereby avoiding the use of local roads. Bridge structures will be constructed off site and minimal disruption to local roads will be caused when the platform for the bridge is installed. This is expected to be done overnight reducing impact. The openings of bridges are therefore defining milestones for the Project's construction phases.

Disruption to traffic will also occur on local roads with the construction of interchanges at the four locations and at the intersection of the Expressway with Mazengarb Road where vertical re-alignment is required. Lane closure and diversions will be minimised and these are addressed in the Construction Traffic Management Plan (Appendix O of the CEMP, Volume 4).

A range of direct communication and media-based tactics for informing road users will be utilised. These are discussed in more detail in section 3.2.

It is envisaged that successful delivery of the Project will from time to time require advertising campaigns and innovative communication and public education methods (refer to section 4) to support significant travel pattern changes in and around the Paraparaumu Town Centre. Activity-specific 'Milestone Communications Plans' will be developed to define what methods are to be used. These methods will be determined through planning meetings held with the construction team as part of the milestone planning process.

2.3.2 Adjacent properties, immediate neighbourhood

Landowners and those adjacent to the construction zone are the most severely impacted and maintaining good relationships with them will be essential to meeting the Project's objectives. Engagement and communication with these people may include personal contact, letter drops, emails, telephone, and meetings and presentations as required.

2.3.3 Local Community

The Information Centre in Coastlands will remain open for the duration of the Project and will be updated with the latest information on construction progress. Video diaries and fly-through videos will provide highly visual information on construction.

As the Project construction is anticipated to be 4.5 years, it is important that the Project Team¹ will become part of the community and participate in community activities. This may be by way of sponsorship of events and participation in them as a team.

Open days will be held at the site offices with opportunities explored for walking and fun runs along sections of the Alignment as they are completed. Display models of topical issues such as liquefaction, preloading and stormwater management will be considered as ways of demonstrating how the design and construction is addressing these matters.

Newsletters, meetings, presentations, public notices, media releases and the Alliance's website and hotline are methods that will be used depending on the specific nature of the work being undertaken.

A Community Liaison Group/s will be established to provide a regular forum for community groups to interface with the Project team.

2.3.4 Key Stakeholders

Key stakeholders will be engaged with on a number of different levels ranging from regular meetings for monitoring and compliance, membership of a Community Liaison Group and through regular newsletters. The type of contact will depend on the individual needs of each group.

2.3.5 Iwi

Engagement with iwi is specifically outlined in the Archaeological Discovery Protocol (refer to .

Regular meetings with iwi will be maintained to ensure that the relationship remains positive and constructive.

3 Engagement and Communication Plan

3.1 Objectives

The objective of the engagement and communication plan is to promote the objectives of the construction plan: – to minimise effects on the surrounding environment and the local community.

¹ This Management Plan refers to the Project team as carrying out works on behalf of and as contracted by the NZTA. The NZTA is the requiring authority and the consent holder.

This will be by providing information and opportunities for two-way communication that support the Project's relationships with stakeholders and minimise the potential for stakeholder issues to jeopardise the Project's programme.

In delivering its communication strategy, in addition to engendering the good will of the community, the Project will seek to enhance the reputations of the NZTA and other organisations that make up the Project Team. Where possible communication will also promote the Information Centre, the Project hotline and email address to encourage the public to contact the Project Team regarding issues relating to the Project.

Communication will be targeted to the specific audiences identified in section 2.3. Different methods will be adopted for the specific needs of stakeholders.

3.2 Key Messages

Key messages will be developed for Milestone Communications Plans (refer to section 2.3.1 of this Report) in line with the vision and NZTA's Public Engagement Strategy.

3.2.1 Road users

Road users will primarily be concerned with the duration of the Project as it relates to travel disruptions and how it will affect their journey. The main issues to be addressed will be concerned with the potential travel disruptions and why they are occurring. Information on how these disruptions are being managed and what can be done to avoid them will be of paramount importance to stakeholders.

The following methods of communication will be considered when information is required by this stakeholder group:

- VMS signs
- Other road signs
- Media releases and associated newspaper articles
- Public Notices in local papers when detours and closures on the local road network are proposed
- Targeted letters to residents most affected by the traffic changes
- Information posted on the Project website
- Social media websites such as Facebook and Twitter and blogs
- Traffic bulletins emailed to stakeholder databases.
- Online newsletter sign-up

3.2.2 Adjacent properties, immediate neighbourhood, local community

The local community comprises people who live and work in the immediate area around the Alignment of the Expressway. These people are most concerned with potential disruption during the

life of the Project and community outcomes after completion of the Project. Issues such as the steps taken to mitigate noise, air and light pollution as well as urban design and landscaping issues will be of importance to this group.

The following methods of communication will be considered when information is required by this stakeholder group:

- Direct contact via phone, email or meetings
- Community notices delivered to letterboxes
- MacKays to Peka Peka Expressway Information Centre at Coastlands
- Viewing areas (e.g. “peepholes” in Project fencing)
- Community Liaison Group
- Community meetings and open days
- Presentations to existing community or resident groups
- Media activity
- Project newsletter
- Project photography and video footage
- Website

3.2.3 Key Stakeholders

Key stakeholders will be engaged with on a number of levels:

- Community Liaison Group
- Compliance meetings with consent authorities
- One off meetings as required
- Newsletters and media as with other stakeholders

3.3 Approval of External Communications

All external communication will be approved by the Project Manager and the NZTA’s Wellington State Highways Manager or by delegation.

3.4 Stakeholder database

The stakeholder database is essential for recording the details of engagement with all Project stakeholders. It has the facility to generate reports to provide an update on stakeholder engagement activity. Therefore a summary of all general stakeholder engagement should be recorded on this

database, with full transcripts of the procedure from enquiry to close-out recorded within the Project's internal stakeholder management system: Darzin. Separate databases will be used as distribution lists for specific correspondence, for which these stakeholders have registered. These include, but are not limited to, weekly updates and regular newsletters.

3.5 Detailed Communication Plans

In addition to the communication strategy in this document communication plans will be provided for milestone activities and all other activities such as traffic diversions and night working.

3.6 Managing Stakeholder Communications

The NZTA's requirements will generally determine the protocols for acceptable lines of communication with stakeholders. These will be communicated to the Project team through the induction process.

The key requirement is:

- All communication with the Government, the Minister of Transport and Members of Parliament and their representatives will be managed by the NZTA, not the Project Team.

At a Project level, stakeholder communications will be managed by:

- Identifying key stakeholders prior to commencement of construction
- Grouping key stakeholders by issues and/or location (using knowledge of construction process and existing communication from stakeholders)
- Where possible, initiating face-to-face or written contact with each group
- Developing protocols for managing communication with stakeholders
- Monitoring the quality and effectiveness of communications

3.7 Responding to Communications

All correspondence from the broader community regarding the Project, local community and special interest groups will be forwarded to the Stakeholder Manager. The Stakeholder Management Team will record correspondence in Darzin, summarise the issues, circulate information to Project management and provide advice on the appropriate response.

The following table details the procedures for recording issues raised during the consultation process; it will be used as a guide and adapted to suit the Project.

Item Received	Project Response
Written Correspondence	Item is to be acknowledged by written reply or phone as soon as possible. Contact details and summary of the issue is to be entered into the Darzin. Originals will be filed separately as part of a quality assurance process
Telephone Hotline calls	<p>A member of the Stakeholder Management Team will take each call and action it as soon as possible. If it is outside normal business hours an appropriate member of the works team will be appointed to field any calls and issues that arise.</p> <p>Following each call the contact details and summary of the issue will be entered into Darzin and all calls are to be followed up to ensure resolution of issues.</p>
Meetings	Project Team members will take notes during the meeting and minutes with any contact details will be entered into Darzin.

3.8 Media Relations

Maintaining good relationships with the national and local media is important to enable the dissemination of positive project information to target audiences.

Over the course of the Project there will be opportunities to promote key milestones through a variety of different media, including newspapers, magazines, websites, television and radio. Key media contacts will be proactively engaged from the outset by the Stakeholder Manager, kept up to date with Project activity, and approached at strategic intervals with the opportunity to cover events appropriate to their own audience. While a group approach will cover major milestones and the distribution of media releases, individual site visits and engagement will play a key role in establishing strong relationships with a variety of journalists, editors and producers.

3.8.1 Media enquiries

All media enquiries will be channelled through the Stakeholder Manager, who will discuss the recommended approach with the Alliance Project Manager and any other management personnel necessary.

4 Engagement and Communication Methods

This section describes the various engagement and communication methods that will be considered by the Stakeholder and Communication Team during the course of the Project to determine the most appropriate to employ in any situation requiring activity.

4.1 Visitor Centre

The MacKays to Peka Peka Expressway Information Centre has been open and staffed since July 2010 and has proven to be very successful in conveying messages to the public. During construction, the information centre will not be staffed to the same level as it was during the planning and development phases but will continue to be updated with construction progress and contacts. Video diaries and flythrough videos will provide the latest information.

As the information centre is located in the Coastlands Shopping Mall, it is open during their hours, seven days a week.

4.2 'Freephone Hotline' and Information E-Mail Address

A community and general purpose information line, 0508 M2PP (0508 6277), established in July 2010 will continue to be used during construction to give easy access for stakeholders to information and recourse for complaints. The phone line will be managed by the Stakeholder Management Team and manned by a member of the team during the day. When a member of the Stakeholder Team is not available outside normal hours an appropriate representative will be appointed with sufficient access to works on site in order to action complaints and issues arising.

The general information e-mail address, established in July 2010, will be monitored by the Stakeholder Management Team and all issues or enquires coming in will be acted upon as soon as possible.

The hotline, the Project e-mail address and the Project website: www.nzta.gov.nz/projects/mackays-to-peka-peka will be included in all notifications, fliers, signs, the website, and any other publication issued by the Project Team. All communications through the hotline or the information e-

mail will be recorded in the Stakeholder data base with contact details and a summary of the issue taken down.

All construction updates and notices will be uploaded and made available on the website.

4.3 Letters, Direct E-Mails and Personal Visits

Letters and direct emails will be used when contacting a stakeholder about a particular issue unique to the stakeholder, as these media allow the inclusion of personalised information.

Personal visits will be undertaken where stakeholders will be directly affected by specific works and where other forms of communication have not proved effective. The need for these will be determined on a case-by-case basis by the Stakeholder Manager.

4.4 Stakeholder meetings

Meetings and briefings allow the opportunity to provide the community and stakeholders with personal and informative information. One-to-one meetings, group meetings and briefings will be used to build trust, inform and educate, enable feedback and identify and manage potential impacts and issues. The Project will also hold open days for the public as an informal “walk in” educational tool.

Meetings, briefings, and open days will be commenced early in the Project to assist in gaining an understanding of stakeholder and community issues. Following each meeting, minutes for the meeting will be documented and updated in the Stakeholder Database (Darzin).

An attendance register will also be taken at each meeting and open day, of all those stakeholders who wish to be kept informed of the changes and progress of the Project.

4.5 Presentations

Presentations will be conducted in a similar manner to meetings and briefings and will be used to inform Stakeholders and the community about the Project.

The Stakeholder Management Team will proactively identify opportunities for presentations; for example, contacting local community groups and providing a letter of an offer to provide a speaker / presentation.

Presentations will include appropriate visual material such as PowerPoint slides, diagrams and project drawings along with visual aids designed by the Project such as the 3-D visualisation fly-through and drive-through.

4.6 Open days

Over the course of the Project the Stakeholder Management Team will organise open days for the benefit of the public to inform them on the upcoming issues and milestones of the Project. Throughout these sessions members of the Project Team, including the Stakeholder Management Team and specialists, will be on hand to provide information and guidance on the upcoming phases of the Project.

Open days will also include demonstrations at the site office of key issues of interest such how the construction deals with liquefaction, how stormwater is managed and what pre-loading means and looks like.

4.7 Community Liaison Group

Establishment of a Community Liaison Group will be considered to provide the opportunity for interest groups to meet with the Project team on a regular basis. The groups will act as a contact between the Project and the community groups. The purpose will be to update on construction progress, inform about upcoming construction activity and to be aware of any issues in the community. Membership is envisaged being invited from key stakeholders, iwi, Community Boards, community groups, business groups, schools.

With construction taking place in several locations at the same time, it may be appropriate to establish and north and south Community Liaison Groups and this will be further considered when construction timing is known.

4.8 Video and Photographic Documentation

The Project will be documented by means of monthly aerial photography, site photography and a video diary capturing the Project highlights.

The photographs and video footage will be used in the Information Centre, in Project presentations, publicity materials, the website, newsletters, news releases etc.

The video footage and photography will be owned by the Project Team.

4.9 Project Newsletter

The Project newsletter will be a quarterly issue to up-date the local community and other stakeholders on the progress of the Project including achievements, innovations and an overview of upcoming works.

4.10 Media Releases

Media releases will be produced from time to time to encourage and facilitate positive media coverage of the Project that generates awareness of the Project, its progress and its stories.

4.11 Public Notices and Letterbox Drops

Public notices placed in the newspapers most widely read in the Project area will advise of closures, lane switches or work that is of public significance. For local residents a targeted letterbox drop will be done to inform them of works in their area prior to any major construction works commencing.

4.12 Website

The Project website is: <http://www.nzta.govt.nz/projects/mackays-to-peka-peka>.

This website contains an introductory section with key project features, current activity, environmental information and construction updates. It will also have a section for media releases, FAQs and a 'contact us' page with the hotline information, e-mail and physical addresses for the Project and Stakeholder Liaison Manager contact details.

The website is a sub-site of the NZTA website. All sub-sites are being reviewed by NZTA's national communications team and there will be opportunities for improvements within guidelines set by the NZTA.

4.13 Notifications

In general, the Project will be required to provide the community with a minimum period of notification of forthcoming construction activity and changes to traffic conditions. These notifications are generally conditions of approvals given by authorities as part of traffic, noise and environmental management plans.

Generally, the approving authorities will specify the notification periods and method of communication. Where these are not specified, the principles of 'no surprises' and 'early communication' will be applied.

We will aim to provide at least three days' notice for works, but preferably we would provide stakeholders at least a full weeks' notice of any night works or weekend activity and five working days for any road closures.

For work requiring advertising 5-days prior (e.g. road closures), a check that the traffic management plan (TMP) has been obtained (preferably formal, but at least a verbal assurance from Council) will be made prior to running print advertisements. Notifications should always include a disclaimer and contingency should weather or unfavourable construction conditions delay works.

4.14 Enquiry and Complaints Register

A register will be created and monitored to record each contact made by stakeholders as an enquiry or a complaint.

All enquires and complaints are to be dealt with in a prompt and professional manner so that stakeholders feel their concerns are being seriously dealt with and not dismissed. This process is designed to develop a relationship of trust and reliability between the community and Project Team. To ensure this is being carried out part of the 'Key Results' measure for stakeholder management will be a measure of how the the Project Team deals with these enquires or complaints.

The communication manager and the wider Stakeholder Management Team (SMT) will handle all enquires and complaints made to the Project. The Project hotline will be managed by the Stakeholder Management Team in accordance with section 4.2 above.

This hotline and its monitors will have direct contact to those workers on site to facilitate as rapid response to enquiries or complaints as possible. Targeted response times have been defined as a 'Key Results' performance measure. Protocols for the hotline will be developed.

Responses to stakeholders such as motorists and residents will be dealt with immediately, with follow-up calls on closing out the particular request or complaint.

5 Measuring Outcomes and Outputs

As a 'Key Result' for the Project Team, stakeholder engagement is comprehensively and regularly measured as part of the Key Result process.

To ensure good performance and promote accountability within the team, stakeholder outcomes will be audited using the Projects' quality and auditing team. This analysis will be useful in determining the levels of success of the communications strategy, and allow it to be adjusted appropriately should acceptance and understanding amongst stakeholders is lower than expected. The audit will take into account feedback derived from various sources, as outlined below:

- Complaint management
- Stakeholder opinion
- Communications effectiveness
- Traffic management