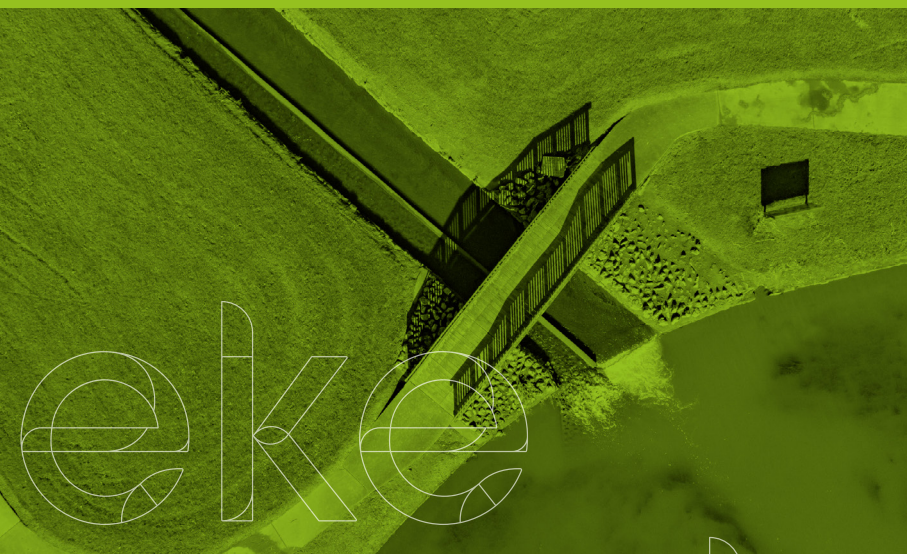


# Engagement Strategy



panuku



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# 01

## ABOUT THIS STRATEGY



Eke Panuku Development Auckland is the Auckland Council-controlled organisation leading urban regeneration in Tāmaki Makaurau. Eke Panuku was established in 2015 as a merger of two council-controlled organisations – the Waterfront Development Agency and Auckland Council Property Limited.

We help to regenerate parts of Tāmaki Makaurau, from small projects that refresh a site or building, to major transformations of town centres or neighbourhoods. We do this by selling council-owned sites for redevelopment, investment in public amenity and placemaking. We also manage land and buildings that Auckland Council owns.

Partnership and collaboration are essential to urban regeneration to build alignment and momentum for regeneration plans and activities so that projects reflect community aspirations. This way of working acknowledges the complexity of our town centres and enables multiple stakeholders to collectively work together so that our town centres can thrive.

Involving locals in our work builds trust through involvement. It develops ownership and community pride, ensures transparency through the process, and provides an opportunity to test and try aspects of the change in real time – both before and during change.

As Auckland’s urban regeneration agency, our focus is on strengthening and growing communities around thriving town centres. To explain our approach, we’ve created the Thriving Town Centres guidance, which defines our core principles and success factors.

Our engagement with the community and stakeholders is facilitated by communications and placemaking initiatives. Their aim is to support people through ongoing change and to build trust and knowledge through relationships to ensure we keep momentum in our programmes.

This engagement strategy outlines our public commitment about what we will do regarding engagement. Our main goal is to make it easier for people to engage with us and to inform our decision-making.

We also work closely with our mana whenua partners to understand their priorities in Tāmaki Makaurau. Eke Panuku has specific protocols in place for engaging with Māori. This engagement strategy does not cover engagement with Māori.

While this document will help guide at a high level the engagement requirements for our programmes and projects, there are also statutory requirements for engagement that we must follow.

# 02

## OUR ENGAGEMENT PRINCIPLES

The principles that underpin how we approach effective engagement are:



### Principle 1



#### WE ENGAGE IN A GENUINE, TRANSPARENT AND PURPOSEFUL WAY

- We conduct engagement in a genuine effort to listen to and consider all views with an open mind.
- We are generous with information; we ensure we tell the full story including what decisions have been made and which decisions people can influence.
- We endeavour to engage as early as we can and along the way.
- We value, respect and give weight to local knowledge.

### Principle 2



#### WE ENSURE WE LISTEN TO AND CONSIDER ALL VIEWS

- We build ongoing relationships with Communities.
- We are proactive in our approach. We will provide people with a reasonable opportunity to engage with us.
- We will share feedback with decision-makers to ensure they are fully informed.

### Principle 3



#### WE WILL LOOK FOR BEST WAYS TO ENGAGE

- We identify ways and provide appropriate mechanisms for people to participate and share their views and knowledge.
- We show respect towards people and ensure we understand their values, beliefs and aspirations.
- We make it easy for people to provide feedback and we share information through a range of channels, so it is easily accessible.

# 02

## OUR ENGAGEMENT PRINCIPLES (cont)



### Principle 4



#### WE BUILD TRUST THROUGH BEHAVIOUR

- We are open, honest and respectful in the sharing of knowledge and process.
- We say what we are doing/will be doing and do what we say.
- We follow through on promises and commitments.
- We are careful, responsible, efficient and effective when using our resources.

### Principle 5



#### OUR COMMUNICATIONS ARE OF A HIGH STANDARD

- We provide people the information they need to understand projects, their context and limitations.
- We communicate holistically about the purpose and implications of proposals.
- We ensure accurate updates easily accessible on our channels.
- All communications will adhere to our Tone of Voice standards.

# 02

## OUR ENGAGEMENT PRINCIPLES (cont)



### Principle 6



#### WE KEEP PEOPLE INFORMED

- We acknowledge feedback received and keep people informed on progress.
- We close the loop and communicate to people who provided feedback, how their input influenced decisions and share the outcomes.

### Principle 7



#### TE TIRITI O WAITANGI

- We support our mana whenua partners to provide significant input into the development and implementation of our strategic plans and programmes.
- Even when our mana whenua partners aren't formally the decision maker for a project, we do our best to respond to the aspirations of mana whenua within our work.
- We also regularly engage with Māori communities and Māori organisations through other channels on a neighbourhood-by-neighbourhood basis.

The above principles should be applied in addition to the principles of consultation listed in the Local Government Act 2002, the Auckland Council Significance and Engagement Policy and all other relevant statutory and legislative requirements.

# 03

## OUR ENGAGEMENT OBJECTIVES

- **Identifying, targeting and informing stakeholders** of our work to provide useful, relevant and timely information in a consistent manner.
- **Identifying and mitigating reputation and communication risks** for our programmes and Eke Panuku.
- **Creating an appropriate level of community awareness**, understanding and support for our work in a place-based way.
- **Creating opportunities for partner and stakeholder engagement** through multiple channels and at appropriate decision-making points in our work to obtain inputs and satisfy all statutory and best practice engagement requirements.
- **Obtaining stakeholder and community feedback** for our programme teams to use during planning, design, consenting and construction phases.
- **Researching and analysing stakeholder and community input** and preferences in relation to existing local issues, challenges and opportunities.
- **Avoiding communication and consultation fatigue** among key partners, stakeholders and communities over programme lifecycles by using appropriate tools and timing for engagement.
- **Building positive relationships** with partners and stakeholders to obtain timely and meaningful inputs into programmes and leave a legacy of goodwill.



# 04

## WHAT IS ENGAGEMENT AND WHY WE ENGAGE

Simply put, “engagement” is any interaction with anyone who may be interested in or affected by our work. Whether we send out project information via digital or traditional channels, promote events, organise meetings and workshops, or gather feedback from communities – these all fall under ‘engagement’.

We engage with Auckland’s diverse communities and stakeholders to seek input and feedback, to understand issues, priorities and opportunities.

We work across neighbourhoods throughout the city, from large long-term urban regeneration plans to small projects on specific sites. Our engagement approach is guided by considerations such as our statutory obligations and decision-making requirements as they relate to a specific site.

Our place-led engagement means that all our urban regeneration projects need to reflect the people, character and needs of the area. We use placemaking initiatives to build community participation and ownership as well as piloting ways of using places differently, testing options and bringing new energy and activity to a place.





# 05

## BENEFITS OF MEANINGFUL ENGAGEMENT

Engagement is an important element to assist in the long-term urban regeneration of our city. It has many benefits, including:

- People participation reinforces a sense of community buy-in, identity and a feeling of belonging.
- The dialogue with local communities and stakeholders enhances our decision-making through people sharing their aspirations, concerns and local knowledge with us.
- Effective engagement will help to promote sustainable decision-making by recognising and communicating the needs and interests of all participants.
- Building trusting and sustainable relationships with people in our neighbourhoods.
- Increase people's involvement and a sense of ownership in our projects.
- Enhance our reputation and satisfy statutory requirements.



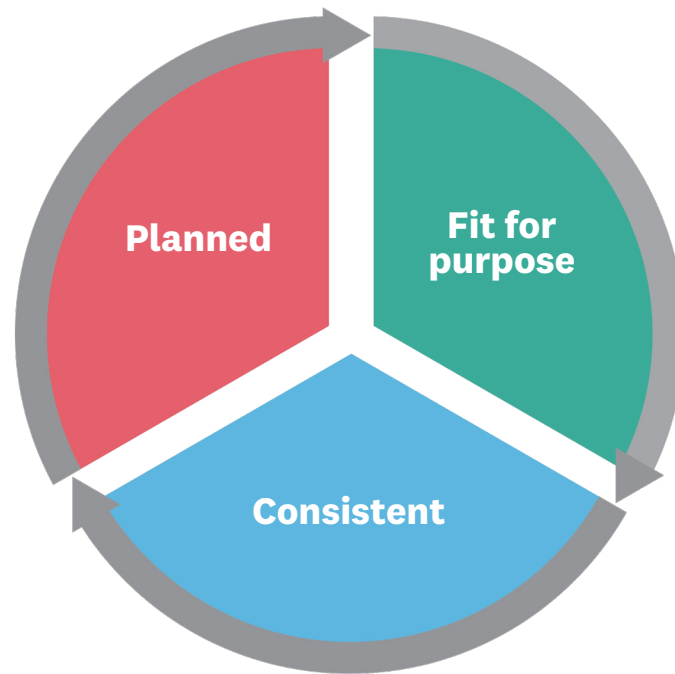
# 06

## HOW WE ENGAGE

Following best practice not only improves current projects outcomes, but also establishes a sound basis for fruitful engagement on future issues.

The nature of our engagement activities depends on the type of programmes and the size of projects. We use community engagement to seek input and feedback into our plans, to understand issues, priorities and opportunities. This is achieved through innovative and best practice approaches. We also utilise placemaking to build community participation, ownership and buy-in. This includes piloting ways of using places differently, informing and testing options for future public space design and bringing new energy and activity to a place. This is achieved via such mechanisms as events, activations or regular face-to-face meetings.

- **Planned engagement** – We plan our engagement in a proactive way. Ensuring our engagement approach is holistic, joined up with others and in line with our engagement principles.
- **Fit for purpose** – There is no one-size fits-all approach to engagement. Our engagement is responsive to the nature of the work, the communities and stakeholders involved and the context of our wider programme of work.
- **Consistent** – We will provide people with a consistent Eke Panuku engagement style. We want the people we engage with to know what they are getting from engaging with us and be able to rely on us.



## USING THE IAP2 SPECTRUM

The Eke Panuku approach to engagement is guided by the International Association for Public Participation (IAP2) spectrum. The IAP2 spectrum is internationally recognised as best practice for planning engagement.

The spectrum outlines five levels of engagement (refer to figure 1), four of which involve actively seeking feedback - consult, involve, collaborate and empower. All four include an element of 'inform' to raise awareness of projects amongst stakeholders and their ability to provide feedback.

Increasing impact on the decision An example of how public engagement can be planned					
	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 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 formulation solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

Source: IAP2 Australasia

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Figure 1 IAP2 Spectrum

# 08

## WHO WE ENGAGE WITH

Engagement provides us with opportunities to share information with and hear from people who are interested in or impacted by our work. People's views help shape our city into a place that reflects their needs and aspirations.

The people and organisations we engage with include:

Community/Stakeholder/ partner	Examples
People who live, visit, work in our neighbourhoods	Residents, formal and informal groups
Hard to reach communities such as ethnic and special interest groups	Cycling groups, youth groups, disability groups
The business community	Business associations, business owners, interested businesspeople/ groups and individuals
Elected representatives	Governing Body, Committees and local boards
Auckland Council whānau	Council-controlled organisations and departments
Central government agencies and ministers	Kāinga Ora – Homes and Communities, Waka Kotahi NZ Transport Agency
Members of parliament	Electorate MPs
Other agencies	Auckland Light Rail, City Rail limited
The media	Journalists and media commentators
Eke Panuku tenants	Tenants of commercial non-service properties we manage
Relevant industries	The property development sector, urban and landscape designers, architects, engineering firms

We continuously review and refine our engagement practice to ensure we always do better. This action plan aims to support achieving our identified goals as outlined below:

Goal	Actions	Success will look like
Continue to empower and support relevant teams from across the organisation to engage confidently	Identify gaps in skills and build capacity through training, professional networks, and information sharing.	Stakeholders have trust in our processes and there is an increase in the percentage of stakeholders who are satisfied with the way we engage.
People feel engaged and valued throughout engagement processes	We will endeavour to involve communities and stakeholders early in our engagement processes. We will seek community involvement and ensure local ownership of projects.	There is a measurable increase in responsiveness by people to our engagement processes. Relationships with communities and stakeholders become more characterised as long-term rather than 'one-off' engagement.
Traditionally hard to reach groups (e.g. youth, and ethnic communities and others) are able to take part in our engagement	We will continue to support and invest in appropriate engagement methods to ensure views of such groups are understood and considered in the decision-making process.	Views from relevant groups are considered in our decisions. The groups are satisfied with our engagement processes
Our engagement practice is planned genuine, fit for purpose and consistent.	We will encourage and support learning and development opportunities and invest in the use of innovative, online best approaches to engagement.	We are aware of and able to utilise innovations in the engagement space. Stakeholders have available a variety of tools to suit their needs and preferences to engage with us.



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