



# **Cambridge South East Transport Phase 2**

Outline Business Case  
Appendix F: Stakeholder Engagement and  
Communication Plan

15 May 2020



Mott MacDonald  
22 Station Road  
Cambridge CB1 2JD  
United Kingdom

T +44 (0)1223 463500  
mottmac.com

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# Issue and Revision Record

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# 1 Introduction

## 1.1 Context

This Stakeholder Engagement and Communication Plan has been prepared by Mott MacDonald to accompany the Outline Business Case for Phase 2 of the Cambridge South East Transport (CSET) project. The project will be referred to as 'CSET' throughout the document.

Stakeholder engagement and communications will play a key role in the successful delivery of this project as only through open and honest communication with all stakeholders will it be possible 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 the planned approach to stakeholder engagement and communications to support the scheme development through Transport and Works Act (TWA) Order preparation and Full 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 Outline Business Case Appendix E, which presents the Statement of Community Involvement since the inception of the CSET project in 2015.

## 1.4 Document Structure

Following this introduction, the document is structured as follows:

- Project communication is presented in Section 2; and
- The planned approach to stakeholder engagement is set out in Section 3.

## 2 Communications

### 2.1 Introduction

This chapter presents the planned approach to project communications. Communications will be led by the GCP Communications team and will look to raise awareness of the scheme with stakeholders and the public.

### 2.2 Communications Approach

Communications methods and materials will offer stakeholders **equitable** consideration, with priority for those experiencing the 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 inquiry. 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

The 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 and 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 the consultant and client project team leaders and if required, responses agreed collaboratively.

## **2.8 Website**

Key documents will be available in a suitable format on the GCP project website, with communication to 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 the 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 planned approach to the stakeholder engagement which will be undertaken to raise awareness of the scheme and inform option design.

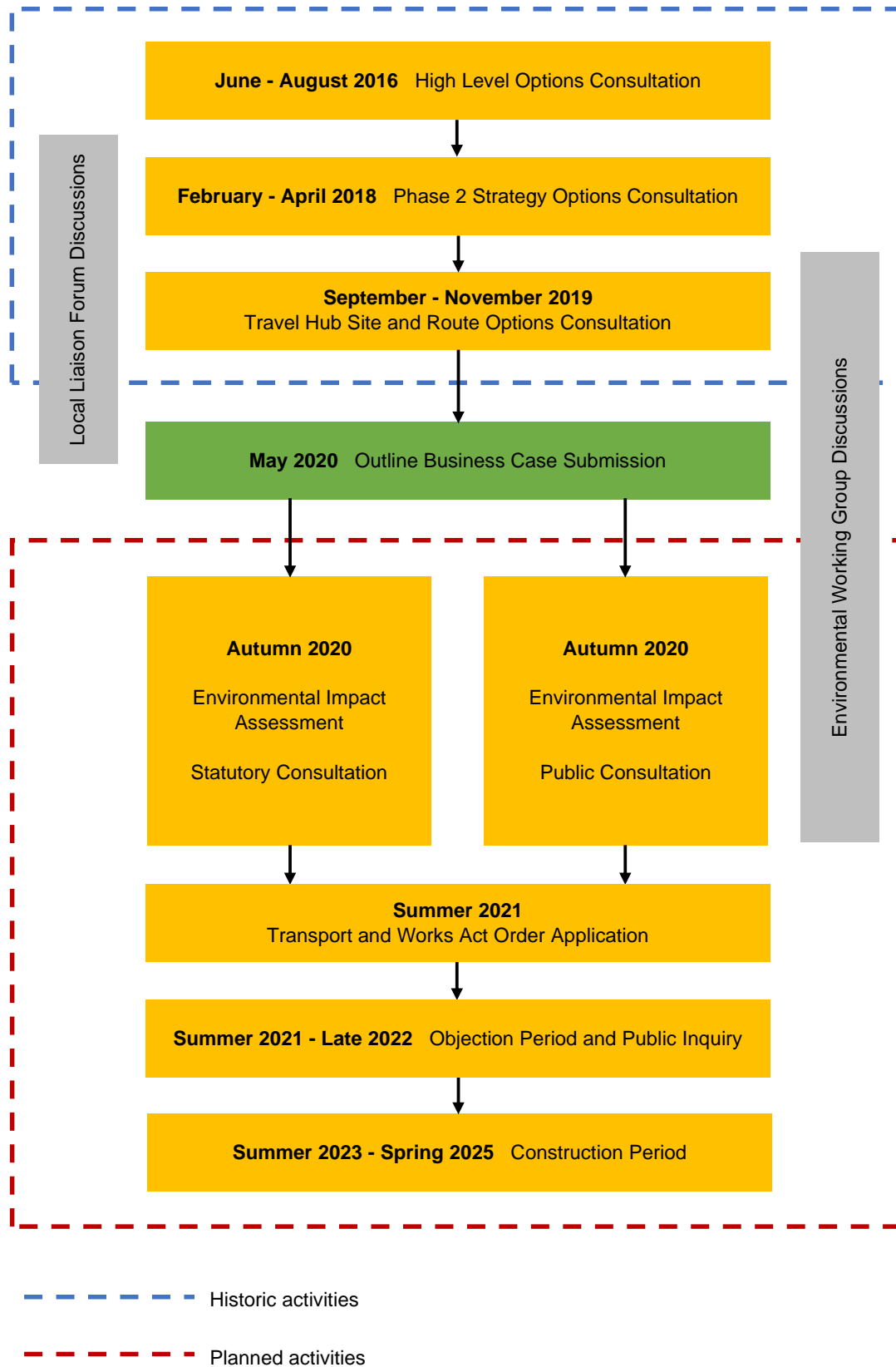
Stakeholder management will be overseen by the GCP Communications team. However, both the consultant project team and the client project team will have a role to play in undertaking stakeholder engagement. The GCP Communications team will be responsible for co-ordinating stakeholder engagement activities 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 3.1 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 3.1.

**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 enable people to have their say in person and provide 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

Outside 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 the Local Liaison Forum for the project, chaired by and comprised of members representing local communities.
- Representation at community meetings including local Parish Council meetings, drop-ins and area committees.
- Establishing technical working groups to provide a forum for technical stakeholders to contribute to the development of the three key GCP public transport projects, (CSET, Cambourne to Cambridge and Cambridge South West Transport Hub).
- Meetings with statutory and priority environmental group representatives (Environment Agency, Historic England, Natural England, National Trust, Cambridge Past, Present and Future and Cambridgeshire, Bedfordshire and Northants Wildlife Trust) 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 3.1: 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 and highway users	Potential users and sensitive to disruption during construction.	Regular communication in the lead up to and during construction.				√
Local Councillors	Represent constituent interests and form 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 in the impacts 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 Councils	Interest in the impacts of the proposed scheme on the Parish Council area. Represent local residents' interests and form 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 Residents' Groups	Represent local residents' interests and form a communication channel.	Close engagement on scheme development, proposals and construction.		√		

Stakeholder	Interest/ Involvement	Management Strategy	Statutory Consultee	Local Interest Group/ Organisation	Wider Interest Group/ Organisation	The Public
Transport Operators	Interest in provision of public transport services using the proposed new infrastructure. Interest in the potential impact of the scheme on existing local bus services.	Close engagement on potential public transport operating models, market appetite to engage with those models and commercial implications of objectives for clean high-quality public transport services. Close engagement on traffic management of scheme construction.			√	
Emergency Services	Interest in potential impact on highway network during construction and after completion.	Close engagement on traffic management of scheme construction.	√			
Highways England	Interest in linkages with the trunk road network and impact during construction and after completion.	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.	√			
A1307 Strategy Board	Interest in potential impact on A1307 during construction and after completion.	As and when information is made public via email, verbally and through the planning process.		√		
Network Rail	Interest in potential impact on railway infrastructure during construction and after completion. Interest in scheme interface with Cambridge South Station project.	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.	√			
East West Rail	Interest in scheme interface with East West Rail project.	Close engagement on scheme development, proposals and construction.			√	

Stakeholder	Interest/ Involvement	Management Strategy	Statutory Consultee	Local Interest Group/ Organisation	Wider Interest Group/ Organisation	The Public
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, verbally and through the planning process.			√	
Business and Research Campuses served by scheme (Cambridge Biomedical Campus, Cambridge MediPark Ltd, Babraham Research Campus, Granta Park)	Interest in the impacts of the proposed scheme on the campuses directly and through improved connectivity. The scheme will offer sustainable travel options for staff to access employment.	Close engagement on scheme development, proposals and construction.		√		
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, verbally 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 to be forwarded to DfT for comment.			√	
Business Board of the Cambridgeshire and Peterborough Combined Authority (LEP)	Requires the scheme to deliver its objectives.	Regular meetings with LEP representatives. Outline Business Case to be forwarded for comment.		√		
Cambridgeshire and Peterborough Combined Authority (CPCA)	Requires the scheme to deliver its objectives.	Regular meetings with CPCA representatives.		√		

Stakeholder	Interest/ Involvement	Management Strategy	Statutory Consultee	Local Interest Group/ Organisation	Wider Interest Group/ Organisation	The Public
County and District Councils	Require 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.	√			
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	Represent constituent interests and form a communication channel.	Regular updates and involvement where appropriate as the scheme progresses.		√		
Road Safety Interest Groups	To maximise road safety relating to the proposed scheme and during construction.	Meetings with key representatives to review and comment on scheme proposals.		√		
Local Cycle and Walking Groups	To represent the views and interests of active travel users.	Meetings with key representatives to review and comment on scheme proposals.		√		
Public Transport User Groups	To represent the views and interests of public transport users.	Meetings with key representatives to review and comment on scheme proposals.		√		
Equality and Access Groups	To represent the views and interests of equality and access groups.	Meetings with key representatives to review and comment on scheme proposals.		√		
Equestrian Groups	To represent the views and interests of equestrians.	Meetings with key representatives to review and comment on scheme proposals.		√		



Stakeholder	Interest/ Involvement	Management Strategy	Statutory Consultee	Local Interest Group/ Organisation	Wider Interest Group/ Organisation	The Public
Education and Skills Sector	The scheme will offer sustainable travel options for students to access employment and education opportunities.	Regular updates and involvement where appropriate as the scheme progresses.			√	
Health Sector	The scheme will offer sustainable travel options for staff and patients to access employment and health care.	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.				√
Cambridgeshire, Bedfordshire and Northants 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 the historic environment.	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.		√		

Stakeholder	Interest/ Involvement	Management Strategy	Statutory Consultee	Local Interest Group/ Organisation	Wider Interest Group/ Organisation	The Public
Sustrans	Impacts of the proposed scheme on cyclists.	Regular updates and involvement where appropriate as the scheme progresses.			√	
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.	√			



