



Western Link Road

Communication and Stakeholder Engagement Strategy

Version	Amendment / Comment / Purpose	Date	Checked	Approved
0.1	Initial Draft (v1)	24/09/10		
0.2	Revised Draft (v2)	10/12/10		
1.0	Initial publication (v3)	13/09/11		
1.1	Newsletters added to table.	21/10/11		
1.2	Reference to community engagement standards added. Communication methods detailed.	31/01/12		
2.0	Revised and updated – scheme renamed	19/06/12		
2.1	Reviewed and Updated	10/08/12		

1. Introduction

This Communication and Engagement Plan sets out the strategy for all communication, engagement and consultation throughout the Elgin Traffic Management (ETM) Programme and more specifically throughout the delivery of the Western Link Road.

This Plan is a working document and will be reviewed, revised or updated at key stages of the programme as appropriate.

The Draft Moray Economic Strategy recognises the importance of good transport links in general to the Moray economy, both now and in the future. It identifies key transport interventions including the need for effective traffic distribution in and around Elgin town centre.

The ETM Programme involves the improvement to the road network with the aim of “*providing a quicker, safer and more reliable transport system in and around Elgin while accommodating future development*”.

The programme will impact on individuals, groups and businesses within Elgin as well as general road users. The level of impact will vary with each element of the programme as will the affected audiences.

2. Community Engagement

The Moray Council’s Community Engagement Scheme identifies the importance of proper and effective community engagement. It follows the National Standards for Community Engagement published by the Scottish Government.

This strategy document identifies how the Community Engagement Scheme will be implemented for the Western Link Road project.

3. Communication and Engagement Plan Objectives

Major construction projects carry with them considerable risk to the Council both financially and in terms of reputation. The aims and objectives of stakeholder communication and engagement are to assist project management in reducing risk whilst encouraging community participation.

Some specific objectives are:

- Enhance the reputations of the Council and its partners, build community confidence and ownership
- Minimise disruption and inconvenience to businesses.
- Ensure regular, frequent and up-to-date communications with stakeholders on the progress of the scheme using all available and appropriate effective communication methods
- Promote the scheme benefits to residents, businesses and the wider environment
- An open dialogue with stakeholders
- Exploit opportunities for scheme promotion and wider community benefit
- Ensure communication is meaningful and appropriate.

4. Strategy

The strategy is to communicate and engage in an appropriate form with individuals and groups as and when required and to consult at relevant stages of the programme.

The need to ensure the various community and other stakeholder groups are properly included in the detailed design process will require a number of workshops to be held.

Community Engagement Steering Group

A steering group has been set up to co-ordinate and assist with the on-going community engagement process. In addition to the Community Planning and Development Manager, this group comprises a representative from

- The Elgin Community Council;
- The Elgin North Area Forum;
- The Elgin South Area Forum;
- The Elgin Designing Streets Action Group;

The group is led by officers from the Consultancy Section of Direct Services.

Design Workshops

An initial pre-design workshop was held on 12 January 2012 in Cedarwood, Edgar Road. This was attended by the following:

Elgin Community Council	George Littlejohn, Gordon Methven, Murray Ross
Elgin North Forum	Sheila Hollis, Keith Mitchell
Elgin South Forum	Rebecca Kail
Designing Streets Group	Caroline Webster, Wilma Milne, Iain Millar
Grampian Police	Scott Mann, Chris Whellan
Moray Access Panel	Alistair Smillie
Moray Councillors	Cllr Divers, Cllr Leadbitter, Cllr Sharp, Cllr Shand
Moray Council Officers	Frank Knight, James Smith, John Stewart, Roddy Burns, Richard Hartland, Sandy Ritchie, Gordon Holland
Jacobs	Stuart Burns

This workshop looked at the issues surrounding six key themes:

1. Speed limits
2. Provision for cyclists
3. Residential parking
4. Pedestrian facilities
5. Access to schools
6. Traffic speed management

This workshop tried to tease out of people what was important to them for each of these themes in order to assist the design team in developing solutions.

The issues and comments from this workshop were collated and fed back to the groups for their information. The points raised were assessed with a view to bringing them forward to further workshops during the design process.

A design workshop was held on 1 June 2012. This included a pre-workshop site walk-over as well as a value management exercise to look at all the issues relating to the design of the route and attempt to gain a better understanding of the stakeholder's needs, preferences and expectations. Those invited to the workshop were:

Name	
Steve Magenis	Royal Haskoning (Facilitator)
Richard Hartland	Moray Council (Corporate Director)
Dave Gowans	Moray Council (MC) Project Director
Frank Knight	MC (Project Manager)
Nichola Smith	MC (and Moray Access Panel)
Stuart Burns	Jacobs (Roads)
Rebecca McClenaghan	Jacobs (Environmental)
David Glen	Jacobs (Structures)
David Watt	Jacobs (Landscaping)
Andy Duff	Moray Council - Traffic
George Littlejohn / Alastair Kennedy	Elgin Community Council
Rebecca Kail	Elgin South Area Forum
Keith Mitchell	Elgin North Area Forum
James Wiseman	Elgin Designing Streets Action Group (EDSAG)
Graeme Henderson	SEPA
Jennifer Heatley	SNH
Insp. Scott Mann (Apologies)	Grampian Police
Chris Thompson	Sustainable Travel Co-ordinator (MC)
John Divers (Apologies)	Elgin South Councillor
Graham Leadbitter	Elgin South Councillor
James Allan	Elgin South Councillor
Bill Stewart	Westfield Residents Association
Shona Weir	EC Harris (Cost Consultants)
	Greenwards primary Parent Council
	Elgin High School Parent Council
Sabine Richards / Alison Semmeling	West-end primary Parent Council
	Elgin Academy Parent Council

A report on the workshop has been prepared and this will enable the design teams to identify and develop those actions which meet the scheme objectives and can be taken forward. The outcomes from this workshop will be reported back through the Steering Group and feedback will be given on all the actions, including those are not to be taken forward.

Further engagement is planned to consider the developed outcomes and this will also be reported to Committee. Refer to Section 7 of this report for the proposed timetable.

The Planning Application for this scheme is to be treated as a "major application" and consequently a pre-planning consultation exercise will follow later in 2012.

5. Stakeholders

The key stakeholders for the communications strategy are:

- Residents and householders
- Land owners
- Action groups

- Businesses
- Road users / General public
- Pedestrians and cyclists
- Emergency services
- Public transport providers
- Moray Council officers and members
- Politicians
- Local media
- Environmental and sustainability groups
- Community council, community partnership and other local forums
- National transport bodies (Network Rail, Transport Scotland, etc)

6. Proposed Forms of Communication

The approach to communication with the various bodies and stakeholder groups is outlined in Appendix A. This was compiled at a workshop in 2010 with a number of officers together with representatives from Jacobs.

The following examines each of the various methods of communication identified in Appendix A and considers its **applicability**, **implementation** and **resourcing** issues.

a. Formal and Team Meetings

Applicability

- Meetings that require decisions to be taken, where minutes are kept and where formal process is followed.

Implementation

- These meetings will be either at regular, pre-determined intervals or be called when appropriate.
- An agenda will be issued and notes of the meeting kept.

Resourcing

- These meetings will generally be resourced by Council officers supplemented where appropriate by Jacobs staff.

b. Phone / email / mail

Applicability

- These forms of communication will cover most of the day to day correspondence.

Implementation

- Copies of project related correspondence are to be stored electronically wherever possible

Resourcing

- Dealt with by normal daily work arrangements.

c. One to One

Applicability

- Relates to meetings with specific individuals or bodies to discuss particular issues relating to them.

Implementation

- These will tend to be ad-hoc meetings for a specific purpose.

Resourcing

- Generally carried out by project staff from either the Council or Jacobs.

d. Press Release

Applicability

- The media and public will be interested in progress and other events relating to this project.
- Forward planning will identify opportunities for press articles.

Implementation

- All contacts with the press are to be co-ordinated through the Corporate Communications team.
- The content of all press releases is to be agreed with the Project Manager and the communications officer.
- Any comment to the media that is attributed to the Moray Council must be given via the Council's communication team in accordance with policy. Contractors and consultants are expected to observe normal client protocols in such situations

Resourcing

- Generally this will involve the Project manager and the communications officer.
- Unlikely to require a significant allocation of time from the communications team.

e. Newsletter / Questionnaire / Public Exhibition

Applicability

- These methods will form the bulk of the proactive public communication for the project.
- It is expected that regular newsletters will be prepared advising of progress and other project related news. These could be distributed electronically and in printed form through a range of outlets.
- An opportunity exists to have a paid-for page in the monthly local Spotlight magazine which is delivered to all Elgin addresses via Royal Mail.
- Public exhibitions will take place from time to time to advise on proposals. These events may also involve handing out a questionnaire to gain feedback.

Implementation

- These events will tend to be created, where possible, by the project team however newsletters will require the approval of the communications team.
- Once a newsletter layout and format is agreed it can be easily reused for subsequent editions.
- Exhibitions and other drop-in events require considerable preparation and advance planning.
- Consideration should be given to using modern audio-visual techniques and animation / film where feasible to enhance the experience of those attending.
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Resourcing

- Resources are required initially for the preparation of the newsletter template. Once this has been approved it can be updated easily by a nominated member of the project team. The newsletters will be edited by the Corporate Communications team to ensure clear use of language.

- Public exhibitions and other drop-in events will require resourcing from the project team both for the event preparation and for staffing on the day. During the construction phase, this resource will be supplemented by the contractor.
- A team will be set up from representatives of key community groups and led by Council officers. This team will be responsible for the scheduling and organisation of the various workshops and other community events. They will also assist in the organisation of the public exhibitions and other drop-in events.
- Any financial implication resulting from paid-for inserts in local magazines will need to be considered.

f. Focus Groups and Workshops

Applicability

- This covers meetings with any of the specific groups representing elements of the community as well as other key stakeholders. These groups include the Elgin Community Council and the Elgin North and South Area Forums.
- Workshops held throughout the project are included in this category.

Implementation

- These meetings / workshops will commonly cover specific issues relating to the delivery of the project.

Resourcing

- A steering group has been set up from representatives of key community groups and led by Council officers. This team will be responsible for the co-ordinating and assisting the various workshops and other community events.
- During the construction phase, this resource will be supplemented by the contractor.

g. Development Plan Reviews

Applicability

- There will be a need, during reviews of the Moray Local Plan, for meetings between officers to discuss the possible implications and subsequent proposals for further transportation infrastructure improvements in Elgin.
- These may be necessary to meet the needs of proposed development identified in an emerging Plan.
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Implementation

- The implementation of these meetings will be dictated by the Local Plan review timetable and require regular contact between the appropriate officers.

Resourcing

- These meetings will be attended primarily by Council officers.

h. Website

Applicability

- The Elgin Traffic Management programme is featured on the Council's website and includes a section with all the related Committee and technical reports since 2006.
- A section of the site has been set up for the WLR project and this will provide the main facility to disseminate information to the wider public.
- It is important therefore that the site is regularly and frequently updated and should be the place where stakeholders first look for information on the project.

- The website needs to include a facility to allow feedback and should include contact information.
- The use of social media should be considered.

Implementation

- Currently the WLR section of the website includes:
 - Advice for those who's land or property are likely to be directly affected by the works
 - Some FAQs
 - Background information on why the Scheme is needed and an outline of the way forward.
 - Link to previous reports.
- Consideration needs to be given to including drawings, contact details (including a dedicated email address), project timetable, link to newsletters, etc.

Resourcing

- The Project Manager currently updates the website and this should continue in consultation with the corporate communications team.
- Assistance will be required at various times from ICT officers to setup and update the web page structure.

7. Communication Stages

Event	Dates
<p>Committee Reports – General</p> <ul style="list-style-type: none"> ○ Where appropriate, the website will be updated after each report has been submitted to Committee (or Full Council). ○ Liaise with the media immediately prior to the ED&I Committee meetings where appropriate. 	
<p>Western Distributor Road: Draft Stage 2 Report:</p>	
<p>Report to SW Working Group on 1/12/10 on Draft Stage 2 report and draft proposals for a public exhibition.</p>	<p>Reported on 1/12/2010.</p>
<ul style="list-style-type: none"> ● Report to be submitted to ED&I Committee on 14/12/10 requesting approval for public consultation. 	<p>Reported on 14/12/2010</p>
<ul style="list-style-type: none"> ○ Carry out public consultation in January 2011 (if approved by Committee) <ul style="list-style-type: none"> ○ Public exhibition on 27 and 28 January at the Elgin Library. ○ Press release prior to exhibition. ○ Advertise the exhibition on the High Street, St Giles Centre or elsewhere? 	<p>Carried out public consultation at an exhibition on 27 & 28 January 2011.</p>
<p>Western Distributor Road: Final Stage 2 Report</p>	
<ul style="list-style-type: none"> ○ Report to SW Working Group in February/March on feedback from consultation and Stage 2 Report proposals/recommendations. Presentation from Jacobs. 	<p>Reported on 1 March 2011.</p>
<ul style="list-style-type: none"> ○ Report to ED&I Committee in March/April 2011 including feedback from consultation and with a recommended option for Members to consider. This should include a presentation on the proposals by Jacobs. 	<p>Reported on 8 March 2011.</p>
<p>Request by Members for a further report identifying difference between options and requesting approval of the preferred route.</p>	<p>Reported on 28 June 2011 (Route approval in principle given)</p>
<p>Request by Members for a further report identifying difference between options for a junction with A96.</p>	<p>Reported on 6 September 2011 (Route and junction approval given)</p>
<p>Request approval by Members of the approach for the compensation and acquisition of properties affected by the route.</p>	<p>Reported to ED&I on 1 November 2011.</p>

Event	Dates
Continued discussions with Robertson Homes on road alignment at Bilbohall.	September 2011 to February 2012
Initial engagement with landowners affected directly by the proposals.	September / October 2011
Confirmation of agreement in principle from Transport Scotland on junction proposals with the A96.	Meeting held 21/9/2011
Project Execution Plan (PEP) submitted to Committee including Capital Plan requirements for the delivery of the project.	Reported on 13 March 2012. PEP approved.
The Next Steps	
Communication and engagement with appropriate community groups. Includes meetings, presentations and workshops.	September / October 2011 (and during detailed design process)
Regular newsletters and website updates to advise the wider community of progress	Throughout the project.
Consultation and engagement with Transport Scotland, Network Rail and statutory utilities.	Throughout design process.
Request Committee and Council approval to proceed with CPO procedures and negotiate with affected property owners.	January 2012 to November 2012
CPO – Make the Order and serve notices	November 2012
Issue CPO to Scottish Ministers for approval	November 2012
On-going engagement with landowners during the detailed design process.	October 2011 to Autumn / Winter 2012.
Regular progress and other reports to ED&I Committee	Throughout the project.
Pre-planning public consultation and exhibition.	Autumn / Winter 2012.
Submission of Planning Application	January 2013.
Pre-construction engagement with community groups.	(depends on statutory processes)
Consultation and stakeholder engagement relating to contractor's traffic management proposals.	
Localised consultation relating to specific construction activities. (e.g piling, night-time working over railway, etc.)	

Event	Dates

Appendix A: Communication Approach

Essential – Red

Important – Orange

Inform/Communicate – Green

Passive – Black

Audience	Method	Formal meetings	Team meetings	Phone /email /mail	One to One	Press release	Newsletter	Questionnaire	Public Exhibition	Focus Groups	Development Plan Reviews	Website
ETM Programme Board		x	x									
Elgin SW Working Group / ED&I		x	x									
General public of Elgin				x	x	x		x	x	x	x	x
Businesses				x	x	x		x	x	x	x	x
Road users						x			x	x		x
Pedestrians and cyclists						x			x	x		x
Scottish Ambulance Service				x	x						x	x
Public Transport providers				x	x						x	x
Local Elgin Politicians		x					x					
Local Politicians (non-Elgin)		x										
MSP / MP					x		x					
Local media (radio, press)				x		x	x				x	x

Audience	Method	Formal meetings	Team meetings	Phone /email /mail	One to One	Press release	Newsletter	Questionnaire	Public Exhibition	Focus Groups	Development Plan Reviews	Website
Environmental and sustainability groups				X					X		X	X
Community council		X		X			X		X	X	X	X
Network Rail		X		X							X	X
Transport Scotland		X		X							X	X
Developers		X		X		X					X	X
MC Housing		X	X									
MC Estates		X	X									
MC Planning		X	X									
MC Finance		X	X									
MC Education		X	X									
MC Other				X								
SEPA				X								
Scottish Water				X	X							
SNH				X	X							
Historic Scotland				X								
Sustrans				X								
HITRANS				X								
Public transport User Forum (if any)				X		X						X
Freight Transport Association				X		X						X
Road Haulage Association				X				X				
Utility Providers				X								
Chamber of Commerce				X					X			
Elgin BID Group									X			X
Moray College /				X					X			X

Audience	Method	Formal meetings	Team meetings	Phone /email /mail	One to One	Press release	Newsletter	Questionnaire	Public Exhibition	Focus Groups	Development Plan Reviews	Website
UHI												
Top 20? employers or similar								x				
Properties / landowners potentially required to deliver any of the schemes				x	x	x	x	x	x		x	X
NHS Grampian				x								x
HIE				x								x
RAF				x								x
Grampian Police		x		x	x					x		
Grampian Fire & Rescue Service		x		x	x					x		
Scottish Ambulance Service		x		x	x					x		
All Elgin Schools										x		x
BEAR Scotland		x		x								
MC Flood Team			x									
Community Planning Partnership		x		x			x					x
CPP Wealthier & Fairer		x										
MC Press Office			x	x	x		x					
Action Group(s)		x					x					x

Audience	Method	Formal meetings	Team meetings	Phone /email /mail	One to One	Press release	Newsletter	Questionnaire	Public Exhibition	Focus Groups	Development Plan Reviews	Website