



Annex 15

Stakeholder Analysis Plan

travelwest 

Bath & North East Somerset, Bristol, North Somerset and South Gloucestershire Councils
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Stakeholder Analysis Plan

Good communications have formed an important part of the development of the North Fringe to Hengrove Package (NFHP) MetroBus scheme. Public consultation was first carried out in 2005 as part of the Joint Local Transport Plan consultation programme at the concept level.

Stakeholder engagement has continued with public consultation consisting of advertised public exhibitions, stakeholder presentations, regular reports to the Joint Transport Executive Committee, preplanning consultation, formal planning consultations, media news releases, meetings with stakeholders and decision makers, social media contact and more.

A range of stakeholder contact has been on-going across the network at any one time, as the three schemes have been progressing at different timescales. Information on all the schemes has been made available on the www.travelwest.info/projects site, and a MetroBus twitter hashtag has been followed by many and used by the project to direct people to the website and answer questions. Press releases for the three projects have been issued at regular intervals, either as stand-alone stories, or as part of the regular updates to the Joint Transport Executive Committee of the West of England.

There has been considerable local interest in the MetroBus services, providing different news angles to maintain interest in the programme between the higher profile periods of planning application submission, determination and the construction stage.

For the MetroBus network the planning permission process for NFHP and South Bristol Link, and the Transport and Works Act for Ashton Vale to Temple Meads route, has required significant public consultation and was preceded by wide public interaction.

Pre-planning consultation for NFHP was undertaken from May to July 2012. Following modifications to the route in November 2012, additional public consultation was undertaken. Both consultations are detailed in the consultation statement that accompanied the NFHP planning application.

The MetroBus network has received considerable support from the business community during its development and through the planning process. Stakeholder support generally though has shifted during the period between the Best and Final Funding Bid (BAFB) and Full Approval (FA) submission. The high profile support of the Local Enterprise Partnership, the improving economy, Bristol's status as European Green Capital 2015 and extensive media coverage have encouraged more individuals to publicly support the investment in public transport across the area.

There are some individuals and groups who remain opposed to the principal of a rapid transit scheme, and/or the impacts of construction. We are aware we are unlikely to change the views of many of these individuals, and a robust and ongoing 'respond and rebut' programme is in place.

The Communications Framework for MetroBus is based on the following principles:

- Specific communication activities are focussed at the right level for particular stakeholders. Different types of stakeholders will have different concerns and require either a different level of information or have different interests in the project; and
- Concerns of potential objectors should be addressed as far as possible.

The community engagement principles established at the start of the development phase of the projects were:

- Early engagement of stakeholder groups in rapid transit scheme development to inform and influence the process;
- Regular engagement and feedback through scheme development programme;
- Building long-term relationships with community groups throughout the different stages of the project;
- Regular meetings with other stakeholder bodies; and
- Regular informal and formal communication with local decision makers has provided a strong base and large stakeholder contact list on which to continue building.

Further public engagement is planned in liaison with the contractors once construction starts. There will be regular community liaison, newsletters, tweets and press releases to keep local residents informed of construction in their immediate area and to keep the wider public informed of progress. Individual stakeholder plans will be developed for each scheme, which in the case of NFHP will need to be very local.

The engaged contractor(s) will be working closely with the core MetroBus communications team to ensure full and comprehensive information is available to residents during the construction phases. Preconstruction meetings will be held in relevant areas and regular update meetings with Neighbourhood Partnerships, local ward councillors and community groups will be held. Regular newsletters will be distributed, and press updates issued to ensure a regular flow of information during the build. Links will be made between the contractor's Community Liaison Officer and the MetroBus team to ensure consistency of the reach and content of the message. It is also expected that social media will be used for immediate daily updates which can be especially useful in the event of a change of plan or unexpected disruption.

Stakeholders

A full and comprehensive stakeholder list has been established, including supporters and opponents that will be refined and edited as the scheme progresses.

As the project moves into the construction phase, communications from the MetroBus communications team will not replace or be a substitute for the more formal 'project' or statutory contact with stakeholders that may be required. These

contacts will be added to the general stakeholder list in order that they receive general information issued about the schemes.

Key business/industry stakeholders include the Department for Transport, Network Rail, Bristol Airport and bus operators. Consultees/stakeholders include, but are not limited to:

- Key Decision Makers including the Leaders of the four council's and Chief Executives;
- Local MPs;
- Local Members;
- Local Enterprise Partnership;
- Joint Scrutiny;
- Parish and Town Councils;
- Neighbourhood Partnerships;
- Neighbouring authorities;
- Local rail and transport groups;
- Local businesses on routes;
- Local residents;
- Bristol Harbour Railway;
- Neighbouring development sites;
- Surrounding tourist attractions;
- Local interest groups; and
- Statutory Authorities

Stakeholder Relationship Management (SRM)

The Stakeholder influence chart shows the change in the influence, interest and the need for information of the key stakeholder groups.

As the project has progressed through the decision-making process, many of the previously identified stakeholders have moved to the Keep Informed, Keep Satisfied or Monitor quadrants of the grid (see grid on page 4). The overwhelming need for all stakeholders at this stage is information, and this will be managed as detailed.

From a communications perspective, there are two areas to review: Firstly, to reconsider the stakeholder groups and their influence; and secondly, to look at the content of the information given out and the methodology of delivering our messages to stakeholder groups.

The Decision Makers' influence reduces now the application has been determined. However the statutory organisations will continue to be involved in the discharge of relevant planning conditions and the approval of the required consents.

Working with Community Groups becomes more important than ever as we move towards delivery of the scheme. Good relationships are already in place and will help to integrate the project locally but continued communication is needed. The setting up of Community Liaison Groups will consolidate a structure for communications and assist in local involvement. In particular, very small community areas will need area-

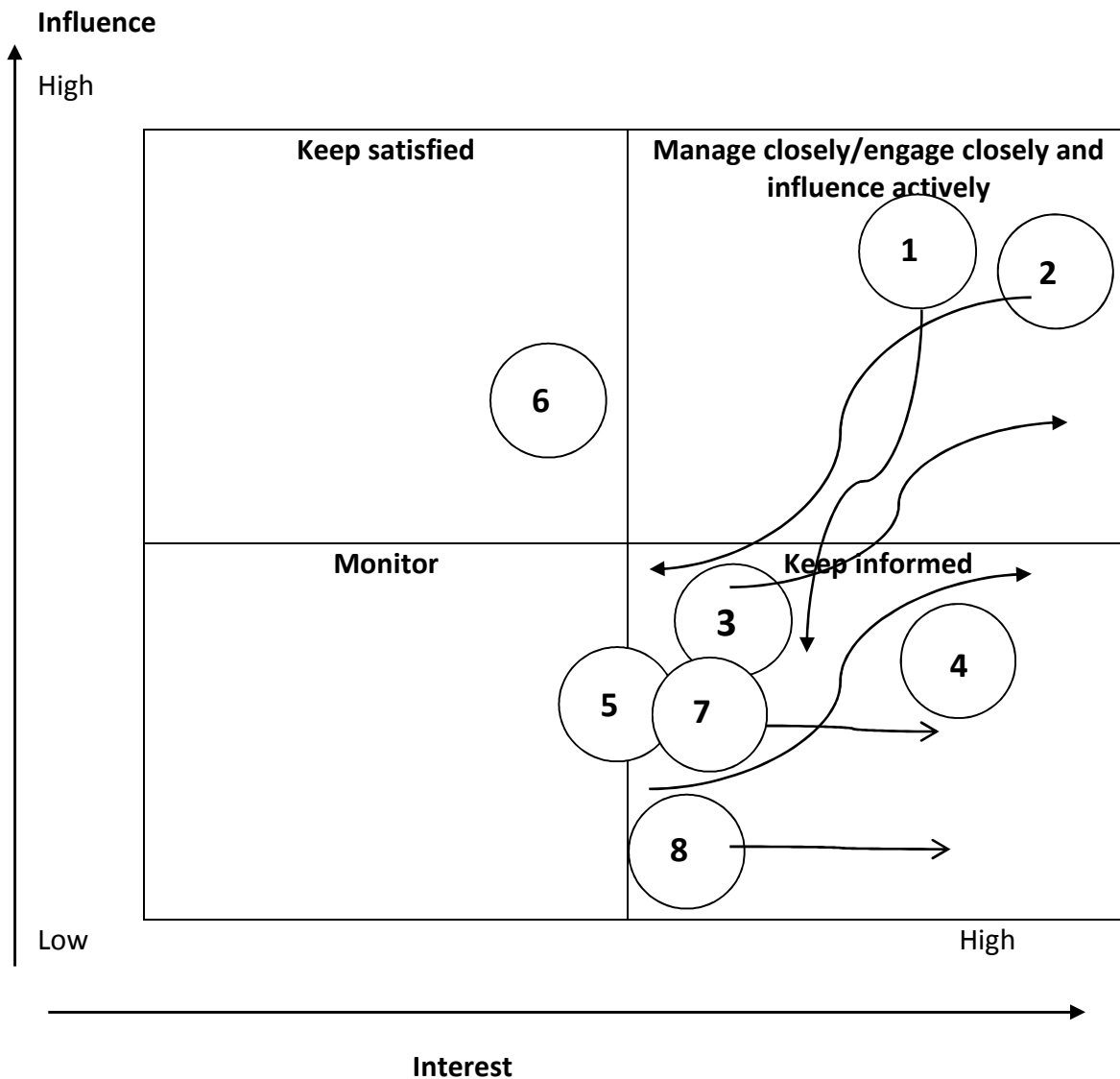
specific messages. At a local level, people will expect detailed information on exactly how the work of the project will affect them, their property and their lives.

The General Public rise in influence too, and it is essential that the project presents itself in a way that is relevant to this group in order to maintain high levels of interest in the scheme.

Press coverage will increase towards the end of the year as we move into the construction period and positive articles and quotations will be prepared for release into the public forum at the appropriate time.

The Business Community, which has been particularly supportive of the project, need to be kept regularly updated, but the level of engagement may reduce. During construction, effective management of communication about potential disruption to businesses will be important in maintaining levels of support.

Stakeholder influence chart



Key:

1. Businesses and business groups
2. Decision makers
3. Community groups
4. Landowners and affected parties
5. Campaign groups
6. Statutory organisations
7. Media
8. General public

There remain, however, a number of individuals and groups who are likely to continue to oppose the schemes and may be tempted to use active opposition during the construction phase. Their interest will be high, and their short term power to disrupt also high. These groups are not likely to change their position and they cannot be dismissed lightly at this stage.

Individuals attempting to halt construction will attract media attention but we know from our previous work that there are large numbers of people who support the building of the network. Throughout this phase our key messages will be to:

- Explain the benefits that the scheme brings in the area (investment, jobs, improvement in public transport, reduction in congestion);
- Evidence support for scheme, as demonstrated through the years of development, and;
- Recognise the right of individuals to have their say but stress that a process has been followed and legal permission has been granted.

We will work with the local media to keep them informed about any developing situation and of the implications of any delay for the build programme and completion dates, any cost to the public purse.

Working with the Local Enterprise Partnership we will encourage local businesses and their representatives to maintain regular correspondence with the local media in support of the work taking place.

Lack of information, misinformation and rumours have to be avoided and the communications team will work to ensure that the correct, up-to-date information is available to all.

Key methods of communication are detailed below:

- **Website:** The travelwest.info website will be the central point for information on the construction programme, with all other channels directing to this site. The site will provide links to individual contractors' own construction websites, which will provide the up-to-date local information necessary to keep the individuals informed.
- **Press and media:** The local media, both print and electronic, will be provided with regular updates including progress reports, photographs and special stories.

- **Social media:** MetroBus has an established social media presence. Twitter will be used to provide scheme updates and point to users towards the TravelWest site for detailed information. It is not intended that Twitter be used as a conversation tool or discussion forum.
- **Contractors' newsletter:** Contractor newsletters will explain the programme to local residents and contact with local stakeholder groups will be developed. Close working with the contractors will ensure local residents have accurate information and a contact number for any questions.
- **MetroBus newsletter:** The existing electronic MetroBus newsletters will continue to be issued frequently. Lessons learnt during the Weston Package construction phase have shown how short, regular information updates are valued by recipients.
- **Briefings:** Local Councillors (Parish and UA) will be given briefings on the information programme and their input and support requested.
- **Visual identity:** A single visual identity will be visible at all construction locations and will include the TravelWest logo with website address (and strapline where appropriate), Department for Transport logo, MetroBus logo, contractor's logos and contact details.
- **'Fly-by' computer visualisation video:** An animated video will follow the MetroBus along the route and be used to explain specific areas of work and the benefits they bring to the network.

As construction reaches completion the communications focus will move towards the provision of information about services. During this time there are likely to be opportunities, working in partnership with the operator(s), to provide for information on the smartcard, vehicle; service routes and level and frequency of services.

Resources Available

TravelWest project communications, including MetroBus and MetroWest (rail), are managed by an established communications team of four members of staff within the West of England. Their experience as communications professionals and in-depth knowledge of the schemes and local 'hot spots' will be of great benefit throughout the construction phase.

Objectors and Campaigners

We recognise that there are small groups of vocal campaigners who continue to be opposed to the scheme. Although the project has sought to engage with these campaign groups, little progress or success has been seen, as objections are often 'in principal' and cannot be addressed through mitigation. A number of groups have formed an umbrella organisation, and some are part of larger national campaign groups.

While we will continue to engage with these groups and individuals, we consider that there is little possibility of changing minds. These campaigners have demonstrated that they can create significant amounts of press coverage and social media traffic, but their numbers are not large. We will continue to monitor their activity and respond with counter arguments and rebuttals of inaccurate claims as and when necessary.

Some community groups and residents have voiced opposition to the scheme due to concerns about construction and environmental impacts locally, rather than objecting in principal to the plans. Through continued engagement, and by highlighting the environmental and mitigation measures to be delivered, we consider that some of this opposition will be removed. It important that the scheme engages effectively with these individuals and that good relations are maintained, both through the project team and contractors.

Communications officers have had input into the contracts to ensure that community engagement issues are high on the agenda. Successful contractors must be Considerate Contractors, with all advantages this brings, in addition to meeting a range of other specific requirements.

With a full time scheme communications officer for each MetroBus route, and additional Community Liaison Officers to be appointed by contractors, we are confident that resources will be sufficient to enable effective communication with local people and encourage support for the scheme.

Frequent communication is always preferable to none, even when there is not much to say. It is recommended that newsletters are sent out to key stakeholders on a regular basis. This can include information about the progress of the scheme through its various challenges as well as information on:

- The benefits of the scheme;
- The route and network;
- Vehicle specification and infrastructure 'uplift';
- Smartcards and payment;
- Cycling improvements;
- Environmental mitigation;
- Local community involvement;
- Local issues for specific areas.

The project team will continue to engage with other Council officers to ensure an integrated approach is taken to the delivery of the scheme alongside the other projects the Councils are undertaking.

Communications for the NFHP and the MetroBus network will continue on the existing path, building on the strong base that has been established. Information provision to the wide range of stakeholders will continue to build a depth of knowledge about the delivery of the scheme; strengthen understanding of the aims and objectives of MetroBus; and encourage usage of the MetroBus once operations start.