

**Derby Local Air Quality Plan –  
Full Business Case for tackling  
roadside nitrogen dioxide exceedances**

**Stakeholder Management and  
Communications Plan**

**26<sup>th</sup> March 2019**

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## **1 Introduction**

In 2015 Derby City Council (DCC) was identified by Department for Environment, Food and Rural Affairs (Defra), along with four other cities (outside London), to take early action to improve roadside Nitrogen Dioxide (NO<sub>2</sub>) emissions. Initially, the government direction required local authorities to implement clean air zones by 2020.

There is a requirement to reduce the level of NO<sub>2</sub> in the air to below 40µg/m<sup>3</sup> as soon as possible in line with EU and UK statutory regulations. The Council has undertaken work to predict the NO<sub>2</sub> roadside emission levels (as per the requirements for modelling set out by Government) and this has identified that Stafford Street, near to its junction with Friar Gate, would exceed this limit if no action was taken.

In July 2017, Government launched a revised National Air Quality Plan for NO<sub>2</sub> emissions. This plan sets out that local authorities should develop measures to achieve legal compliance in their areas. The locally developed scheme (the Local Air Quality Plan) has to be submitted to the Secretary of State for approval. If approval is given, the Council will be legally obliged to implement the scheme.

The package of measures being proposed as part of the Local Air Quality Plan (LAQP) is part of wider air quality improvement work being undertaken by the Council. The Council has developed and is already implementing a range of measures that are essential in supporting the LAQP and wider joint working on improving air quality and public health in Derby. There has been, and continues to be, extensive stakeholder engagement and public consultation regarding air quality and the specific proposals for tackling roadside NO<sub>2</sub> emissions in Derby. Engagement with stakeholders and the opportunity for critical input will continue long beyond compliance.

Over the next couple of years, the Council needs to work with stakeholders to inform and shape the preparatory and implementation stages of the Local Air Quality Plan (LAQP). The stakeholder management and communication plan will outline and capture how the Council will work with, manage and keep stakeholders informed and engaged going forward. The plan is a key requirement in the implementation of an effective LAQP.

### **1.1 Purpose**

Stakeholder management and communication plans play an important role in the implementation of any process or project where change will occur – particularly those of high profile. An effective plan for engagement and communication will ensure everyone has a

common awareness and understanding of issues, which can help break down resistance and refine proposals and help stakeholders remain engaged and involved in the process.

This stakeholder management and communication plan outlines the core messages and details the forward plan of tasks to be completed and the various tools to be used in order to disseminate key messages e.g. emails, websites, social media, printed reports, and/or presentations.

The plan will include a time-line of the critical dates and key milestones of the project which will be of particular relevance to stakeholders.

Given that the project is fast moving and evolving, this plan will be reviewed and updated regularly as the project progresses and will be a living document.

The plan will need to adhere to any conditions that are issued as part of the grant award process. The Council will ensure that the plan is coordinated fully with any government initiatives that are emerging and to meet with any developments in government marketing procedures and standards.

## **1.2 Aims and Objectives**

The overarching aim of the stakeholder management and communication plan is to:

*“Engage stakeholders in order to raise awareness and understanding of the Local Air Quality Plan, minimise impacts of the scheme and maximise the opportunity to promote the wider air quality agenda.”*

The objectives of the stakeholder management and communication plan are to:

- Deliver coordinated communications to keep stakeholders informed and updated on key project milestones in order to minimise disruption.
- Promote key health messages and the health reasoning for improving air quality as part of the Local Air Quality Plan;
- Communicate the mitigating action intended to alleviate the impacts of the Local Air Quality Plan, and to work with stakeholders to shape and refine measures included in the Clean Air Fund (CAF).
- Ensure appropriate levels of consultation and communication are conducted throughout the project.

## **1.3 Assumptions**

The following assumptions have been made in the development of this document:

- The document has been compiled with the latest information available. Further guidance and information is expected from JAQU in respect of the communications

branding and a national plan to enable a consistent approach to stakeholder engagement and communications.

- The engagement, marketing and communication activity outlined in this plan is subject to receiving the necessary approvals and award of the grant to implement the measures included in the CAF bid and the implementation plan.
- That the grant award for the Local Air Quality Plan will be made approximately eight weeks after the full business case has been submitted in order for the timescales of activity outlined in Appendix 2 to be met.

Acknowledgment is also made of the fact that the government is providing £4.5million in advance funding to enable the Council to proceed towards developing the implementation and contract arrangements for the outlined traffic management measures.

## **2 Stakeholder Identification**

The stakeholder impact and influence matrix below in Figure 1 provides a simple tool for identifying the impact the project will have on different stakeholders and the level of influence stakeholders have on the success of the project.

The matrix helps to identify stakeholders and the most suitable resultant communication approach required to ensure appropriate and effective engagement with each group. Some stakeholders are grouped together as it is considered they will be covered under the same approach.

**Figure 1: Stakeholder Impact and Influence Matrix**

		Address Concerns	Active Involvement
<b>Impact of project on stakeholders</b>	High	<ul style="list-style-type: none"> <li>• Local Businesses</li> <li>• Local Community</li> <li>• Visitors to Derby</li> <li>• Freight Transport Association</li> <li>• Road Haulage Association</li> <li>• Educational Establishments</li> </ul>	<ul style="list-style-type: none"> <li>• Internal stakeholders</li> <li>• Fleet Operators:                             <ul style="list-style-type: none"> <li>○ Buses / coaches,</li> <li>○ private hire/ hackney carriage,</li> <li>○ HGV's</li> <li>○ others</li> </ul> </li> <li>• Highway authorities</li> <li>• Cycle / Walking Groups</li> <li>• Main traffic generators</li> <li>• Public Health</li> </ul>
	Low	<ul style="list-style-type: none"> <li>• District Council Authorities</li> <li>• Neighbouring highway authorities</li> <li>• Public in the wider region</li> </ul>	<ul style="list-style-type: none"> <li>• Supporting projects: OLEV Go Ultra Low City project</li> <li>• Motoring organisations</li> </ul>
		Keep Informed	Address Concerns
		<b>Influence of stakeholders on the success of the project</b>	

An initial full identification of both internal and external stakeholders is set out below. As the project progresses, further stakeholders are likely to be identified and added to this list, which will inform the most suitable and relevant approach.

External Stakeholders	Internal Stakeholders
<ul style="list-style-type: none"> <li>- Members of Parliament</li> <li>- Highway Authorities / Local Government</li> <li>- Emergency Services</li> <li>- Coach Operators</li> <li>- Local Community</li> <li>- Local Businesses</li> <li>- Community Transport Operators</li> <li>- Derby University</li> <li>- School / Education Transport</li> <li>- Private Hire Vehicles trade association</li> <li>- Hackney Carriage trade association</li> <li>- Fleet Operators: National associations and local operators</li> <li>- Active travel groups</li> <li>- Health and Environmental Charities</li> <li>- Health Practitioners</li> <li>- Key partners such as Marketing Derby and BIDS</li> </ul>	<p>Officers in:</p> <ul style="list-style-type: none"> <li>- Public Health</li> <li>- Environmental health</li> <li>- Communication</li> <li>- Policy and Insight (Consultation)</li> <li>- Traffic and Transportation</li> <li>- Fleet Management</li> <li>- Taxi Licensing</li> </ul> <p>Darley/ Abbey Ward Councillors</p>

There has been, and continues to be, extensive stakeholder engagement and public consultation regarding air quality and the specific Local Air Quality Plan for tackling roadside NO<sub>2</sub> emissions in Derby. In addition to two rounds of public consultation, there has been ongoing engagement with local businesses and groups representing economic, health and environmental interests both in the city and the sub-region.

These stakeholder groups include:

- Derby Green Forum
- D2N2 Local Enterprise Partnership
- Strategic Bus Partnership
- Derby Health and Wellbeing Board
- Derby Voices in Action Youth Council
- Derbyshire County and Derby City Air Quality Working Group
- East Midlands Air Quality Network
- The Federation of Small Businesses
- Derby Renaissance Board
- Active Travel Forum
- East Midlands Airport Transport Forum.

The overarching Stakeholder Communications Plan is provided in Appendix 1. This identifies stakeholders and sets out an initial identification of the stakeholder interfaces. As the project progresses, further interfaces will likely be identified. The Stakeholder Management and Communications Plan will be updated to reflect additional stakeholder interfaces.

### **3 Stakeholder Management and Communication Approaches**

The plan sets out the stakeholder management and communication approach to be taken in the two streams of the project; implementation and mitigation (supporting projects). The plan also sets out the appropriate level of engagement required for both the implementation and mitigation phases; awareness raising, communication, consultation.

The full stakeholder engagement timeline showing how the communication approach will align with the project stages is outlined in Appendix 2.

Stakeholder management and communication will be completed in two phases:

- 1- Implementation
- 2- Mitigation

Section 4 sets out the approach for these two phases.



## **4 Implementation**

Raising awareness, communicating and consulting will be key during the implementation phase:

### **4.1 Raising awareness**

- Raising awareness of air quality issues will form an important part of delivering a successful Local Air Quality Plan. The Council will raise awareness and understanding of air quality issues in Derby, their impact and the need for action.
- The Council will work with key partners and projects such as DEFRA, Public Health, London Sustainability Exchange and OLEV Go Ultra Low City Project to ensure that a consistent message is provided to stakeholders, ensuring there is a joined up approach to raising awareness with other partners and that Derby are involved in national campaigns and activities. Public Health programmes such as 'Live Well' and 'Work Well' are already established in Derby and such programmes will complement the benefits associated with delivery of the LAQP.
- A key focus of the awareness raising approach will be the National Air Quality Awareness Campaign and working with Global Action Plan on National Clean Air Day. The Council will hold awareness activities around this including one-off events such as a road closure event to promote improved air quality. This will build on the joint campaign with Public Health, Leisure and Transport to deliver targeted seasonal awareness campaign called A-Derby, using creative concepts and strong messages that can be tailored for different audiences.
- The Council will raise awareness through its strategic work on air quality through the Derbyshire Air Quality Working Group; influencing implementation of a wide variety of air quality improvement measures across the County and City. The Council is also an active member of the East Midlands Air Quality Network, overseen by Public Health England to encourage air quality improvement action and brings together stakeholders from across the region.
- The Council will also work with and engage Public Health in the development and implementation of Local Air Quality Plans by advising on health impacts and appropriate and relevant messaging. Local public health networks and groups will also be encouraged to engage in awareness raising activities.

### **4.2 Communication**

Communication activity will be underpinned at every stage with the following key messages:

- Delivering the best solution for the city
- Delivering legal compliance in the shortest possible time through a targeted traffic management scheme
- Improving air quality in the city for our citizens
- Leading by example

- The Council will ensure that stakeholders are aware of the various stages of the project and are kept informed of any key decisions that are made and resulting implications. Communication will be undertaken in line with the JAQU communications toolkit. The toolkit will be used to shape key messaging and intent, useful statistics, infographics and branding, whilst aligning with the Council's communication values, strategy and brand.
- For all stakeholders the Council will undertake an information campaign in the lead up to the effective date of the introduction of the preferred option (traffic management and wider network management). Drivers and other road users will be kept fully informed, so they can act upon any changes to their journey to minimise impact and maximise journey time reliability.
- Messaging during implementation phase will be crucial to communicate how redistributing traffic on the network is necessary to meet air quality requirements and achieve legal compliance. A communications and resources package will be provided as effective communication will be required to maintain journey time reliability and minimise disruption during the implementation phase.
- The Council will demonstrate scheme progress and success through regular project communication using a variety of tools – further details are shared below. The particular method utilised will depend on the messages to be communicated, how this message will be targeted, the most appropriate medium and the response required.

The communications tools used will consist of:

- Face to face meetings
- Presentations
- Forums
- Networking events
- Website and social media – particularly utilising existing resources such as the Connected and Cycle Derby brands
- Letters, email and mail shots with project/ infrastructure updates
- Project newsletter
- Telephone
- Resources provided as part of national and local media campaigns
- Community advocate engagement
- Derby City Council's proactive media and communication website – Derby Newsroom
- Advertisements (Paid for advertising/ DCC assets, radio, printed, social media etc.)
- Statutory notices
- Engagement with schools, hospitals, neighbourhoods and businesses

#### **4.4 Consultation**

The Local Authority's duty is to act fairly in the exercise of their functions and before an administrative decision is made there should be consultation in some form. The more serious the impact the more likely it is that fairness requires the involvement of affected individuals in the decision making process through consultation. This includes any necessary consultations to satisfy legal requirements, which will need to be appropriate with the scale of the impact, and the types and numbers of stakeholders affected. Throughout the project the Council is committed to keeping stakeholders informed where relevant to the Local Air Quality Plan:

- As legally required there will be a formal consultation on any proposed traffic regulation order.
- There will be consultation and communications with property owners / occupiers of frontages where affected by scheme implementation, regarding the deliverability of schemes to ensure suitable access is maintained at all times and disruption is minimised.
- Any consultation completed or comments received will be given due consideration and the appropriate action taken.

## **5 Mitigation**

Mitigation measures proposed in the CAF bid will help minimise the negative impact of the Local Air Quality Plan. This will help people and businesses to switch to a cleaner mode of transport through provision of a mobility credit scheme, enhanced electric vehicle charging infrastructure and traffic management schemes to further promote the uptake of electric vehicles. Mitigation will particularly help individuals and groups who would be most impacted by the implementation of the Local Air Quality Plan and find it disproportionately more difficult to adopt low emission vehicles or cleaner, less polluting travel choices.

### **5.1 Raising awareness**

The Council will:

- Raise awareness of cycling, walking and public transport and as part of this we will promote local cycling/walking maps and apps to help people find alternative travel choices and routes.
- Work with local employers to increase staff awareness about local public transport choices and alternatives, and initiatives such as car clubs and car sharing.
- Proactively encourage business participation in environmental sustainability and training programmes, for example staff eco-driver training, fleet reviews and campaigns to raise employee awareness.
- Further develop and expand the Council's OLEV work on promoting electric vehicles to include focused engagement activity with businesses and residents affected by the LAQP.

### **5.2 Communication**

The Council will:

- Ensure stakeholders are fully aware of the support available (from all sources). Stakeholders will be engaged with to ensure they understand their available options and signpost them to support and resources available to mitigate the impacts of the LAQP.
- Develop internal expertise and a key point of contact for local businesses to engage with and take an educational role for EVs and infrastructure to provide clarity on how charging infrastructure will be deployed in Derby, and the role of businesses in facilitating charging infrastructure deployment.
- Develop an online-resource centre hosted on the website along with establishing EV working groups in order to support early EV adoption.

- The communications tools used will consist of:
  - Website and social media – particularly utilising existing resources such as the Connected and Cycle Derby brands.
  - Engagement with affected local residents and businesses.
  - Face to face meetings
  - Focus Groups
  - Presentations
  - Forums
  - Networking events
  - Letters, email and mail shots
  - Telephone
  - Derby City Council's proactive media and communication website – Derby Newsroom
  - Collaborative working with other projects
  - Advertisements (Paid for advertising/ DCC assets, radio, printed, social media etc.)

### **5.3 Consultation**

Throughout the project the Council is committed to keeping stakeholders informed and where relevant to the Local Air Quality Plan, consulting with stakeholders regarding mitigation measures. As such, the Council will:

- Consult with key stakeholder groups such as major employers and residents in the wider city community. Focus on working with those on affected routes to shape such measures as the mobility credit scheme and location of EV points to maximise take up. This will be completed through the use of focus groups and stakeholder specific surveys.
- Gain relevant permission for EV charge points, on street charging bays and other EV infrastructure where necessary. A Traffic Management Order (TMO) may be required and provides the means by which consultation is carried out with statutory consultees and the general public. The TMO will provide details of the parking restrictions and other information relevant to enforcement of the bay (e.g. drivers must display an EV permit).

## 6 Project Marketing and Communication activity

Activity	Target audience and purpose of the activity	Details	Project Phase*	Costs **
<b>Staff resource (Social Media and Communications Officer, Marketing and Communications Officer and Marketing and Communications Manager)</b>	Resource responsible for the delivery of project marketing and communications activity -	Staff resource to provide specialist expertise to ensure that consultation, engagement and communications with all stakeholders for the project is effective and appropriate, and in line with the timetable and requirements. (Full detail of the roles required is provided in Section 8)	Implementation Fund	
			CAF / Mitigation	
<b>Promotional events</b>	<p>Events targeted at local residents and key stakeholders to inform of key stages of implementation,</p> <p>Events delivered as part of mitigation to encourage early take up of low emission vehicles and other mitigation measures, events linked to raising awareness of wider AQ agenda.</p>	<p>Events would consist of the following:</p> <ul style="list-style-type: none"> <li>- 2 x public information sessions on traffic management scheme details and any likely impacts</li> <li>- 1 x key stakeholder event (Employers, Bus operators, Active travel groups) on traffic management scheme details and any likely impacts</li> <li>- 1 x National Clean Air Day public event (Road closure event linked to raising air quality awareness)</li> </ul>	Implementation Fund	
		<p>Events would consist of the following:</p> <ul style="list-style-type: none"> <li>- 1 x focus group with businesses in order to shape and establish early feedback on mitigations measures proposed</li> <li>- 1 x focus group with local residents in order to shape and establish early feedback on mitigations measures proposed</li> <li>- 1 x public information sessions to promote mobility credit scheme, enhanced EV infrastructure and EV traffic management elements</li> <li>- 2 x EV events for affected businesses to encourage early take up of low emission vehicles. Events linked to wider AQ agenda to further expand OLEV work. E.g. Drive and Ride events.</li> </ul>	CAF / Mitigation	
<b>Web site updates &amp; Social Media</b>	<p>The provision of a dedicated Derby LAQP website and enhanced social media offer will be used as key tools for communicating with local residents and key stakeholder groups.</p> <p>A social media toolkit will be developed to help key project partners and stakeholder groups communicate messages to their target audiences affectively.</p>	<p>A dedicated Derby LAQP website will be considered for the traffic management scheme to provide scheme details, likely impacts, timescales, key project information and evaluation and monitoring results (air pollution mapping and other visuals). The website will also host an online EV resource centre and signposting to other support.</p> <p>Social media promotion providing details on scheme details, likely impacts, timescales and other key project information. A resource for feedback and comments from the general public which can be collated and used.</p> <p>The development and promotion of a social media toolkit to help our partners and stakeholders promote our messages and activities themselves.</p>	Implementation Fund	
		<p>LAQP website include information on the mobility credit scheme (outlining the provision, how the scheme works and how to join) and information on improved EV infrastructure (including interactive map of local charge network and details of individual charge points and information on EV support and grants available. Include further promotion of E-bikes, signposting of support available to businesses e.g. fleet reviews.</p> <p>Social media promotion to engage current followers, paid-for content and campaign focused on targeting residents of Derby. Geo targeting of those most affected by the LAQP using leverages to specific Derby postcodes and demographics.</p>	CAF / Mitigation	
<b>Promotional material &amp; publicity campaign</b>	Publicity material will be developed and promoted to provide information and raise	<p>Promotional material for the traffic management scheme and likely impacts (promotion of other modes) through the following mediums:</p> <ul style="list-style-type: none"> <li>- Event materials with AQ and City Council branding - Leaflets, posters and pull up banners.</li> </ul>	Implementation Fund	

	awareness of key project stages. Bespoke materials will be developed targeted to local residents, businesses and key interest groups.	<ul style="list-style-type: none"> <li>- Materials targeted at residential roads most affected - Leaflets etc.</li> <li>- Promotion and awareness – Billboards, outdoor advertising assets, bus shelters/exterior, newspaper advertising and radio advertising.</li> <li>- Promote the project communications and resources package available to stakeholders and the public. This will consist of a regular project newsletter and mailshots.</li> </ul>		
		<p>Promotional material for the mobility credit scheme, enhanced EV infrastructure and EV traffic management elements through the following mediums:</p> <ul style="list-style-type: none"> <li>- Event materials - Leaflets, posters, pull up banners, promotional items.</li> <li>- Materials targeted at residential roads most affected - Leaflets, bespoke mail shots etc.</li> <li>- Promotion and awareness – Billboards, bus shelters/exterior, newspaper advertising and radio advertising.</li> <li>- Use of digital display advertising to create awareness of the mobility credit scheme, includes contextual digital ads and sponsored content in local media.</li> </ul>	CAF / Mitigation	
<b>Design &amp; production of material to promote active / sustainable travel</b>	Materials such as branding, an updated cycle map, public health and air quality best practice will be developed and disseminated to help support the implementation and mitigation of the LAQP.	<p>Production of a cycle map and other materials to raise awareness of cycling routes and infrastructure available.</p> <p>Work closely with public health to raise air quality awareness using health messaging, production of leaflets/design of email e-shots.</p> <p>Promotional materials for use at events on car club, bikes, EV's etc. Use of local networks and community groups to post information.</p>	Implementation Fund	
<b>Monitoring and Evaluation</b>	Qualitative monitoring and evaluation of the scheme to include focus groups and surveys at key project stages aimed at the wider city community and affected local residents, businesses and key interest groups.	Supplementary qualitative monitoring and evaluation primarily focused on surveys to assess perceived local air pollution, perceived health risks and views on the Local Air Quality Plan and supporting mitigation measures. The survey data will be collected before, post implementation and post mitigation in order to measure the impact of implementation and success of mitigation. Focus groups will also be conducted amongst key representative groups to gather further qualitative monitoring and evaluation for the scheme.	Implementation Fund	
<b>Total</b>	The figure is total cost with inflation and risk adjusted.		Implementation Fund	£452,163
	Further information and a breakdown by year is provided in the Financial Case and associated appendices of the FBC.		CAF / mitigation	£404,365

\* Some costs for marketing and communication activities will be split across both implementation and mitigation phases due to the equal requirement for funding and enhanced activity across the two phases of the project. Where initial costs for activity are required for implementation the costs included as part of mitigation will be used to further enhance the offer e.g. enhancements to the website to incorporate information and promotion of scheme elements such as mobility credits.

\*\*A value for money assessment has been undertaken to ensure public resources are used in a way that creates and maximises public value. A wide range of alternatives were assessed to develop the appropriate low cost, high impact options which will deliver against our outcomes. Consideration of risks and uncertainties has been undertaken, including a % contingency on the budget, to provide confidence in the assessment.

## **7 Key Communication Challenges and Risks**

### **7.1 Communication Challenges**

- Tight project timelines which, unless managed effectively, could impact on effective communication and the quality of outputs.
- Potential anxiety amongst stakeholders about the LAQP and the impact it will have.
- There are a number of elements to the project and there may be confusion or information overload for stakeholders.
- The Management and Communications plan has been developed to be scalable but activities and engagement outlined is funding dependant.

### **7.2 Communication Risks**

- The plan is subject to a successful bid for funding in order to implement the measures included in the CAF bid and the implementation plan. If this is not received this would impact on the resource and budget in order to deliver the outlined activities.
- There is an assumption that the grant award for the Local Air Quality Plan will be made approximately eight weeks after the full business case submission. If the grant is not received in this timeframe then timescales of activity outlined will not be met.
- There is a risk to reputational damage associated with the high profile nature of the LAQP project and adverse stakeholder reaction.



## **8 Roles and Responsibilities**

Section 8 outlines the roles and responsibilities of those that will take forward and implement the stakeholder management and communications plan.

### **8.1 Social Media & Communications Officer**

The Social Media and Communications Officer responsibilities are to:

- Lead on the development and delivery of a dedicated LAQP web platform and EV online resource centre;
- Be responsible for generating all day-to-day web and social media content for the LAQP project, providing updates on scheme details, likely impacts, timescales and other key project information to help improve and maintain journey time reliability; and
- Lead on the development and promotion of a social media toolkit to help our partners and stakeholders promote our messages and activities themselves.

### **8.2 Marketing & Communications Officer**

The Marketing and Communications Officer is accountable for the successful outcomes and outputs of this project, in line with the objectives of the communications plan. The Marketing and Communications Officer must:

- Implement and deliver specific stakeholder interaction as defined in Section 6 and Appendix 1 including stakeholder events, public information sessions and provision of EV advice and support;
- Be the key interface with the public acting as a conduit for items raised by the public to the Project Team and vice versa;
- Lead on the development and delivery of marketing and promotional materials for the project;
- Identify and anticipate any risks and issues to the project;
- Oversee the regular review of the stakeholder management plan to ensure it remains updated and relevant;
- Identify the ability of stakeholders to contribute expertise and comments to help feed into the development of the right solutions;
- Continuously monitor the management of the stakeholder management plan throughout the project lifecycle so as to identify how to influence key relationships to achieve success and secure a good understanding of key stakeholder attitudes, requirements and interests and how they might change through the lifetime of the project.
- Ensure any members of the project team engaging with stakeholders are aware that this plan exists so they engage with the right people and provide the right information; and
- Account for the cost of this activity in the project cost, checking that this has been authorised appropriately and any key milestones are included in the project plan as required.

- Report progress against this plan to the Marketing and Communications Manager and the Project Manager.

### **8.3 Marketing & Communications Manager**

The Marketing and Communications Manager responsibilities are to:

- Be the key interface with the media and act as conduit for items raised by the them to the Project Team and vice versa;
- Lead on all the specific high profile communications, in particular any cabinet member or Secretary of State (DEFRA) related events;
- Oversee the website development and ensure consistency with other similar schemes for Traffic & Transportation in helping to promote the supporting schemes for the LAQP;
- Co-ordinate freedom of information requests; and
- Oversee all communications activities on this project, including setting objectives, goals and policies for the project.

### **8.4 Project Manager**

The Project Manager's responsibilities for the stakeholder engagement and communication plan are to:

- Manage the production and delivery of the stakeholder engagement plan and communications plan throughout the project lifecycle;
- Identify and advise where early stakeholder input would benefit the project; and
- Work with the Marketing and Communications Officer to continually review and update the project management plan throughout the project life cycle.

## 9 Evaluation

Outputs	Out-Takes	Outcomes	Organisational Impact
<p>Volume of media coverage (Proactive and reactive)</p> <p>Item of stakeholder comms produced e.g. Newsletter/ mailshot</p> <p>Number of events delivered</p> <p>Channels used (i.e. owned, earned, paid or shared)</p> <p>Unique people reached with social media and web content</p> <p>Average reach per social media post/ newsletter and mailshot views</p> <p>Average impressions per post</p>	<p>Number of stakeholders actively engaged</p> <p>Engagement rates with web and social content, click through rates, average view length time</p> <p>Media sentiment</p> <p>Engagement rates with communications and resources package (Mailshots/ Newsletter) click through rates and views.</p>	<p>Project and key message awareness levels</p> <p>Network disruption minimised</p>	<p>Ensure reputation of Derby and the Council is protected and strengthened</p>

## Appendix 1: Stakeholder Communication Plan

### Internal Stakeholder

Stakeholder Category	Stakeholder	Impact	Communication Plan
Council Leader/ Cabinet Members	Council Leader: Cllr Poulter Cabinet Members: Councillor Matthew Holmes	High Impact / High Influence	Project update via Corporate Board Meetings
Ward Councillors	Other elected members	High Impact / Low Influence	Project update via regular emails
Senior Management	Chief Executive & Deputy Chief Executive Chief Officer Group	High Impact / High Influence	Project update via Project Board meetings
Other relevant officers	<ul style="list-style-type: none"> <li>• Legal</li> <li>• Environmental &amp; Regulatory Services</li> <li>• Public Health</li> <li>• Planning</li> <li>• Procurement</li> <li>• Traffic &amp; Transportation</li> <li>• Fleet management</li> <li>• Finance</li> </ul>	High Impact / Low Influence	Project Board meetings Internal briefings
Officers leading on Interfacing Projects	<ul style="list-style-type: none"> <li>• OLEV Ultra Low emissions project</li> <li>• Active travel</li> <li>• Travel Planning</li> <li>• Sustainable transport projects</li> <li>• AQMA projects in Environment &amp; Regulatory Services</li> <li>• Leisure related projects</li> </ul>	High Impact / Low Influence	Project Board and Team meetings Communications officer working on all Traffic & Transportation schemes to ensure consistency

### Existing Forum / Interest Groups with DCC

Stakeholder Category	Stakeholder	Impact	Communication Plan
Derbyshire County And Derby City Air Quality Working Group. East Midlands Air Quality Network.	Includes representatives from local authorities, NHS, Public Health England	Low Impact / High Influence	Briefings and updates to be provided by the Communications lead for the meeting Regular updates/ information on the project provided via the web site Information provided at key stakeholder event
Strategic Bus Partnership Meeting - quarterly meetings	Includes representatives from all local bus operators	High Impact / High Influence	

Sustainable Transport Partnership, including:	<ul style="list-style-type: none"> <li>• Severn Trent</li> <li>• NHS</li> <li>• Intu</li> <li>• Derby College</li> <li>• Derby University</li> <li>• Derwentio Housing</li> <li>• Balfour Beatty</li> <li>• Sustrans</li> <li>• Derby Conference Centre</li> <li>• East Midlands Trains</li> <li>• Living Streets</li> <li>• Rolls Royce</li> <li>• Bombardier</li> <li>• Rural Action Derbyshire</li> <li>• Reckitt Benckiser Ltd</li> <li>• Confederation of Passenger Transport</li> </ul>	High Impact / Low Influence	
Green Forum		Low Impact / High Influence	
East Midlands Airport Transport Forum		Low Impact / Low Influence	

**External Stakeholders:**

Stakeholder Category	Stakeholder	Impact	Communication Plan
Members of Parliament	Pauline Latham – MP Mid Derbyshire Margaret Beckett – MP Derby South Chris Williamson – MP Derby North	Low Impact / High Influence	Regular briefings by email Regular updating information on the project via the web site
Highway Authorities / Local Government	Neighbouring Local Highway Authorities: <ul style="list-style-type: none"> <li>• Derbyshire County Council,</li> <li>• Nottingham City Council</li> <li>• Nottinghamshire County Council and</li> <li>• Highways England.</li> </ul> Neighbouring Local District Councils: <ul style="list-style-type: none"> <li>• Amber Valley,</li> </ul>	Low Impact / High Influence	Regular briefings by email Regular updating information on the project via the web site (Connected) Meeting as and when appropriate

	<ul style="list-style-type: none"> <li>• South Derbyshire and</li> <li>• Erewash</li> </ul>		
Emergency Services:	Derbyshire Constabulary Derbyshire Fire Service East Midlands Ambulance Service	Low Impact / High Influence	Regular briefings by email Regular updating information on the project via the web site
Coach Operators		High Impact / Low Influence	Regular briefings by email Regular updating information on the project via the web site
Community Transport Operators		High Impact / Low Influence	Regular briefings by email Regular updating information on the project via the web site
School / Education Transport - University		High Impact / Low Influence	National Air Quality Awareness Campaign and National Clean Air Day project plan
Private Hire Vehicles trade association		High Impact / Low Influence	Regular briefings by email Regular updating information on the project via the web site
Hackney Carriage trade association		High Impact / Low Influence	Regular briefings by email Regular updating information on the project via the web site
Fleet Operators:	National organisation - Road Haulage Association and Freight Transport Association  Local operators via East Midlands Chamber of Commerce	High Impact / Low Influence	Regular briefings by email Regular updating information on the project via the web site
Other road user groups	AA, RAC, Sustrans, Derby Cycling Group, Derby CTC,	High Impact / Low Influence	National Air Quality Awareness Campaign and National Clean Air Day project plan
Health and Environmental Charities			National Air Quality Awareness Campaign and National Clean Air Day project plan
Health Practitioners			National Air Quality Awareness Campaign and National Clean Air Day project plan
Public			Regular updating information on the project via the web site Media and communications campaigns Information provided at public information sessions

## Appendix 2: Stakeholder Engagement Methodology and Timeline

