

**HEALTHY WATERS**



**BLUE GREEN COMMUNICATIONS & ENGAGEMENT PLAN**

# **Te Ararata Creek Flood Resilience**

7 October 2024, Version 1.0

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# 1. Introduction

## 1.1 Purpose of the Plan

The purpose of this plan is to outline communication and engagement requirements for the Te Ararata Creek Flood Resilience Project (the Project). It describes communication and engagement objectives, identifies key stakeholders and audiences, methods, risks and provides a project specific action plan.

This plan should be read in conjunction with (refer Figure 1):

- the **Communication and Engagement Strategy** which outlines the approach to engagement for the Making Space for Water (MSFW) programme,
- the **Programme Wide Communication Plan** which includes programme wide communication, and
- A **Design Principles** document that is being prepared with mana whenua.



Figure 1: Communication and Engagement Document Structure for MSFW

## 1.2 Programme Wide Context

Making Space For Water is council’s programme to prioritise flood readiness and risk reduction projects over the next 10 years beginning in July 2024. It aligns with broader Auckland Council (“the council”) strategies and forms part of the Tāmaki Makaurau Recovery Plan in response to extreme storms in early 2023.

The programme will be delivered by council’s Healthy Waters department in collaboration with other council departments, Council Controlled Organisations (CCOs) and external partners, including mana whenua, local boards, Kāinga Ora and communities.

The 10 year programme is in the first phase which for most initiatives includes planning for infrastructure projects and developing work programmes, while regular and increased maintenance of the stormwater network continues.


## 1.3 Overview of Blue-green Projects

The blue-green projects initiative is made up of several identified physical works projects across the region. These projects are located in areas affected by the severe weather events that occurred in early 2023.

Blue-green projects are closely linked to the Recovery Office and the council and Government co-funded buy-out scheme for residential properties where there is an intolerable risk to life and no feasible mitigation solution (‘Category 3’ properties). This has involved a significant programme of work including geotechnical and flooding assessments to identify current and future land susceptibility risks and issues. The blue-green projects are in these ‘buy-out’ property areas and are to a certain extent reliant on uptake

of the buy-out by eligible property owners. The table below outlines the blue-green projects initiative and its objectives.

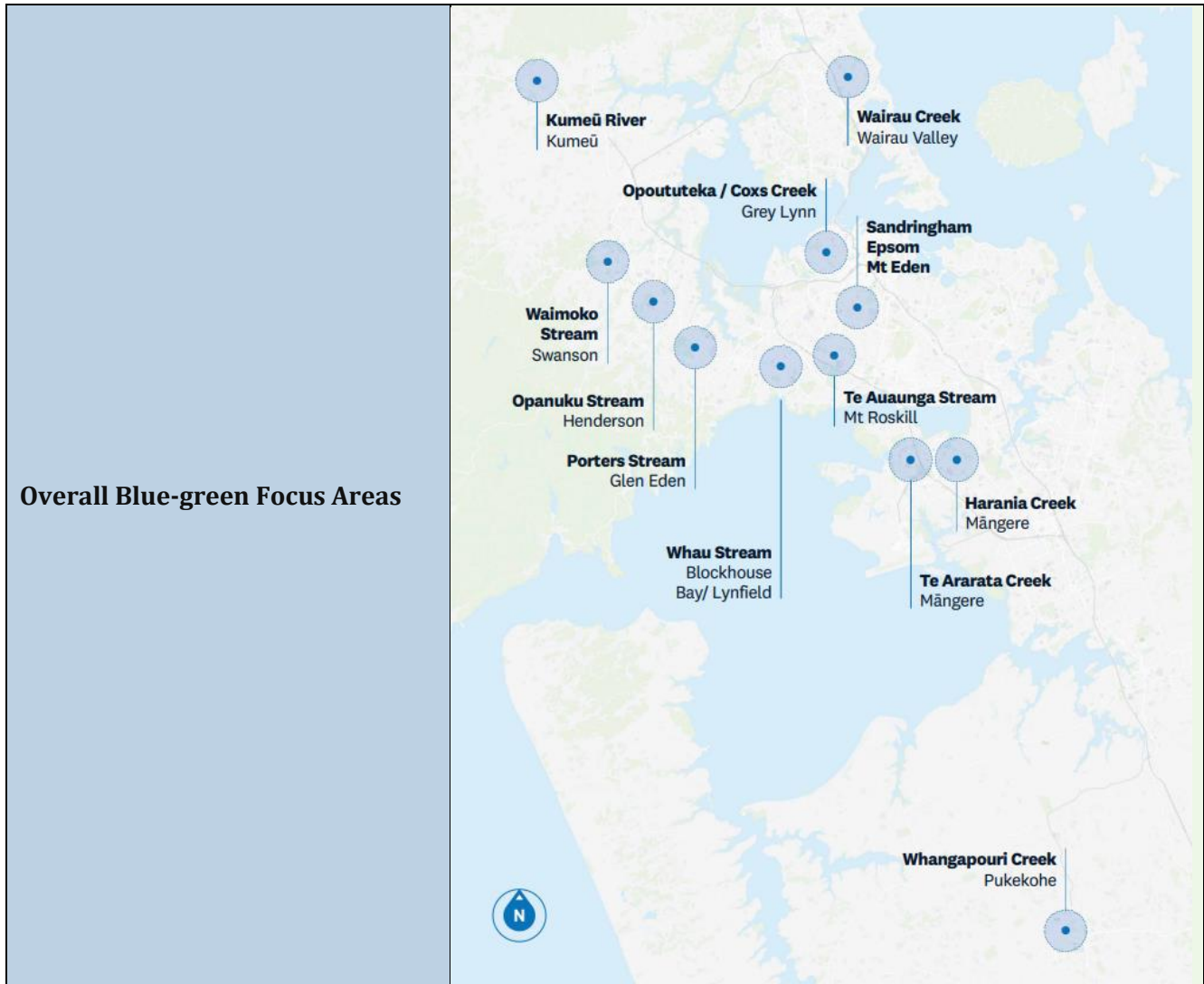
Table 1: Blue-green projects overview and objectives

Blue-green Projects Overview and Objectives	
Initiative	<p>Blue-green projects involve naturalising streams and expanding surrounding green spaces to give stormwater space to flow and help reduce flooding in populated areas. This may also include upgrading infrastructure like roads and bridges and creation or enhancement of parks. During storms the green spaces are designed to flood, diverting water away from and reducing flooding on private property.</p> 
Objectives	<p>The objectives of this initiative are to:</p> <ul style="list-style-type: none"> <li>- reduce flood risk in urban areas, in particular to reduce flood risks from storm-impacted communities, including reduced risk of habitable floor flooding, reduced road flooding and protection of water and wastewater infrastructure</li> </ul> <p>Secondary complementary objectives include building awareness about how blue-green projects work and enhancing parkland or open space where possible. Specific objectives and targets for this initiative will be developed in collaboration with iwi and impacted communities.</p>

There are several areas being considered as blue-green project focus areas, however not all of these will be able to be progressed. Staging of the projects is still to be confirmed and currently includes:

Table 2: Potential Blue-green Project Locations

Potential Blue-green Project Locations	
Locations	Likely Staging
Tranche 1: Category 2C* risk mitigation projects	Harania Creek – Māngere
	Te Ararata Creek – Māngere
Tranche 2: Risk mitigation and resilience	Clover Drive – Ranui (including Waimoko Stream, Swanson)
	Te Auaunga Stream (Stage 2) – Mt. Roskill
	Kumeu River – Kumeū
	Wairau Creek – Nile Road and Totaravale, North Shore
	Whangapouri Creek – Pukekohe
	Other Minor Blue-green projects: <ul style="list-style-type: none"> <li>- Whau Stream – Blockhouse Bay / Lynfield</li> <li>- Opanuku Stream – Henderson</li> <li>- Opoutueka / Coxs Creek – Grey Lynn</li> <li>- Epsom</li> </ul>



\* 2C - Intolerable risk to life can be reduced with a community project

## 1.4 Value of Communication and Engagement

Communication and engagement is essential to achieving the overall outcomes of the programme and to mitigate potential risks. The success of the MSFW programme is founded on ensuring that Aucklanders understand the risk of flooding so they can improve their own safety, and that affected communities are actively involved in building their resilience to future flooding events.

For blue-green projects this means involving local communities early in projects. This will occur via a Working Group of community representatives, elected members and targeted stakeholders to share local knowledge and contribute to shaping project outcomes. Early involvement reduces project risk and results in greater community buy in to the project.

*Note – refer to the MSFW C&E Strategy chapter 1.2 for more information on the value of communications and engagement activities and the underpinning principles.*

## 2. Local Context

### 2.1 Project Description

The Te Ararata Creek Flood Resilience Project is located at Te Ararata Creek, to the north of Moyle Park in Māngere. The approximately 500 ha urban catchment was one of the worst affected areas of Auckland following the 2023 severe storms, with 288 properties affected by flooding, 43 of which posed an intolerable risk to life. Investigations revealed that the flooding was caused by blockages at two of the four culverts at the downstream edge of Te Ararata creek, being the Walmsley Road bridge and Mahunga Drive culverts. The same area has again been affected by subsequent heavy rain, most recently in mid-May 2024.

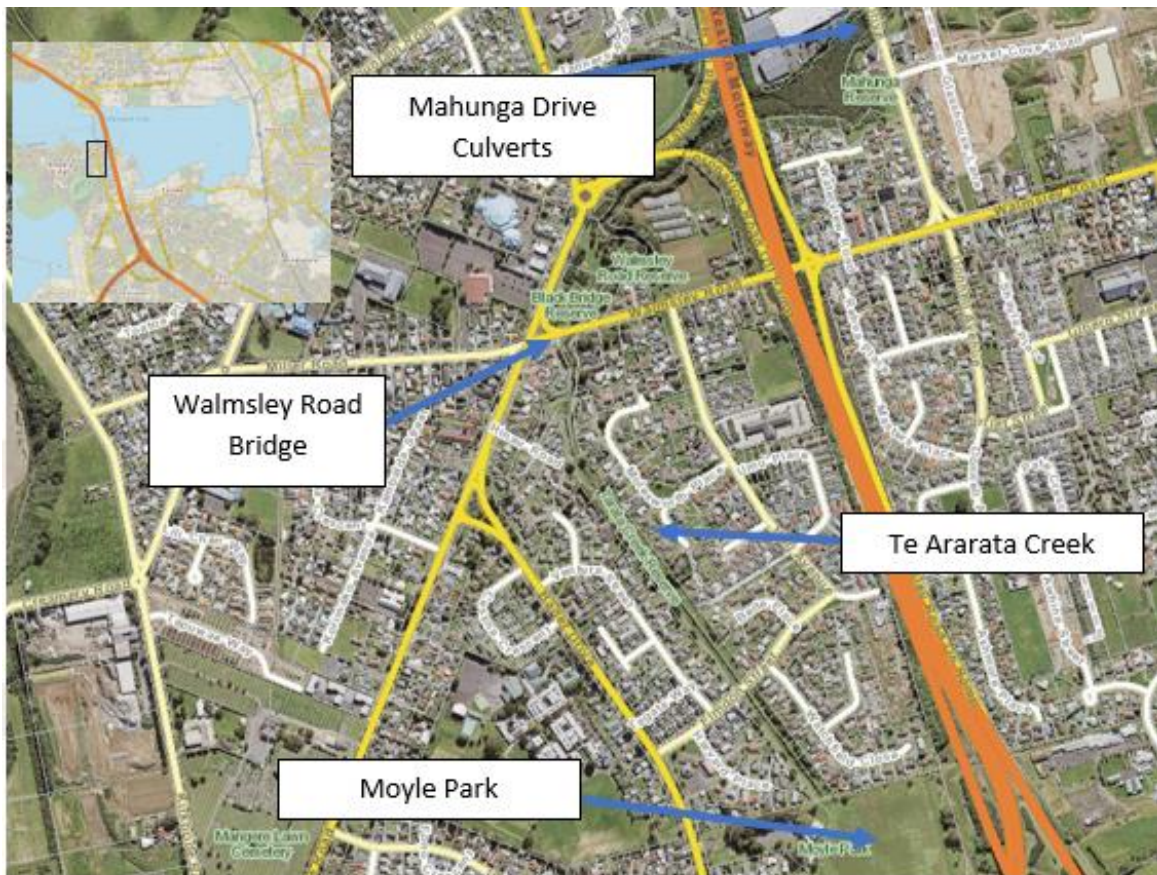


Figure 1: Te Ararata works location

To complete physical works and reduce flood risk in Māngere as quickly as possible, Auckland Council requested an 'Order in Council' under the Severe Weather Emergency Recovery Legislation Act 2023. Public engagement for the proposed Order was open between 30 July – 23 August 2024 and a decision on approval is expected on 21 October 2024.

The Order in Council has been requested for the Te Ararata and Harania catchments works only.

### 2.2 Project objectives

This Project falls under the 'Blue-green initiative' of the Making Space For Water programme, and the initiative includes network and infrastructure solutions that remove intolerable risk to life and increase flood resilience while enhancing water quality and the environment.

The Project has two objectives:

1. Remove the intolerable risk to life for the occupants at the properties identified as having intolerable risk to life (figure 3).
2. Reduce flood risk to other identified properties that experienced flooding (figure 2) and the likelihood of flood hazard exposure to the more than 1,000 properties that are exposed to flood hazard from a total blockage at either the Walmsley Road bridge and/or Mahunga Drive culverts.

Three options were considered to achieve the project objectives and activities for the proposed option include the following:

- installing debris capture structures upstream of Walmsley Road bridge
- regrading and naturalising portions of Te Ararata Stream
- replacing the Walmsley Road bridge
- constructing a permanent maintenance platform and accessway to the Mahunga Drive culverts
- ongoing long term maintenance activities to maintain efficiency of the Mahunga Drive culverts including mangrove clearance and sediment removal/dredging.



*Figure 2: Walmsley Road bridge concept design*

This option was chosen because it:

- will resolve 38 properties that have an intolerable risk to life and would otherwise have needed to be removed
- will resolve approx. 122 properties with habitable floor flooding
- will significantly reduce the flood hazard exposure of approximately 1,000+ properties located in the predicted flood prone area upstream from Walmsley Road and Mahunga Drive culverts, and
- enables future planned growth and stream naturalisation in the lower Te Ararata catchment.

The preferred option will not remove intolerable risk to life to five properties. Four of these properties belong to Kainga Ora and have already been removed. The other property is privately owned and is in the process of being purchased.



- Estimated flood extent on January 27, 2023
- Property at intolerable risk during January 27, 2023 flood
- Unknown
- Empty lot
- Kāinga Ora property

Figure 3: January 2023 observed flood extent and identified flood affected properties pre upgrade

7 Te Ararata Communication and Engagement Delivery Plan



- Estimated flood extent on January 27, 2023
- Future scenario flood extent after debris control and downstream conveyance improvements
- Property no longer at intolerable risk, due to debris control and downstream conveyance improvements
- Property still at intolerable risk with debris control and downstream conveyance improvements

Figure 4: Flood reduced area post upgrade



## 2.3 Key Messages

### 2.3.1 Initiative Wide Key Messages

High level key messages for the blue-green projects include:

**A blue-green project** involves naturalising streams and expanding surrounding green space that carry stormwater, reducing flood risks in urban areas. This initiative is about removing high risk properties and using nature to help manage stormwater, making surrounding homes and neighbourhoods safer. It will involve:

- integrating nature into flood management;
- establishing how key urban streams and neighbouring land can be developed to capture and manage rainwater while creating spaces for people, wildlife and recreational activities; and
- upgrading associated bridges and culverts to increase success of the project outcomes.

Additional key messages explain the purpose of the blue-green projects and why they are important:

**Issue:** Due to climate change increasing the frequency and size of storm events, many houses in low-lying areas and flood plains are now at increased risk of flooding. We need to make more space for water to flow safely through our neighbourhoods without causing risk to people and property.

**Approach:** Blue-green projects include the creation of more open spaces within the floodplain of a stream and associated infrastructure to better carry rainwater during a storm, diverting it away from neighbouring buildings.

**How:** By removing a small number of houses in high flood risk areas and deepening and widening streams, we can create the space needed for blue-green projects.

**Benefits:** Blue-green projects reduce flooding risk for the whole community, particularly the remaining neighbouring homes. The planted stream will improve water quality and add ecological value, while more green spaces will be available for people to use and enjoy.

**Which houses:** The majority of houses removed for blue-green projects will be identified through the property categorisation and buy-out process which has been set up by Auckland Council and the government in response to the severe weather events of early 2023.

**How many:** Twelve focus areas have been initially identified, though some may not go ahead and new projects may be introduced. Once clusters of houses have been categorised and agreed for removal, the extent of the project can be fully scoped and delivered.

**When:** Construction of the first blue-green project is likely to begin in 2024, with many being completed within the 10-year programme period.

**Examples:** Blue-green projects already exist in Tāmaki Makaurau, including Te Auaunga in Mount Roskill, Awakeri Wetlands in Takaanini and Taiaotea Creek in Browns Bay.

**Expectation:** Creating blue-green projects will not completely resolve flooding, but undertaking investment now will provide a greater level of protection against future flood events by reducing risk and better preparing for flooding.

**Strategic fit:** Making Space for Water is Auckland Council's 10-year flood resilience programme and includes seven initiatives, one of which is blue-green projects.

*Note – refer to the MSFW C&E Strategy chapter 7.2 for the MSFW programme wide key messages.*

### 2.3.2 Project Specific Key Messages

In addition to blue-green initiative key messages, project specific key messages include:

**Issue:** Due to climate change increasing the frequency and size of storm events, many houses in low-lying areas and flood plains are now at increased risk of flooding. We need to make more space for Te Ararata Creek to flow safely through your neighbourhood without causing risk to people and property and reducing the need to remove more homes.

**How:** By upgrading stormwater infrastructure and putting measures in place to help stop water blockages we can make more space for Te Ararata Creek to flow during heavy rain events.

**Benefits:** Making changes to Te Ararata catchment area will:

- Significantly reduce the risk of flooding to the residential properties and roads around Te Ararata Creek.
- Increase stormwater capacity and create a stormwater system more resilient to future storm events.
- Improve local amenity through regrading and naturalising portions of Te Ararata Creek.
- Improve access to the stormwater network making the site easier and quicker to maintain.

**When:** Construction is due to begin in March 2025 and expected to be completed mid-2026.

**Opportunities:** There will be opportunities for the community to be involved in the project by participating in planting days.

**Working group:** A community working group will be established for this project which will enable mana whenua, the local board, community and environmental organisations to provide input on the finer details of the project.

## 2.4 Previous Engagement

Auckland Council have close working relationships with many key stakeholders in the Te Ararata catchment due (but not limited) to the urban regeneration and redevelopment work being carried out in partnership with Kāinga Ora. Other key stakeholders and partners include mana whenua, Auckland Transport, Watercare, Community Facilities and the Local Board.

Early discussions were held with Te Ākitai o Waiohū, Ngāti Tamaoho, Ngāi Tai ki Tāmaki Te Ahiwaru in 2023 who are keen to work with the project team to further develop the preferred option.

Healthy Waters and the Recovery Office have been in regular contact with the Māngere-Ōtāhuhu local board since the flooding events of early 2023. They have continued to advocate for rapid action to reduce flood risk to properties, especially for those that cannot be purchased through the Voluntary Buy-out process. The Māngere-Ōtāhuhu Local Board provided formal support for the project at its business meeting on 19 June 2024.

Communication and engagement has been led by the Recovery Office since early 2023, due to the high level of trauma suffered by the community. To date 120 homeowners in Māngere have registered for the voluntary buy-out process, with 189 whānau in South Auckland being supported by Recovery Office Navigators.

There are a high number of Kāinga Ora properties in the area and while they have their own communications and engagement team, residents also need to hear directly from council about the causes and solutions to flood risk. With this in mind Auckland Council (including Recovery Office, Healthy Waters, AEM and Watercare) have collaborated with Kāinga Ora, Māngere-Ōtāhuhu Local Board and I Am Māngere to host several community meetings to inform and support the community.

Healthy Waters needs to continue to collaborate and co-ordinate with the Recovery Office and Kāinga Ora to ensure that messaging is consistent and engagement is mindful of the distress that individuals and the community have endured.

# 3. Stakeholder Analysis

## 3.1 Stakeholder Analysis

Project stakeholders and audiences have been grouped according to the level of interest and potential influence they have on the project. The 'level' of engagement refers to the IAP2 spectrum of engagement (refer section 2 MSFW Communication and Engagement Strategy).

Table 3: Stakeholders and audiences

Stakeholders & Audiences				
Stakeholder / Audience	Relevant stakeholder groups for the initiative	Level of interest	Influence Level	IAP2 Spectrum
Decision Makers	<ul style="list-style-type: none"> <li>Governing Body, Auckland Council, potentially delegated to the MSFW Governance Group</li> <li>Crown Infrastructure Partners for funding decisions</li> </ul>	High	High	Collaborate
Mana Whenua	<ul style="list-style-type: none"> <li>Te Ākitai o Waiohūa **</li> <li>Ngāti Tamaoho **</li> <li>Ngāi Tai ki Tāmaki **</li> <li>Te Ahiwaru **</li> <li>Kaitiaki Forum</li> </ul>	High	High	Collaborate
Directly Affected Parties	<p>Directly affected by the project design and/or physical works (property owners, tenants and neighbouring properties.</p> <ul style="list-style-type: none"> <li>Miller Road</li> <li>Walmsley Road</li> <li>McKenzie Road</li> <li>Coronation Road</li> <li>Te Ararata walkway / reserve users</li> </ul>	High	High	Consult
Internal Key Stakeholders	<p>Auckland Council Departments, CCOs and elected representatives:</p> <ul style="list-style-type: none"> <li>Māngere-Ōtāhuhu Local Board **</li> <li>Manukau Ward Councillors**</li> <li>Recovery Office</li> <li>Parks and Community Facilities</li> <li>Watercare</li> <li>Auckland Transport</li> <li>Kāinga Ora +</li> <li>Pacific Peoples Advisory Panel</li> </ul>	High	High	Consult
External Key Stakeholders	<p>Businesses and related advocacy groups, community and social groups such as clubs, education institutes, environmental groups, infrastructure providers and groups, central government organisations, and local MPs:</p> <ul style="list-style-type: none"> <li>I am Māngere +</li> <li>Te Ararata Stream Team ** +</li> <li>Māngere College</li> <li>Samoa-Moni-I-Lana-Gagana Pre School</li> <li>Manukau Magpies Rugby League &amp; Sports Club</li> <li>Auckland Sevent-day Adventist High School</li> <li>Māngere College</li> <li>Sir Keith Park School</li> <li>Mountain View School</li> <li>Māngere Bridge Ratepayers association</li> <li>Aotearoa Muslim Youth**</li> </ul>	High	High	Collaborate

	<ul style="list-style-type: none"> <li>• Mangere Town Centre **</li> <li>• The Free Church of Tonga**</li> <li>• The Church of Jesus Christ of Latter Day Saints**</li> <li>• 275 Times**</li> </ul>			
Observers (general public and interested parties)	<ul style="list-style-type: none"> <li>• Surrounding communities, wider Auckland and New Zealand communities.</li> </ul>	Medium	Low	Inform

+ Community Partners

\*\* Working Group

## 3.2 Working With Mana Whenua and Elected Members

Mana whenua and Local Boards are key partners for blue-green projects. Mana whenua are technical advisors on Te Ao Māori aspirations and Local Boards are elected to represent their communities. An ongoing and early collaborative relationship with these parties is essential for successful project outcomes.

### Mana whenua

The Māori Outcomes Lead is responsible for mana whenua engagement. How we work with mana whenua is important and includes supporting and initiating engagement with mana whenua directly in hui and via the Working Group.

Our mana whenua partners for this project are:

- Te Ākitai o Waiohū
- Ngāti Tamaoho
- Ngāi Tai ki Tāmaki
- Te Ahiwaru

Refer to the ‘Project Principles’ document, which is being prepared for the Blue-green initiative including principles, partnerships and ways of working.

### Māngere-Ōtāhuhu Local Board

The Governance Lead is responsible for elected member engagement. Quarterly updates are provided to local boards via workshops in addition to representative attendance on the Governance Group. Additional workshop updates on some milestones will be required as the project progresses or on request.

Local board should be provided with the opportunity to provide feedback on the concept design, involved in blessings and invited to engagement events, and should promote these events via local channels. The local board should be advised prior to the commencement of site works, including building deconstruction.

### Governing Body

The Governing Body is the decision maker for the project and MSFW programme and should be updated regularly, including inviting relevant councillors to project engagement events.

## 3.3 Highly Impacted Communities

The voluntary buy-out scheme began in mid-2023 and closed for registrations on 30 September 2024. To date 147 homeowners in Māngere have registered for the voluntary buy-out process. Table 4 details how those properties have been categorised so far.

Table 4: Māngere property categorisation as at 26 September 2024

Māngere property categorisation							
Suburb	Opted In	Category 1	Category 2C	Category 2P	Category 3	Ineligible	Total Final Category
Māngere	100	13	-	-	6	-	19
Māngere Bridge	3	1	-	-	-	-	1
Māngere East	44	11	-	-	-	-	12

Note: Information from Auckland Council Categorisation update – 26 September

**Category 3** – will be given a buyout offer but may still remain when we begin to engage, may continue to have an interest in the project if/after their property is purchased

**Category 2C** – will have been informed that their property poses an intolerable risk to life. While the project will reduce this there will be ongoing anxiety until the benefits are seen at the end.

**Category 2P** – have an intolerable risk to life and there are property level improvements they can make. They may or may not benefit from the project.

**Category 1** – may or may not have flooded, may see flood reduction by the project.

All properties are expected to be categorised by early 2025. See [Tāmaki Makarau Recovery](#) Plan for more details on the scheme.

Take care to display empathy and sensitivity when communicating and engaging with residents and stakeholders who may be dealing with significant change and still processing the impacts of recent storm events.

### 3.4 Working Group

The project includes an operational Working Group of key stakeholders who will be engaged with throughout the project and involved in decision making where possible. This group will be led and managed by the project team.

Table 5: Governance and working groups

Regular Reporting and Updates - Working Groups		
Purpose	Members	Relationship Management
Operational working group to collaborate and help shape aspects of the project, provide local knowledge and consideration for the project design and delivery, assist with information sharing with the community.	Strategic Partners <ul style="list-style-type: none"> <li>Te Ākitai o Waiohū</li> <li>Ngāti Tamaoho</li> <li>Ngāi Tai ki Tāmaki</li> <li>Te Ahiwaru</li> <li>Māngere-Ōtāhuhu Local Board</li> </ul> Community advocates and environmental groups associated with the project area. <ul style="list-style-type: none"> <li>Māngere East Family Services</li> <li>I am Māngere</li> <li>Te Ararata Stream</li> <li>Aotearoa Muslim Youth</li> <li>Mangere Town Centre</li> <li>The Free Church of Tonga</li> <li>The Church of Jesus Christ of Latter-Day Saints</li> </ul>	Working group managed by the CSI Relationship Manager and supported by the project team, engagement lead by communication team. Workshops and meetings throughout the life of the project at key stages/milestones.

	<ul style="list-style-type: none"> <li>• 275 Times</li> <li>• Mangere Library</li> </ul> <p>Technical partners:</p> <ul style="list-style-type: none"> <li>• Kainga Ora</li> <li>• Auckland Transport</li> <li>• Watercare</li> <li>• Vector</li> </ul>	<p>Technical Working group managed by the Project Manager.</p> <p>Workshops and meetings throughout the life of the project</p>
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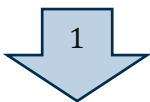


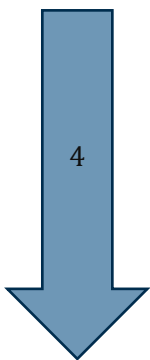


## 4. Implementation

### 4.1 Project Stages

September 2024: The Project is currently awaiting Order in Council approval. The stages and process steps required for the Project are shown in the table below.

The stages and process steps required for the Project are shown in the table below.

Table 6: Project stages and milestones

Project Stages and Milestones – Te Ararata BGN			
	Stage	Key detail	Dates (tentative)
1 	<b>Voluntary buyout</b>	Process underway	Underway
2 	<b>Feasibility assessment</b>	Complete	May 2024
3 	<b>Business Cases</b>	Approved	July 2024
4 	<b>Concept Design, Complete detailed design &amp; lodge consents</b>	Feedback on concept design during this stage (will include growth funded project and naturalisation of Te Ararata Creek if AC funding approved).	<ul style="list-style-type: none"> <li>• End July key stakeholder hui</li> <li>• Mid-August community meeting</li> <li>• September establish Working group and directly affected residents group</li> <li>• 21 October OiC decision</li> <li>• October - November floor level surveys</li> <li>• November 2024 Resource Consent Lodged:</li> <li>• October 2024 - Feb 2025 Detailed Design</li> <li>• February 2025 Resource Consent Approved</li> </ul>
5 	<b>Possible Property acquisition &amp; removal</b>	Determined as design progresses and may occur during detailed design	February 2025 No C&E action required
6 	<b>Physical Works (incl growth project if approved)</b>	PR opportunities	March 2025 – June 2026

There is opportunity for informal feedback from the community on the project at the concept design stage. After this there are significant opportunities to raise the profile of the MSFW programme and collaborate across initiatives to educate and raise awareness while also providing project progress.

It is important that communication with stakeholders and audiences is regular rather than reactive to issues. If there is a gap or pause in communication of more than 3-4 months, an additional step should be added to update the community

## 4.2 Engagement Methods and Collateral

The communication and engagement methods proposed for the project are outlined below (refer figure 5). These methods will be used to inform stakeholders, affected parties, residents and the wider community about:

- the project
- potential work disruptions and mitigation ahead of time; and
- other Making Space For Water works planned for the area.

### 4.2.1 Minimum and Proposed Extra Engagement

The proposed minimum engagement activities are those that are required for legislative and good practice reasons. Additionally, there are several engagement methods proposed for this project given the profile of the MSFW programme and the need to educate and raise awareness (refer figure 5). Refer to Appendix B for a description of extra events.

Throughout the project there should be consideration of opportunities for profiling our sustainability outcomes, such as a planting day.

The minimum recommended requirement for social media is that project information is placed on Facebook pages of local boards, local interest groups and local communities. For print media the minimum would include the Our Auckland publication, local board newsletters, relevant community newspaper and any non-English publications to reach diverse audiences.

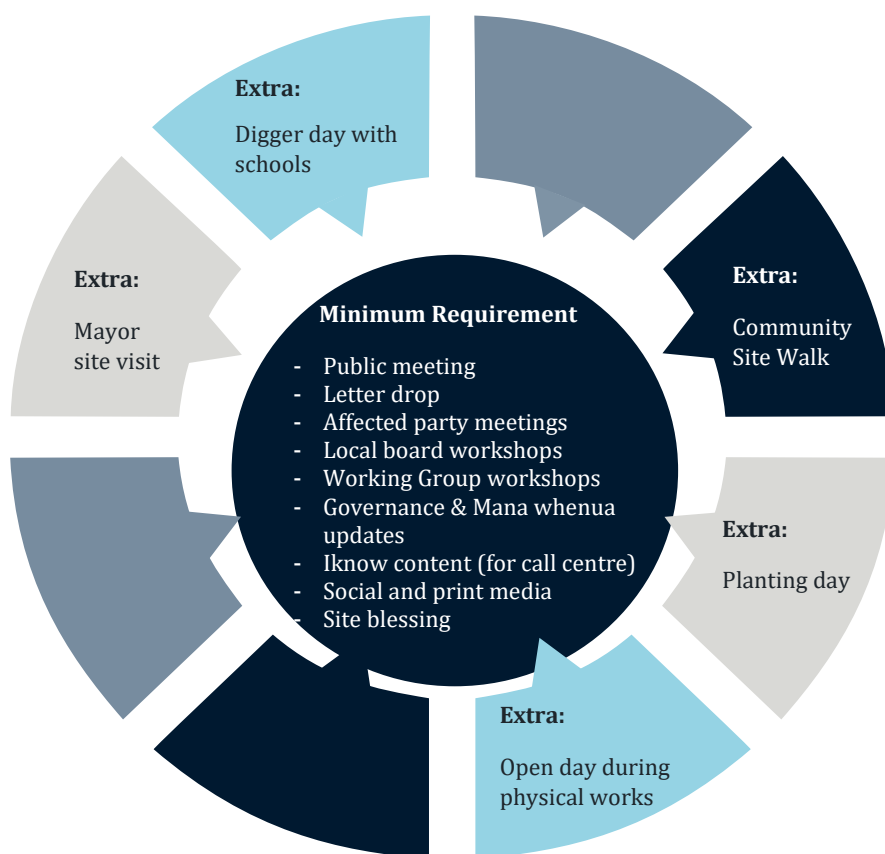


Figure 5: C&E suggested minimum requirements and extra events

### 4.2.2 Collateral

Programme and project related collateral, resources and materials, will be developed on an ongoing basis to support communication and engagement activities as follows:

Table 7: Proposed collateral

Collateral			
Key messages	Project letter	Posters	Maps
FAQs	Web page	On-site signage	Images
Project flyers	Presentations	Works notices	Short 'How to' and progress videos

To support this collateral, at a minimum, photographs should be taken at key project milestones or events.

It is important to be mindful of our diverse audiences and cater for hard to reach and vulnerable audiences including those with barriers to regular engagement due to mobility, disability, language or cultural reasons. Engagement material for this project should be available in Māori, Samoan, Tongan, Cook Island Māori, and traditional and simplified Chinese and technical information needs to be communicated in a way that can be easily understood by the whole community.

#### 4.2.3 Managing enquiries and feedback

Enquiries and feedback will come via email and Council's call centre. Contact details for the project will be placed on all communication as follows:

- Email: [Bluegreen@aucklandcouncil.govt.nz](mailto:Bluegreen@aucklandcouncil.govt.nz)
- Telephone: 09 301 0101

Enquiries and feedback will be managed by the Communication team who will also establish and manage a Communication Register. The register will record details of all public and stakeholder enquiries and feedback, including:

- Date
- Name and contact information (unless they elect not to provide this information)
- Nature of the contact
- Close out actions and dates when the close-out actions were undertaken

The register will be co-managed and shared with the contractor so that they can respond to enquiries during the physical works phase (refer roles and responsibilities table section 5.1).

## 4.3 Action Plan

The Action Plan in Appendix A provides communication and engagement activity details for the project and brings together the engagement requirements and project context with stakeholders, methods and the team responsible.

# 5. Working Collaboratively

## 5.1 Roles and Responsibilities

Table 8 lists those people who will be actively involved in delivering communication and engagement on the project.

Table 8: Roles and responsibilities

Name	Org.	Role	Responsibility
Leighton Gillespie	Auckland Council	Project Manager	<ul style="list-style-type: none"> <li>• Manage the delivery of the project, contractors and technical stakeholders</li> <li>• Supply all relevant project details and stakeholder information to communications lead</li> </ul>



			<ul style="list-style-type: none"> <li>Review/ approve all content and comms decisions from a project/ technical perspective</li> <li>Primary spokesperson for project level media, community events and technical queries from stakeholders</li> </ul>
Brigitte Lambert	WSP	Project Communications Lead	<ul style="list-style-type: none"> <li>Create and maintain communications plan</li> <li>Create/ deliver all project communications including digital, printed and events</li> <li>Manage project inbox and community queries (supported by project team for technical information)</li> <li>Create and maintain stakeholder communications register (shared with project team and contractor)</li> <li>Liaise with contractor Comms Lead on communications with key stakeholders</li> <li>Support Project Team (including Engagement, Governance and Māori Outcomes leads) with collateral and event planning</li> <li>Approve all project communications before release including contractor generated content</li> <li>Liaise with Central Communications and Publicity teams on any media enquiries and opportunities</li> <li>Collaborate with Recovery Office Comms and Engagement teams to maximise shared opportunities</li> <li>Support/ attend political and community events as required</li> </ul>
Tanya Moredo	Auckland Council	Project Engagement Lead	<ul style="list-style-type: none"> <li>Provide strategic direction and advice relating to community engagement to project team through the relationship manager</li> <li>Manage working groups and relationships with other community partners in the absence of a relationship manager</li> <li>Spokesperson at community events</li> <li>Review comms content from a community perspective on major content</li> </ul>
Steph Harrowell	Auckland Council	Making Space for Water Communications Lead	<ul style="list-style-type: none"> <li>Provide strategic direction, advice and support to comms team</li> <li>Review/ approve all content and comms decisions</li> <li>Support/ attend political and community events as required</li> </ul>
Tom Mansell	Auckland Council	Initiative Sponsor	<ul style="list-style-type: none"> <li>Review/ approve major content and comms decisions from a programme perspective</li> <li>Primary spokesperson for major media releases/ interviews</li> <li>Attend high profile political and community events</li> </ul>
Konrad Heinemann	Auckland Council	Project Sponsor	<ul style="list-style-type: none"> <li>Review/ approve major content and comms decisions from an initiative perspective</li> <li>Secondary spokesperson for major media releases/ interviews</li> <li>Attend high profile political and community events</li> </ul>
TBC	TBC	Design Lead / Contractor Project Manager	<ul style="list-style-type: none"> <li>Manage the physical works of the project</li> <li>Supply all relevant project details and timelines to project team and communications lead</li> <li>Review comms content from a project/ technical perspective</li> <li>Support and attend community events (eg. digger days) and site visits if required</li> </ul>

			<ul style="list-style-type: none"> <li>• Arrange/ facilitate site photography and drone footage if required</li> </ul>
TBC	TBC	Contractor Comms Lead	<ul style="list-style-type: none"> <li>• Create/ deliver project communications including works notices and events in collaboration with project comms lead</li> <li>• Support project comms lead with managing community queries</li> <li>• Maintain stakeholder communications register (shared with project team and project comms lead)</li> <li>• Review project communications before release</li> <li>• Support/ attend political and community events as required</li> </ul>

## 5.2 Cross Initiative Collaboration

There are efficiencies in consolidating programme wide communications and combining engagement activities across various initiatives within the MSFW programme. Programme wide communication will be addressed by the MSFW Communications team. The blue-green initiative has specific alignment with a number of initiatives as outlined below.

*Note – refer to the Programme Wide Communications Action Plan for more information on programme wide actions such as MSFW newsletters.*

Table 9: MSFW initiative collaboration

MSFW Initiative Collaboration	
Initiative	Collaboration Opportunity
Stream and waterway resilience	Collaboration is likely to be focused on the collation of collateral as blue-green projects are similar to those in this initiative. Location based collaboration is less likely due to differing locations.
Increased maintenance	There is an opportunity to educate residents in blue-green project areas about reducing rubbish in streams and drains by way of collateral sharing. Positive messaging about, for example, stream clean ups as well as ongoing and future maintenance in project areas can also be shared.
Flood intelligence	Joint messaging is useful for communities where both initiatives are expecting to engage with communities. Joint attendance and invites to engagement events and updates may be beneficial.
Overland flow path management	Education opportunities regarding overflow path management can be incorporated into events such as the drop-in session to reach a wider range of communities. Collateral for this purpose can be created. This is particularly important for residents surrounding blue-green projects who will still experience flooding.
Community-led flood resilience	Strong alignment exists between these initiatives. Opportunity exists to share collateral and educational materials/tools and the identification of known stakeholders. Activities and resourcing can be aligned for community events in the blue-green project areas. Community Flood Resilience Initiative’s Community Partnership Advisors available to assist with blue-green project led community engagement events. Ongoing collaboration required regarding blue-green project priority areas so that Community-led flood resilience can focus in areas where a project is not proposed in the short term.
Rural settlements	Most blue-green projects are not in rural areas, however, collaboration should be undertaken where they are. In particular the sharing of known stakeholders, collateral and engagement opportunities. Understanding current messages in the community and the appropriate way to pitch messages is important.

## 5.3 Internal Department Collaboration

There are a number of departments interested in or contributing to blue-green projects. The key departments are outlined below. A number of departments have had recent, or have ongoing communication with communities in blue-green project locations. Therefore, it is important to:

- understand what communication other departments have recently had in project areas,
- keep departments updated on project progress, and
- collaborate with relevant departments on collateral or engagement activities for cost efficiencies and to avoid confusion and engagement fatigue

The expected collaboration with departments on the blue-green networks projects is outlined below.

*Note - refer to the MSFW C&E Strategy chapter 2 x for an outline of other departments relevance to the MSFW programme.*

Table 10: Internal department collaboration

Internal Department Collaboration	
Department	Relevance and Relationship
<b>Recovery Office</b>	<ul style="list-style-type: none"> <li>• Responsible for voluntary buy out process (stage 1 of the project), have a team of Conveners for local recovery planning and Navigators offering social and well-being support.</li> <li>• Discuss known stakeholders for the project with recovery office at the start of the project.</li> <li>• Understand correspondence and messaging provided to the community from the recovery office and utilise their channels to amplify project messages.</li> <li>• Collaborate on joint comms and engagement during the project</li> <li>• Keep department informed of project updates.</li> </ul>
<b>Auckland Emergency Management (AEM)</b>	<ul style="list-style-type: none"> <li>• No direct involvement unless emergency occurs.</li> <li>• Understand correspondence and messaging provided to the community from AEM as project commences, looking for opportunities to combine messaging.</li> <li>• Keep department informed of project updates.</li> </ul>
<b>Community and Social Innovation (CSI)</b>	<ul style="list-style-type: none"> <li>• Oversees the Relationship Managers involved in the Healthy Waters project to ensure effective community engagement and communication strategies are implemented.</li> <li>• Establishes and facilitates community working groups that provide valuable insights and feedback on the project's development, ensuring community voices are heard and considered.</li> <li>• Builds and nurtures strong relationships with local iwi, community leaders, and organisations to facilitate collaboration and ensure the project aligns with the needs and values of the community.</li> <li>• Works closely with the Healthy Waters team to develop innovative solutions that address both environmental and social challenges associated with the project.</li> </ul>
<b>Parks and Community Facilities and Local board</b>	<ul style="list-style-type: none"> <li>• Responsible for managing the land the projects are located on.</li> </ul>

## 6. Reporting & Evaluation

### 6.1 Reporting

A record of events, community interactions and event photos (where possible) throughout the project will be kept in the project Teams folder.

Note - refer to the MSFW Engagement Strategy chapter 9 for more detail on the MSFW reporting approach and a template for recording the events.

## 6.2 Evaluation

It is important to evaluate communication and engagement activities to ensure engagement meets our engagement objectives. For blue-green projects, requirements include:

1. Completion of an internal communications and engagement project evaluation template (available in the Programme Wide Comms and Engagement Plan Appendices) at the end of the project,
2. (Optional) - Survey of project stakeholders and audiences to determine how they found their experiences.

Note - refer to the MSFW Engagement Strategy chapter 9 for more detail on the MSFW evaluation approach and a template with sample evaluation questions.

## 7. Project Risks

High level project risks and issues are as follows:

- Acceptance by AT of the design for Walmsley Road bridge. We will work closely with the AT team to gain the necessary approvals.
- Working on Walmsley Road will be complicated as it is a busy two-way, arterial road.
- Resource consents for works in a watercourse and Coastal Marine Area, particularly for works at Mahunga Drive.
- Access approval from the private property owner at 8 Walmsley Road to support the upgrade work to the bridge.
- Potential for contaminated sediment and fill that must be carted to a controlled landfill and disposed of at additional expense. Investigations will be completed during the design development phase.
- Purchasing of the private properties outside the voluntary buy-out process. This will be done using the Public Works Act.
- Resource consent required for Controlled Activities. The activity status of the works will be confirmed in subsequent design phases. Council has requested an Order in Council to streamline consenting – depending on the success of this, delivery timelines may be impacted.

Communication and engagement specific risks and mitigation are listed in the table below:

Table 11: Communication and engagement risks and mitigation

Communication and Engagement Risks and Mitigation		
Risk	Description	Mitigation
Reputational Risks	<b>Likelihood:</b> High <b>Impact Level:</b> High Perceptions that the project will completely resolve flooding in project area. Why work is being done in some areas and not others.	<ul style="list-style-type: none"> <li>• Proactive and transparent messaging about why this project has been prioritised.</li> <li>• Proactive communication to manage expectations about other flood mitigation works that will / won't be delivered in the area.</li> <li>• Moderate expectations of the timeframes associated with the delivery of projects.</li> </ul>
	<b>Likelihood:</b> Medium <b>Impact Level:</b> Low Disruption to Walmsley Road due to project works and delays to works causing prolonged disruption.	<ul style="list-style-type: none"> <li>• Early and regular communication about disruptions to Walmsley Road, mitigation and timeframes.</li> <li>• Re-iterate project benefits.</li> </ul>
	<b>Likelihood:</b> Low <b>Impact Level:</b> High	<ul style="list-style-type: none"> <li>• Proactive messaging that we are not excluding public engagement</li> </ul>

Communication and Engagement Risks and Mitigation		
Risk	Description	Mitigation
	Perception that Order in Council will by-pass public engagement.	<ul style="list-style-type: none"> <li>Proactive messaging about the OIC process and why it is being used in Māngere</li> </ul>
<b>Communication Risks</b>	<p><b>Likelihood:</b> Medium <b>Impact Level:</b> High</p> <p>Project area is within an impacted community with many people still anxious about future flooding. Community has already been speaking with KO / Rec office – avoid fatigue / triggering people.</p>	<ul style="list-style-type: none"> <li>Don't introduce 'new faces'. Utilise personnel (who already have established relationships with the community and particularly sensitive community members.</li> <li>Identify opportunities to co-ordinate communication and messaging with Recovery office / navigators.</li> <li>Collaborate with Recovery office / navigators to understand sensitive receivers and community concerns</li> <li>Be sensitive to the communication and engagement requirements of highly and provide briefing to engagement and project team members who will have interaction with the community impacted / stressed community members.</li> <li>Use a range of communication and engagement methods.</li> </ul>
<b>Programme Risks</b>	<p><b>Likelihood:</b> Low <b>Impact Level:</b> High</p> <p>Property access, resource consents and AT acceptance of Walmsley Road bridge delaying the programme.</p>	<ul style="list-style-type: none"> <li>Early communication with private property owner about 'why'.</li> <li>Comms and engagement team have close working relationship with Project Managers to get early heads up on issues or changes to delivery plans</li> <li>Communicate any programme changes to the community early.</li> </ul>

# Appendix A – Te Ararata Project Specific Action Plan

Note (i): The timeline between communications and updates to stakeholders and audiences should be no more than six months. As the actions below are milestone based, additional communication actions will be required if there are project delays.

Note (ii): Photographs should be taken of project progress at key stages, including community events and physical works.

Note (iii): The 'Engagement Calendar' shared by the Communications team should be referred to and kept up to date by the project team to ensure that there is cross initiative awareness of events occurring. This enables efficient collaboration

Te Ararata C&E Action Plan						
Date	Stages	Milestones* and process steps	Communication & Engagement Requirements	Stakeholders	Method (* minimum requirement)	Responsible
	1 Voluntary buy out process and deconstruction	Complete	Write communication and engagement plan	Internal		<b>Lead</b> – HW comms with support from project team and engagement lead
		1. Complete categorisation, liaise with landowners and processes voluntary buy-outs.	Support Recovery Office and Eke Panuku with their communications/ technical support to residents through the categorisation process.	Owners of properties to be acquired.		<b>Lead</b> - Recovery Office <b>Support</b> - Project Team
		2. Contractors secured and dwellings deconstructed.	No additional actions			
N/A	2 Feasibility assessment	Complete	No additional actions			
4 July 2024	3 Business cases	<b>3. Finalise business cases including approval (CIP &amp; TIC)*</b>	No additional actions			
29 July 2024			<b>Community Partners initial 'heads up'</b> about project and intended community events	Community partners	Meeting	<b>Lead:</b> Tanya Moredo
Late July		Complete	Establish working group	- Mana whenua - Local Board - Community Partners		<b>Lead:</b> Tanya Moredo
Early August		Complete	Contact affected residents	Owners and occupiers affected by construction effects	Letter drop Meet on site	<b>Lead</b> – HW Comms team write and send letter via AC mailroom. <b>Support:</b> Project Manager
August – October		4. Survey floor levels to confirm business case benefits	Advise properties requiring surveys that contractor is in the area	Occupiers and owners of affected properties	Letter drop	<b>Lead</b> – HW Comms team write and send letter via AC mailroom. Distribute to Governance Lead and Māori Outcomes Lead to share with LB & MW (and to RO navigators to amplify within the community)
July-August (Formal engagement period: 30 July – 23 August)	2A	Order in Council	<b>Collaborative communications and engagement</b> with Ministry for the Environment	- Mana whenua - Transport and Infrastructure committee - Local Board - Community Partners	- Media releases - Content on web page - Social media - Face to face meetings - Online hui - Information sharing through community partners	MfE Lead - Ana Mules & Oliver Couchman HW Comms Lead - Steph Harrowell HW Engagement - Clarke McKinney, Vicky Otene & Elizabeth Johnson
Early August	4 Preliminary / concept design, complete detailed design and lodge consents.	5. Draft concept design	<b>Project commencement / introduction comms</b> and invitation to community event	All stakeholders, audiences and interested parties	- Flyer - Website - Social media - Advertising through community partners and other services working in the community: Te Ararata Stream, Recovery Office newsletter	<b>Lead</b> – HW Comms team write and hand deliver flyer, contact project partners, create web page and iknow Distribute to Governance Lead and Māori Outcomes Lead, and RO navigators to amplify within the community

27 August			<b>Community meeting</b> to provide project introduction and share concept plans with project neighbours.	All stakeholders, project neighbours, wider community and interested parties	<ul style="list-style-type: none"> <li>- Public meeting</li> <li>- Flyer</li> <li>- Presentation</li> <li>- FAQs</li> <li>- Posters</li> <li>- MSFW collateral</li> </ul>	<b>Lead</b> – HW Comms develop collateral and organise event and co-ordinate with Engagement Lead (AM) Governance Lead and Māori Outcomes Lead <b>Support:</b> Project team, Community Partners
Early Sept			<b>Closing the loop comms</b> – post meeting FAQ letter if required.	All stakeholders, project neighbours, wider community and interested parties	<ul style="list-style-type: none"> <li>- Email</li> <li>- Recovery Office newsletter</li> <li>- Through community partners and other services working in the community: Māngere East Family Services</li> </ul>	<b>Lead</b> – HW Comms write and distribute to Community Partners, Governance Lead and Māori Outcomes Lead. <b>Support:</b> Project Team
17 September			<b>Māngere working group</b>		<ul style="list-style-type: none"> <li>- Meeting</li> </ul>	<b>Lead:</b> Tanya Moredo
24 September			Establish directly affected resident Group to discuss construction effects and mitigation	Directly affected residents group	<ul style="list-style-type: none"> <li>- Email</li> <li>- Meet onsite</li> </ul>	<b>Lead:</b> Project Manager, Engagement Lead <b>Support</b> – HW Comms team send email
			<b>Milestone comms</b> - funding going ahead, next steps.	All stakeholders, audiences and interested parties	<ul style="list-style-type: none"> <li>- Website</li> <li>- social media release</li> <li>- Recovery Office newsletter</li> <li>- print media *</li> <li>- <b>Extra:</b> Mayoral <a href="#">photo op</a></li> </ul>	<b>Lead</b> – HW Comms develop communication and distribute for further action to Governance Lead and Māori Outcomes Lead. Co-ordinate with Mayor's Office. <b>Support:</b> Project Team
End September		<b>6. Finalise preliminary / concept design*</b>	<b>Feedback Opportunity:</b> Seek feedback on concept design from Working Group.	Working Group (subject to the WG and project team confirming they are comfortable not asking for wider comment other than any concerns received via email or at Community event)	<ul style="list-style-type: none"> <li>- Workshop</li> </ul>	<b>Lead</b> - Project Team develop workshop material and co-ordinate with Governance Lead and Māori Outcomes Lead <b>Support</b> – Comms team may be required to help facilitate meetings and/ or create collateral
			<b>Feedback Outcomes Update:</b> Inform community and stakeholders of final concept design, feedback received, how feedback informed the outcome), celebrate agreed concept design and raise awareness of flood risks.	All stakeholders, project neighbours, wider community and interested parties	<ul style="list-style-type: none"> <li>- Website</li> <li>- letter drop</li> <li>- email update</li> <li>- Recovery Office newsletter</li> <li>- social and print media *</li> </ul>	<b>Lead</b> – HW Team to write update and distribute information for further action to Governance Lead and Māori Outcomes Lead <b>Support</b> – Project Team
October		7. Draft full design plans and associated reports	Contact households if staff need to go on to their property for site investigations.	Owners and occupiers of properties	<ul style="list-style-type: none"> <li>- Letter</li> <li>- Phone call (with follow up email) *</li> <li>- Door knock if cannot contact *</li> <li>- Send text on day *</li> </ul>	<b>Lead</b> - Project Team make contact and send email. <b>Support</b> – Comms team assist in drafting letters/ emails if required
1 October		Complete	Discuss construction effects with directly affected residents	Owners and occupiers affected by construction effects	<ul style="list-style-type: none"> <li>- Email invitation</li> <li>- Meet on site</li> </ul>	<b>Lead:</b> Project Manager <b>Support:</b> HW Comms
21 October		Order in Council decision	Advise OiC decision	All stakeholders, project neighbours, wider community and interested parties	<ul style="list-style-type: none"> <li>- Email (use community groups to communicate to wider community)</li> <li>- Inform Mana whenua engagement at meeting</li> </ul>	<b>Lead</b> - Project Team write email and distribute for further action to HW Comms, Governance Lead and Māori Outcomes Lead
November		8. Prepare and lodge resource consents	<b>Advise consents have been lodged</b>	Working group Mana whenua, local board, Governance Group, key stakeholders	<ul style="list-style-type: none"> <li>- Email</li> <li>- Inform at meeting</li> </ul>	<b>Lead</b> - Project Team write email and distribute for further action to HW Comms, Governance Lead and Māori Outcomes Lead
December			Meet with directly affected residents to show updated design and any changes regarding construction effects	Directly affected residents group	<ul style="list-style-type: none"> <li>- Email</li> <li>- Meet onsite</li> </ul>	<b>Lead:</b> Project Manager, Engagement Lead <b>Support</b> – HW Comms team send email
			<b>Community meeting</b> to provide project update regarding consent lodgment, updated design drawings and timeline for physical works.	Affected residents group	<ul style="list-style-type: none"> <li>- Public meeting</li> <li>- Flyer</li> <li>- Presentation</li> <li>- FAQs</li> <li>- Posters</li> <li>- MSFW collateral</li> </ul>	<b>Lead</b> – HW Comms develop collateral and organise event and co-ordinate with Engagement Lead (AM) Governance Lead and Māori Outcomes Lead <b>Support:</b> Project team, Community Partners
February 2025		9. <b>Consents approved and detailed designs complete*</b>	<b>Consent &amp; Design Update:</b> General comms update on project progress (consents granted, pre-physical works). Invitation to community meeting.	All stakeholders, project neighbours, wider community and interested parties	<ul style="list-style-type: none"> <li>- Flyer</li> <li>- Website</li> <li>- email update</li> <li>- social media</li> <li>- Recovery Office newsletter</li> <li>- Mana whenua engagement</li> </ul>	<b>Lead</b> – HW Comms to write update, and distribute information for further action to Governance Lead and Māori Outcomes Lead <b>Support</b> – Project Team

			<b>Community meeting</b> to provide project update regarding consents granted and timeline for physical works.	All stakeholders, project neighbours, wider community and interested parties	Public meeting - Flyer - Presentation - FAQs - Posters - MSFW collateral	<b>Lead</b> – HW Comms develop collateral and organise event and co-ordinate with Engagement Lead (AM) Governance Lead and Māori Outcomes Lead <b>Support:</b> Project team, Community Partners	
	<b>5 (Possible) Additional property acquisition and deconstruction</b>	10. Liaise with landowners to progress purchase negotiations and legal processes to complete acquisition of additional properties required. Secure contractors secured and remove properties if required.	No additional actions, however what happens in this stage may alter project timeline and will influence project messaging.	Owners of properties to be acquired	-	<b>Lead</b> - Project Team	
<b>February 2025</b>	<b>7 Physical works</b>	11. Briefing of relevant delivery team(s)	Handover of key stakeholder information to delivery team. Opportunities for Te Ahiwaru or Te Akitai Waiohua to lead cultural inductions for contractors. Important in regards to physical works in case of middens discoveries etc	Delivery team	Meeting with contractors	<b>Lead</b> - Project Team Lead to arrange kick off meeting to agree roles & responsibilities inc comms and engagement functions Co-ordinate with Māori Outcomes lead. <b>Support</b> - Comms team support set-up of site blessing if required	
		12. Preparation for physical works including site prep.	<b>Pre Physical Works Comms Update:</b> Inform all stakeholders and decision makers of construction commencement, timeline and upcoming engagement opportunities.	All stakeholders, audiences and interested parties	- Website - letter drop - works notices - On-site signage - email update - social and print media - Advertising through community partners and other services working in the community: Māngere East Family Services, Recovery Office newsletter - Survey for C&E evaluation (optional)	<b>Lead</b> – HW Comms to develop written messages, signage, survey, organise event update, and distribute information for further action to Governance Lead and Māori Outcomes Lead <b>Support</b> – Project Team, Contractor	
				<b>Bless site</b> prior to commencement of works, sod turning.	Mana whenua, local boards, Governance Group and key stakeholders including Crown Infrastructure Partners	- Site blessing - Website - <b>Extra:</b> Mayor, ministers and CIP site visit and photo opportunity, media release	<b>Lead</b> – HW Comms organise event and co-ordinate with Mayor’s Office, Governance Lead, Māori Outcomes Lead and CIP. <b>Support</b> – Contractor (Depending on format and scale this may be led by Māori Outcomes)
				Milestone – photography / drone footage		- Asset creation for future collateral	<b>Lead:</b> Contractor to organise photography / set up permanent camera ahead of construction <b>Support:</b> Recovery Office if community need notifying
<b>March 2025</b>			13. Physical works	<b>Works notices / targeted comms</b> to advise of specific disruptive activities and mitigation	Targeted affected parties near work area	Letter drop	<b>Lead</b> – Contractor to develop written messages and distribute letters <b>Support/ approval</b> – HW Comms
				<b>Periodic construction update comms</b> (dependent on length of construction and level of disruption)	All stakeholders, audiences and interested parties, including Working Group and Community Partners	- Letter drop - Updated FAQs - Recovery Office newsletter (if still active)	<b>Lead</b> – HW Comms to develop written messages <b>Support/ distribution</b> – Contractor
				<b>Extra:</b> Community engagement opportunities during construction.	All stakeholders, audiences and interested parties.	- Letter drop invite - Email update - Social and print media - Recovery Office newsletter - Info shared via community partners - <b>Extra:</b> Open Day during physical work - <b>Extra:</b> school digger day	<b>Lead</b> – HW Comms and contractor to develop written messages and organise event. <b>Support</b> – Coordinate with engagement Lead Governance Lead and Māori Outcomes Lead.
			<b>Extra:</b> Sustainability engagement opportunity	All stakeholders, audiences and interested parties	- Website - email update - Recovery Office newsletter - social and print media - Onsite signage (necessary – not an extra) - <b>Extra:</b> Planting Day	<b>Lead</b> – HW Comms and contractor to develop written messages and organise event. <b>Support</b> – co-ordinate with Engagement Lead, Governance Lead and Māori Outcomes Lead	
			Milestone – photography / drone footage (done periodically during construction)		- Asset creation for future collateral	<b>Lead:</b> Contractor to organise photography / set up permanent camera ahead of construction <b>Support:</b> Recovery Office if community need notifying	



Mid 2026		14. Complete <b>physical works*</b>	Milestone – Final stage photography / drone footage		- Image and Video production	<b>Lead:</b> HW Comms to work with consultants to gain access or book privately if required. HW Comms lead asset creation <b>Support:</b> Recovery Office if community need notifying
			<b>Project Conclusion Update:</b> Celebration of project completion, acknowledgement of disruption and community involvement, including invitation to all stakeholders and decision makers to site opening event.	All stakeholders, audiences and interested parties, including Working Group and Community Partners	- Website - Email update - Letter drop - Social and print media	<b>Lead</b> – HW Comms and contractor to develop written messages and organise event. <b>Support</b> – co-ordinate with Engagement Lead, Governance Lead and Māori Outcomes Lead
			<b>Project Conclusion Event:</b> Celebration of project completion and public opening of site.	All stakeholders, audiences and interested parties	- Social and print media * - Community site walk * - Survey for C&E evaluation (optional) <b>Extra:</b> Mayor, ministers and CIP site visit and photo opportunity, media release	<b>Lead</b> – HW Comms develop collateral, survey and organise event and co-ordinate with Engagement Lead, Governance Lead and Māori Outcomes Lead <b>Support:</b> Project team, Community Partners, Contractor
			Complete evaluation of project communication and engagement.		Refer Evaluation section of C&E Plan.	

# Appendix B – Proposed Extra Events

Proposed project extra events	
Method	Description
Community site walk	Opportunity for community for a guided walk through or view the site and share in refreshments (i.e. coffee cart or sausage sizzle). Visit enables community members to get a feel for the site and understand the intention of the networks, whilst looking at the concept plan so that they can begin to visualise what is possible. Project SMEs should be in attendance. This must occur in adequate time to enable community feedback to be prepared on the concept plan. This event could be held as a project launch and is a media opportunity to amplify good news stories.
Mayor site visit	Media opportunity to raise project profile and increase potential engagement during feedback opportunities. Ideally the Mayor would attend on site for a photo opportunity during stage 5 (concept design) and/or during stage 7 (physical works) when we are 'ready to dig'. Alternatively, this opportunity could be combined with the site blessing with mana whenua.
School differ day	Opportunity to involve small children and families via a 'Name the digger' prior to works. This would include visiting a local childcare facility, Kindergarten or primary school and potentially having the digger on the property for a day. Potentially children could go onto the work site and sit in the digger (and in some supervised instances operate the bucket), they also walk the stream and learn about the project as a whole. This is a media photo opportunity. Children can then follow the progress of the project via updates and potentially a later site visit during the open day.
Open day during physical works	Opportunity for the community to enter the project site during physical works to see what is happening. Site would be made safe for public by the contractors (should be written into the contract) for 24 hours and contract staff with council SMEs provide a walk through explaining the construction process and what is occurring. Also an opportunity for media to visit the site.
Planting day	Towards the end of the physical works phase landscaping and planting will occur. This is an opportunity to involve local community groups, such as environmental groups, neighbours and schools in planting. This creates a sense of ownership in the public space and is an opportunity for education, mana whenua involvement to share information about the importance of native planting (birds, fish, water quality etc) and sustainability outcomes to be realised. Local boards should also be involved.

# Appendix C – Proposed Collateral

Communication and Engagement Collateral	
Collateral	Purpose
Key messages	<p><b>When:</b> Prepare at start of project (update as/ if required).</p> <p><b>What:</b> Explains narrative of and reasoning behind initiative / project and ensures important information and messages are consistently shared and emphasised.</p> <p><b>Distribution:</b> Can be incorporated into all communication and engagement materials throughout initiative / project i.e. website, letters, newsletters.</p>
Frequently Asked Questions (FAQs)	<p><b>When:</b> To be developed at the start of the project and refined as required.</p> <p><b>What:</b> Provides information on anticipated frequent questions or concerns.</p> <p><b>Distribution:</b> Can be used for website, social media, print media, information packs, newsletters, with surveys and distributed at meetings, drop-in sessions, workshops and events.</p>
Short videos	<p><b>When:</b> Existing video can be used throughout initiative / project, additional project specific videos could be developed.</p> <p><b>What:</b> Provide overview, concept design, progress, successes, milestones and completion.</p> <p><b>Distribution:</b> Used on website, social media, media release, drop-in sessions, meetings, emails, and interactives.</p>
Maps / visuals	<p><b>When:</b> Maps to be created at beginning of project and updated at each project stage.</p> <p><b>What:</b> Project maps and designs to show project plans and overview, concept design, progress, successes, milestones and completion.</p> <p><b>Distribution:</b> Used on website, social media, print media, media release, drop-in sessions, events, email, meetings, public spaces, on-site posters, display boards, flyers, emails, newsletters and interactives.</p>
Flyer	<p><b>When:</b> Prepared at the beginning of project and as required throughout the project with amendments of relevant points.</p> <p><b>What:</b> Use to show project plans, project overview, updates (i.e. concept designs, progress, successes, milestones and completion) and throughout the physical works stage as works notices. Incorporate a variety of information such as FAQs, key messages, visuals and contact information.</p> <p><b>Distribution:</b> Use on social media, letter drops, drop-in sessions, email, events, workshops, meetings and newsletters.</p>
Display boards / posters	<p><b>When:</b> Prepare ahead of community meetings and use/refine through to and including physical works to share key information.</p> <p><b>What:</b> Posters and display boards used to show concept design when seeking feedback, incorporating design, maps, pictures.</p> <p><b>Distribution:</b> Can be used at drop-in sessions, events, workshops, site visits, interactives and meetings.</p>
Time lapse drone footage (optional)	<p><b>When:</b> Arrange at beginning of project prior to any deconstruction or removal of housing.</p> <p><b>What:</b> Time lapse drone footage as visual imagery to illustrate progress over time and 'before and after' scenarios on site.</p> <p><b>Distribution:</b> Use on website, social media, media release, drop-in sessions, events, meetings, public spaces, emails, newsletters, workshops and interactives.</p>
Presentations	<p><b>When:</b> Prepare ahead of community and working group meetings and use/refine through to physical works to share key information.</p> <p><b>What:</b> Convey technical information, show concept design when seeking feedback, incorporating design, maps, pictures.</p> <p><b>Distribution:</b> Use in meetings and workshops.</p>
On-site signage	<p><b>When:</b> Ahead of (i.e. 'coming soon') and during physical works.</p> <p><b>What:</b> Install an onsite banner or wrap on construction fencing or similar advising project work underway. Can include project and MSFW programme messaging and images. Children could be involved in helping design the banner if time permits.</p> <p><b>Distribution:</b> Work site and where the public would interact with work site (i.e closed paths / parks).</p>