
Auckland Light Rail

Stakeholder Management Strategy

1/ Background and Context

This strategy outlines an approach to deliver purposeful engagement that enables greater awareness and advocacy for the City Centre to Māngere Light Rail project. The strategy focuses on engagement approach, key stakeholders, relationship management, engagement infrastructure and activities. The scope of this strategy encompasses the timeframe from May to November 2021, parallel to the Establishment Unit's development of the business case.

2/ Objectives

The central objectives of stakeholder engagement are to:

1. Enable social licence to operate in the corridor communities and greater Auckland.
2. Build a diverse coalition of supporters who play an active role in advocating for the project.
3. Provide opportunities for communities and stakeholders to influence and shape the project.
4. Mitigate an information gap or misinformation that can have an adverse impact on the project.

This can be achieved by:

- Keeping stakeholders and communities informed as we progress through the different phases of the project
- Positioning light rail as a catalyst for improving Auckland communities by demonstrating the connections between movement, housing and place making
- Drawing together the work of Waka Kotahi NZ Transport Agency, Auckland Council, Auckland Transport and Kāinga Ora so Aucklanders see one vision for a changing city that makes sense and links into the broader network
- Fostering belief that light rail is a solution that will make the city a better place to live and support the city to prosper.

This strategy focuses on the beginning of a long term journey that builds the stakeholder universe, introduces them to project, promotes vision and benefits, and instils confidence and trust in relationship building.

The International Association of Public Participation's (IAP2) Spectrum helps with establishing a framework for community and stakeholder engagement. During this engagement phase of the project the Establishment Unit will primarily focus on listening to local communities and stakeholders during the development of the City Centre to Māngere Light Rail Corridor business case, while setting the stage for opportunities to 'consult' and 'involve' in early 2022.

3/ Engagement Approach

In order to raise awareness, establish relationships, understand what's important and identify early champions; a set of consistent engagement principles will be utilised that:

- Engage the priority stakeholder universe
- Listen and learn for challenges and opportunities
- Seeks alignment on priorities, and opportunities for collaboration
- Re-engage with actions and results

Priority stakeholder universe

For the purposes of developing engagement strategies for the current phase, the Establishment Unit have defined and mapped a wide range of stakeholders based on their interest and influence in the project. This process has assisted in identifying a core set of stakeholders that will require active engagement throughout the life of the project. The current stakeholder map is attached as an appendix.

For this initial phase, engagement will focus on reaching priority stakeholders with high influence and interest. This includes a mix of key Auckland wide stakeholders, and communities most likely to be impacted by the project. At a high level, these corridor communities have been identified as:

- City Centre
- Eden Valley/ Sandringham
- Mt. Roskill
- Onehunga
- Māngere /Airport

Outreach Structure

With a relatively short engagement window, it will be vital to work strategically to maximise reach towards priority stakeholders. To that end, an outreach approach will be employed that aims to bring together stakeholders primarily by geography and subject matter.

Community Listening Sessions:

Over the course of the engagement period, a set of 'listening sessions' will be held in the five corridor communities drawing priority stakeholders from the relevant areas. Audiences would include local businesses, neighbourhood associations, community organisations/advocates and schools. The sessions will provide an opportunity to gain tangible input on key goals and outcomes, while building and strengthening relationships with key stakeholders with influence over the broader community.

Initial sessions will be held in July/August with follow up sessions in November to close the initial feedback loop with key learnings and next steps.

Targeted Workshops:

In addition to the community 'listening sessions', targeted workshops with corridor based business associations, ethnic groups and vulnerable audience groups will be held to discuss the project, with a specific aim to better understand challenges and opportunities for these segments. For example, the business workshop will serve as a jumping off point to discuss business continuity strategies. Targeted workshops will be held in August.

Local Board/Councillor outreach:

Local Boards (Waitematā, Albert-Eden, Maungakiekie-Tāmaki, Māngere-Ōtāhuhu, Otago-Papatoetoe, Puketāpapa) and Councillors in corridor communities are key stakeholders and can be vital ambassadors and advocates for the project. They hold important local relationships, understand their communities and possess a defined set of policy goals. As such, we will develop and implement a specific engagement plan dedicated to consulting, learning from, and involving Local Board and Councillors.

Local Boards will be engaged in June prior to broader engagement to share and test the engagement approach, with follow up sessions through to the end of the year. Similarly, a structured engagement approach will be developed for Councillors in collaboration with Auckland Council.

Local Boards	Councillors
Waitematā	Pippa Coom
Albert-Eden	Cathy Casey
Puketāpapa	Christine Fletcher
Maungakiekie-Tāmaki	Josephine Bartley
Māngere-Ōtāhuhu	Alf Filipaina
Otago-Papatoetoe	Fa'anana Efeso Collins

Online Engagement:

Access to online engagement will be provided through this phase. This will ensure people have the additional opportunity to give feedback at a time and location that best suits them.

The focus of online engagement at this phase will be the key questions the team will be asking through all engagement forums that will feed into the business case process.

This online engagement will be housed on the light rail website page and will not be specific in nature to either the route or the mode.

Events and Speaking Opportunities:

An events and speaking opportunities framework will be developed to support this stakeholder strategy. The opportunities will be used to further inform and raise awareness of the project with key audiences such as professional forums, industry liaison and business AGMs.

Speaking events will run alongside the broader engagement and will be booked in advance from June onwards.

Note on iwi engagement:

Parallel to this stakeholder strategy, the Establishment Unit is developing and will implement a Mana Whenua engagement strategy during this phase. The strategy will look to better understand the kaitiakitanga responsibilities of local iwi within the project area, understand how Mana Whenua wish to be engaged, and establish a process and ongoing forum to communicate and engage on the project.

Priority engagement workstreams				
Listening Sessions: City Centre Eden Valley Mt. Roskill Onehunga Māngere/Airport	Priority external stakeholders (outside corridor)	Targeted workshops: Business Vulnerable Ethnic	Local Board/ Councillor engagement	Online engagement

Consistency of engagement

The engagement tactics created to support the priority engagement workstreams will be grounded in a structure that is simple and consistent. Whether listening sessions, targeted workshops, individual meetings or online; a consistent set of questions will be asked to gain sentiment and help understand challenges, opportunities and choices. This also provide like for like feedback to support an engagement summary report and business case development. A table of engagement tactics is listed in section 8.

Engagement via partnership

The Establishment Unit is greatly benefitted by the range of partners involved, and their longstanding organisational relationships with key stakeholders. This allows for the opportunity to further build on, and leverage, existing relationships. This will be primarily reflected in relationship ownership based on the partner with the strongest alignment/history to key stakeholders and audiences.

From both an engagement and messaging standpoint, the project team will also look to build light rail engagement into existing community conversations already taking place via Kāinga Ora in Mt. Roskill and Māngere; Panuku in Onehunga; and Auckland Transport across the corridor.

Conversely, it should be acknowledged that many Establishment Unit partners are currently advancing BAU engagements across the corridor that can contribute to misunderstanding and/or community fatigue. It will be important to understand, leverage and navigate other engagements taking place during the June – November timeframe.

Neighbourhood approach

These initial engagement activities will lay the foundation for development and implementation of a comprehensive 'neighbourhood approach' throughout the life of the project. The approach recognises:

- The necessity to intimately engage across the entirety of the proposed route
- That all communities are not created equal, and each hold unique characteristics and needs.

This 'listening' phase will provide valuable understanding and intelligence on what's important to communities and identify additional key stakeholders and influencers.

At the same time, the project team will continue to investigate and define best practice engagement strategies to build into the neighbourhood approach beginning in 2022.

4/ Engagement Infrastructure

In order to maximise engagement opportunities, a fit for purpose engagement infrastructure will be developed to effectively manage relationships, ensure internal visibility, and measure success.

A Communications and Engagement co-ordination group consisting of representatives from Waka Kotahi, Auckland Council, Auckland Transport, Ministry of Transport and Kāinga Ora, has been established to guide the development of key communications and engagement strategies, as well as ensure engagement efficiency. The group will meet monthly throughout the project to discuss and access the implementation of engagement activities and adapt as needed.

The group will also provide critical ongoing updates and provide visibility on the range of projects within their organisations that may influence/impact light rail engagement. An active dashboard will be created to track projects and outreach within a defined project boundary to avoid stepping on toes and encourage married up engagement.

Internal project team processes and channels are also in development to ensure real time visibility of engagement activities to inform and influence decision making.

The set of engagement management resources items include:

- Project CRM (Consultation Manager)
- Quarterly mapping sessions to access, update and prioritise stakeholders; and assign relationship management
- Creation of a register to record all opportunities and ideas raised in workshops, briefings and engagement activities. Actions to be recorded where appropriate.
- Regular updates and refinement to engagement risk register
- Consistent feedback loop and channel creation
- Feedback analysis
- Activity/tactical plan
- Activations at markets and community events

5/ Audiences: High Level Segments

Central Government and Agencies

Partner Organisations

Auckland Council family/CCOs

Elected Officials – Councillors, Local Boards, MPs

Mana Whenua

Corridor Communities

Business Community

Schools – community of learning

Community Organisations/Service Providers

Interest/Advocacy Groups

Transport Providers

Construction industry

Utility Service Providers

General Public (Auckland and New Zealand)

Internal Audiences

6/ Priority Stakeholders

Priority stakeholders

Prime Minister

Minister of Transport

Minister of Finance/Infrastructure

Minister of Housing and Urban Development (HUD)

Infrastructure Commission

Independent Maori Statutory Board

Mayor of Auckland

Airport

Deputy Mayor of Auckland

Political Parties (ACT, Green, National, Maori)

Mataawaka

Media

Treasury

Construction Industry

Governing Body (AC)

Planning Committee (AC)

Ward Councillors

Local MPs

Local Boards and Chairs

Infrastructure NZ

Transpower

Generation Zero

Bike Auckland

Women in Urbanism

Greater Auckland

Dominion Road Business Association

Heart of the City
City Centre Advisory Board
Affected Residents Associations
Uptown Business Association
Corridor communities
Community organisations
Directly affected property owners
Small Business Owners
Heritage New Zealand, Pouhere Taonga
Ministry for Environment
Department of Conservation
Local schools
City Rail Link
The Onehunga Enhancement Society (TOES)
Chamber of Commerce
Eden Park
Auckland Business Forum
Property Council
Committee for Auckland
Manukau Harbour Protection Society
Panuku
Onehunga Business Association
South Harbour Business Association
K Road Business Association
Uptown Business Association
Puketāpapa Business Voice
Sandringham Business Association (SPICE)
Balmoral Chinese Business Association
Māngere Bridge Village
Auckland Airport Smart Transport Group
Campaign for Better Transport
Emergency Services
Utilities/NUO
Auckland Indian Association Inc
Community Centres
Community based social networks/ forums

Full stakeholder map is attached as an appendix.

7/Engagement Risks and Mitigations

Risk	Description	Potential mitigation
Existing misinformation	There is currently a lot of misinformation regarding what the project is, who is delivering it, when it will be delivered as well as the rationale and benefits of the project in general.	Communicate and engage at the earliest opportunity. Create an online presence. Meet with stakeholders. Be present in the local community. Share communications across partner's channels.
Length and diversity of project corridor	The project corridor is expansive and diverse in terms of audiences. This poses a risk to ensuring that information is relevant and targeted to all affected stakeholders and community members.	<p>Seek input from community on how they would like to be engaged.</p> <p>Take the information to them: Targeted engagement sessions in local areas with priority areas identified.</p> <p>Tap into existing forums and reference groups.</p> <p>Online engagement opportunities.</p> <p>Ensure translation services are available.</p>
Lack of awareness/understanding	Until now there has been little communications and engagement regarding the project. Additionally, this is a first for New Zealand and the concept of light rail may not be well understood.	Implement priority stakeholder approach as outlined, with strong communications support and materials.
Lack of design detail	Engaging stakeholders and community at an early business case level could create unrest and perpetuate misinformation by not having all the answers at this early stage.	<p>Engage early and be upfront about not having all the answers, while listening to what's important to our stakeholders and communities.</p> <p>Reassure stakeholders and community that this is the start of an ongoing engagement process and that we are committed to working collaboratively.</p>

Criticism of engagement process	People feel that they have not been adequately engaged.	<p>Articulating where we are in the engagement process (listening phase), and next steps.</p> <p>Seek input from community on how they would like to be engaged.</p> <p>Reassure that this is a first phase of engagement and there will be more to follow.</p>
Consultation fatigue	<p>There is a significant amount of infrastructure related consultation across Auckland at the moment.</p> <p>Communities and stakeholders may become frustrated with the amount of information and consultation events taking place.</p> <p>This could create community fatigue around consultation.</p>	<p>Work closely with other project teams including partners to ensure communication and engagement activities are coordinated wherever possible.</p> <p>Tap into existing reference groups and engagement activities where appropriate.</p> <p>Connect how the projects all contribute to the future Auckland vision.</p> <p>Ensure information is targeted.</p>
Key stakeholders not engaged	Certain stakeholders do not feel they have been included in the engagement process.	<p>Commitment to identifying and filling stakeholder gaps through implementation of engagement programme.</p> <p>Actively seeking to expand stakeholder list and build new relationships.</p> <p>Quarterly updates of stakeholder map.</p>
Litigation response from unhappy stakeholders	Stakeholder may feel concerned about the level of impact/ disruption so seek litigation against the project	Engage openly, early and establish trust and confidence that a collaborative approach will be taken through the life of the project.
Covid-19 lockdown	A Covid-19 lockdown or other restrictions impact the engagement programme.	Adaptability in engagement tactics/channels to reach priority stakeholders.

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8 / Engagement Tactics

TACTIC	DETAIL
Priority stakeholder contact	Priority stakeholders including interest groups and associations will be identified and contacted to introduce the project, this will be done via an emailed letter with follow up phone calls. The letter will provide high level information about the project and upcoming activities and will offer to meet and brief further. Priority stakeholders will continue be contacted ahead of key milestones.
Stakeholder meetings, briefings and workshops	Meetings, briefings and facilitated workshops with key stakeholders and community groups will be used to present information on the project and upcoming activities as the project develops. This includes a targeted Local Board workshop prior to formal engagement commencing. These will also be used to collaborate on particular issues, gather views, feedback and expertise.
Online engagement	<p>Online engagement will ensure people can provide feedback at a time and location that best suits them (particularly for those unable to make listening sessions or workshops).</p> <p>The focus of online engagement at this phase will be the key questions the team will be asking through all engagement forums that will feed into the business case process.</p> <p>This online engagement will be housed on the light rail website page and will not be specific in nature to either the route or the mode.</p>
Direct communications	<p>Direct communications activities will be used to raise awareness of the project and inform specific audiences about upcoming engagement activities as well as project progress. This will include the distribution of materials to segmented community areas. Direct communications will include:</p> <ul style="list-style-type: none"> • Email contact/ invitations • Letters to residents and business owners inviting them to get involved
Neighbourhood Reference Groups	Neighbourhood reference groups grouped by geographical areas will help to ensure a broad range of communities and stakeholders can help inform the development of the project including design, construction methodology and engagement activities.
Speaking opportunities	Attending and speaking at events and forums that are already taking place in Auckland and New Zealand will help us to generate understanding of the Auckland story and how the project fits within that. An 'events and speaking opportunities' framework will be developed to outline all opportunities over the coming six months.

Ministerial/Mayoral events	Ministerial and mayor events will be held for major milestones. These will be co-ordinated with the Minister's and Mayor's office. Priority stakeholders will be kept up to date with any of these events and where appropriate invited to attend.
Proactive issues and opportunities identification	In order to ensure the project remains on the front and that opportunities for community-led design outcomes are maximised all issues and opportunities that arise during this phase including from workshops, briefings and engagement sessions, will be identified and recorded in a database and where possible actioned.
Infrastructure coordination	To ensure a co-ordinated approach and help people understand how this project fits within the wider Auckland context, communications and engagement activities will be co-ordinated with other infrastructure related activities. This will also help to avoid consultation fatigue. A shared engagement calendar reflecting all partner activities will be created, and a co-ordination group, between Auckland Council, Auckland Transport, Kāinga Ora, Ministry of Transport and Waka Kotahi will be established to meet frequently and share information.
Sharing information across partners	This project is being jointly delivered by all partners and as such it is important that project information is shared across partner channels including websites, social media, events, and within local facilities.

Appendix: Stakeholder Map (June 2021)

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