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Stakeholder and Communications Management Plan

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1. INTRODUCTION

The Memorial Park Alliance team has been established between NZTA, Downer, HEB, Tonkin & Taylor and URS to deliver the Buckle St Underpass and Basin Reserve Bridge, along with enhancements to the adjacent Inner City Bypass (ICB). The Alliance will also build the Memorial Park under a contract with the Ministry for Culture and Heritage (MCH).

This plan considers the communications approach for the initial work (encompassing the underpass and park) - collectively referred to as 'Memorial Park' - which are inextricably linked and relate to the vital goal of opening in time for WW100 - ANZAC Day 2015.

Memorial Park is related to but separate from the longer term Tunnel to Tunnel Improvements being contemplated by the NZTA, this distinction will be reflected in communications.

Memorial Park has a range of important stakeholders including: regulatory authorities; Wellington City Council (WCC); the Ministry for Culture and Heritage; neighbours and the wider community; and the NZ Transport Agency. The Alliance acknowledges that stakeholders have differing needs and preferences for how they communicate and receive information. Our commitment is to be accessible for stakeholders and to provide information in a variety of ways to meet these diverse needs.

Dialogue will be developed and maintained with stakeholders and agencies and will include the sharing of plans issues and strategies. This plan is a live document that will be adjusted as required over the life of the Memorial Park project.

There will be close liaison with the Ministry of Culture & Heritage (MCH), Wellington City Council (WCC) and the NZ Transport Agency (NZTA).

Background information is available through the alliance and associated stakeholder web sites including: www.nzta.govt.nz/memorial-park ; <http://ww100.govt.nz/> ; www.mch.govt.nz ; and the National War Memorial Park (Pukeahu) Empowering Act (2012) which can be viewed online at www.legislation.govt.nz/act/public/2012/0076/latest/DLM4680415.

This information is not repeated within this plan.

1.1 Purpose

The Stakeholder and Communications Management Plan has the following purpose:

- Introduce the objectives that the Memorial Park Alliance Team has for stakeholder, community and public relations management
- Identify Memorial Park Alliance stakeholders, and introduce the management activities and processes associated with them to ensure that they are kept informed
- Introduce the roles and responsibilities associated with implementing the plan and achieving the objectives outlined below

1.2 Objectives

The Alliance has the following objectives with regard to stakeholder management and community relations:

- To meet our legislative requirements related to communication, consultation and complaints management
- To communicate and engage with stakeholders so that they feel well informed about the works as they relate to them, and feel supported by Alliance efforts to address concerns/impacts of the work
- To communicate with local residents, schools and businesses, and road users and pedestrians so they know what to expect and what to do when work is underway, particularly around noise, traffic diversions and alternative travel routes
- To be accessible for stakeholders and to provide information in a variety of ways to meet their diverse needs
- To limit negative responses regarding the Underpass and ICB Enhancements to NZTA/WCC/MCH and the Alliance and in the media
- To support understanding through consistency of messaging across the different agencies/stakeholders involved in the project (including NZTA, WCC, Greater Wellington Regional Council (GWRC), MCH, Emergency Services etc)

1.3 Scope

The plan covers the activities related to the Memorial Park Project. The following links provide more information on these aspects:

<http://www.nzta.govt.nz/memorial-park>

<http://www.nzta.govt.nz/projects/inner-city-bypass-improvements>

The plan focuses on communications with key external stakeholders, neighbours and the wider community; internal project team communications are covered in the High Performance Team Management Plan.

1.4 Exclusions

This plan relates to the design and build of Memorial Park. There are additional communication activities which relate to the Memorial Park but are managed by others, including: Community Forum, managed by MCH; and the Board of Inquiry for the Basin Bridge, managed by the NZTA Wellington Region.

2. REQUIREMENTS

2.1 Overview

There are a number of requirements related to stakeholder management and community relations for Memorial Park outlined in the National War Memorial Park (Pukeahu) Empowering Act (2012). See **Appendix A** for details. There is a need for alignment across agencies to make this work effectively.

2.2 Alliance Key Result Areas

The Alliance has a number of key results areas (KRAs) to drive outstanding behaviours in non-cost areas of the project.

The first KRA ‘strong relationships’ relates directly to the delivery of the Stakeholder and Communications Management.

Strong Relationships Stakeholders develop and exhibit high levels of trust and confidence in the behaviours and capabilities of the alliance

The remaining KRAs are indirectly linked with the plan.

Responsible Traffic Management Stakeholders and road users enjoy the best practical experience, with disruption minimised through a combination of planning and communication

Proud Legacy The alliance leaves a lasting positive perception of both the outcome of the project and the construction experience. Such a legacy may: create confidence in the alliance and future major infrastructure initiatives; whilst, inspiring future generations to view civil infrastructure and associated professions as aspirational roles.

Early Delivery Optimise value and minimise disruption through pursuit of early completion without compromising the quality of the outcome.

Healthy Environment Ensure the safety and wellbeing of staff, stakeholders, road users and the community through an approach to safety and wellbeing which encompasses; short, medium and long term impacts.

2.3 Alignment with NZTA and Other Agencies

It is recognised that road users may be impacted by a range of unrelated works in the vicinity of the site taking place over the period of the project. Close liaison will enable consistent and clear communications from all agencies including MCH, WCC, NZTA and the Alliance. By co-ordinating efforts across agencies a one network approach will be taken to communication which puts the customer first. Once the Memorial Park work site is established and SH1 traffic is diverted to the temporary road normal operational services and management by JTOC resume.

3. COMMUNICATION APPROACH

3.1 Accountability and Openness



The name 'Memorial Park Alliance' describes the early activities of the Alliance creating a clear link for stakeholders and the community. The Alliance will become easily recognised and accountable for its actions.

Communication objectives will be delivered through a programme of clear and open dialogue. This approach will also support the Alliance key result areas.

3.2 General Outline

Simple and repeatable patterns will be established so stakeholders become assured by a 'no surprises' approach. Stakeholders will receive information around phases of work and milestones in a manner that builds comfort and confidence.

A four phase approach will be established for the Memorial Park work

- Phase one - site preparation
- Phase two - dig the trench
- Phase three - construct the tunnel; and
- Phase four - build the park.

Adopting simple descriptive language, with external audiences and across the project team, will enhance; understanding, engagement, team working and customer focus.

3.2.1 Communication Activities

Each of the four phases of work will be framed by:

- a clear timeline with key milestones;
- targeted briefings for key stakeholders and effected parties, including site visits;
- provision of targeted information, updates and supporting material; and
- wider communication of information and updates, including information events for the wider community.

Direct dialogue will enable issues and concerns to be recognised and addressed at the earliest practical time.

The communication approach will be reviewed and adjusted to take account of learning, effectiveness and stakeholder needs. Reviews will occur at a minimum of: each change of work phase for Memorial Park; as the alliance moves to engage in the Basin Reserve Bridge (post consenting); and also with regard to the Inner City Bypass works which are likely to commence in 2014.

3.2.2 Media and channels

- Press advertising and briefings will be utilised for events which will impact road users and the wider community such as temporary road closures. Radio campaigns will be also be considered for significant events.
- Pamphlets, posters and letter drops will be utilised with local residents, businesses and the school community.
- Road signage will forewarn about changes.

- Longer term - an approach of leveraging outdoor media opportunities on and around the site will be added to reduce overall media costs whilst effectively reaching regular users of the area.
- An information and visitor centre will host information, displays and briefings and act as an obvious enquiry point.
- Web and online channels are being reviewed to improve accessibility and update content.

3.2.3 Contacts

An updated web address, email address and a 0800 number linked directly to project staff will be available and promoted on Alliance sites and information material.

Email: memorial.park@nzta.govt.nz

www.nzta.govt.nz/memorial-park

0800 020 086

4. ORGANISATION, PHILOSOPHY AND GUIDING PRINCIPLES

Stakeholder and communications management are owned by the Alliance Management Team. The Community Relations Manager is the project manager for the plan.

Continuance of relationship is important – we will build on existing relationships between project team members and stakeholders then draw on relevant specialists to assist.

4.1 Key Stakeholders

Key stakeholders and audiences fall into groups across several main categories encompassing: regulators; project sponsors, stakeholders and partners; utility companies; road users; landowners and neighbours; residents; businesses; community groups and Memorial Park users; visitors and users of the war memorial; the general public; and media.

The needs of each of the key stakeholders (internal and external) will be considered in each phase of work. Specific actions (where required) will address needs which emerge from stakeholder dialogue.

4.2 Way of Working

The Alliance will be characterised by an open, predictable, communicative and involving approach. Direct involvement and dialogue with stakeholders will create an open and inclusive style, enabling: the early identification of issues and concerns; optimisation of improvement opportunities; and the development of confidence, trust and mutual respect.

Dialogue and communication will be a “way of working”, rather than being a separate stream of activity. Deploying such an approach in a challenging, leading and inclusive manner will place demands upon Alliance leaders and at times upon our partners and stakeholders, however; benefits will include the development of strong relationships and high levels of constructive engagement.

4.3 Communication Processes

The Alliance will take the lead regarding communications on the underpass, with the Ministry of Culture and Heritage leading regarding the Park.

The processes used by the Alliance in communicating with the stakeholder groups will fall into four main categories:

- responsive communications - responding to queries and complaints
- proactive communication - informing affected and potentially affected parties about specific project activities and milestones
- proactive communications with stakeholders - ensuring a good exchange of information on matters relating to the project
- proactive engagement with neighbours, schools and the wider community - sharing knowledge of the project and to enhance relationships.

Each of these processes will be monitored for effectiveness and feedback to enhance Alliance performance and stakeholder outcomes.

4.4 Stakeholder & Communications Management Software

Darzin software is used by the project to record, track, monitor and report on stakeholder and community engagement including complaints. It also contains a built-in web survey tool for conducting evaluations and collecting more information from stakeholders.

All relevant project staff will be trained on the use of Darzin to ensure communications are recorded, managed and able to be analysed and reported across the project. The communications team will have more in-depth training of Darzin and its wider functionality.

5. APPENDIX A

These requirements are outlined below.

5.1 National War Memorial Park (Pukeahu) Empowering Act (2012);

Clauses 19 and 21: DRAFT and CERTIFIED Plans and documents must be made publicly available on the Agency's internet site, together with the reasons for the modifications required (by the Independent Certifiers) or reasons for not making the modifications;

5.1.1 Conditions—General conditions and administration (NZTA 04):

The following plans and management plans shall be made available for public viewing at one or more of the Project site offices and on the Agency website:

- Final Design Plan:
- Construction Environmental Management Plan (CEMP):
- Construction Noise and Vibration Management Plan—Temporary Road (CNVMP1-TR) and Construction Noise and Vibration Management Plan—Undergrounding (CNVMP2-U):
- Construction Air Quality (Dust) Management Plan—Temporary Road (CAQMP1-TR) and Construction Air Quality (Dust) Management Plan—Undergrounding (CAQMP2-U):
- Heritage Management Plan (HMP):
- Construction Traffic Management Plan (CTMP):
- Local Roads Traffic Improvements Plan (LRTIP):
- Network Utility Management Plan (NUMP).

Where practicable electronic copies of the management plans shall be made available upon request.

5.1.2 Conditions—Communications and public liaison: Construction (NZTA 05 and 06):

NZTA 05: A liaison person shall be appointed by the Agency for the duration of the construction phase of the Project to be the main and readily accessible point of contact at all times for persons affected by the construction work. The Agency shall take appropriate steps to seek to advise all affected parties of the liaison person's name and contact details. If the liaison person will not be available for any reason, an alternative person shall be nominated. The Agency shall seek to ensure that a Project contact person is available by telephone 24 hours per day/seven days per week during the construction phase of the Project.

NZTA 06: Prior to the commencement of construction and/or enabling works, the Agency shall prepare and implement a Communications Plan that sets out procedures detailing how the public will be communicated with throughout the construction period. As a minimum, the Communications Plan shall include—

(a) details of a contact person available on site at all times during works. Contact details shall be prominently displayed at the entrance to the site(s) so that they are clearly visible to the public at all times; and

- (b) methods to consult on and to communicate the proposed hours of construction activities outside of normal working hours and on weekends and public holidays, to surrounding residential communities, and methods to deal with concerns raised about such hours; and
- (c) methods to record concerns raised about hours of construction activities and, where practicable, methods to avoid particular times of day which have been identified as being particularly sensitive for neighbours; and
- (d) details of communications activities proposed including—
- (i) publication of a newsletter, or similar, and its proposed delivery area:
 - (ii) newspaper advertising:
 - (iii) notification and consultation with individual property owners and occupiers with dwellings within 200 metres of construction activities; and
- (e) methods to be used to inform the public regarding major events in the vicinity of the Project which may affect traffic using the temporary at-grade diversion of Buckle Street during the construction period. The Communications Plan shall also include linkages and cross-references to methods set out in other management plans where relevant.

5.1.3 Conditions—Complaints: Construction (NZTA 07):

NZTA 07: At all times during construction work, the Agency shall maintain a permanent record of any complaints received alleging adverse effects from, or related to, the exercise of this designation. The record shall include:

- (a) the name and address (as far as practicable) of the complainant; and
- (b) identification of the nature of the complaint; and
- (c) location, date and time of the complaint and of the alleged event; and
- (d) weather conditions at the time of the complaint (as far as practicable), and including wind direction and approximate wind speed if the complaint relates to air quality; and
- (e) the outcome of the Agency's investigation into the complaint; and
- (f) measures taken to respond to the complaint; and
- (g) any other activities in the area, unrelated to the Project, which may have contributed to the complaint, such as non-Project construction, fires, traffic accidents or unusually dusty conditions generally.

The Agency shall also keep a record of any remedial actions undertaken.

This record shall be maintained on site and shall be made available to the Manager, upon request. The Agency shall notify the Manager in writing of any such complaint within 5 working days of the complaint being brought to the attention of the Agency.