



A303 Amesbury to Berwick Down (Stonehenge)

Volume 2 – Scope

Part 7 – Communications, Stakeholder and Community Engagement Requirements

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1 General Requirements

1.1 Overarching principles and staffing

- 1.1.1 This document sets out the requirements for communications, stakeholder and community engagement.
- 1.1.2 The *Client* shall provide the overall leadership for communications, stakeholder and community engagement.
- 1.1.3 To support the *Client* and the *Project Manager*, the *Contractor* shall provide the dedicated personnel ('the Contractor's Communications Team') and resources needed to deliver the communications, stakeholder and community outcomes from the *Project Manager's* acceptance of the staffing plan (as given in paragraph 1.1.6 below) to six (6) months following the Completion of section 3A.
- 1.1.4 The *Contractor* shall not engage in any public facing communications without the agreement of the *Project Manager*.
- 1.1.5 'The Client's Communications Team' together with the Contractor's Communications Team shall deliver the communications, stakeholder and community outcomes for the Scheme. The *Project Manager* shall provide contact details for the Client's Communications Team.
- 1.1.6 Within twelve (12) weeks of the *starting date*, the *Contractor* shall submit to the *Project Manager* for acceptance a staffing plan for the Contractor's Communications Team, this shall include
- details of the *Contractor's* Staff who make up the Contractor's Communications Team, together with their CVs, under the leadership of a senior person experienced in stakeholder and communications, who also fulfils the role of the *Contractor's* Community Relations Manager detailed in the Outline Environmental Management Plan (OEMP) [1],
 - the roles and responsibilities of those Staff and
 - contact details of those Staff.
- 1.1.7 The Community Relations Manager shall meet the requirements in accordance with annex K of Volume 2 Part 1 (General Requirements) of the contract.
- 1.1.8 Other Staff named in the staffing plan shall have a minimum of three (3) years' experience in communications with stakeholders and the public.
- 1.1.9 All changes to this staffing plan shall be accepted by the *Project Manager*.
- 1.1.10 A reason for not accepting this staffing plan and subsequent changes to it, are that the plan does not meet the requirements of the Scope.

1.2 Branding

- 1.2.1 The *Contractor* shall adhere at all times to the *Client's* corporate communication and branding requirements set out in the following documents
- 'Guidance for our contractors' [2],
 - 'Our Visual Identity'¹,
 - 'social media visual identity'² and

¹ Refer to the Data Room [3] for the "Our Visual Identity" document.

² Refer to the Data Room [3] for the "social media visual identity" document.

- 'normal not formal'³.

1.3 Media and publicity

- 1.3.1 All interactions with the media shall be handled by the *Project Manager* and the Client's Communications Team, except where the *Contractor* has agreement from the *Project Manager*.
- 1.3.2 The *Contractor* shall immediately refer all media enquiries to the *Project Manager* and the Client's Communications Team, except for outside of normal office hours, when the *Contractor* shall refer directly to the *Client's* press office and copy in the *Project Manager* and Client's Communications Team.
- 1.3.3 The *Contractor* shall supply information for the *Project Manager* and the Client's Communications Team to provide responses to media enquiries, as soon as possible following a request and no later than four (4) hours following a request unless agreed otherwise by the *Project Manager*.
- 1.3.4 The *Contractor* shall not use or promote the *works* via media engagement, publicity or in published material without the agreement of the *Project Manager*.
- 1.3.5 The *Contractor* shall ensure that all subcontractors (at any stage of remoteness from the *Client*) comply with all media and publicity contract requirements.
- 1.3.6 The *Contractor* shall proactively bring to the attention of the *Project Manager* upcoming activities likely to generate media interest.
- 1.3.7 The *Contractor* shall support the *Project Manager* and the Client's Communications Team in the drafting of materials for media regarding activities as deemed of interest by the *Project Manager*.
- 1.3.8 For an average of one (1) day per month from the *starting date* to the Completion of *section 3*, the *Contractor* shall provide access to all areas of the *works* and facilitate filming and documentary production for third parties required by the *Project Manager*.
- 1.3.9 When requested by the *Project Manager*, the *Contractor* shall provide the resources necessary to supervise production and film crew throughout filming on site, with suitably trained Staff available for interview.

1.4 Photography / Video

- 1.4.1 The *Contractor* shall provide video footage and photography in accordance with Appendix 1/22: Progress Photographs of Volume 3 (Specification Appendices) of the contract.
- 1.4.2 The *Contractor* shall provide a professional photographer for major events as outlined in paragraph 1.6.3.
- 1.4.3 For each major event the *Contractor* shall provide to the *Project Manager* for acceptance up to thirty (30) photographs suitable for digital distribution on the day of the event, followed by no less than fifty (50) photographs within five (5) Working Days of the event.
- 1.4.4 A reason for not accepting the photographs is that the content
- does not meet the requirements of the Scope or
 - does not depict the key moments and features of the event.

³ Refer to the Data Room [3] for the "normal not formal" document.

1.5 Online and social media content and digital material

- 1.5.1 The *Client* shall manage and maintain the Scheme's website⁴.
- 1.5.2 The *Client* shall manage and maintain social media communication in relation to the *works*.
- 1.5.3 The *Contractor* shall comply with the *Client's* published social media policy⁵.
- 1.5.4 All material to be made digitally available to the public shall be subject to acceptance by the *Project Manager*.
- 1.5.5 The *Contractor* shall provide digital material as requested by the *Project Manager*, including
- progress and community updates supported by photographs or video content tailored for use on the Scheme's website and for social media communication,
 - any materials, including drawings, that the *Project Manager* deems should be made publicly available and
 - information for traffic updates.
- 1.5.6 A reason for not accepting digital material is that
- it does not meet the requirements of the Scope or
 - it contains information that will be out of date at the time of issuing.

1.6 Site visits

- 1.6.1 Site visits shall be accommodated, as notified by the *Project Manager* or via arrangements made via the *Contractor* through engagement with stakeholders including local communities and educational establishments.
- 1.6.2 The *Contractor* shall produce and maintain a schedule of events/site visits during construction with site visit itineraries.
- 1.6.3 The *Contractor* shall hold major events to celebrate the following significant milestones associated with the *works*
- start of construction,
 - the Completion of *section 1*,
 - the Completion of *section 2* and
 - the Completion of *section 3*.
- 1.6.4 The *Contractor* shall provide Staff, equipment and facilities for these major events.
- 1.6.5 A plan for each of these major events shall be submitted by the *Contractor* to the *Project Manager* for acceptance no less than three (3) months prior to the event. A reason for not accepting an event plan is that
- it does not meet the requirements of the Scope or
 - it does not include provision for the Staff and guests of the *Client*.
- 1.6.6 Site visits for large groups for up to thirty (30) people per visit, shall be on an average frequency of
- one (1) visit per month from the *access date* to the delivery of the tunnel boring machine, followed by

⁴ The Scheme's website contains the *Client's* information for the public regarding the Scheme.

⁵ Refer to the Data Room [3] for the *Client's* published social media policy.

- two (2) visits per month from the delivery of the tunnel boring machine to six (6) months following the Completion of *section 3*.

1.6.7 The *Contractor* shall provide Staff, equipment and facilities for briefing, escorting and transporting site visitors. These provisions shall be tailored to the needs of each visiting group.

1.7 Information panels

1.7.1 The *Contractor* shall produce, erect and maintain four (4) information panels at locations determined by the *Project Manager*.

1.7.2 For the avoidance of doubt, the information panels detailed here are different to the information boards detailed in Appendix 1/21: Information Boards of Volume 3 (Specification Appendices) of the contract.

1.7.3 Each information panel shall be a minimum area of one metre squared (1m²), be located adjacent to pedestrian routes and contain material suitable for the public regarding the *works* relevant to the location where each information panel is situated.

1.7.4 Proposals for information panels shall be submitted to the *Project Manager* for acceptance.

1.7.5 A reason for not accepting the information panels are that the panels

- do not comply with the provisions of the Scope or
- contain out of date information at the time of being implemented.

1.7.6 The *Contractor* shall ensure that the information panels are

- kept clean, including being cleaned of any graffiti within twenty-four (24) hours,
- kept free from any unauthorised content, including placards, advertisements, or posters and
- repaired as necessary to maintain a smart appearance.

1.8 Information centre

1.8.1 The *Contractor* shall provide and maintain an information centre, where the public can find out about the *works* and its construction, in a location within two (2) miles of the Site boundary.

1.8.2 The *Contractor* shall identify three (3) options for locations to the *Project Manager* who shall select one (1) of these options as the location of the information centre.

1.8.3 The *Contractor* shall be responsible for obtaining the necessary rights and permissions required for the information centre.

1.8.4 The location of the information centre shall be accessible to the public with convenient parking provision and with suitable catering and toilet facilities.

1.8.5 The information centre shall be open to the public from three (3) months after the *access date* to six (6) months after the Completion of *section 3*.

1.8.6 The information materials presented in the information centre shall be suitable for a wide range of audiences and be presented in a dedicated display area.

1.8.7 The types of display materials shall include

- fixed display boards,
- an iconised graphic timeline that reflects activities to date and key milestones,

- a simplified large-scale plan of the *works* and
 - audio/visual displays.
- 1.8.8 All materials to be displayed in the centre shall be accepted by the *Project Manager* prior to going on display. These materials shall be updated as appropriate. Updated materials shall be presented to the *Project Manager* for acceptance prior to going on display.
- 1.8.9 A reason for not accepting the display materials is that the materials
- do not comply with the provisions of the Scope,
 - contain information that should not be in the public domain or
 - contain out of date information at the time of going on display.
- 1.8.10 The *Contractor* shall create and maintain a simplified scale model of the *works* to be used for display purposes from three (3) months following the *access date*. The scale of the model shall be 1:5000.
- 1.8.11 The *Contractor* shall create and maintain a scale model of the tunnel boring machine to be used for display purposes from three (3) months following the *access date*. The minimum scale of the model shall be 1:100.
- 1.8.12 The information centre shall be open to the public between 09:00 and 17:00 from Tuesday to Saturday.
- 1.8.13 During opening hours, the centre shall be staffed by two (2) members of the Contractor's Communications Team.
- 1.8.14 The information centre shall be solely focused on the *works* and its construction, being careful not to detract from or be confused with the Stonehenge Visitor Centre.

1.9 Helpdesk, correspondence and complaint management

- 1.9.1 The *Client* operates a Customer Contact Centre, twenty-four (24) hours a day, seven (7) days a week, to provide a first point of contact for its customers, including for major project and general traffic enquiries.
- 1.9.2 The *Contractor* shall provide a seamless interface in responding to Scheme related customer enquiries received from the Customer Contact Centre and other sources.
- 1.9.3 The *Project Manager* shall supply the contact details for the Customer Contact Centre to the *Contractor*.
- 1.9.4 The Contractor's Communications Team shall
- be contactable twenty-four (24) hours a day, seven (7) days a week, operating on a roster,
 - be knowledgeable about the *works* and ongoing operations and can advise and support the *Project Manager* and Client's Communications Team in all matters relating to community engagement and public relations,
 - in liaison with the *Project Manager* and Client's Communications Team, answer and resolve queries or complaints received via the *Client's* Customer Contact Centre and other sources,
 - provide support to the *Project Manager* and Client's Communications Team in the event of an incident affecting customers, including observance of social media and real-time provision of information for response on social media to incidents,
 - when requested by the *Project Manager* provide responses or further information and materials within twenty-four (24) hours and
 - when directed by the *Project Manager* respond directly to any correspondence or social media queries.

- 1.9.5 Any correspondence or queries received direct by the *Contractor* about the *works* shall be passed to the *Project Manager* and Client's Communications Team on the day of receipt or no later than the next working day if received outside normal working hours.
- 1.9.6 On request, the *Contractor* shall provide information and draft responses to any correspondence or queries received by the *Client*, the *Project Manager* or Client's Communications Team. This shall be passed to the *Project Manager* and Client's Communications Team within three (3) Working Days.
- 1.9.7 When requested by the *Project Manager*, the *Contractor* shall provide information to inform responses to parliamentary questions received by the Department for Transport or the *Client*. This shall be passed to the *Project Manager* and Client's Communications Team as soon as possible following a request and no later than 8am the day following a request.
- 1.9.8 The *Contractor* shall ensure the Customer Contact Centre is supplied with an up to date duty roster for the Contractor's Communications Team for the coming week.
- 1.9.9 For receiving and responding to complaints, the *Contractor* shall implement the *Client's* corporate complaints process⁶.
- 1.9.10 All *Contractor* data shall be held to the requirements set out in S 227 of Volume 2 Part 1 (General Requirements) of the contract and held in a format that can be transferred to the *Client's* stakeholder database.

1.10 Newsletters

- 1.10.1 Newsletters to keep the public up to date with the *works* shall be produced quarterly by the *Client*.
- 1.10.2 The *Contractor* shall provide content for the newsletters, suitable for both hard copy and digital distribution for acceptance by the *Project Manager*.
- 1.10.3 Two (2) months before the issue date of each newsletter the *Contractor* shall attend an editorial content meeting with the Client's Communications Team to determine the content of the newsletter and any governance as directed by the *Project Manager* in advance of the issue date.
- 1.10.4 The Client's Communications Team will hold subsequent meetings with the *Contractor* in advance of production of the newsletters to ensure the information provided supports the agreed content and narrative for the newsletters.
- 1.10.5 The Contractor shall produce newsletters in full colour with a minimum of four (4) A4 pages of content, including high quality images.
- 1.10.6 The *Contractor* shall provide the *Project Manager* with a final copy of the newsletter in a format suitable for digital distribution and a format suitable for printing onto paper, for acceptance prior to printing.
- 1.10.7 A reason for not accepting the newsletter is that
- it does not comply with the provisions of the Scope,
 - it contains information that should not be in the public domain or
 - it contains material that will be out of date at the time of issue.
- 1.10.8 Following the *Project Manager's* acceptance, the *Contractor* shall print one-thousand (1000) paper copies of the newsletter on paper of weight 120gsm and shall distribute the paper copies to up to ten (10) distribution points as determined by the *Project Manager*.

⁶ Refer to the Data Room [3] for the *Client's* corporate complaints process.

2 Plans

2.1 Stakeholder Engagement Plan (SEP)

- 2.1.1 Within twelve (12) weeks of the *starting date*, the *Contractor* shall submit to the *Project Manager* a draft Stakeholder Engagement Plan (SEP).
- 2.1.2 The SEP shall detail how the *Contractor* shall manage the commitments made to key stakeholders within the Development Consent Order (DCO) and how the *Contractor* shall engage with affected landholders.
- 2.1.3 The *Contractor* shall develop the SEP with the *Project Manager*.
- 2.1.4 The *Project Manager* shall seek the views of the relevant key stakeholders in development of the SEP.
- 2.1.5 The *Contractor* shall finalise the SEP within four (4) weeks of the receipt of feedback from the *Project Manager*.
- 2.1.6 The *Contractor* shall submit the finalised SEP for the acceptance of the *Project Manager*.
- 2.1.7 Once the SEP is accepted by the *Project Manager* the *Contractor* complies with it.
- 2.1.8 The SEP shall map and schedule the materials/documents/matters outlined in the DCO that require consultation with key stakeholders.
- 2.1.9 The SEP shall demonstrate and provide detail on how the *Contractor* shall manage the commitments to engaging with and consulting with key stakeholders, including via the Stakeholder Design Consultation Group described within the OEMP and working groups described within the *Client's* Stakeholder Engagement and Communications Strategy (SECS⁷).
- 2.1.10 The SEP shall demonstrate and provide detail on how the *Contractor* shall manage the commitments to engaging with affected landholders and agricultural businesses.
- 2.1.11 The SEP shall support the *Client's* overarching SECS and accompanying Stakeholder Engagement and Communications Plan (SECP⁸).
- 2.1.12 The *Contractor* and the *Project Manager* shall review the SEP every quarter commencing from six (6) months after the *starting date*.
- 2.1.13 The *Contractor* shall update the SEP as required and submit the updated SEP to the *Project Manager* for acceptance.
- 2.1.14 A reason for not accepting the SEP and subsequent updates of the SEP is that it does not comply with the requirements of the Scope.

2.2 Community Relations Plan (CRP)

- 2.2.1 Within twelve (12) weeks of the *starting date*, the *Contractor* shall submit to the *Project Manager* a draft Community Relations Plan (CRP) mapping out how the *Contractor* shall be a good neighbour to the communities local to and affected by the *works*, keeping those communities informed about the progress being made in delivering the *works*.
- 2.2.2 The CRP shall cover the period from acceptance of the CRP by the *Project Manager* to the Completion of *section 3A*.

⁷ Refer to the Data Room [3] for the *Client's* Stakeholder engagement and communications strategy (SECS).

⁸ Refer to the Data Room [3] for the *Client's* Stakeholder Engagement and Communications Plan (SECP).

- 2.2.3 The *Contractor* shall develop the CRP with the *Project Manager* and Wiltshire Council.
- 2.2.4 The *Contractor* shall finalise the CRP within four (4) weeks of the receipt of feedback from the *Project Manager*.
- 2.2.5 The *Contractor* shall submit the finalised CRP for the acceptance of the *Project Manager*.
- 2.2.6 Once the CRP is accepted by the *Project Manager* the *Contractor* complies with it.
- 2.2.7 The CRP shall support the *Client's* overarching SECS and SECP.
- 2.2.8 The CRP shall include
- names and contact details of the Contractor's Communications Team,
 - details of the methods, frequencies, channels and materials, the *Contractor* shall use to engage with, update and inform local communities with regards to the *works*, its progress and disruption. These details shall include the use of
 - media and publicity,
 - digital materials,
 - the information centre,
 - newsletters and community relations materials and
 - meetings and forums, including the *Client's* established local community forum,
 - details of how the *Contractor* intends to produce community relations material and disseminate information to the local communities in an inclusive manner. The details shall include a map of the local community catchment area, of those who will be receiving relevant information, with the distribution to include relevant stakeholders,
 - details of how feedback from the local communities will be secured and addressed in relation to the *Contractor's* performance in being a good neighbour
 - detail on how the *Contractor* manages its workforce in the community including its approach to accommodation for non home-based workers and the methods for managing workforce conduct and
 - details of how the *Contractor* plans to engage and work with the local community to make positive contributions to maximise the legacy benefits of the *works*, including creating education and schools outreach opportunities.
- 2.2.9 As part of managing and delivering the CRP, the *Contractor* shall
- ensure the Contractor's Communications Team are fully conversant with local demographics, sensitivities, culture, health and wellbeing issues,
 - ensure the *Contractor's* worksite induction for all Staff, including subcontractors (at any stage of remoteness from the *Client*), includes briefing for maintaining good community relations and
 - co-operate with and support the *Client* in its community activities, including
 - liaison with local communities, businesses and other local occupiers and relevant stakeholder bodies,
 - assistance with and attendance at local community forum meetings,
 - meetings with local authorities and stakeholders that affect communities and
 - support and participate in the *Client's* educational outreach programme.
- 2.2.10 The *Contractor* and the *Project Manager* shall review the CRP every quarter commencing from six (6) months after the *starting date*.
- 2.2.11 The *Contractor* shall update the CRP as required and submit each updated CRP to the *Project Manager* for acceptance.
- 2.2.12 A reason for not accepting the CRP and subsequent updates of the CRP is that it does not meet the requirements of the Scope.

2.3 Internal Communications Plan (ICP)

- 2.3.1 Within twelve (12) weeks of the *starting date*, the *Contractor* shall submit to the *Project Manager* a draft Internal Communications Plan (ICP) mapping out how the *Contractor* proposes to engage with and keep up to date, all personnel involved in the delivery of the Project including the *Project Manager and Supervisor* and their staff, using a variety of channels.
- 2.3.2 The *Contractor* shall develop the ICP with the *Project Manager*.
- 2.3.3 The *Contractor* shall finalise the ICP within four (4) weeks of the receipt of feedback from the *Project Manager*.
- 2.3.4 The finalised ICP shall be submitted to the *Project Manager* for acceptance.
- 2.3.5 The ICP shall specify the methods and frequency of information distribution as well as an outline list of topics to be communicated.
- 2.3.6 The *Contractor* and the *Project Manager* shall review the ICP every quarter commencing from six (6) months after the *starting date*.
- 2.3.7 The *Contractor* shall update the ICP as required and submit each updated ICP to the *Project Manager* for acceptance.
- 2.3.8 A reason for not accepting the ICP and subsequent updates of the ICP is that it does not meet the requirements of the Scope.

Reference List

- [1] Highways England, "A303 Amesbury to Berwick Down: 6.3 Environmental Statement Appendix 2.2 (7) - Outline Environmental Management Plan (OEMP)," 2019. [Online]. Available: [https://infrastructure.planninginspectorate.gov.uk/wp-content/ipc/uploads/projects/TR010025/TR010025-001763-6.3%20Appendix%202.2\(7\)%20%E2%80%93%20Outline%20Environmental%20Management%20Plan%20\(OEMP\)_FINAL.pdf](https://infrastructure.planninginspectorate.gov.uk/wp-content/ipc/uploads/projects/TR010025/TR010025-001763-6.3%20Appendix%202.2(7)%20%E2%80%93%20Outline%20Environmental%20Management%20Plan%20(OEMP)_FINAL.pdf).
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- [3] Highways England, "Data Room," [Online]. Available: <https://a303stonehenge.sharepoint.com/sites/DataRooms/procurement/main-works/Shared%20Documents/Forms/AllItems.aspx>. [Accessed April 2020].