

GREATER LINCOLN AREA MAJOR INFRASTRUCTURE PROJECTS



COMMUNICATIONS PLAN

LINCOLN MAJOR SCHEMES – COMMUNICATION PLAN

Scope

This document sets out the aims, roles and responsibilities of Lincolnshire County Council (LCC) to communicate effectively the impacts on the traveling public and business' during the construction of major highways infrastructure schemes. It also details how LCC aim to coordinate and cooperate with other infrastructure providers, utility companies, developers and other key stakeholders in the delivery of other projects that will impact on the city's road network.

The key objectives of this plan are:

- To pro-actively engage with all key stake holders, works promoters, event organisers, emergency services, the business community, residents, visitors and commuters (collectively the wider community) to construct an effective communications network.
- To make the most effective use of the available communication channels to keep the wider community informed in advance, of details of planned works and traffic management arrangements and how this will impact upon them.
- To make the most effective use of the available communication channels to keep the wider community informed of any potential misinformation or rumour and be pro-active in redressing any resulting implications.
- To make the most effective use of the available communication channels to keep the wider community informed, with as much advanced notice as is reasonably practical, details of un-planned disruptions and incidents, how this will impact upon them and how this can be best mitigated.
- To make the most effective use of the available communication channels to keep the wider community informed of how they can impact positively on minimising delay and disruption by changing their working pattern, mode of travel or place of work.
- To require or actively seek the agreement (as applicable) of all project sponsors, works promoters, contractors and event organisers to formally sign up to the objectives of, and process within, this communication strategy.
- To compile timely and accurate information in respect of all planned events, projects and "other works" that will impact on the effective movement of people in, around and out of the city.
- To use this information to gain a greater understanding of the interaction between schemes, events and other works. Thus allowing informed decision

making in respect of the timing, extent, phasing and impact of traffic management provisions across the city and beyond.

- To use this information in order to work closely with the Emergency Services to minimise disruption to service and call out times

This plan seeks to provide a frame work and methodology that will enable the public, private and voluntary sectors, involved in the delivery of the above programme of events and works to communicate in a structured and proactive way, to deliver effective information. It is of paramount importance that during this period, , the city and surrounding area continues to function as a place to live, work and visit.

Communication Channels

LCC will achieve an integrated presence across traditional and digital media, consisting of:

- Traditional media: Providing timely information and interview opportunities. Embedding a culture of openness amongst staff, as well as a willingness to engage with the media
- Web: Maintaining and developing the LCC website as a leading and trusted source of travel information, advice and other services
- Mobile: Roadworks.org features, optimised for access via mobile
- Syndication: Transport data made openly available to third parties wherever possible, enabling news outlets to innovate new information services for passengers at no or minimal cost to LCC
- Digital Marketing: Advertisements and features on local media outlet websites
- Social Media: Engagement with customers and stakeholders through social media where this supports LCC's objectives
- Marketing: LCC owned property and equipment should be used to advertise news and information to support cost effective delivery

Roles & Responsibilities

Overall responsibility for the delivery of the communication plan will be via the Special Projects Manager reporting directly to the Chief Operating Officer, Environment & Economy. He will be assisted by the Communications Team, Senior Project Leaders, Project Teams, the Digital Engagement Team and other Directorate and non-Directorate colleagues.

Externally to LCC there will be a requirement to liaise, coordinate and cooperate with, amongst others, LCC appointed contractors on major schemes, Network Rail

and their contractors, utility companies, City and District Councils, Emergency Services, Lincolnshire Chamber of Commerce, Lincoln Business Improvement Group, Visit Lincoln, Sincil Bank Traders and other business groups, Lincoln University, Bus Operators and many others.

The key to this plan is effective two way information flow. People expect timely and accurate information on how their daily life will be affected by these works, today, next week and next month. In return it is fair to ask for constructive feedback from all stakeholders to enable their concerns to be given proper consideration. It must, however, be recognised that the needs of one group or individual may conflict with those of others.

Co-ordination of Infrastructure Projects

It is expected that each project team and their appointed contractors will participate in regular coordination meetings. These will be particularly important in the lead up to the start of works and to any planned changes to traffic management arrangements as the works progress. These meetings will be facilitated by LCC Special Projects Manager.

The project team will prepare at least one month prior to the commencement of works on site, a **Project Initiation Report**. This will set out the aims of the schemes and how it will impact on the daily lives of those who live and work in Lincoln. Emphasis should be given to the benefits of the end product, whilst acknowledging the short term challenges brought about by the construction phase(s). (Appendix A)

The report should also contain an outline project plan showing the key elements of construction and critical path items. This overview should be replaced with a "contractor's version" as soon as this is available. Once work has commenced the project plan should be updated to show actual progress against planned at regular intervals (monthly on projects of less than 9 months duration, minimum 3 monthly on longer term projects). The reasons for any significant variance to programme should be explained, except in circumstances where this information could be deemed as "commercially sensitive" or of a confidential nature.

Lincoln Major Infrastructure Projects – Communications Strategy Project Initiation Report					
Project Title					
Date Prepared		Version	Updated By	Date	
Project. Lead				Contact Details	
Communication Lead				Contact Details	
Planned Start date				Planned Completion Date	
Description of Project					
		<i>Give a brief description of the project including a description of its location and extent</i>			
Project Overview					
		<i>Set out the aims of the schemes and how it will impact, positively, on the daily lives of those who live and work in Lincoln. Emphasis should be given to the benefits of the end product, whilst acknowledging the short term challenges brought about by the construction phase(s)</i>			
Project Plan					
<i>Provide an outline project plan (Gant chart) showing the key elements of construction and critical path items. This overview should be replaced with a "contractor's version" as soon as this is available. Once work has commenced the project plan should be updated to show actual progress against planned at regular intervals (monthly on projects of less than 9 months duration, minimum 3 monthly on longer term projects). The reasons for any significant variance to programme should be explained, except in circumstances where this information could be deemed as "commercially sensitive" or of a confidential nature.</i>					

Key Project Milestones	Description	Target date	
KM1	<i>Include key traffic management phases, start and completion of key construction phases, any notable construction activities, delivery of major structural elements etc. etc.</i>		
KM2			
KM3			
KM4			
KM5			
KM6			
KM7			
KM8			
KM9			
KM10			
Other relevant Documents, Reports and Drawings			
Title	<i>Insert document title</i>	Location	<i>Insert file path or URL</i>
Title		Location	
Title		Location	
Title		Location	
Title		Location	
Title		Location	
Title		Location	
Title		Location	
Images, Photographs and Videos			
Description	<i>Brief description of Image</i>	Location	<i>Insert file path or URL</i>
Description		Location	
Description		Location	
Description		Location	
Description		Location	
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Description		Location	

In addition to the above, as a minimum requirement the project team/contractor will provide a **Project Update** on a weekly basis (Appendix B). The update will include the following information

- A brief resume of the works undertaken in the past 7 days, including the start or conclusion of key project milestones.
- A brief resume of the works planned for the following 7 day period, again including any key project milestones that are scheduled to start or to complete during this time.
- A plan and written description of the traffic management arrangements that will be in place for the following 7 days.
- 14 days advance notice of any planned changes to traffic management arrangements (plan and description).
- Details of any planned "out of hours" operations scheduled in the next 7 days.
- Any other relevant or interesting information about the project such as major lifting operations, transportation of major structural elements, archaeological finds, etc...
- The above information will be collated by the Communication Team and with the help of the Digital Engagement Team the updated information will be placed on the various information streams detailed earlier in this document and shared with strategic partners.
- All media streams, such as web pages, will be updated weekly regardless of the content of the above reports. This will ensure that the public and stakeholders have confidence in the timeliness of information placed in the public domain. **"No change" is a positive communication!**

Lincoln Major Infrastructure Projects – Communications Strategy Project Update Report			
Project Title			
Date Prepared		Version	Updated By
Project Lead		Contact Details	
Communications Lead		Contact Details	
Report Period From	<i>Day and date</i>	Report Period to	<i>Day and date</i>
Details of Past and Planned Progress			
Progress made and tasks completed in past 7 days	<i>Give a brief description of the works completed during the past week. Use bullet points and plain English. Highlight any completed key project milestones or points of interest.</i>		
Planned tasks to be undertaken in the next 7 days	<i>Give a brief description of the works planned to be undertaken during the next week. Use bullet points and plain English. Highlight any up-coming key project milestones or points of interest.</i>		
Traffic Management Arrangements			
<i>Provide a written description of the traffic management arrangements that will be in place for the following 7 days. Give a written description, 14 days in advance of any significant changes to traffic management arrangements. Use plain English.</i>			
Traffic Management Plans			
Title	<i>Insert document title</i>	Location	<i>Insert file path or URL</i>
Title		Location	
Title		Location	
Title		Location	
Title		Location	
Title		Location	
Title		Location	

Out Of Normal Hours Working Arrangements			
<i>Provide a written description of any "out of normal hours" working arrangements planned for the coming week.</i>			
Additional Information			
<i>Provide details of any other relevant or interesting information about the project such as major lifting operations, transportation of major structural elements, archaeological finds, etc...</i>			
Other relevant Documents, Reports and Drawings			
Title	<i>Insert document title</i>	Location	<i>Insert file path or URL</i>
Title		Location	
Title		Location	
Title		Location	
Title		Location	
Title		Location	
Title		Location	
Title		Location	
Images, Photographs and Videos			
Description	<i>Brief description of Image</i>	Location	<i>Insert file path or URL</i>
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Information Exchange

It is the intent of LCC to rely largely on digital and broadcast media to disseminate information to the public and stakeholders. In the case of digital media the Communications Team will "invite" all stakeholders and members of the public to "sign up" to their preferred method of engagement; this could be via social media, email (roadworks@lincolnshire.gov.uk), text message, etc. Wherever possible we will use existing "communications networks" as used by Lincoln BIG for example, as a way of ensuring we reach as many people as possible. In order for this to be as effective as possible we will need to rely on the commitment of stakeholders and others.

Advertising & Additional Information

Where major infrastructure projects meet face to face with public areas, site hoardings will have "information boards" which give details of the project; this can be similar to the information provided for digital media as detailed above. This should also include appropriately sized "artists impressions" or schematic drawings of the completed scheme. Where appropriate, viewing "windows" should be made in hoardings to enable the public to follow progress of schemes on the ground.

Summary

The programme of works and events planned over the next few years will present a significant challenge for all who seek to deliver them and for those whose daily life will be affected by them. It is essential therefore that an effective communication network is set up and maintained throughout the duration of these works. These measures need to be flexible and adaptable to meet the frequent situation changes that will inevitably occur throughout the programme. The provision of clear concise and accurate information to the wider community is essential if we are to minimise the impacts of the construction phases on the normal routine functioning of the city.

In order to achieve this, sufficient resources must be made available and all parties must be committed to delivering first rate information and data. The very best use of all communication and media sources will ensure that any communication is comprehensively delivered. We will encourage as many organisations and individuals to register with us to receive information directly, via a range of digital formats.

We will actively inform and encourage people to consider alternative travel and / or work patterns in order to reduce "normal" traffic levels so those who are required to travel in and around the City for essential journeys can continue to do so with the minimum of disruption.

We will encourage feedback from the wider community and make our best endeavours to ensure this is acted upon. However it must be recognised there will be, at times, conflicting opinions and needs. Compromise will be required at times, by all concerned to bring about an acceptable outcome. Mediation and communication skills of the highest order will need to be at the forefront of this plan.