

# Lincoln Eastern Bypass

## Communications Plan



October 2016

## Document Control Sheet

|               |                        |
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# 1 Approach to Communications

## 1.1 Situation

Lincoln Eastern Bypass (LEB) is proposed as a 7.5km single carriageway road linking the existing A158 Northern Relief Road to the A15 Sleaford Road to the south, running through an area of predominantly arable farmland to the east of the city and the villages of Canwick and Bracebridge Heath, and to the west of the outlying villages of North Greetwell, Cherry Willingham, Washingborough and Branston.

The road is a key element of the Lincoln Integrated Transport Strategy (LITS). It is designed to provide much needed relief to the congested historic core of Lincoln and to permit a range of complementary policies, also identified in LITS, on traffic management and sustainable modes to be introduced to the city, thereby improving traffic and environmental conditions for a wide range of road users.

This Communications Plan has been developed as the scheme approaches its construction phase and will provide the framework through which all communications are undertaken immediately before, during and on completion of the construction period.

A preferred contractor has been selected for the scheme and this Communications Plan will need to be reviewed, and updated where appropriate, to take account of agreements between LCC and the contractor on communication roles and activities. Further stakeholder mapping will be undertaken as part of this process and the role of the contractor's full time communications co-ordinator will also be agreed. This is therefore a Draft Communications Plan at this time and a Final Communications Plan will be approved by the Project Board.

## 1.2 Objectives

The objectives of the Communications Plan are as follows:

- Engage pro-actively with key stakeholders and the public to construct an effective communications network ensuring a co-ordinated and consistent message is communicated;
- Compile and communicate timely and accurate information in the most cost-effective and efficient way in respect of all planned LEB-related activities, and any unplanned issues, that may have an impact on stakeholders and the public;
- Make the most effective use of available communication channels to keep the wider community informed in advance of and during planned works, their impact and any traffic management arrangements and to pro-actively re-address any incorrect information or rumour.

The key to this strategy 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. The needs of one group or individual may conflict with those of others.

### 1.3 Roles and Responsibilities

The following table sets out the key roles and responsibilities for this Communication Plan.

Table 1-1 - Roles and Responsibilities

| Body                        | Lead  | Leading on following tasks:   |
|-----------------------------|---|---|
| LEB Project Board           | -   | <ul style="list-style-type: none"> <li>Approval of Final Communications Plan</li> </ul>   |
| Lincolnshire County Council | Executive Councillor for Highways, Transport and IT | <ul style="list-style-type: none"> <li>Public "face" of communications process;</li> <li>Attendance at public exhibitions / communication events, where appropriate;</li> <li>Engage with politicians (including MP's, county and district councillors) through formal democratic process and informal updates.</li> </ul>  |
|                             | County Commissioner for Economy and Place           | <ul style="list-style-type: none"> <li>Engage with district councils</li> <li>Attendance at public exhibitions / communication events, where appropriate;</li> <li>Engage with politicians (including MP's, county and district councillors) through formal democratic process and informal updates.</li> </ul>   |
|                             | LEB Project Manager                                 | <ul style="list-style-type: none"> <li>Provide information into communication channels;</li> <li>Attendance at public exhibitions / communication events, where appropriate;</li> <li>Contact landowners / statutory consultees / other stakeholders by letter / e-mail;</li> <li>Engage with politicians through formal democratic process;</li> <li>central point of contact for approval of all communications.</li> </ul> |
|                             | LCC Communications Officer                          | <ul style="list-style-type: none"> <li>Set up and maintain LCC website for scheme;</li> <li>Publish and distribute communications materials;</li> <li>Organisation of and attendance at public exhibitions / communication events;</li> <li>Attendance at public exhibitions / communication events, where appropriate;</li> <li>Set up and maintain LCC social media sites.</li> </ul>                                       |
| Contractor                  | Contractor Project Manager                          | <ul style="list-style-type: none"> <li>Provide information into communication channels;</li> <li>Attendance at public exhibitions /</li> </ul>  |

| Body | Lead                              | Leading on following tasks:  |
|------|-----------------------------------|--|
|      | Contractor Communications Officer | <p>communication events, where appropriate.</p> <ul style="list-style-type: none"> <li>• Publish and distribute communications materials;</li> <li>• Organisation of and attendance at public exhibitions / communication events;</li> <li>• Attendance at public exhibitions / communication events, where appropriate;</li> <li>• Point of contact on site for daily queries from public, particularly for road closures and other traffic management issues;</li> <li>• Production of newsletters;</li> <li>• Seek opportunities to promote the scheme more widely eg considerate contractor, construction awards etc;</li> <li>• Engagement with local schools.</li> </ul> |

The distribution of tasks between the LCC and Contractor Communications Officers will form part of the discussions on communications roles and activities, although it is expected that the contractor will take the lead on most communications issues

All communications must approved by LCC's and the contractor's project managers (or supports in their absence) and the Executive Councillor.

#### 1.4 What communications outcomes need to be achieved?

The key outcomes related to the communications for LEB are as follows:

- Keep key stakeholder audiences and the public informed in a timely manner
- Create enthusiasm for the new road and its long term benefits for Lincoln including communicating what those benefits are
- Reduce negativity surrounding the works and quickly and effectively deal with any issues that occur

#### 1.5 How will these outcomes be achieved?

The outcomes will be achieved through:

- Providing accurate, up-to-date information and consistent messages across a variety of delivery methods
- Making it easy for people to find information online (including the use of social media) and promote online reporting methods
- Promoting achievements and success stories through a proactive approach on a local and national level
- Providing a single 'on site' point of contact for all enquiries

- Demonstrating value for money
- Using plain English and avoiding jargon and acronyms

## 1.6 What are the key messages?

The key messages to be communicated before, during and on completion of the construction period are:

- We are committed to investing in Lincoln's infrastructure
- The scheme is reducing city centre traffic – anticipated 20% reduction in traffic on Broadgate upon completion
- We are improving the environment in Lincoln including improving air quality and reducing traffic noise
- We are supporting growth/development to the east of Lincoln
- There may be some short-term disruption to some journeys at different times during the construction period but this is being minimised as much as we can
- There currently isn't money available for a dual carriageway road but we have future-proofed much of the design as we would still like to dual it in the future
- We are delivering LEB, alongside other significant projects, as part of our transport strategy for the city
- We are creating the penultimate step in an eventual ring road around the city
- We recognise local concerns in the Hawthorn Road area and are working to minimise the limited negative impacts through additional highway improvements
- The scheme is being delivered on time and on budget and is funded by DfT, LCC and development in the area

## 1.7 When will communications happen?

Official scheme communications will occur at a number of points and frequencies over the course of its delivery; these will include:

- *Milestone-related communications*  
A number of key milestones have been identified for which specific communications will be prepared and released; these include:
  - Contractor announced

- DfT Funding Approval
- Start on site
- Intermediate milestones e.g. major structure completion, opening of individual carriageway sections, etc.
- Scheme opening
- Scheme completion
- *Structured periodic communications*  
Communications will include ongoing communications at fixed intervals throughout the construction period to provide stakeholders with frequent updates on progress and events, particularly where disruption will affect road users. Typically, these structured communications will occur on a weekly basis.
- *Other periodic communications*  
There are a number of other periodic opportunities to disseminate information such as LCC's periodic publications/newsletter.
- *Ad hoc communications*  
If/when change occurs to the scheme, e.g. issues arise that may affect stakeholders, communications will be released to inform stakeholders. There may also be unforeseen opportunities to communicate which the project may take up.

#### 1.7.1 *Milestones*

The following is a generic plan for the communications around each milestone (a specific plan will be agreed for each milestone closer to the time so not all of these will be carried out for every milestone/event):

##### *Pre-milestone*

- Briefing for executive councillors
- Prepare and sign off media release/tweets
- Update project web page
- Briefing to ward members/MP
- Briefing district/parish councils
- Briefing other county councillors
- Brief Customer Service Centre (CSC)
- Email staff
- Contact others stakeholders (as shown in Section 2)
- Letter drop to residents/businesses



- On street signage
- Media release
- Article on website
- Social media campaign
- Contact trade media

*Milestone date*

- Briefing for executive councillors
- Update project web page
- Briefing to ward members/MP
- Briefing district/parish Councils
- Briefing other county councillors
- Brief CSC
- Email staff
- Media briefing
- Social media
- Contact trade media
- Contact ICE

Day following milestone

- Item in News Lincs

**1.8 Which channels will be used?**

The scheme will use the range approaches at the disposal of the County Council (and the contractor) to communicate with stakeholders; these approaches include:

- E-mail
- Telephone
- Meetings
- Interviews
- Letters
- Publications and bulletins
- Local print media
- Local radio and television
- E-mail newsletters

- LCC website
- Social Media (LCC presently uses various Twitter, Google+, Instagram, Facebook and Youtube accounts)
- Real-time information (Variable Message Signs)
- Site Visits

### 1.9 **How will we know if our communications are working?**

To ensure that the Communication Plan is delivering its objectives, the final Plan, once agreed with the contractor will have a programme of communication and performance against that programme tracked. In addition, the following tasks will be undertaken to assess the success of the Plan:

- Monitor related media coverage including level of positive/negative coverage and consistency with messages released by LCC/contractor;
- Monitor feedback/enquiries from stakeholders and the public;
- Monitor social media responses;
- Monitor traffic on the LEB website;
- Check for consistency of messages both in LCC/contractor communications and in reporting of the scheme by the wider media; and,
- Add communications to the Project Board agenda and review outcome of monitoring.

## 2 Approach to Individual Stakeholders

### 2.1 Stakeholders

Listed in the table below are the main stakeholders/groups of stakeholders with whom communication is needed.

| Internal Stakeholders  | External Stakeholders  |
|--|--|
| <ul style="list-style-type: none"> <li>Executive councillors</li> <li>Other county councillors</li> <li>Other LCC staff</li> </ul> | <ul style="list-style-type: none"> <li>DfT</li> <li>Lincoln MP</li> <li>District Councils</li> <li>Parish Councils</li> <li>Statutory consultees</li> <li>Network Rail</li> <li>Utility companies</li> <li>Developers</li> <li>Emergency services/health services</li> <li>Land owners</li> <li>Business groups</li> <li>Tourism and leisure industry</li> <li>Coach/bus companies</li> <li>Schools, colleges and universities</li> <li>Local groups</li> <li>General public</li> <li>Road users</li> <li>Local Media</li> </ul> |

### 2.2 Approach to Individual Stakeholders

The tables below provide a summary of the approach to communications with individual stakeholders or groups of stakeholders

| Stakeholder: Executive Councillors |  |
|------------------------------------|--|
| Stakeholders                       | All members of the Executive   |
| Relationship with project          | Strategic oversight of project, its delivery and any impacts on the wider operations of the council.   |
| Relationship status to project     | Good   |
| Key Messages                       | <ul style="list-style-type: none"> <li>Milestone-related communications</li> <li>Structured periodic communications</li> <li>Adhoc communications</li> <li>Communications specific to stakeholders</li> <li>Reporting at Executive meetings</li> </ul> |
| Main Communication                 | <ul style="list-style-type: none"> <li>E-mail</li> <li>Telephone</li> </ul>  |

|                        |   |
|------------------------|---|
| Methods                | <ul style="list-style-type: none"> <li>• Meetings</li> <li>• Attendance at Executive\Scrutiny\Briefings</li> <li>• E-mail newsletters</li> <li>• Site visits</li> <li>• Attendance at sod cutting and opening ceremonies</li> </ul> |
| Project Team Lead      | <ul style="list-style-type: none"> <li>• Executive Councillor for Highways, Transport and IT</li> <li>• LEB Project Manager</li> <li>• LCC Communications Officer</li> </ul>  |
| Dissemination Channels | Opportunities for stakeholders to share information   |
| Comments               | -   |

| Stakeholder: Other County Councillors |   |
|---------------------------------------|---|
| Stakeholders                          | All County Councillors not on Executive   |
| Relationship with project             | <p>Can assist in promoting scheme messages.</p> <p>Members of wards that the scheme runs through will have more interest in scheme, particularly those where disruption to residents is expected</p>                  |
| Relationship status to project        | Good generally although some concerns about specific local issues   |
| Key Messages                          | <ul style="list-style-type: none"> <li>• Milestone-related communications</li> <li>• Structured periodic communications</li> <li>• Adhoc communications</li> <li>• Communications specific to stakeholders</li> </ul> |
| Main Communication Methods            | <ul style="list-style-type: none"> <li>• E-mail</li> <li>• Telephone</li> <li>• Meetings</li> <li>• Briefings</li> <li>• E-mail newsletters</li> <li>• LCC website</li> </ul>   |
| Project Team Lead                     | <ul style="list-style-type: none"> <li>• Executive Councillor for Highways, Transport and IT and LEB Project Manager</li> </ul>   |
| Dissemination Channels                | Opportunities for stakeholders to share information   |
| Comments                              | -   |

| Stakeholder: Other LCC Staff   |   |
|--------------------------------|---|
| Stakeholders                   | All County Council staff but particularly those with a direct interest in the scheme eg officers from Network Management, Development Management, Public Transport and Sustainable Transport teams  |
| Relationship with project      | This will vary depending on the role and area of the Council.   |
| Relationship status to project | Good  |
| Key Messages                   | <ul style="list-style-type: none"> <li>• Milestone-related communications</li> <li>• Structured periodic communications</li> <li>• Other periodic communications</li> <li>• Adhoc communications</li> <li>• Communications specific to stakeholders</li> </ul>  |
| Main Communication Methods     | <ul style="list-style-type: none"> <li>• E-mail</li> <li>• Telephone</li> <li>• Team Meetings</li> <li>• Publications and bulletins</li> <li>• Local print media</li> <li>• Local radio and television</li> <li>• E-mail newsletters</li> <li>• LCC website</li> <li>• Social Media</li> <li>• Real-time information</li> </ul> |
| Project Team Lead              | <ul style="list-style-type: none"> <li>• LEB Project Manager/LCC Communications Officer</li> </ul>  |
| Dissemination Channels         | Opportunities for stakeholders to share information   |
| Comments                       |   |

| Stakeholder: DfT  |   |
|-------------------|---|
| Stakeholders      | DfT officers responsible for monitoring progress of the scheme and assessing grant claims |
| Relationship with | Will be particularly interested in how their grant is being                               |

|                                |   |
|--------------------------------|---|
| project                        | spent ie will the forecast for the year be achieved.  |
| Relationship status to project | Good  |
| Key Messages                   | <ul style="list-style-type: none"> <li>• Milestone-related communications</li> <li>• Structured periodic communications</li> <li>• Other periodic communications</li> <li>• Adhoc communications</li> <li>• Communications specific to stakeholders</li> </ul>  |
| Main Communication Methods     | <ul style="list-style-type: none"> <li>• E-mail</li> <li>• Telephone</li> <li>• Meetings</li> <li>• Briefings</li> <li>• Letters</li> <li>• E-mail newsletters</li> <li>• LCC website</li> <li>• Social Media</li> <li>• Submission of grant claims on a quarterly basis</li> <li>• Attendance at sod cutting and opening ceremonies</li> </ul> |
| Project Team Lead              | <ul style="list-style-type: none"> <li>• LEB Project Manager</li> </ul>   |
| Dissemination Channels         | Opportunities for stakeholders to share information   |
| Comments                       | -   |

| Stakeholder: Lincoln MP        |   |
|--------------------------------|---|
| Stakeholders                   | Karl McCartney MP   |
| Relationship with project      | Mr McCartney is supportive of the scheme and has been engaged with on a number of occasions during the development process although continues to have concerns over the scheme not being a dual carriageway |
| Relationship status to project | Good  |
| Key Messages                   | <ul style="list-style-type: none"> <li>• Milestone-related communications</li> <li>• Structured periodic communications</li> <li>• Communications specific to stakeholders</li> </ul>                       |
| Main Communication             | <ul style="list-style-type: none"> <li>• Letters</li> </ul>   |

|                        |   |
|------------------------|---|
| Methods                | <ul style="list-style-type: none"> <li>• Emails</li> <li>• Meetings</li> <li>• Briefings</li> <li>• Newsletters</li> <li>• Site visits</li> <li>• Attendance at sod cutting and opening ceremonies</li> </ul> |
| Project Team Lead      | <ul style="list-style-type: none"> <li>• Executive Councillor for Highways, Transport and IT</li> <li>• LEB Project Manager</li> <li>• LCC Communications Officer</li> </ul>                                  |
| Dissemination Channels | Will be able to disseminate information amongst parliamentary colleagues  |
| Comments               | Other local MPs will also require briefings e.g. Sir Edward Leigh MP who has an interest in the northern section of the scheme  |

| Stakeholder: District Councils |  |
|--------------------------------|--|
| Stakeholders                   | <p>Key contacts at the following three district councils including chief executives:</p> <ul style="list-style-type: none"> <li>• City of Lincoln Council</li> <li>• West Lindsey District Council</li> <li>• North Kesteven District Council</li> </ul>   |
| Relationship with project      | <p>The three district councils listed above are partnering LCC in securing the developer funding element for the LEB scheme.</p> <p>Key issues will be related to potential disruption during construction and the timescales for delivery, particularly in relation to supporting new development.</p> <p>The district councils are supportive of the scheme.</p> |
| Relationship status to project | Good   |
| Key Messages                   | <ul style="list-style-type: none"> <li>• Milestone-related communications</li> <li>• Structured periodic communications</li> <li>• Communications specific to stakeholders</li> </ul>  |
| Main Communication Methods     | <ul style="list-style-type: none"> <li>• E-mail</li> <li>• Telephone</li> <li>• Meetings</li> <li>• Briefings\attendance at Committees</li> <li>• Publications and bulletins</li> </ul>  |

|                        |   |
|------------------------|---|
| Project Team Lead      | <ul style="list-style-type: none"> <li>Executive Councillor for Highways, Transport and IT</li> <li>County Commissioner for Economy and Place</li> <li>LEB Project Manager</li> </ul> |
| Dissemination Channels | The district councils could provide opportunities for further dissemination of information through their communication channels with the local population and businesses              |
| Comments               |   |

| Stakeholder: Parish Councils   |   |
|--------------------------------|---|
| Stakeholders                   | All affected parish councils  |
| Relationship with project      | The parish councils affected by the scheme varied in their levels of support or opposition. Opposition, where present, was focussed on the partial closure and severing of Hawthorn Road, although all parish councils were generally supportive of the scheme. |
| Relationship status to project | OK  |
| Key Messages                   | <ul style="list-style-type: none"> <li>Milestone-related communications</li> <li>Structured periodic communications</li> <li>Other periodic communications</li> <li>Adhoc communications</li> </ul>   |
| Main Communication Methods     | <ul style="list-style-type: none"> <li>Publications and bulletins</li> <li>Local print media</li> <li>Local radio and television</li> <li>E-mail newsletters</li> <li>LCC website</li> <li>Social Media</li> <li>Attendance at Parish meetings</li> </ul>       |
| Project Team Lead              | <ul style="list-style-type: none"> <li>LEB Project Manager</li> </ul>   |
| Dissemination Channels         | Parish Councils may be able to disseminate information through meetings and their publications.   |
| Comments                       | -   |

### Stakeholder: Statutory Consultees



|                                |   |
|--------------------------------|---|
| Stakeholders                   | <ul style="list-style-type: none"> <li>• Environment Agency</li> <li>• Highways England</li> <li>• Historic England</li> <li>• Lincolnshire Wildlife Trust</li> <li>• Natural England</li> <li>• Canal and River Trust</li> <li>• LCC Planning Department</li> <li>• Internal Drainage Boards</li> <li>• Sustrans\Railway Paths Ltd</li> </ul> <p>The above list to be kept under review during construction.</p> |
| Relationship with project      | General interest in scheme. Some bodies will have formal process to authorise various elements of construction  |
| Relationship status to project | Good  |
| Key Messages                   | <ul style="list-style-type: none"> <li>• Communications specific to stakeholders</li> </ul>   |
| Main Communication Methods     | <ul style="list-style-type: none"> <li>• E-mail</li> <li>• Telephone</li> <li>• Meetings</li> <li>• Letters</li> <li>• Publications</li> </ul>  |
| Project Team Lead              | <ul style="list-style-type: none"> <li>• LEB Project Manager</li> </ul>   |
| Dissemination Channels         | There may be opportunities for statutory consultees to disseminate information related to how the construction programme will affect their operations.  |
| Comments                       | -   |

### Stakeholder: Developers

|                   |  |
|-------------------|--|
| Stakeholders      | <p>Parties with an interest in developing sites adjacent or close to LEB, particularly those who contribute funding to the scheme.</p> <p>In particular this will focus on the promoters of NEQ and SEQ Sustainable Urban Extensions</p> |
| Relationship with | Will be particularly interested in timescales for delivery and how the scheme will impact on their development   |

|                                |  |
|--------------------------------|--|
| project                        | sites. There will be interest in how the scheme will change traffic patterns around the city.  |
| Relationship status to project | Good   |
| Key Messages                   | <ul style="list-style-type: none"> <li>• Communications specific to stakeholders</li> </ul>  |
| Main Communication Methods     | <ul style="list-style-type: none"> <li>• E-mail</li> <li>• Telephone</li> <li>• Meetings (particularly SUE Delivery Groups)</li> <li>• Briefings</li> <li>• Letters</li> <li>• Publications and bulletins</li> <li>• Local print media</li> <li>• Local radio and television</li> <li>• E-mail newsletters</li> <li>• LCC website</li> <li>• Social Media</li> </ul> |
| Project Team Lead              | <ul style="list-style-type: none"> <li>• LEB Project Manager</li> </ul>  |
| Dissemination Channels         | Site promoters will be able to disseminate information to their housebuilding partners   |
| Comments                       | -  |

| Stakeholder: Network Rail      |  |
|--------------------------------|--|
| Stakeholders                   | Network Rail   |
| Relationship with project      | <ol style="list-style-type: none"> <li>1. To deliver the bridge that takes the Lincoln to Spalding railway over the LEB.</li> <li>2. To supervise the construction of the road bridge over the Lincoln to Market Rasen railway line</li> </ol> <p>Will be interested in the timing of construction works</p> |
| Relationship status to project | Good   |
| Key Messages                   | <ul style="list-style-type: none"> <li>• Communications specific to stakeholders</li> </ul>  |
| Main Communication Methods     | <ul style="list-style-type: none"> <li>• E-mail</li> <li>• Telephone</li> <li>• Meetings (particularly with contractor)</li> <li>• Letters</li> </ul>  |

|                        |   |
|------------------------|---|
| Project Team Lead      | <ul style="list-style-type: none"> <li>LEB Project Manager</li> </ul> |
| Dissemination Channels | Opportunities for stakeholders to share information                   |
| Comments               | -   |

| Stakeholder: Utility Companies |   |
|--------------------------------|---|
| Stakeholders                   | <ul style="list-style-type: none"> <li>National Grid</li> <li>BT Openreach</li> <li>Western Power Distribution</li> <li>Virgin Media</li> <li>Anglian Water (also a landowner)</li> </ul> |
| Relationship with project      | <p>Responsible for the diversion of their services affected by the layout of the road, and protection of other services</p> <p>Impact on their services and programming of works</p>      |
| Relationship status to project | Good  |
| Key Messages                   | <ul style="list-style-type: none"> <li>Communications specific to stakeholders</li> </ul>   |
| Main Communication Methods     | <ul style="list-style-type: none"> <li>E-mail</li> <li>Telephone</li> <li>Meetings</li> <li>Letters</li> </ul>  |
| Project Team Lead              | <ul style="list-style-type: none"> <li>LEB Project Manager</li> </ul>   |
| Dissemination Channels         | Utility companies may be open to disseminating information to residents and businesses in relation to temporary issues concerning utility supplies during the construction period.        |
| Comments                       | -   |

| Stakeholder: Emergency Services/Health Services |  |
|---|--|
| Stakeholders                                    | <ul style="list-style-type: none"> <li>Lincolnshire Police</li> <li>Lincolnshire Fire and Rescue Service</li> <li>East Midlands Ambulance Service</li> </ul> |

|                                |  |
|--------------------------------|--|
|                                | <ul style="list-style-type: none"> <li>• United Lincolnshire Hospitals NHS Trust</li> <li>• NHS Primary Care Trusts and Doctors' Surgeries</li> <li>• Lincs and Notts Air Ambulance</li> <li>• LIVES</li> </ul>      |
| Relationship with project      | <p>The emergency services may have concerns related to temporary traffic management and potential traffic delays during the construction.</p> <p>Overall the emergency services are supportive of the scheme.</p>    |
| Relationship status to project | Good   |
| Key Messages                   | <ul style="list-style-type: none"> <li>• Milestone-related communications</li> <li>• Adhoc communications</li> <li>• Communications specific to stakeholders</li> </ul>  |
| Main Communication Methods     | <ul style="list-style-type: none"> <li>• E-mail</li> <li>• Letters</li> <li>• Publications and bulletins</li> <li>• Local print media</li> <li>• Local radio and television</li> <li>• E-mail newsletters</li> </ul> |
| Project Team Lead              | <ul style="list-style-type: none"> <li>• LEB Project Manager</li> <li>• LCC Communications Officer</li> </ul>  |
| Dissemination Channels         | The emergency services may be able to disseminate information through their communication systems including social media particularly related to unexpected issues   |
| Comments                       |  |

### Stakeholder: Land Owners

|                           |   |
|---------------------------|---|
| Stakeholders              | This includes all landowners included in the CPO process and their respective tenants. Communication will often be via their agents.  |
| Relationship with project | <p>Landowners are providing both permanent and temporary land required for the scheme.</p> <p>They will be interested in the programme of works and how it relates to their crops, and how their remaining land</p> |

|                                |  |
|--------------------------------|--|
|                                | is affected by the scheme.   |
| Relationship status to project | Good   |
| Key Messages                   | <ul style="list-style-type: none"> <li>• Communications specific to stakeholders</li> </ul>  |
| Main Communication Methods     | <ul style="list-style-type: none"> <li>• E-mail</li> <li>• Telephone</li> <li>• Letters</li> <li>• Meetings</li> <li>• Publications</li> </ul> |
| Project Team Lead              | <ul style="list-style-type: none"> <li>• LEB Project Manager</li> </ul>  |
| Dissemination Channels         | None expected  |
| Comments                       | -  |

| Stakeholder: Business Groups   |  |
|--------------------------------|--|
| Stakeholders                   | <ul style="list-style-type: none"> <li>• Greater Lincolnshire Local Enterprise Partnership</li> <li>• Lincolnshire Chamber of Commerce</li> <li>• Lincoln Business Improvement Group</li> <li>• LCC Economic Regeneration</li> </ul>   |
| Relationship with project      | <p>Business groups will provide a conduit for the wider dissemination of communicated information to the business community in and around Lincoln.</p> <p>Key issues will be related to potential disruption during construction and the timescales for delivery.</p> <p>Business groups are supportive of the scheme.</p> |
| Relationship status to project | Good   |
| Key Messages                   | <ul style="list-style-type: none"> <li>• Milestone-related communications</li> <li>• Structured periodic communications</li> <li>• Other periodic communications</li> </ul>  |
| Main Communication Methods     | <ul style="list-style-type: none"> <li>• E-mail</li> <li>• Letter</li> <li>• Meetings/briefings</li> </ul>   |

|                        |   |
|------------------------|---|
|                        | <ul style="list-style-type: none"> <li>• Publications and bulletins</li> <li>• Local print media</li> <li>• Local radio and television</li> <li>• E-mail newsletters</li> <li>• LCC website</li> <li>• Social Media</li> <li>• Site visits</li> </ul> |
| Project Team Lead      | <ul style="list-style-type: none"> <li>• Executive Councillor for Highways, Transport and IT</li> <li>• LEB Project Manager</li> <li>• LCC Communications Officer</li> </ul>  |
| Dissemination Channels | Business groups may be able to disseminate information via their communication systems  |
| Comments               |   |

| Stakeholder: Tourism and Leisure Industry |  |
|---|--|
| Stakeholders                              | Various organisations and tourist attractions including <ul style="list-style-type: none"> <li>• Visit Lincoln</li> <li>• Lincoln Castle</li> <li>• Lincoln Cathedral</li> <li>• Accommodation</li> <li>• Local leisure centres</li> </ul>                         |
| Relationship with project                 | Key issues will be related to potential disruption during construction and the timescales for delivery.  |
| Relationship status to project            | Good   |
| Key Messages                              | <ul style="list-style-type: none"> <li>• Milestone-related communications</li> <li>• Structured periodic communications</li> <li>• Other periodic communications</li> </ul>  |
| Main Communication Methods                | <ul style="list-style-type: none"> <li>• Letter</li> <li>• E-mail</li> <li>• Publications and bulletins</li> <li>• Local print media</li> <li>• Local radio and television</li> <li>• E-mail newsletters</li> <li>• LCC website</li> <li>• Social Media</li> </ul> |
| Project Team Lead                         | <ul style="list-style-type: none"> <li>• LCC Communications Officer</li> </ul>   |
| Dissemination                             | Tourism and leisure organisations may be able to   |

|          |   |
|----------|---|
| Channels | disseminate information via their communication systems |
| Comments | -   |

| <b>Stakeholder: Haulage Companies</b> |   |
|---------------------------------------|---|
| Stakeholders                          | Local and regional haulage companies via industry bodies (RHA/FTA), and any with more local specific interest   |
| Relationship with project             | Haulage companies may be affected by temporary traffic management during the construction period but will benefit from the scheme when completed and opened.  |
| Relationship status to project        | Good  |
| Key Messages                          | <ul style="list-style-type: none"> <li>• Milestone-related communications</li> <li>• Structured periodic communications</li> <li>• Other periodic communications</li> <li>• Adhoc communications</li> </ul>   |
| Main Communication Methods            | <ul style="list-style-type: none"> <li>• Letters</li> <li>• E-mails</li> <li>• Publications and bulletins</li> <li>• Local print media</li> <li>• Local radio and television</li> <li>• E-mail newsletters</li> <li>• LCC website</li> <li>• Social Media</li> <li>• Real-time information</li> </ul> |
| Project Team Lead                     | <ul style="list-style-type: none"> <li>• LCC Communications Officer</li> </ul>  |
| Dissemination Channels                | There is potential for local companies to be used in the construction process.  |
| Comments                              | -   |

| <b>Stakeholder: Bus/Coach Companies</b> |  |
|---|--|
| Stakeholders                            | <ul style="list-style-type: none"> <li>• Stagecoach</li> <li>• PC Coaches</li> </ul> |

|                                |   |
|--------------------------------|---|
|                                | <ul style="list-style-type: none"> <li>• Brylaine Travel</li> </ul>   |
| Relationship with project      | <p>There should be limited impact on bus companies in the long term as no diversions of public services will be required. There may be short-term delays when temporary traffic management is in place during the construction period.</p> <p>Bus companies are supportive of the scheme.</p> |
| Relationship status to project | Good  |
| Key Messages                   | <ul style="list-style-type: none"> <li>• Milestone-related communications</li> <li>• Structured periodic communications</li> <li>• Other periodic communications</li> <li>• Adhoc communications</li> </ul>   |
| Main Communication Methods     | <ul style="list-style-type: none"> <li>• Meetings</li> <li>• Publications and bulletins</li> <li>• Local print media</li> <li>• Local radio and television</li> <li>• E-mail newsletters</li> <li>• LCC website</li> <li>• Social Media</li> <li>• Real-time information</li> </ul>           |
| Project Team Lead              | <ul style="list-style-type: none"> <li>• LEB Project Manager</li> </ul>   |
| Dissemination Channels         | There may be opportunities for companies to disseminate information to passengers.  |
| Comments                       | -   |

### Stakeholder: Schools, Colleges and Universities

|                           |   |
|---------------------------|---|
| Stakeholders              | Various   |
| Relationship with project | <p>A number of local schools may be affected by the construction programme, for example where routes to schools are disrupted or school bus routes are diverted. Some schools run their own bus services.</p> <p>There is general support for the scheme from schools but there was some opposition during the public inquiries due</p> |



|                                |  |
|--------------------------------|--|
|                                | <p>to the partial closure of Hawthorn Road.</p> <p>Schools, colleges and universities will also have an interest in construction from an educational perspective</p>   |
| Relationship status to project | OK   |
| Key Messages                   | <ul style="list-style-type: none"> <li>• Milestone-related communications</li> <li>• Structured periodic communications</li> <li>• Other periodic communications</li> <li>• Adhoc communications</li> </ul>  |
| Main Communication Methods     | <ul style="list-style-type: none"> <li>• Publications and bulletins</li> <li>• Local print media</li> <li>• Local radio and television</li> <li>• E-mail newsletters</li> <li>• LCC website</li> <li>• Social Media</li> <li>• Real-time information</li> <li>• Visits to local schools for safety briefings before the start of school holidays</li> <li>• Site visits</li> </ul> |
| Project Team Lead              | <ul style="list-style-type: none"> <li>• LEB Project Manager</li> <li>• LCC Communications Officer</li> </ul>  |
| Dissemination Channels         | There may be opportunities for schools to disseminate information to parents in relation to how the construction period may affect their routes to schools   |
| Comments                       | -  |

| Stakeholder: Local Groups      |   |
|--------------------------------|---|
| Stakeholders                   | <ul style="list-style-type: none"> <li>• Lincoln Bypass Action Group (Supporters group)</li> <li>• Hawthorn Road Action Group (Objectors group)</li> <li>• Other general local interest groups</li> </ul> |
| Relationship with project      | These two local groups were actively involved in local activities either promoting the scheme or campaigning against part of the scheme   |
| Relationship status to project | <ul style="list-style-type: none"> <li>• LBAG – Good</li> <li>• HRAG – Poor although supportive of the scheme as a concept</li> </ul>   |

|                            |  |
|----------------------------|--|
| Key Messages               | <ul style="list-style-type: none"> <li>• Milestone-related communications</li> <li>• Structured periodic communications</li> <li>• Other periodic communications</li> <li>• Adhoc communications</li> </ul>  |
| Main Communication Methods | <ul style="list-style-type: none"> <li>• Meetings</li> <li>• Publications and bulletins</li> <li>• Local print media</li> <li>• Local radio and television</li> <li>• E-mail newsletters</li> <li>• LCC website</li> <li>• Social Media</li> <li>• Real-time information</li> <li>• Site visits</li> </ul> |
| Project Team Lead          | <ul style="list-style-type: none"> <li>• LEB Project Manager</li> </ul>  |
| Dissemination Channels     | None expected, although potential for dissemination of information to their members  |
| Comments                   | -  |

| Stakeholder: General Public    |  |
|--------------------------------|--|
| Stakeholders                   | General public   |
| Relationship with project      | The general public may be affected by the construction period in a number of ways including delays due to traffic management, construction traffic impacts, visual impacts, noise and dust. They may also be the end users of the LEB and benefit from the improvements it will deliver. |
| Relationship status to project | Good, although some local opposition connected to changes on Hawthorn Road   |
| Key Messages                   | <ul style="list-style-type: none"> <li>• Milestone-related communications</li> <li>• Structured periodic communications</li> <li>• Other periodic communications</li> <li>• Adhoc communications</li> </ul>  |
| Main Communication Methods     | <ul style="list-style-type: none"> <li>• Interviews</li> <li>• Publications and bulletins</li> <li>• Local print media</li> <li>• Local radio and television</li> <li>• E-mail newsletters</li> <li>• LCC website</li> </ul>   |

|                        |   |
|------------------------|---|
|                        | <ul style="list-style-type: none"> <li>• Social Media</li> <li>• Real-time information</li> <li>• Public exhibitions</li> </ul> |
| Project Team Lead      | <ul style="list-style-type: none"> <li>• LCC Communications Officer</li> </ul>  |
| Dissemination Channels | None expected   |
| Comments               | -   |

| Stakeholder: Road Users        |  |
|--------------------------------|--|
| Stakeholders                   | General road users – car drivers (including taxi companies), motorcyclists, cyclists, equestrians and pedestrians. Will also include local groups such as Ramblers groups, Sustrans, British Horse Society and cycling groups. Satellite Navigation companies will also have an interest in changes to the road network. |
| Relationship with project      | <p>General road users will be affected during the construction period but have the benefits delivered by the LEB once completed and open.</p> <p>Concerns will relate to the potential delays during the works.</p>  |
| Relationship status to project | OK   |
| Key Messages                   | <ul style="list-style-type: none"> <li>• Milestone-related communications</li> <li>• Structured periodic communications</li> <li>• Other periodic communications</li> <li>• Adhoc communications</li> </ul>  |
| Main Communication Methods     | <ul style="list-style-type: none"> <li>• Publications and bulletins</li> <li>• Local print media</li> <li>• Local radio and television</li> <li>• E-mail newsletters</li> <li>• LCC website</li> <li>• Social Media</li> <li>• Real-time information</li> <li>• Meetings</li> </ul>                                      |

|                        |   |
|------------------------|---|
| Project Team Lead      | <ul style="list-style-type: none"> <li>LCC Communications Officer</li> </ul>                          |
| Dissemination Channels | Local walking, cycling and equestrian groups could disseminate information through their own channels |
| Comments               | Potential for involvement in events connected to scheme opening, eg running race along route          |

| Stakeholder: Local Media       |   |
|--------------------------------|---|
| Stakeholders                   | Local radio, television, print and online media   |
| Relationship with project      | Key channel for distribution of communications  |
| Relationship status to project | Good  |
| Key Messages                   | <ul style="list-style-type: none"> <li>Milestone-related communications</li> <li>Structured periodic communications</li> <li>Other periodic communications</li> <li>Adhoc communications</li> <li>Communications specific to stakeholders</li> </ul>  |
| Main Communication Methods     | <ul style="list-style-type: none"> <li>E-mail</li> <li>Telephone</li> <li>Meetings</li> <li>Briefings</li> <li>Interviews</li> <li>Publications and bulletins</li> <li>Local print media</li> <li>Local radio and television</li> <li>E-mail newsletters</li> <li>LCC website</li> <li>Social Media</li> <li>Press releases</li> <li>Site visits</li> </ul> |
| Project Team Lead              | <ul style="list-style-type: none"> <li>LCC Communications Officer</li> </ul>  |
| Dissemination Channels         | Opportunities for stakeholders to share information   |
| Comments                       |   |