

A large teal graphic element consisting of a triangle pointing upwards, a vertical rectangle to its left, and a trapezoidal shape at the bottom left, all in a solid teal color.

# **Stakeholder Engagement and Communication Plan**

Outline Business Case  
Appendix H

17<sup>th</sup> January 2020



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# 1 Introduction

## 1.1 Context

The Greater Cambridge Partnership (GCP) appointed Mott MacDonald as their technical and environmental advisors to develop the design and business case for the Cambourne to Cambridge Better Public Transport scheme.

Stakeholder engagement and communications will play a key role in the successful delivery of this scheme as it is only through open and honest communication with all stakeholders will we be able to ensure that the scheme presented does not come under serious and sustained challenge at Public Inquiry.

## 1.2 Purpose

The purpose of this document is to outline our approach to stakeholder engagement and communications to support the scheme development through Transport and Works Act (TWA) Order preparation and Final Business Case. It should be noted that this is a live document which will be updated and reviewed as the project progresses.

The aim of stakeholder engagement and communications is to:

- Inform all affected parties, local communities and road users of the scheme's development and programme;
- Consult with all stakeholders, receive their views and identify potential objections; and
- Take issues and objections on board whenever possible in the design of the scheme, including mitigation and compensation measures.

It should be noted that although stakeholder engagement and public consultation is non-statutory at this outline business case stage, it is good practice to take account of stakeholder opinion as part of option selection.

## 1.3 Statement of Community Involvement

This document should be read in conjunction with the Outline Business Case Appendix G, which presents our statement of community involvement since the project's inception in 2015.

## 1.4 Document Structure

Following this introduction, the document is structured as follows:

- Project communication is presented in section 2; and
- Our approach to stakeholder engagement can be found in section 3.

## 2 Communications

### 2.1 Introduction

We present our approach to communications in this chapter. Communications will be led by the GCP's Communications Team and will look to raise awareness of the scheme with stakeholders and the public.

### 2.2 Communications Approach

Communications methods and materials offer stakeholders **equitable** consideration, with priority for those experiencing greatest local impact.

A **proactive**, planned approach will engage, notify and update stakeholders in good time. Regular project updates will inform and engage audiences via website updates, social media posts, events and print materials.

Information, materials and events must be clear and **accessible** with large print, audio and translation options.

### 2.3 Communications Objectives

- Maximise exposure of project plans (consultation) and phases (delivery), prioritising communities and groups experiencing greatest benefit/impact
- Demonstrate ongoing support for stakeholders, pre, during and post planning and throughout delivery, prioritising communities and groups experiencing greatest benefit/impact. Promote dialogue and collaborative engagement, prioritising two-way channels.
- Signpost and reference relevant local schemes, demonstrating holistic, planning approach.
- Raise profile of the GCP and its work.

### 2.4 Communications Correspondence

Written project communications will be recorded to provide a record of engagement with stakeholders and the public which can be reviewed at a later date to support a potential public enquiry. During consultations, correspondence will be logged separately and will inform consultation reporting. Administrative communications e.g. individual meeting RSVPs will not be included in this log (unless comments or queries about the project are raised).

### 2.5 Communication Branding

The Greater Cambridge Partnership's branding style guide will be adhered to for consistency in communication materials to raise awareness and increase recognition of the scheme.

### 2.6 Media

Cambridge media will be engaged to share progress, promote plans and promote opportunities to contribute to scheme development. The GCP Communications team monitor local media



sentiment via Vuelio media monitoring software. Daily media updates are sent across all GCP initiatives to internal to keep GCP staff informed of project perceptions.

Community media - Village newsletters, websites, blogs, Facebook Groups will be utilised to reach local communities etc.

## **2.7 Social Media**

The GCP's and partner social media channels will seek to promote activities – Facebook, LinkedIn, YouTube, Instagram and Twitter. The GCP Communications team monitor social media sentiment via Hootsuite. Key findings will be shared with project and client project team leaders and if required, responses agreed collaboratively.

## **2.8 Website**

We will provide key documents in a suitable format on the GCP project site's website, and make stakeholders aware when key documents are uploaded.

Regular digital project updates will be made available online and promoted via email to the scheme's stakeholder database

## **2.9 Partner organisations**

Project officers will work closely with colleagues in partner organisations, in particular City, County and District councils and the Cambridgeshire and Peterborough Combined Authority in order to coordinate activities.

## 3 Stakeholders

### 3.1 Introduction

This chapter presents the approach to the stakeholder engagement which will be undertaken to raise awareness of the scheme and inform option design.

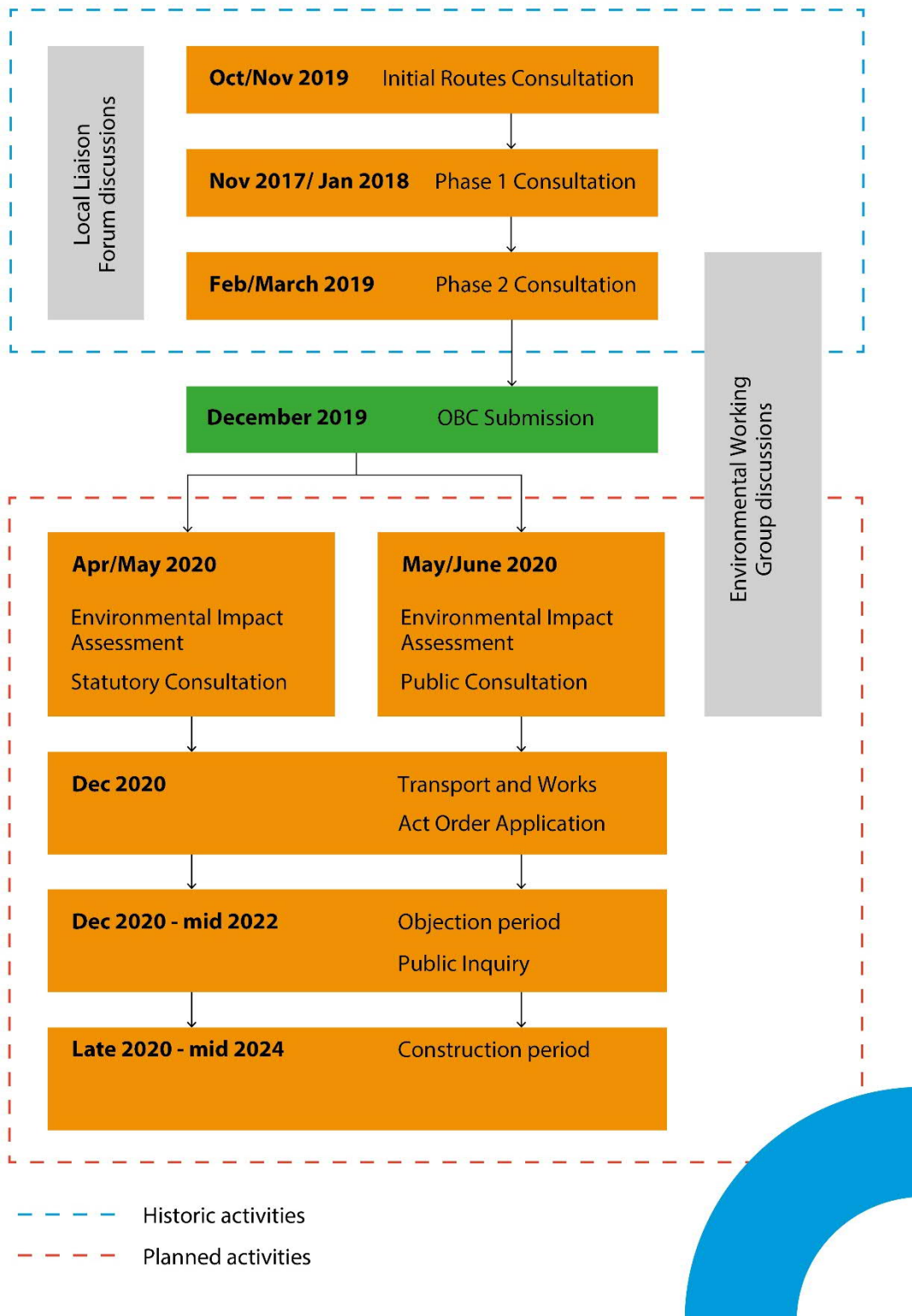
Ongoing stakeholder management will be overseen by the GCP's Communications team. However, both the Mott MacDonald project team and the client project team will have a role to play in undertaking stakeholder engagement. The GCP Communications team will be responsible for co-ordinating stakeholder engagement activities to:

- Establish a co-ordinated approach to stakeholder communications.
- Keep elected members informed of project progress.
- Keep key stakeholders, including non-statutory and statutory, and external bodies informed of project progress.

Figure 1.1 below highlights the major elements of consultation that have been undertaken to date, along with planned future activities. In addition to those shown, liaison with residents and stakeholders will also continue as required alongside these formal areas of consultation.

A summary of stakeholders, their role, and approach to engagement is presented in Table 1.

**Figure 3.1: Major Consultation Activities**



## 3.2 Approach to Stakeholder Management

Throughout the scheme's development, project officers will seek to engage with stakeholders and members of the public in order to inform, consult, address concerns and, wherever possible, reflect feedback in developing plans.

### 3.2.1 Public consultations

Public consultations will initially contribute to development of an Outline Business Case, taking a multi-channel approach to promote and seek feedback including through traditional and online paid-for, owned and earned media, community engagement events in key or high footfall locations along the route and through the distribution of consultation leaflets.

Drop-in events held across the area will enabled people to have their say in person and provided the opportunity to question transport officers and consultants.

Quantitative data will be recorded through a formal questionnaire available online and in print.

### 3.2.2 Stakeholder input

Beyond periods of public consultation, continuous engagement will seek to update and involve key audiences through activities including:

- establishing and facilitating regular meetings and workshops with a scheme Local Liaison Forum, chaired by and comprised of members representing local communities.
- representations at community meetings including local Parish Council meetings, drop-ins and area committees
- meetings with statutory and priority environmental group representatives (Natural England, National Trust, Cambridge Past, Present & Future) to contribute to scheme design
- meetings with local businesses and landowners

### 3.2.3 Environmental Impact Assessment

Once a preferred scheme is determined and agreed, statutory consultees and key wider interest groups will be consulted as part of the Environmental Impact Assessment. Community engagement events in key or high footfall locations will be promoted through media, community and direct channels.

Consultation materials (presented online and through event displays and materials) will present more detailed proposals and enable people to contribute feedback and to speak with and question transport officers and consultants.

### 3.2.4 Transport and Works Act Order

The TWA Orders Unit, part of the Department for Transport, will be responsible for issuing a formal request to statutory stakeholders to comment on the proposals.

Once a preferred scheme is approved for construction, communications plans will be developed with a priority focus on continuing to inform and support local affected communities throughout construction, promoting scheme benefits and encouraging modal shift.

**Table 1: Stakeholder Engagement Plan**

Stakeholder	Interest/ Involvement	Management Strategy	Statutory Consultee	Local Interest Group/ Organisation	Wider Interest Group/ Organisation	The Public
Members of the general public & highway users	Potential users and sensitive to disruption during construction.	Regular communication in the lead up to and during construction.				√
Local Councillors	Represents constituent interests and forms a communication channel.	Regular updates and involvement where appropriate as the scheme progresses.		√		
Statutory Undertakers	Sensitive to disruption during construction.	Close engagement on traffic management of scheme construction.	√			
Landowners	Required to allow the scheme to progress. Interest in the impacts of the proposed scheme on environment and proposed mitigation/enhancement.	Close engagement on scheme development, proposals and construction prior to statutory consultation. For statutory consultation, a formal request to respond will be issued from the TWA Orders Unit, if applicable.	√			
Local Liaison Forum	Interest of the proposed scheme on the local neighbourhood.	Close engagement on scheme development, proposals and construction prior to statutory consultation. For statutory consultation, a formal request to respond will be issued from the TWA Orders Unit, if applicable.	√			
Parish Council	Interest of the proposed scheme on the Parish Council area. Represents local residents' interests and forms a communication channel.	Close engagement on scheme development, proposals and construction prior to statutory consultation. For statutory consultation, a formal request to respond will be issued from the TWA Orders Unit, if applicable.	√			
Community Partnerships and Local Resident Groups	Represents local residents' interests and forms a communication channel.	Close engagement on scheme development, proposals and construction.		√		
Transport Operators	Interest in potential impact on local bus services.	Close engagement on traffic management of scheme construction.			√	

Stakeholder	Interest/ Involvement	Management Strategy	Statutory Consultee	Local Interest Group/ Organisation	Wider Interest Group/ Organisation	The Public
Emergency Services	Interest in potential impact on local bus services.	Close engagement on traffic management of scheme construction.	√			
Highways England	Interest in linkages with the trunk road network and impact during construction.	Close engagement on scheme development, proposals and construction. For statutory consultation, a formal request to respond will be issued from the TWA Orders Unit, if applicable.	√			
Developers	Interest in improvements to infrastructure which make development sites more attractive to potential businesses, residents and the public.	As and when information is made public via email, verbal and through the planning process.			√	
Local Businesses and Chambers of Commerce	Sustainable travel will offer the opportunity for a wider employee base plus reduced congestion, reduced capital fleet and mileage costs.	As and when information is made public via email, verbal and through the planning process.			√	
DfT	Ensuring compliance with WebTAG and the ability for the scheme to deliver its objectives.	Regular meetings with regional representatives. Outline Business Case (OBC) to be forwarded to DfT for comment.			√	
The Greater Cambridge and Greater Peterborough Local Enterprise Partnership (LEP)	Requires the scheme to deliver its objectives.	Regular meetings with LEP representatives. OBC to be forwarded for comment.			√	
The Cambridgeshire and Peterborough Combined Authority (CPCA)	Requires the scheme to deliver its objectives.	Regular meetings with the CPCA representatives.			√	
The District and County Councils	Requires the scheme to deliver its objectives.	Regular meetings with key representatives. For statutory consultation, a formal request to respond will be issued from the TWA Orders Unit, if applicable.	√			

Stakeholder	Interest/ Involvement	Management Strategy	Statutory Consultee	Local Interest Group/ Organisation	Wider Interest Group/ Organisation	The Public
Environment Agency	Interest in the impact of proposed scheme on the natural environment and proposed mitigation/enhancement.	Engagement on scheme development, proposals and construction prior to statutory consultation. For statutory consultation, a formal request to respond will be issued from the TWA Orders Unit, if applicable.	√			
MPs	Represents constituent interests and forms a communication channel.	Regular updates and involvement where appropriate as the scheme progresses.			√	
Road Safety Management Groups	To maximise road safety relating to the proposed scheme and during construction.	Meetings with key representatives to comment on scheme proposals.			√	
Local Cycle and Walking Groups	To represent the views and interests of active travel users.	Meetings with key representatives to comment on scheme proposals.			√	
Equality and access groups	To represent the views and interests of equality and access groups.	Meetings with key representatives to comment on scheme proposals.			√	
Equestrian Groups	To represent the views and interests of equestrians.	Meetings with key representatives to comment on scheme proposals.			√	
Education and Skills Sector	Sustainable travel will offer the opportunity for students to access employment and education opportunities.	Regular updates and involvement where appropriate as the scheme progresses.				√
Health Sector	The scheme will offer the opportunity for staff and patients to access employment and health care sustainably.	Regular updates and involvement where appropriate as the scheme progresses.				√
Local Residents	Potential users, interest in the impact of scheme on the local community and sensitive to disruption during construction.	Public consultation and regular communication in the lead up to and during construction.				√



Stakeholder	Interest/ Involvement	Management Strategy	Statutory Consultee	Local Interest Group/ Organisation	Wider Interest Group/ Organisation	The Public
Sport England	Interest in the impacts of proposed scheme on the rugby club land and proposed mitigation/enhancement.	Regular updates and involvement where appropriate as the scheme progresses. For statutory consultation, a formal request to respond will be issued from the TWA Orders Unit, if applicable.	√			
Cambridgeshire/Bedfordshire Wildlife Trust	Impacts of proposed scheme and proposed mitigation/enhancement.	Regular updates and involvement where appropriate as the scheme progresses.		√		
Cambridge Bat Group	Impacts of proposed scheme on bats and proposed mitigation/enhancement.	Regular updates and involvement where appropriate as the scheme progresses.		√		
Cambridge Past Present and Future	Impacts of proposed scheme and proposed mitigation/enhancement in relation to green open spaces and our historic environment.	Regular updates and involvement where appropriate as the scheme progresses.		√		
American Cemetery Memorial	Impact of the proposed scheme on the American Cemetery Memorial and the proposed mitigation.	Regular updates and involvement where appropriate as the scheme progresses.		√		
Local Access Forum	Interest in the impact of proposed scheme on people with reduced or limited mobility.	Regular updates and involvement where appropriate as the scheme progresses.		√		
Sustrans	Impacts of the proposed scheme on cyclists.	Regular updates and involvement where appropriate as the scheme progresses.			√	
Coal Authority	Scheme could be affected by coal mining.	If determined in scope, updates and involvement where appropriate as the scheme progresses. For statutory consultation, a formal request to respond will be issued from the TWA Orders Unit, if applicable.	√			

Stakeholder	Interest/ Involvement	Management Strategy	Statutory Consultee	Local Interest Group/ Organisation	Wider Interest Group/ Organisation	The Public
Garden History Society	Interest in the impact of the proposed scheme on the American Cemetery Memorial and the proposed mitigation.	Updates and involvement where appropriate as the scheme progresses. For statutory consultation, a formal request to respond will be issued from the TWA Orders Unit, if applicable.	√			
Historic England	Interest in the impact of the proposed scheme on the historic environment and the proposed mitigation.	Updates and involvement where appropriate as the scheme progresses. For statutory consultation, a formal request to respond will be issued from the TWA Orders Unit, if applicable.	√			
Royal Society for the Protection of Birds	Interest in the impact of the proposed scheme on birds and the proposed mitigation	Updates and involvement where appropriate as the scheme progresses.			√	
Natural England	Interest in the impact of the proposed scheme on the natural environment and the proposed mitigation.	Updates and involvement where appropriate as the scheme progresses. For statutory consultation, a formal request to respond will be issued from the TWA Orders Unit, if applicable.	√			

