

This is a subordinate management plan to be used in conjunction with the Project Management Plan

Hamilton City Council Peacocke Road Whatukooruru Drive Stakeholder and Communication Management Plan

Contract Number: 1298-2022

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1 PURPOSE

This plan defines the stakeholder and communications principles, processes, procedures, systems, tools, and templates implemented for use throughout the duration of the project.

This plan is subordinate to the Project Management Plan (PMP) which has been developed to:

- satisfy the requirements of the contract; and
- support the project team in completing the requirements of the project.

2 DOCUMENT SCOPE

The scope of this management plan applies to all Downer and Hamilton City Council staff for Peacocke Whatukooruru Drive.

This plan applies to all aspects of stakeholder and communications management for the project.

The target audiences for this plan are Project Managers, Stakeholder and Community Engagement Advisors (where appointed), Project Administrators, and any other project personnel / project team members interacting with external stakeholders.

3 PROJECT MANAGEMENT FRAMEWORK

The Downer project management framework aligns and integrates the project functions which define the project's delivery methodologies and processes. The Project Management Plan (PMP), as a key element of the project management framework, is the integration document which identifies and details both the standard Downer project management practices, structure, and execution methods and any project specific requirements for the project.

The PMP incorporates a number of subordinate management plans which provide the specific functional detail required to successfully delivery the project. The relationship between the Downer IMS, the PMP and subordinate management plans is illustrated in the following figure.

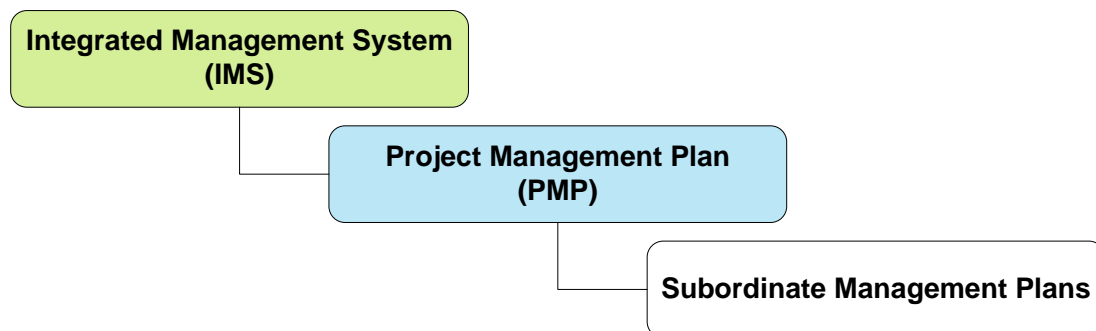


Figure 1: Project Management Plan Structure

The plans reference any IMS documents (including but not limited to, procedures, work instructions, and forms), customer specific requirements, and project specific documents required to execute the project.

The PMP provides project specific details including, but not limited to, the following:

- Project information, ie background, project location, and project description
- Scope of work, ie scope of work narrative, basis of design, battery limits, and scope of services; and
- Project objectives and values, ie objectives, overarching principles, values, and key performance indicators (KPIs) for the project.

All positions in the project team have a clearly defined role and set of responsibilities that are included either in the PMP or relevant subordinate management plan. All members of the project team are made aware of and understand their responsibilities prior to commencing work on the project. Refer to *Annex A – Project Roles & Responsibilities* for the roles and responsibilities for stakeholder and communications management.

The PMP and subordinate management plans are audited throughout the duration of the project to maintain compliance and are updated as required. Updates to the PMP and subordinate management plans are subject to the document review and approval process detailed in the project’s Document Control Plan.

Stakeholder & Communications Management Plan Structure

The Stakeholder & Communication Management Plan Outlines Downer’s approach to communicating with project stakeholders who may be affected by or interested in the project. The plan documents the protocols and procedures that are used by team members when managing interactions with project stakeholders and defines how stakeholder engagement activities are executed, monitored and closed-out throughout the duration of the project.

The documents in the following figure form part of this Stakeholder & Communications Management Plan.

Stakeholder & Communication Management Plan
(this document)

4 REFERENCED & ASSOCIATED DOCUMENTS

GROUP DOCUMENTS	USE FOR PROJECT? <i>If No, see project specific documents.</i>
STANDARDS	
<i>Standards of Business Conduct</i>	
<i>BRD-BP-006</i> Privacy Policy	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<i>BRD-BP-013</i> Media Policy	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
REGISTERS	
<i>Downer Group Definitions Register</i>	<input checked="" type="checkbox"/> Yes
PROJECT SPECIFIC PLANS	
DN11??-DOW-PLN-0001	Project Management Plan
DN11??-DOW-PLN-0002	Quality Management Plan
DN11??-DOW-PLN-0003	Traffic Management Plan

DN11??-DOW-PLN-0004	Health and Safety Management Plan
DN11??-DOW-PLN-0005	Risk Management Plan
DN11??-DOW-PLN-0006	Customer and Stakeholder Communication Management Plan
DN11??-DOW-PLN-0007	Environmental Management Plan

5 DEFINITIONS


The following terms are used in this document and are included in [Downer Group Definitions Register](#).

Community	A group of people who are living/ working/ commuting/ frequenting an area or region who are affected by activities undertaken in that area or region.
Downer Worker	All individuals working for Downer as: employees, contingent labour hire, contractors, subcontractors, apprentices, trainees, and work experience students.
Integrated Management System (IMS)	A document library controlled by Downer that: <ul style="list-style-type: none"> ▪ is designated as the IMS repository(s) for the single source of truth for all business processes ▪ is designed to provide consistent process controls, meet the requirements of external standards, and link and integrate core business processes; and ▪ requires documents to be version controlled and identified by a document code and approved prior to releasing or removing from the document library.
Stakeholder	Individuals or groups that are likely to affect or be affected by a proposed project.

6 STANDARDS & LEGISLATION

The following standards and / or legislation relating to stakeholder and communications management apply to the project:

- IAP2 Spectrum of Public Participation.

INCREASING IMPACT ON THE DECISION 					
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

7 PROJECT DESCRIPTION

Project overview

In 2016, Government's Housing Infrastructure Fund was announced, and Hamilton City secured a \$290.4 million funding package for the development of Peacocke and put in the strategic transport and essential services that new homes need.

The construction of Peacocke Whatukooruru Drive, and all ancillary infrastructure between Hall Road and Peacockes Road, and the urban upgrade of the Peacocke Road between the Peacocke Waikato River Bridge Project and Whatukooruru Drive. The project will improve connectivity of communities, while accommodating for future growth and providing better travel choices.

The Site falls under Hamilton City Council (HCC) authority and the constructed works will be vested to HCC. The project is being delivered as a series of Separable Portions as summarized below:

Separable Portion 1: Construction of Peacocke Whatukooruru Drive, and all ancillary infrastructure except planting) between Hall Road and Peacockes Road (including temporary tie in with Hall Road).

Separable Portion 2: Construction of the Peacocke Road Urban Upgrade between the termination of the current (under construction) tie-in position of the Peacocke Waikato River Bridge Project) and Whatukooruru Drive (including the intersection of Peacocke Road and Whatukooruru Drive).

Separable Portion 3: Landscaping and planting associated with Separable Portions 1 and 2.

8 STAKEHOLDER & COMMUNICATIONS MANAGEMENT OVERVIEW

Downer understands the value of strong and enduring relationships with the communities in which it operates and is committed to engaging with these important stakeholders.

Downer has a commitment to open and transparent communication and recognises its responsibility to minimise impacts of its activities on stakeholders and local communities and contribute positively to society.

The aim of this management plan is to provide structure and guidance to enable the project to effectively engage with key stakeholders, businesses, communities, residents, and those who commute through the corridor. This will ensure a proactive approach towards communication and stakeholder management is taken at all stages in the programme.

9 COMMUNICATION AND ENGAGEMENT OBJECTIVES

In order to deliver effective stakeholder engagement outcomes on this project, the stakeholder and communications team will:

- Identify the best methods and practices to communicate the impacts of construction to the affected stakeholders.
- Establish and maintain a ‘no surprises’ relationship with Hamilton City Council, our neighbours, the general public and key stakeholders, directly impacted parties as well as the wider public using the corridor.
- Ensure local businesses, neighbours and community groups are well informed and has the opportunity to access information through regular updates. They will know about construction progress and any project constraints that may affect them.
- Determine “one face” for the project when possible and all external communications are presented in a uniform manner.
- Outline the processes that will be used by Downer New Zealand to manage stakeholder communication and complaints.
- Write all communications in “Plain English” and are easily understood and follow Council’s Writing Style Guide.
- Involve the community wherever possible and appropriate. This may include site visits, information stands and seeking positive media opportunities.

9.1 Key messages

The key messaging for the project will highlight the benefits of the planned work and will support Hamilton City Council's strategic messaging. As such, these will be decided in collaboration with Hamilton City Council, whose key messages are currently as follows:

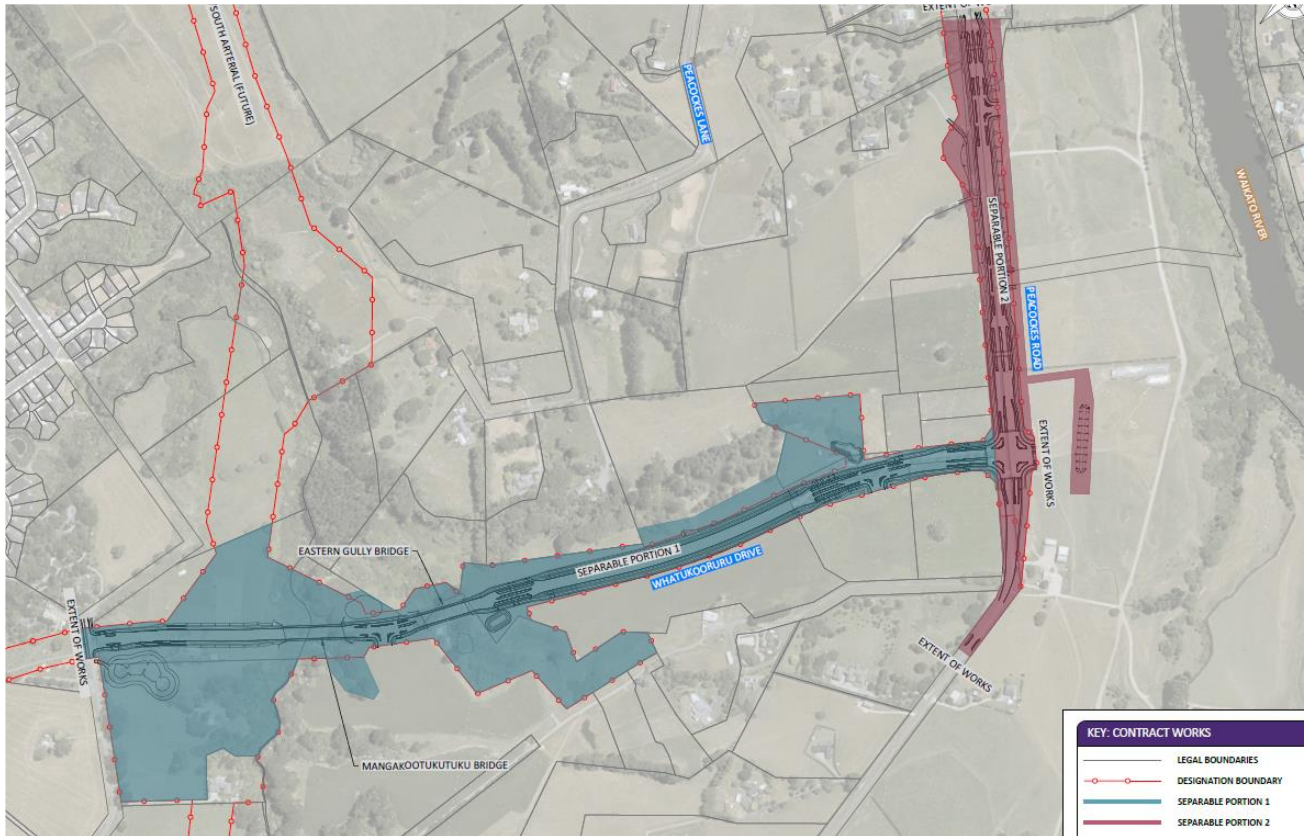
- Hamilton is growing and we need to develop new neighbourhoods and communities for future Hamiltonians.
- Peacocke is one of Hamilton's largest greenfield areas and the third area to be developed after Rototuna and Rotokauri.
- Council are enabling the development of an attractive and sustainable community in Peacocke that will eventually be home for up to 20,000 people.
- Council are making it easier for people to move around Hamilton and be more connected to the city and beyond. The improvements will also accommodate for future growth in the area and provide safer travel options for everyone.
- Project work includes approximately 1.3km of road construction forming part of Whatukooruru Drive (between Hall Road and Peacockes Road), two new bridges across the Mangakootukutuku Stream gully, upgrade of approximately 700m of Peacockes Road from rural to urban standard which includes on street parking bays, formed footpaths and on road cycleways.
- Benefits of the project include:
 - improve local connectivity
 - accommodate future residential growth as the Peacocke area is further unlocked for new neighbourhoods to be built.
 - safer and increased travel options including signalised intersections and the provision for public transport services, shared pathways for safe walking, biking and other active-mode travel options such as scooters.
- The project's expected completion is early 2025.
- We're not just building a road, this project includes the installation of essential services such as water, wastewater and stormwater pipes and utility services such as high-speed internet cables and gas lines.

Key messages will be updated regularly with Council and included in Council's Project Communication Plan.

9.2 Community of Interest

The Community of Interest include Hamilton City Council, local hapū including but not limited to the Southern Links Tangata Whenua Working Group, local and directly impacted residents, land lease owners, local community interest groups such as cycling groups, environmental groups, event organisers, schools, and those already identified are outlined in Table 12.1.

9.3 Project map



Parameters that identify impacted resident and landowner area to be set down on a map and agreed upon by Hamilton City Council with Downer. This map will be included in the next update of this Plan.

Additional project maps may be requested to support communication methods and tactics.

10 COMMUNICATION METHODS

To ensure the level of communication with stakeholders and affected community groups is effective, a number of different communication channels will be used (described below). Depending on the nature of the activity and level of impact, we will identify what stakeholders need to be consulted, which tool is most appropriate to use and the frequency of consultation required.

Available communication methods include, but are not limited to, the following:

- Regular updates to email database via Downer
- Letters to businesses and property owners via Downer
- Door knocking / face-to-face meetings via Downer
- Organised community meetings as required via Downer with Hamilton City Council support
- Monthly Tangata Whenua Working Group meeting led by Hamilton City Council with Downer support
- Monthly Community Liaison Group (CLG) meeting led by Hamilton City Council with Downer support
- Social media updates via Hamilton City Council with Downer support
- Project webpage updates via Hamilton City Council with Downer support
- Community open day events led by Hamilton City Council with Downer participation and support
- Media release and proactive media engagement led by Hamilton City Council with Downer support which may include facilitating media site visits
- Providing internal organisation updates for both organisations, Hamilton City Council and Downer, to share project progress such as celebrating milestones
- Quarterly construction updates / community newsletters led by Hamilton City Council with Downer support
- Photos and videos from project construction works via Downer

A full list of communications methods is outlined in Section 16 Communication Channels.

10.1 Responsibilities

The Project Delivery team will work closely with the Downer Stakeholder and Communications Manager to ensure all potential impacts, disruptions and mitigations around planned works are recognised and therefore communicated to stakeholders prior to works commencing.

It is critical that a high level of communication within the wider team is maintained. The Downer Stakeholder and Communications Manager will assess each activity and initiate appropriate communications and engagements as deemed necessary.

Downer Stakeholder and Communications Manager will set up regular communications and engagement meeting with Hamilton City Council Communications Advisor. At the start of the project, meetings will be held weekly via online video conferencing (Teams or Zoom) and where practical, held in person at least once a month. Location/venue of in-person meeting to be decided at time.

Downer Stakeholder and Communications Manager to attend the monthly Peacocke Projects Communication and Engagement Manager forum led by Hamilton City Council Communications Advisor.

Downer Stakeholder and Communications Manager to create and maintain a direct line of communication with the other Peacocke Project Projects Communication and Engagement Managers from Brian Perry Civil, HEB Construction etc.

10.2 Key responsibilities

Key roles for communications and engagement are:

Key Roles	Parties Responsible
Overview / governance / political	Hamilton City Council Project Manager
Project communications leadership/ decision-making:	Hamilton City Council Project Manager
Iwi engagement	Hamilton City Council Project Manager
Construction communications	Downer Stakeholder and Communications Manager
Notification of media enquiries, outlining any risks and issues will be provided to: <ul style="list-style-type: none"> HCC Project Manager Downer Project Manager HCC Communications Advisor <p>When there are identified risks and issues with a need for escalation, including related to businesses and residents, these will be escalated as needed.</p>	Hamilton City Council Communications Advisor Downer Stakeholder and Communications Manager
Reporting response (time and actions) to issues raised through the project	Downer Stakeholder and Communications Manager
Update and maintain a register of contacted groups	Downer Stakeholder and Communications Team Hamilton City Council Communications Advisor
Communications with stakeholders, local businesses and residents impacted by construction activities	Lead – Downer Stakeholder and Communications Team Approve – Hamilton City Council Communications Advisor
Communications and engagement with partners, wider community, and decision-makers:	Lead / Approve – Hamilton City Council Communications Advisor Inform – Partners

Key Roles	Parties Responsible
	Inform – Downer Stakeholder Manager
Official Spokesperson	Lead / Approve - Strategic, major milestones or political opportunities/issues – Hamilton City Council Informed by Downer - construction related opportunities / issues

The approach to each situation will be discussed and agreed in advance with Hamilton City Council Project Manager, Hamilton City Council Communications and Engagement Advisor, and Downer Communications and Stakeholder Manager.

Customer enquiries and complaints

Responses to customer enquiries or complaints through different channels (including Hamilton City Council call centre), will be drafted by Downer Stakeholder and Communications team. Where necessary, reviewed and approved by the Hamilton City Council's Communications Advisor, Engagement Lead and / or Project Director and sent from the Downer stakeholder email address. All customer interaction will be logged within Consultation Manager.

Approval of external communications

All project related external communication will be through Hamilton City Council. No public communication or announcement will be made by any member of the project team at any time to a third party without approval, including any section of the media or social media about the Project.

All Downer project team and sub-contractors will be briefed on this protocol.

11 MANAGEMENT OF ISSUES AND RISKS

- **Prevention** – we will anticipate to the best of our ability any potential community impacts and manage risk at the source through effective process design, and clear and open communication between the various participants, partners, stakeholders, residents, and the wider community.
- **Planning** – we will undertake detailed planning for known issues (for example noise and vibration, and traffic disruptions for all modes of transport) which may have specific impacts on residents, stakeholders, commuters, or sectors of the community.
- **Be creative** – we will undergo a continuous improvement process to increase customer satisfaction by thinking harder, rather than accepting the status quo as good enough.
- **Proactive behaviors** – our approach to community relations is predicated on proactive and early engagement. We will actively engage with people and groups who may be affected by our works. This will assist our team in preventing potential risks from becoming serious issues and will enable community feedback to inform planning and prevention strategies.
- **Active listening** – we will listen to the community to understand specific issues and concerns and work with stakeholders and community members to develop practical and targeted mitigation measures that address those issues.

11.1 Communications and engagement risks and mitigations

Risk	Mitigation
Community doesn't understand what the project entails and how it affects them	Clearly communicate project objectives, benefits, and key messages.
Community concern to construction works causing delays.	Communicate careful planning of construction timing and sequencing to minimise effect on community. Work to clearly articulate effects on travel times.
Public react negatively to improvements when construction starts	Communicate the history of the community engagement journey and opportunities to provide feedback. Reiterate project objectives and benefits of improvements. Tell the 'Peacocke story' of Hamilton's newest neighbourhood.
Community confused and frustrated by poor coordination of communications with nearby and related Council projects in Peacocke.	Downer Stakeholder and Communications Manager and Team attend the monthly Peacocke Projects Communication and Engagement Manager forum led by Hamilton City Council. Create and maintain a direct line of communication with the other Peacocke Project Projects Communication and Engagement Managers from Brian Perry Civil, HEB Construction and any other additional contractors that are invited.
Resident or member of the community has unsatisfactory experience with a complaint/s or complaint processes.	Communicate clearly the actions Downer can take within their remit of the construction and does not make any agreements, suggestions or option for remediation of the complaint on behalf of Council or any of its funding partners including Waka Kotahi.
Upset community members and interest groups due to construction start and ongoing works as they impact land / whenua	Communicate construction role in works and all enquiries can be forwarded to the Council to respond to via Project Manager or Peacocke Programme Manager.

This table does not capture all current and future risks and their mitigation.

Communication and engagement risks will be continuously monitored and addressed by Downer Stakeholder and Communications Team and Hamilton City Council Communications Advisor.

11.2 Timeframes

To ensure Downer maintain a proactive communications and stakeholder management approach, any works which may cause disruption to neighbours or the corridor commuters requires advance notice and ongoing communication. This is outlined in the table below.

	Severity/Impact		
Notification Timeframe	Acceptable	Disruptive	Severe
	Little to no impact, usual activity	High impact, irregular to usual activities	Extreme impact, irregular to usual
	Minor works with no impact to residential/businesses. Works does impact traffic flow.	Works causing potential delays to traffic flow and may directly affect (eg noise, vibration) to adjacent properties.	Resident/business access to property restricted
	5 Working Days	7 Working Days	15 Working Days

Refer to Section 16 Communication Channels outlining the communication method used for engagement.

Approval timeframes detailed in Section 11.4 and extra time to print, delivery create, draft and amend communication tactics will be factored into the notice timeframes.

Lifecycle of notification and communication = Notice timeframe + Print/Delivery time (if needed) + Approval timeframe + Time to create, draft and amend communication tactics as required and agreed by all parties.

11.3 Approvals

Any published communication will be subject to an approvals process to ensure a quality finished product that reflects both the project's and Hamilton City Council's position. The approval level will be dependent on the topic's risk level and the projected broadcast of communications.

Reflected in the matrix below.

		Severity		
		Acceptable Little to no impact, usual activity	Disruptive High impact, irregular to usual activities	Severe Extreme impact, irregular to usual activities
Audience reach	<10	Low	Medium	High
	<50	Low	Medium	High
	<100	Low	High	Extreme
	>100	Medium	Extreme	Extreme
Key				
	Low	Downer Stakeholder Manager approval required		
	Medium	As above, and Downer Project Manager and Hamilton City Council Communications and Engagement Advisor approval required		
	High	As above, and Hamilton City Council Senior Advisor, and Engineers Representative approval required		
	Extreme	As above, and Hamilton City Council Senior Project Manager approval required		

11.4 Approval timeframes

In order to ensure efficient distribution of external communications materials, the following table outlines the required deadlines.

	Approval Timeframes			
Communication Material	Weekly email update	Quarterly project newsletter	Tolerable impact notification letter	Disruptive to severe impact notification letter
Approval Deadline	One working day to BBO, Hamilton City Council and Downer Project Manager	Five working days to BBO, Hamilton City Council and Downer Project Manager	Three working days as per section 11.2 Timeframes	Minimum five working days as per section 11.2 Timeframes

“Please note: This table outlines best practise approval timeframes each party should be aiming for during the project. Approval deadlines may be altered to accommodate all parties on an adhoc basis and any permanent changes to approval timeframes will be agreed and this Plan updated.”

12 PROJECT STAKEHOLDERS AND INTERESTS

Identifying all relevant stakeholders and ensuring their effective management will benefit the community, the client and the project.

The following key stakeholders have been identified. Additional key stakeholders to be added as discovered and in conjunction with the Hamilton City Council.

Table 12.1

Name	Position	Engagement level	Responsible for relationship
Hamilton City Council	Regional Controlling Authority	High	???
Neighbouring Residents/lease owners	Stakeholder	High	DNZ's Stakeholder & Communications Manager
Businesses	Stakeholder	High	DNZ's Stakeholder & Communications Manager
Local hapū	Stakeholder	Medium	HCC & DNZ's Stakeholder Manager
Schools	Stakeholder	Medium	DNZ's Stakeholder Manager
Road users	Regular road users are likely to work or live in the area Stakeholder	Medium	DNZ's Stakeholder Manager & Hamilton City Council
Waikato Regional Council	Stakeholder	Medium	DNZ's Stakeholder Manager
Commercial road users – Emergency services (Police, Fire, Ambulance)	Stakeholder	Medium	DNZ's Stakeholder Manager
Commercial road users – postal services, courier services	Stakeholder	Medium	DNZ's Stakeholder Manager
Commercial road users – HCC Rubbish and recycling contractor	Stakeholder	Medium	DNZ's Stakeholder Manager
BUSIT (Waikato Regional Council) for impact to bus routes	Stakeholder	Medium	DNZ's Stakeholder Manager

Name	Position	Engagement level	Responsible for relationship
Community Interest Groups – environmental groups, cycling groups	Stakeholder	Medium	DNZ's Stakeholder Manager
Other Council construction projects in the Peacocke area	Stakeholder	Medium	DNZ's Stakeholder Manager
Southern Links Community Liaison Group and HCC Southern Links Communication Manager	Stakeholder	Medium	DNZ's Stakeholder Manager
Wider community / all Hamiltonians	Stakeholder	Low	DNZ's Stakeholder Manager
Industry groups (e.g.: Heavy Haulage Association) Local Businesses	Advocacy groups	Low	DNZ's Stakeholder Manager
Fulton Hogan / State Highway Road users	Local Network Outcomes Contract (NOC) Contractor Regular road users are likely to work or live in the area	Low	DNZ Project Manager DNZ's Stakeholder Manager & Hamilton City Council

13 COMMUNITY ENGAGEMENT

To execute a successful project, engaging with the community on multiple levels is necessary. The items listed below will form the basis of the community engagement strategy for the project team.

Mana whenua

The Downer team will attend a formal Whatukooruru Drive cultural induction facilitated by iwi representative of the Tangata Whenua Working Group. During this induction our project team will visit their rohe and get an understanding of the history of the area and provide the team with an immense sense of purpose for the project.

Should there be any significant archaeological finds mana whenua will be alerted immediately, and due process followed to respect the wishes of the community.

The Downer Contractors Representative will provide a minimum of three week's advance notice to the Kaiarahi of the expected works programme to ensure that Kaitiaki are on site during the activities listed below:

- Topsoil removal
- Earthworks undercut up to 1.0m deep

- Works within or near watercourses, and streams
- Wetland and habitat restoration planting
- Any archaeological investigations
- Piling

Downer’s Contractors Representative shall confirm the final dates for these works no less than one week in advance of the works commencing. Provided this notice (3-weeks in advance followed by confirmation 1-week in advance) is given, Downer are not required to stop work if the Kaitiaki do not attend the Site. A communication register will be kept of notices provided including the date, detail of notice and recipients.

14 COMMUNITY ENGAGEMENT INITIATIVES

Project / Works Activity	Frequency	Audience
Community Open Day	Adhoc	All interested parties
Email update	Monthly	Key Stakeholders

15 STANDARDS & CONSENT REQUIREMENTS

Consent requirements

All works undertaken must meet the requirements of the Resource Management Act 1991, local and regional plans, conditions of consents and designations. Project staff (including sub-contractors) will all be briefed on this requirement.

Resource Consents, Local and Regional Plan rules can require notification of works to certain parties, ongoing monitoring and reporting to the correct authority. Refer to the Environmental Management Plan (EMP) for full copy of the consent and designation conditions.

The following standards and / or consent requirements relating to Stakeholder and Communications Management apply to the project:

15.1.1 Vibration

A number of construction activities may result in vibrations being emitted from the site. At times, these will be noticeable to the project’s neighbours.

Should any activity be expected to cause noticeable vibrations to neighbouring properties, notice will be included in a works notification or letter drop in advance.

Equipment/activities that are expected to cause low vibrations are:

- Earthwork excavation (1.8 – 5.4mm/s)
- Grader (0.9mm/s on pumice sand)
- Bulldozer (3.8 – 11.9mm/s)
- Roller / compactor (0.4 – 12.4mm/s)

The levels indicated are estimated vibration at 10m and vary dependent on the equipment make and soil type.

15.1.2 Noise

As with any construction, additional noise will be emitted from the project's worksites while physical work is underway. The project is committed to reducing the impact of this noise as much as possible and will do their best to maintain compliance in regard to noise levels through use of such mitigations as noise mats, boxing of generators and mindful programming. Advance notification of expected disruptions will be given to all potentially impacted stakeholders.

Receptor	Receptor description	Distance to receptor	Predicted noise level at receptor (*)	Compliance noise limit
	Local Business (Pavements)	15m	75dB	75dB
	Local Business (Excavation)	15m	65dB	75dB
	Residents (Piling)	20m	72dB	75dB

15.1.3 Dust

The Dust Management Plan (DMP) highlights the minimum standards that must be complied with, the nature of the construction activities and machinery associated with the project works as well as best practicable options for management of construction air quality associated with the project works.

Dust emission can be reduced by modifying the condition of the materials so that it has a lesser tendency to lift with the wind or disturbance such as vehicle movements:

- Water exposed surfaces and materials using water carts, sprinklers, or manual hosing.
- Ensure sufficient water is applied (ie enough water to prevent dust generation).
- Ensure sufficient water is available on site and consider locations of water bores/storage to minimise haul distances for water carts.
- Ensure water suppression is maintained during non-working days such as Sundays and Christmas shutdown, to avoid dust generation during these periods.

And reducing the velocity of the wind at the surface:

- Install windbreak fences where practicable and appropriate.

Should a neighbour raise a concern about excess dust, it will be managed through the project's complaint process.

16 COMMUNICATION PROTOCOLS

The below communication protocols for the project ensure communication and stakeholder engagement activities are efficiently managed throughout the duration of the project and will assist in avoiding the risk of communication delays, customer confusion, escalated complaints, inconsistencies, and / or errors.

These protocols are communicated to the Project Team through inductions and internal bulletins (as appropriate), and must be followed by all Downer personnel, including subcontractors and consultants.

Media protocols

Type	Actions / Guidance Notes
Proactive Media	<ul style="list-style-type: none"> ▪ Look for opportunities to positively promote the project and build a positive reputation of Downer and Hamilton City Council
Responding to Media Enquiries	<ul style="list-style-type: none"> ▪ Acknowledge receipt of enquiry (within four hours when a working day, within one working day when received outside of hours) and log all details in the project's Communication Register. ▪ Refer immediately to customer's media representative and notify the Project Manager. ▪ Provide support to customer team as required to manage and close out the enquiry as required.
Media Releases	<ul style="list-style-type: none"> ▪ Media releases will be issued around key milestones and, major works that will have an impact on the local or wider public and support the project objectives. ▪ Downer stakeholder team will advise Hamilton City Council of upcoming works and milestones and provide relevant information in a timely manner to allow for communications to be prepared and signed off. ▪ Releases will be prepared and managed by the Hamilton City Council's communications and engagement team; Downer Stakeholder team will provide information as required to inform the media release. ▪ To be created in collaboration with Hamilton City Council.
Potential Media Issues	<ul style="list-style-type: none"> ▪ Downer to identify media risks as they emerge or become potential negative media stories and advise Hamilton City Council Communications Advisor.

Communication Channels

Communication and Engagement Tool	Responsibility	Usage / content
Notification of works	Downer Stakeholder and Communications team with approval from Hamilton City Council	<p>A one or two-page document to explain upcoming works, potential impacts or to address a particular issue raised. Maps and images included.</p> <p>Audience Targeted to impacted residents or stakeholders and key stakeholders</p> <p>Distribution Email, or hardcopy if email not available</p>
Regular update to email database	Downer stakeholder and Communications team with approval from Hamilton City Council	<p>An information sheet featuring construction progress and photos and short term look ahead.</p> <p>Audience Project database</p> <p>Distribution Email, or hardcopy if email not available</p>
Letters to businesses and property owners	Downer stakeholder and Communications team with approval from Hamilton City Council	<p>Provide informative content to customer outlining timelines, impacts and mitigations. Include direct lines of contact to Project.</p> <p>Distribution Minimum 7 days prior to work starting.</p>

Communication and Engagement Tool	Responsibility	Usage / content
Email to Kaiarahi (cultural monitors)	Downer Representative Contractors	<p>Provide minimum three week's advance notice to the Kaiarahi of the expected works programme to ensure that Kaitiaki are on site during, Topsoil removal, Earthworks undercut up to 1.0m deep, Works within or near watercourses, and streams, Wetland and habitat restoration planting, Any archaeological investigations, Piling</p> <p>Confirm final dates for these works no less than one week in advance of works commencing.</p> <p>Provided this notice (3-weeks in advance followed by confirmation 1-week in advance) is given, Downer Contractor is not required to stop work if the Kaitiaki do not attend the Site.</p>
Social media updates via Hamilton City Council	Hamilton City Council	Provide content to Hamilton City Council for responding to queries or proactive communication including all collateral relevant for social media: ie visuals (video, photo), milestone updates, etc.
Organised meetings with community groups	Hamilton City Council and Downer	Update sessions as required (via online video/audio platform or community open day events) with partner organisations, business groups, community groups, government or transport operators informing them of project progress. These sessions are particularly useful for individuals / organisations associated with the project but who are not directly involved in day-to-day operations.

Communication and Engagement Tool	Responsibility	Usage / content
Project signage / hoardings	Downer stakeholder and communications team with assistance and approval from Hamilton City Council	<p>Project signage, hoarding and detour signage will be produced to show traffic detours and changes to bus, cycle and haulage routes and to explain the benefit of the project. The signage will be supplementary to the clients' signage and produced in accordance with the clients' branding guidelines. It will:</p> <ul style="list-style-type: none"> • help the community to understand why the works are being performed, by whom and for how long. • provide the public with directional and safety information, particularly during bicycle and pedestrian path disruptions, and • provide information about transport detours for all modes of transport <p>Site hoardings and interpretive signage will be designed and implemented across site when and where required.</p> <p>Downer project team to install construction safety signs around site, with line of site maintained.</p> <p>Designed in conjunction with Hamilton City Council.</p> <p>Downer will not erect promotional or publicity signage on any part of the Site without gaining written approval of the Engineer beforehand</p>

Communication and Engagement Tool	Responsibility	Usage / content
Reports	Downer Stakeholder and Communications team	Monthly reports highlighting the key issues/ risks, current and planned communication and engagement activities, progress photos and performance for the reported period. Audience HCC Communications Advisor. Distribution Email
Media releases and journalist visits via Hamilton City Council	Led by Hamilton City Council with assistance and input from Downer Stakeholder and Communications team	Co-ordinated around key milestones and managed in accordance with the media protocols. The visits will enable the communication of the project and its progress to the broader community.
Door knocking	Downer Stakeholder and Communications team	Advising businesses of construction impacts that will particularly affect individuals or properties, particularly as part of the listed affected parties with the Resource Consents.
Photography/ videography	Led by Hamilton City Council with assistance and input from Downer Stakeholder and Communications team.	Construction photos or footage for updates and Hamilton City Council use.

Branding and writing style

External communications material is jointly branded and includes Hamilton City Council and Downer branding and logos where required and in accordance with Hamilton City Council branding and writing style guidelines. Communications material is to be reviewed by Hamilton City Council prior to issue.

Enquiries management

All complaints and enquiries will be managed in a responsive and timely manner to ensure that stakeholders feel their concerns are genuine, being taken seriously and aren't dismissed. This is critical in developing a trusting and reliable relationship between the community and project team.

Downer's Communication and Stakeholder Manager will manage all enquiries and complaints that arise, ensuring they are recorded and tracked in the project database Consultation Manager. As the Communication and Stakeholder Manager will not be involved in the project in a full-time capacity, they will brief all site staff on what actions to undertake in the event they receive a complaint.

Enquiry	Management	Response time
<p>Priority response (eg calls relating to service disruption (customer or local community), public safety issues, environmental issues)</p>	<ul style="list-style-type: none"> ▪ Check if the caller requires emergency assistance. If so, either supply the relevant emergency services contact details or call emergency services on behalf of the caller. <p><u>OR</u></p> <ul style="list-style-type: none"> ▪ If the caller is reporting an environmental incident, record the stakeholder's details and issue, and refer immediately to the Project Manager and Environmental Advisor for action. Advise the caller that the matter has been reported and that an investigation and/or clean-up crew will be mobilised as soon as possible. <p><u>OR</u></p> <ul style="list-style-type: none"> ▪ If the caller is reporting a safety incident/unsafe situation, record the stakeholder's contact details and the issue and refer immediately to the Project Manager and Zero Harm Safety Advisor for action. ▪ Manage the enquiry with the approval of the Hamilton City Council. ▪ Register enquiry and associated management actions into the project's Communication Register. ▪ Advise Hamilton City Council representatives and elected representatives of the enquiry as appropriate. 	<ul style="list-style-type: none"> ▪ Respond as soon as possible but no more than two hours from initial contact. ▪ Advise Hamilton City Council of the incident within a three-hour timeframe. ▪ Provide incident report to the Hamilton City Council within one working week.
<p>Enquiries from elected representatives</p>	<ul style="list-style-type: none"> ▪ Acknowledge enquiry and record details into the project's Communication Register in Consultation Manager. ▪ Assist Hamilton City Council with draft response. ▪ Hamilton City Council respond. 	<ul style="list-style-type: none"> ▪ Acknowledge enquiry on same day. ▪ Hamilton City Council respond.

Enquiry	Management	Response time
General stakeholder enquiries	<ul style="list-style-type: none"> Acknowledge enquiry and record details into the project's Communication Register in Consultation Manager. Provide response to enquirer in accordance with Hamilton City Council guidance. 	<ul style="list-style-type: none"> Acknowledge enquiry on same day. Draft response for BBO and Hamilton City Council review as soon as practical (but within two working day). Provide response in accordance with Hamilton City Council guidance.
General stakeholder enquiries received outside of normal working hours	<ul style="list-style-type: none"> Acknowledge enquiry and record details into the project's Communication Register. Draft response and forward to Hamilton City Council representative for review and approval. Provide response to enquirer in accordance with Hamilton City Council guidance. 	<ul style="list-style-type: none"> Acknowledge within one working day. Draft response within two working days. Respond to enquirer in accordance with Hamilton City Council guidance.

Protocol for managing potential “viral” complaints

Should a complaint be received by a person advising they will be sharing their grievance with media, on social media, with local MPs or councillors, or if any complaints received have the potential to ‘go viral’, they must be escalated to Hamilton City Council team immediately. Negative viral attention may result in a potential crisis situation that may hamper profits, destroy Hamilton City Council, Downer and the projects reputation, and cause general harm to assets.

Such complaints may include (but not limited to) members of the public being witness to unsafe work practice, negative engagement with the public, overly noisy work practice, bad language, negative engagement seen between employees, disruptive works without notifications and messy work sites.

Key contacts

Specific project contacts for general enquiries / complaints:

Organisation	Name and Position	Contact
Downer New Zealand	Craig Lingard – Contractors Representative	+64 27 492 0907 Craig.Lingard@downer.co.nz
Downer New Zealand	Victoria Cooper – Stakeholder and Communications Manager	+64 221 065 867 victoria.cooper@downer.co.nz

17 TRAINING

All project personnel, including subcontractors, are required to attend project inductions when performing any works associated with the project. A general overview of key community issues and risks is outlined at these inductions, as are stakeholder engagement protocols and processes and expectations of behaviour. The following community and media protocols / expectations are included in the inductions:

- Minimising disruption to the local community, including adjacent residents and businesses
- Working on approved workdays and within project hours
- Use of photography and video
- Understanding the enquiries/ complaints management processes
- Understanding the media protocols and the requirement to notify the project communications team immediately should a media representative make contact with an employee or subcontractor of the project
- Contact details for project communications.

Educating the project team on communication requirements and activities informs the procedures and behaviour of project personnel and has a positive impact on the project's reputation.

Toolboxes and pre-start briefings are used as a reminder of project responsibilities, communications requirements and expected behaviours. These educate the wider team (e.g. workers on the ground) about a particular issue (usually safety, environmental or community) by providing a knowledge refresher and the platform to exchange experiences. Further detail can be found in project's Safety Management Plan.

18 INCIDENT MANAGEMENT

Downer project team will immediately notify the Hamilton City Council in the event of an incident or issue associated with project activities that may have an impact on the community, environment, employees, subcontractors or other stakeholders or that may attract the attention of the media, government or local council stakeholders, or broader community.

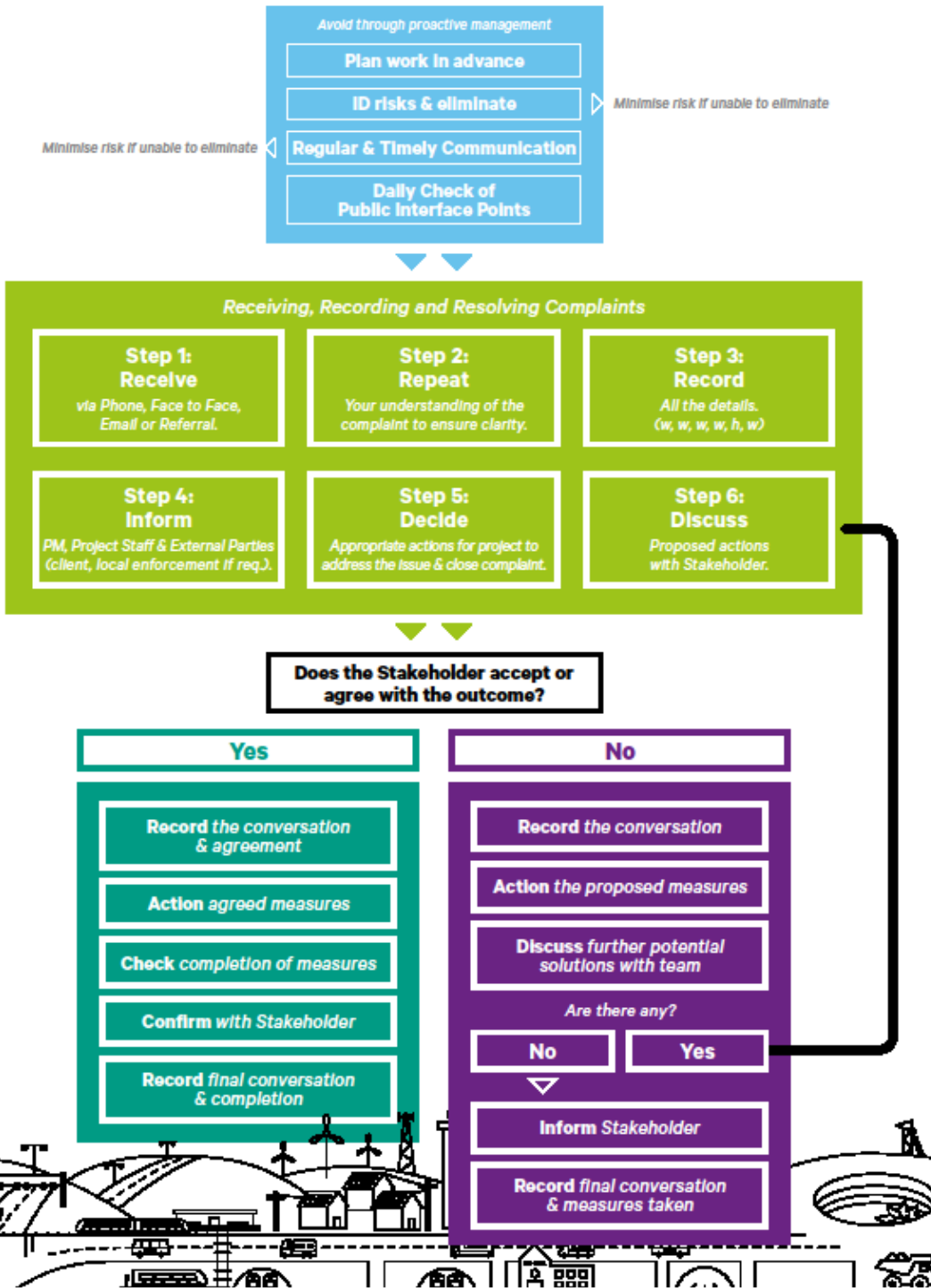
In the event of an incident or issue, Downer will not contact or provide information to any person (other than that which is required to directly manage the incident or to comply with the law), including any stakeholder, the media or the public, without prior approval of the customer.

Downer will provide the relevant authorities with all necessary communications materials that may be needed to be disseminated as a result of such incidents, if required.

APPENDIX A – COMPLAINT PROCESS



Complaint Process



APPENDIX B – STAKEHOLDER COMPLAINT MANAGEMENT FORM

All complaints are collated within Downer’s SharePoint site, so they can be easily accessed by any staff member involved with the project.

iDowner > Transport Services Central > Construction Projects


Feedback No *


Status ▼

Description

Project ▼

Received Date 

Response Date 

Completed Date 

Actions

Customer Details