

A47 Blofield to North Burlingham Dualling

Scheme Number: TR010040

Volume 7

7.8 Outline Traffic Management Plan

APFP Regulation 5(2)(q)

Planning Act 2008

Infrastructure Planning (Applications: Prescribed
Forms and Procedure) Regulations 2009

July 2021
Deadline 1

Infrastructure Planning

Planning Act 2008

The Infrastructure Planning (Applications: Prescribed Forms and Procedure) Regulations 2009

A47 Blofield to North Burlingham Development Consent Order 202[x]

OUTLINE TRAFFIC MANAGEMENT PLAN

Regulation Number:	Regulation 5(2)(q)
Planning Inspectorate Scheme Reference	TR010040
Application Document Reference	7.8
BIM Document Reference	HE551490-GTY-MAN-ZZ-PL-WM-00022
Author:	A47 Blofield to North Burlingham Dualling Project Team, Highways England

Version	Date	Status of Version
Rev 0	December 2020	Application Issue
Rev 1	March 2021	Additional Submission (AS-011)
Rev 2	July 2021	Deadline 1 submission

CONTENTS

1	INTRODUCTION.....	1
1.1	Purpose and Objectives	1
1.2	Safety	1
1.3	Good customer service	2
1.4	Projects delivered on time and efficiently	2
1.5	Scheme Description	2
1.6	Scheme Construction Components	2
1.7	Challenges and Considerations	3
1.8	Safety and efficiency through design	4
2	TRAFFIC MANAGEMENT PLAN – DETAILED DESCRIPTION	7
3	NATURE OF THE WORKS	10
3.2	Proposed traffic management measures	10
3.3	Restrictions.....	10
3.4	Operating lanes	10
3.5	Speed limits	11
3.6	Length of the traffic management	11
3.7	Carriageway and slip road closures	12
3.8	Adjacent roadworks and other traffic management	13
3.9	Significant events and seasonal traffic.....	14
3.10	Incident management.....	15
3.11	Incursion risk management	15
3.12	Driver compliance.....	19
3.13	Communication plan.....	19
3.14	Diversion route selection	20
3.15	Safety measures	22
3.16	Human Factors.....	22
3.17	Proposals for management of network occupancy	23
3.18	Implications of traffic management measures	24
3.19	Operations.....	24
3.20	Maintenance activities	25
3.21	Other service providers	25
3.22	TM Plan management.....	25

FIGURES

Figure 1 - Crashmap data.....	4
Figure 2 - RSF EuroRAP Legend	5
Figure 3 - Extract of TM RDA	5
Figure 4 - Design Decision Tool Extract	17
Figure 5 - HE Incursion report template	18
Figure 6 - Example gating vehicle record	19
Figure 7 - Diversion Overview	22

TABLES

Table 2-1. Customer Requirements Log	7
Table 3-1. Restrictions	10
Table 3-2. Speed Restrictions	11
Table 3-3. Carriageway and Slip Road Closures	13
Table 3-4. Hard Shoulder Running	13
Table 3-5. Adjacent roadworks and other traffic management.....	14
Table 3-6. Bank Holidays and Embargos	14
Table 3-7. Significant Events and Seasonal Traffic.....	15
Table 3-8. Incursion Risk Management.....	16
Table 3-9. Diversion Routes	20
Table 3-10. Safety Measures	22
Table 3-11. Intelligent Transport Service Infrastructure Impacts.....	24

APPENDICES

Appendix A	TM Options Selection
Appendix B	Roadworks Principles
Appendix C	Customer Impact Assessment Tool
Appendix D	Dynamic Roadworks Benchmarking Scores
Appendix E	Implementing the highest safe speed within roadworks checklist
Appendix F	Scheme Stakeholder & Customer Plan
Appendix G	Preliminary Phasing
Appendix H	Construction Traffic Routes and Methodology

1 INTRODUCTION

1.1 Purpose and Objectives

1.1.1 The main traffic management objectives during the construction period are as follows:

- to provide adequate protection, for the workforce, against the risks to health and safety associated with working on or adjacent to live carriageways
- to ensure the safety of road users (including non-motorised users) as they approach and travel through sections of the A47 and other routes affected by roadworks
- to minimise the health and safety risks to the local community resulting from construction operations, including the impact of (intended and unintended) traffic diversion onto the adjacent side road network
- minimise disruption to road users, local businesses and communities
- set an exemplary traffic management standard through a holistic and collaborative approach

1.2 Safety

1.2.1 As one of Highways England's Key Imperatives, safety is extremely important. Accurate Traffic Management (TM) design processing allows assessment of risk and opportunity throughout the design period. During TM design, the assessment of the following factors will be carried out:

- safe taper locations
- road marking condition
- existing and proposed carriageway alignments
- stopping sight distances
- road user fatigue
- customer experience (Roadworks: A customer point of view)
- clear and concise signage
- clear and safe access and egress detail and locations
- assessment of existing flows and impact of works on said flows.
- minimal maintenance and risk mitigation of operational procedures
- assessment of speed (85th percentile speed recognition)
- assessment of highest safe speed possible; utilising the HE 'highest safe speed toolkit' and providing GG104 framework guided safety risk assessments for detailed TM design phasing.

Good customer service

- 1.2.2 Due to the nature of construction, full closures will be required in order to facilitate specific activities. The programme of works will be co-ordinated in a fashion that allows optimum use of full closures in order to minimise the number required and promote operational efficiency. Full closures will be co-ordinated with Local Highways Authorities, Highways England (HE) and discussed via stakeholder engagement. This is detailed further within section 2.1 of this document.
- 1.2.3 It is essential that road markings, both temporary and existing are clear and in good condition. Poor road markings and lane delineation cause customer frustration and impact the customer experience through the works.
- 1.2.4 The above requirements will be considered whilst also taking into account driver behaviour and prioritising customer and workforce safety.

Projects delivered on time and efficiently

- 1.2.5 Working within the project team from an early stage allows the TM design to influence critical areas of design, construction planning and operational activities. The TM Early Contractor Involvement (ECI) Manager and Project Manager (PM) will integrate within the Delivery Integration Partner (DIP)/ Regional Delivery Partnership (RDP) community, attending workshops and advising on programme and works including roadspace allocation, stakeholders, risk, opportunity and buildability. A 90% accuracy over a seven day period in regard to roadspace booking and allocation will be targeted.

Scheme Description

- 1.2.6 The Blofield to North Burlingham single carriageway of the A47 connects areas of growing economic activity between Norwich and Great Yarmouth.
- 1.2.7 The A47 corridor was identified as a key area in need of investment under the Roads Investment Strategy. The A47 currently experiences high levels of congestion especially at peak times. A feasibility study on the Blofield to North Burlingham stretch of the A47 showed that this section of the A47 was currently operating at 108% (2011). These issues are only likely to be increased by further planned growth, including the 'City Deal' for Norwich.
- 1.2.8 The Scheme Objectives are:

Supporting economic growth - *The Scheme aims to reduce congestion related delay, improve journey time reliability and increase the overall capacity of the A47. This will help contribute to sustainable economic growth by supporting employment and residential development opportunities.*

Making a safer network - *Improving road safety for all road users by designing to modern highway standards appropriate for a major A road.*

A more free-flowing network - *Increasing the resilience of the junction in coping with incidents such as collisions, breakdowns, maintenance and extreme weather. The improved A47 Blofield to North Burlingham will be more reliable, reducing journey times and providing capacity for future traffic growth.*

Protected environment - We will protect the environment by minimising adverse impacts and where possible, improving the environmental effects of transport on those living along the route of the new and existing road. We will do this by reducing the impact on the natural and built environment by the new road and any associated works.

An accessible and integrated network - To ensure the proposals consider local communities and access to the road network, providing a safer route between communities for cyclists, pedestrians, equestrians and vulnerable users where a need is identified.

Value for money - To ensure that the Scheme is affordable and delivers good value for money.

Scheme Construction Components

1.2.9 The scheme consists of various construction elements and components. These include:

- 2.6km of dual carriageway on the A47
- de-trunking of the existing A47 section between Blofield and North Burlingham
- improvements at Yarmouth Road Junction, including closure of the central reserve, closure of High Noon Lane direct access, merge lane, realignment of Waterlow and local access improvements at the Sparrow Hall properties
- introduction of a compact grade separated junction at B1140 junction, including the B1140 Overbridge
- a new overbridge at Blofield traversing the proposed A47 dual carriageway, connecting Yarmouth Road with the existing A47
- provision of new drainage systems including an infiltration basin and retention of existing drainage systems where possible
- a retaining wall in the western extents
- introduction of lighting at the Yarmouth Road junction and new lighting layout at the B1140 Junction
- closure of an existing layby and provision of a new layby
- walking and cycling routes connecting Blofield and North Burlingham via the Blofield Overbridge to the west and the B1140 Overbridge to the east
- provision of North Burlingham Access
- an agricultural access track
- fencing, safety barriers and signage
- environmental mitigation
- diversions of an intermediate pressure gas main and other utilities

Challenges and Considerations

- 1.2.10 The size and complexity of the scheme means that there will be multiple construction locations, many of which will overlap and run in conjunction. It is for this reason the project will need to split the construction zones into Phases.
- 1.2.11 Complex areas include, but are not limited to:
- realigned Waterlow construction
 - the construction of the retaining wall on the corner of A47 and Yarmouth Road
 - closure of side roads access to the A47 (left In / left out)
 - EB Tie in to existing A47
 - WB Tie in to existing A47
 - cut and fill earthworks
- 1.2.12 In order to construct the tie in's, contraflow phases of Traffic Management will be required. This will ensure the junctions remain in use and running at a desired capacity whilst the works take place. Non-Motorised User (NMU) access will be maintained utilising a 'like for like' approach or via diversions. No footways will be reduced to under 1.5m in width (unless they are already narrower than 1.5m).

Safety and efficiency through design

- 1.2.13 Collision risks on the network have been identified, which will feed into the TM design and planning, ensuring that layouts integrate risk areas and mitigate them appropriately.
- 1.2.14 Figure 1 illustrates the road risk rating in the surrounding area and historic collision data. It is important that the strategic road network is considered when planning works. For example, when diverting traffic and using diversion routes, thought should be given to the routes used and the impact on those routes should diverted traffic be added to the existing traffic flows.

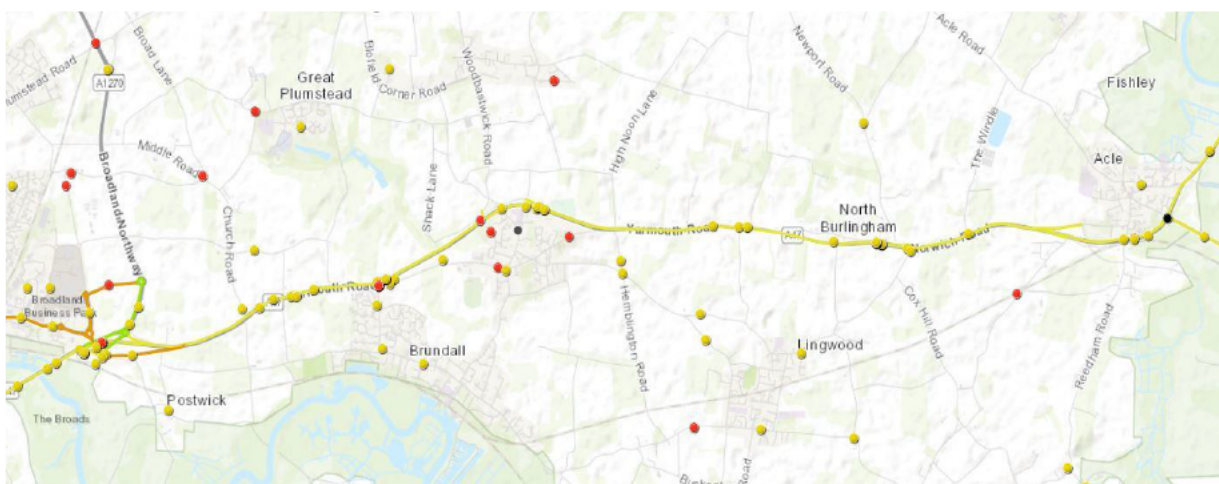


Figure 1 - Crashmap data

Crashes

- Slight
- Serious
- Fatal

RSF EuroRAP Risk Rating 2019

- Low Risk (Safest) Roads
- Low-Medium Risk Roads
- Medium Risk Roads
- Medium-High Risk Roads
- High Risk Roads

Figure 2 - RSF EuroRAP Legend

1.2.15 The design risk assessment will consider key risks and mitigations within the TM strategy and designs. For instance, undertaking an incursions mapping exercise to identify the likelihood of unauthorised incursions and implement appropriate mitigations such as early stakeholder engagement, strict Raising the Bar 27 adherence, and use of incursion cameras and other innovations such as Intellicone. An extract from a TM design risk assessment is shown below in Figure 3.

Ref No.	Hazard	Risk	Risk posed to	Initial Likelihood/Severity		Control Measures	Risk subsequent to control measures		Further measures and information
				L	S		L	S	
CARRIAGEWAY GEOMETRY, CHARACTERISTICS AND SITE DETAIL									
MR001	High Speed Approach and high speed entry to gyratory narrowed lane system on single carriageway A road.	Road user collides with TM equipment	Motorists, Workforce	3	4	Staged speed limit with a reduction to 30mph prior to datum of narrowing to be Installed via TTRO. Coning to be deployed in compliance with ACOP/ TSM Chapter 8, CHEs etc and used in association with road markings where appropriate Appropriate traffic management system to be selected for site specific environment and workspace requirements All equipment to be compliant and in good condition Existing and new road markings to be compliant and suitable for conditions/location Good sight lines on approach to TM	2	4	Approaching 50 zone signed with clear double banked 30 terminals placed in line with TTRO
				12			8		
MR001	High Speed Approach and high speed entry to gyratory narrowed lane system on single carriageway A road.	Road user approach es entry to narrowed lanes at high speed and fails to negotiate TM and lane discipline correctly	Road users	3	4	Staged speed limit with a reduction to 30mph prior to datum of narrowing to be Installed via TTRO. Coning to be deployed in compliance with ACOP/ TSM Chapter 8, CHEs etc and used in association with road markings where appropriate Appropriate traffic management system to be selected for site specific environment and workspace requirements All equipment to be compliant and in good condition Existing and new road markings to be compliant and suitable for conditions/location Good sight lines on approach to TM	2	4	Approaching 50 zone signed with clear double banked 30 terminals placed inline with TTRO. Solid centreline to be installed at transition point along with solid edge of lane line on offside. 'New road layout' signage to be installed on approach to works along with appropriate 'lead in' signage.
				12			8		

Figure 3 - Extract of TM RDA

- 1.2.16 Through engagement with specialist sub-contractors, the requirement for Closed Circuit Television (CCTV), Temporary Automatic Speed Camera at Road works (TASCAR) and temporary road markings will be assessed. It is essential that road markings, both temporary and existing are clear and in good condition. Poor road markings and lane delineation cause customer frustration and impact the customer experience through the works. Consideration of requirements for the above elements, based upon driver behaviour and prioritising customer and workforce safety will be given.
- 1.2.17 The TM designers will work with the main contractor programme lead, ensuring programme requirements can be achieved within TM phases and will contribute to the emerging overall construction phasing strategy.

2 TRAFFIC MANAGEMENT PLAN – DETAILED DESCRIPTION

Table 2-1. Customer Requirements Log

Customer group	Who is affected by this project?	What are their requirements and how are they impacted?	How has the TM Plan taken these requirements into account and proposed mitigations using the customer principles?
Customer	HGV drivers Car drivers, Motorcyclists Hauliers Emergency Services, Local Traffic Long distance drivers/tourists Coach companies Royal Mail/Delivery/couriers	<i>Journey time reliability</i> <i>Advance warning of closures and/or diversions</i> <i>Appropriate diversion routes</i> <i>Maximised lane widths where possible</i> <i>Clear easily navigable TTM</i> <i>Review Use of Speed Control</i> <i>Co-ordination with existing schemes</i> <i>Emergency services require access or alternative measures to reach destination</i> <i>Couriers under pressure to deliver – diversion routes, full closures and general works have potential to affect delivery JTR</i>	<i>Advanced notifications of programmed diversions and closures will be issued to major road users in vicinity of scheme including Royal Mail. This will include providing major road users with not less than 7 working days' notice of any road closures, diversions or alternative access arrangements that may affect travel on those routes and (if available) agreed hours of working. This will form part of a wider communications plan associated with the scheme. The method of communication will be agreed as part of the construction phase TMP. Highways England will consult with Royal Mail on the content of the construction phase TMP.</i> <i>Closure clashes – not having closures on alternative routes that are not subject to diversions</i> <i>Diversion routes avoid narrow roads and low bridges</i> <i>Road Haulage Association to be notified via comms</i> <i>Consideration given to 'roadworks: A customers view'</i> <i>Efficient locating of lead in zones/zone of influence to minimise traffic flow impact</i> <i>TTM to be designed, installed and maintained in accordance with TSM.</i> <i>Ensure HGV's are given Sufficient notification of closures. Ensure closure clashes are non-existent i.e. no closures on alternative routes that also have diversions. Ensure Diversion routes avoid narrow roads and low bridges.</i> <i>Advance warnings and notification via MVMS and existing technology on the Network</i> <i>Advanced warnings via nationwide network technology and comms to allow long distance drivers and tourists to plan appropriately.</i>

Customer group	Who is affected by this project?	What are their requirements and how are they impacted?	How has the TM Plan taken these requirements into account and proposed mitigations using the customer principles?
			<i>Give clear and accurate information of delays displayed at remote locations so traffic can decide on alternative route</i> <i>Give clear and accurate information on the works.</i> <i>Ensure Emergency Services have access through haul road during emergencies, have suitable diversion routes and have advance warning of closures and / or diversions.</i> <i>Ensure local residents have advance warning of closures and / or diversions</i> <i>TM needs to have sensitivity to local requirements for example, market days</i> <i>Ensure minimal disruption due to works, including environmental factors (for example, noise, dust, lighting and diversion routes</i> <i>Notification and liaison with individuals and / or local group representatives.</i> <i>Activity curfews for example, no piling between 22:00 – 06:00.</i> <i>Diversion route signs and information to meet driver requirements and optimise usability to reduce opportunities for error and therefore reduce congestion.</i>
	<i>Disabled car driver</i>	<i>Method of recovery that is suitable for physically disabled vehicle occupants and their vehicles</i> <i>Suitable roadside facilities for disabled users i.e. toilets</i>	<i>Wheelchair accessible recovery vehicles where recovery is applicable</i> <i>Welfare facilities take account of disabilities</i>
	<i>Cyclists/Pedestrians/NMUs Walkers, Cyclists and Horse riders (WCHR)</i>	<i>NMU routes i.e. footpaths and overbridge within works boundary</i> <i>Shared cycle route</i> <i>Existing crossing points (signal controlled)</i>	<i>Sufficient width of guarded temporary NMU route provision</i> <i>Shared NMU temporary routes with compliant signage and disabled access. Route to be lit, guarded and step free</i> <i>Crossing point to be assessed with provision of tactile paving or alternative suitable measures e.g. audible warnings</i>

Customer group	Who is affected by this project?	What are their requirements and how are they impacted?	How has the TM Plan taken these requirements into account and proposed mitigations using the customer principles?
			<i>Agreed strategy to be made in regards to footbridge</i>
Stakeholder	<i>Norfolk County Council</i> <i>Other local highway authorities who may be affected by the diversion routes.</i> <i>Peel Ports (Great Yarmouth)</i>	<i>Communicate and seek approval of LHA network use for full closures/diversions.</i> <i>Sufficient notification of above closures</i> <i>Co-ordinated and appropriate diversion routes</i> <i>Minimise impact to JTR's</i>	<i>Advance warning of proposed full closures with approval from LHA roadspace team/s</i> <i>Liaise with LHA's to agree proposed/approved diversion routes</i> <i>TM design to consider minimum impact to surrounding road networks</i> <i>Works planning to consider events and embargos.</i>
	<i>Adjacent Local Businesses and landowners*</i> <i>Adjacent communities:</i>	<i>Advance warning of closures or diversion requirements</i> <i>Business access is maintained throughout the works</i> <i>Use local media for project updates</i> <i>Account for seasonal peaks e.g. Black Friday, Christmas</i> <i>Use Variable Message Signage to better inform users of incidents</i>	<i>Advance warning and sensitivity around peak times</i> <i>No access to business will be altered due to the works</i> <i>Project comms team to liaise with local businesses</i>
	<i>Highways England Operational Delivery</i> <i>Area 6: Asset Support Contractor</i>	<i>Journey time reliability</i> <i>Advance warning of closures and/or diversions</i> <i>Appropriate diversion routes</i> <i>Maximised lane widths where possible</i> <i>Access for routine maintenance</i>	<i>Sufficient notification of closures</i> <i>Closure clash avoidance – not having closures on alternative routes that are not subject to diversions</i> <i>Anticipated that the appointed Contractor will undertake the majority of maintenance activities</i> <i>Liaison with roadspace team to ensure appropriate/approved diversion routes are utilised.</i> <i>Liaison with roadspace team to avoid event clashing ie. Wide load movements.</i>

3 NATURE OF THE WORKS

- 3.1.1 The project is close to the existing A47. There are multiple construction locations which overlap and run in conjunction. It is envisaged that the majority of works will be built offline. During the first three phases of construction the existing A47 will not be majorly affected. After this there will be small sections of contraflow on the newly built sections of road, utilising new carriageway for single file traffic.

Proposed traffic management measures

- 3.1.2 There are multiple traffic management measures that will be utilised throughout the duration of the scheme, as documented in the following sections of this document. In addition, plant crossing systems will be utilized during construction where site haul routes cross side roads. These will be installed in accordance with Traffic Signs Manual: Chapter 8 (TSM:CH8).

Restrictions

- 3.1.3 Restrictions for the A47, are currently envisaged to be as shown in Table 3-1 below.

Table 3-1. Restrictions

Restriction to be Implemented	Time of Day (Start to End)	Day/s in Week
Full closure times	21:00 – 06:00	Monday to Friday
Full closure times	21:00 – 06:00	Saturday
Full closure times	21:00 – 06:00	Sunday
Lane Closure times	20:00 – 06:00	Monday to Sunday
Traffic Signal times	09:30 – 15:30 20:00 – 06:00	Monday to Sunday
Full Weekend closure times	20:00 – 06:00	Friday to Monday

Operating lanes

- 3.1.4 Traffic management during the early stages will consist of traffic signals, temporary single lane restrictions and overnight full carriageway closures. The closures will continue up to and including the delivery stage of the project. The above times are indicative and will be subject to roadspace/Local Highway Authority (LHA) agreement and on-site traffic counts.
- 3.1.5 A47 EB – operating lanes between Blofield and North Burlingham will only be reduced during off peak hours. Full carriageway closures and the use of traffic signals will be in place for the night-time works.
- 3.1.6 A47 WB – operating lanes between North Burlingham and Blofield will only be reduced during off peak hours. Full carriageway closures and the use of traffic signals will be in place for the night-time works.
- 3.1.7 In order to construct the tie in's, contraflow phases of Traffic Management will be required. This will ensure the junctions remain in use and running at a desired capacity whilst the works take place. Non-Motorised User (NMU) access will be

maintained utilising a 'like for like' approach or via diversions. No footways will be reduced to under 1.5m in width (unless they are already narrower than 1.5m).

Speed limits

- 3.1.8 A47 EB and WB – A speed limit of 40mph is envisaged to ensure maximum working room can be achieved during peak hour working. Thought has also been given to a variable speed limit using electric signs which would be used during off peak hours when no work is taking place.
- 3.1.9 During weekends and bank holidays we envisage an increase to 50mph to improve the customer experience. The viability of this option will be considered in later PCF stages once the detail of the design and the construction delivery requirements are known.
- 3.1.10 Localised Junctions – A temporary speed limit of 40mph is envisaged to ensure workforce and public safety whilst travelling through roadworks. Another factor influencing this is the available working room behind a Temporary Vehicle Restraint System (TVRS). Increasing the limit to more than 40mph adversely affects scheme working room.

Table 3-2. Speed Restrictions

Speed Limit (mph)	Location (Start to End with respect to nearest junction or Marker Posts, if known)	Justification for Speed Limit
40	A47 EB Between Blofield to North Burlingham	Safety
40	A47 WB Between North Burlingham and Blofield	Safety
40	Localised side roads linking to the scheme	Safety for TTM Installation

- 3.1.11 The temporary speed limits will be in place to enable safe operation of the temporary VRS and narrow lane systems, necessary to protect the workforce and public during the works, and to ensure sufficient working room for the temporary and permanent works to be installed. Work area and minimised deflection zone can be achieved by enforcing 40mph speed limits where required, however, a 'highest safe speed through roadworks' safety risk assessment pack will be produced, in line with GG104 framework, to ensure all options are thoroughly reviewed. The assessment will not be possible prior to detailed design.
- 3.1.12 Speed limit enforcement measures and methods will also be reviewed and considered during TTM design process and TTM design risk assessment.

Length of the traffic management

- 3.1.13 A47 EB and WB – Traffic management will be limited to mainly off-peak works during Phase 1 to 4. During Phase 4 crossovers will be used to carry out contraflow operations at either end of the construction. Phase 6 will see all traffic run on the new A47 carriageway on new construction but under single file.

3.1.14 .

Carriageway and slip road closures

- 3.1.15 Full carriageway closures will be used during the duration of the project from early works right up to completion, detailed within Table 3-3 are some of the routes that may be closed:
- 3.1.16 In addition to the above temporary traffic management will be used at all locations where the works interface with the road network.
- 3.1.17 Full closures will be required for multiple activities, which may include, but are not limited to:
- resurfacing works.
 - phase changes.
 - road marking installation.
 - bridge deck waterproofing.
 - construction of temporary widening.
 - earthworks
 - fill
 - new carriageway tie ins
- 3.1.18 Where possible full carriageway closures will be avoided and the use of single lane running will be implemented, there will also be potential to use some of the constructed road during later phases of the project.
- 3.1.19 Details of full closures will be updated as programme and planning progresses.

Table 3-3. Carriageway and Slip Road Closures

Type of Closure (Slip road / Full carriageway)	Location (Start to End with respect to nearest junction or Marker Posts, if known)	Stage in Programme	Closure Details
Full Carriageway	A47 EB	Stages 5, 6 & 7	Full Carriageway closure between Blofield and Acle
Full Carriageway	A47 WB	Stages 5, 6 & 7	Full Carriageway closure between Acle and Blofield
Full Carriageway	Lingwood Road	Stages 0 - 7	Full 24/7 Closure commencing at start of scheme
Full Carriageway	Lingwood Lane	Stages 0 - 7	Full 24/7 Closure commencing at start of scheme
Full Carriageway	Acle Road	As required during Stages 1,2 & 3.	Long Term Closure
Full Carriageway	Yarmouth Road	As required during Stages 1,2 & 3.	Long Term Closure
Full Carriageway	Dell Corner Lane	TBC	TBC
Full Carriageway	Main Road	TBC	TBC
Full Carriageway	The Windle	TBC	TBC
Full Carriageway	High Noon Lane	TBC	TBC
Full Carriageway	South Walsham Road	TBC	TBC
Layby	A47 Between the Windle and South Walsham Road Jcts.	TBC	TBC

Table 3-4. Hard Shoulder Running

Hard Shoulder Running Location (Start to End with respect to nearest junction or Marker Posts, if known)	Time of Day (Start to End) / Stage in Programme	Hard Shoulder Running Details	Justification
N/A			

Adjacent roadworks and other traffic management

3.1.20 The A47 Project Team are to engage with HE once programme dates are confirmed and complete the table below as necessary.

Table 3-5. Adjacent roadworks and other traffic management

Nearby Traffic Management Location	Distance from Project	Interaction with Diversion Route(s)	Duration	Contact Details	Road Spacing Compliant?
		Table to be updated at Detailed Design			

- 3.1.21 The A47 Project Team are to engage with HE Network Occupancy team to confirm future predicted embargo dates and complete the table below as necessary.

Table 3-6. Bank Holidays and Embargos

Holiday	Year	Year	Year	Year
New Year's Day	2021	2022	2023	2024
Good Friday	02 April			
Easter Monday	05 April			
Early May Holiday	03 May			
Spring Bank Holiday	31 May	Table to be updated at Detailed Design		
Summer Bank Holiday	30 August			
Black Friday & Cyber Monday weekend	26 November 29 November			
Christmas Day	25 December			
Boxing Day	26 December			
Substitute Christmas Day	27 December			
Substitute Boxing Day	28 December			

Significant events and seasonal traffic

- 3.1.22 The A47 Project Team are to engage with HE once programme dates are confirmed and complete/update the table below as necessary.

Table 3-7. Significant Events and Seasonal Traffic

Event	Implications with TM	Proposed Mitigation Measures
Harvest Season	JTR Impacts	Working ground inclusive of Farmers Union already in place
Norfolk Agricultural Show	JTR, Capacity	Develop with Final Design through Stage 5
Annual Summer Holidays	JTR, Capacity	Develop with Final Design through Stage 5

- 3.1.23 The TM Plan is a live document which will be kept updated throughout the project lifetime. Future updates of the TM Plan will ensure that relevant requirements of the Project Comms plan (e.g. as associated with Stage 6 construction works and traffic management) are incorporated.

Incident management

- 3.1.24 The provision of free recovery, speed enforcement and CCTV will need to be assessed. This may be done via a scheme GG104 guided safety risk assessment as detailed design progresses.
- 3.1.25 Once the above have been assessed, an incident management plan will be produced and appended to the TMP.
- 3.1.26 In the event of an accident the ROC shall be notified. Depending upon severity and the situation and action plan shall be confirmed with the ROC. This will include the need for emergency services, road closures, VMS activation (where applicable) and notification to adjoining networks, dependent upon the severity of the accident.
- 3.1.27 Should 'free recovery' be a determined necessity (both through the above and the scheme DLOA), a 'drop of point' will need to be present. This will need to be away from criminal threat or activity or errant vehicles. Within this area the affected motorists should have access to:
- phone service
 - toilet facilities
 - drinking water
 - tea & coffee
 - shelter with light and heat
 - baby changing facilities
 - TV
 - WiFi
 - children's games

Incursion risk management

- 3.1.28 Incursion risk management will commence from the very first stages of design. It is imperative the traffic management is designed not only in accordance with the relevant legislation i.e. Traffic Signs Manual (TSM), Construction Design and

Management Regulations (CDM) and Design Manual for Roads and Bridges (DMRB) but also considers driver behaviour, carriageway alignment, works access and egress locations.

- 3.1.29 It is important that driver fatigue and behaviour is both analysed and monitored to prevent incursion through user error.
- 3.1.30 Where full closures are used, it is important that a safe system of work is adopted to ensure workforce safety and preventing errant vehicles from entering the works. This is achieved at gatepoints via an airlock system. Airlock systems are installed in accordance with 'Raising the Bar 27'.
- 3.1.31 Design risk assessments, analysis tools and relevant data collation are used throughout the design process.

Table 3-8. Incursion Risk Management

Incursion Risk	Proposed Control / Mitigation Measures
Driver following works vehicles into works access	Close access immediately after works vehicles have entered site.
Driver entering works access of own accord	Ensure works access location is in suitable place i.e. consider alignment of both existing carriageway and traffic management.
Breakdown – Driver entering closure due to vehicle breaking down and becoming stationary	Close monitoring of site surveillance Regular maintenance checks/Traffic Safety and Control Officer (TSCO) checks
Driver coming into contact with gate point	Full gate point Safe System of Work (SSOW)
Driver coming into contact with static taper	Installation of safety zone in accordance with TSM Chapter 8. Taper to be installed in accordance with TSM chapter 8. Taper locations to be assessed during traffic management design and assessment process.
Driver entering works at night due to confusion/sign blindness	Ensure TM design caters for associated human factors and site is easily navigable

20	Public Amenities	YES		Service station, premier inn, Mcdonalds restaurant		
21	Public transport general	YES		Bus Route – Ensure 6.75m working width is maintained on two way working		
22	Singular Events			Refer to TMP PCF Stage 5		
23	Bus Route	YES				
24	HGV Route	YES				
25	Railways/Level Crossings		NO			
26	Overhead Services			TBC		
27	Underground Services	YES		Permit to dig to be obtained from client for TVRS pinning		
28	Environmental Factors			Refer to project environmental plan		
29	Diversion Route	YES		Diversion routes approved and signed off by LHA and HE		
30	Height Restrictions		NO			
31	Low/Weak Bridges		NO			
32	Weight Limits		NO			
33	One Way/Restriction		NO			
Category two – technical data						
Traffic Management						
Item No	Item Considered	Design Status/Description	Status Satisfactory	Details	Items Unknown or Not Applicable	Client/3 rd Party Mitigation/Actions
1	Temporary Speed Limit		YES	Client submitted TTRO – status approved. Staged speed limit reduction		
2	Length of construction		YES	Circa 200m radius from centre of gyratory		
3	MP's/Chainage		YES	N/A		
4	Extents of TTRO		YES	See TTRO overview		
5	Lane Widths			Minimum of 6.75m for two way working. Single Lane width set at 3.4m		
6	Lateral Safety Zone		YES	0.5m (30mph) as per CH8 guidance		
7	Longitudinal Safety Zone		YES	10m desirable (30mph), however, will be increased to suit alignment		
8	Coning Detail		YES	Varies – See drawing for coning detail		
Advance Signing						
1	Advance Notification		TBC	Scheme boards with HE given description	Awaiting description	
2	Sign Design		TBC	In accordance with TSRGD		
3	Mounting Specifics		TBC	Toggled a frame mounting		
Document Number: HWM(TM)-C2518.RP.026			Document Owner: Ed Menear		Document Review Date: 07/07/20	Page 5

Figure 4 - Design Decision Tool Extract

Annex A – Vehicle Incursion Reporting Template



This form should be completed each time a vehicle incursion is witnessed. The information gained from this form will be used by Highways England to identify ways to eliminate vehicle incursions into your workplace. Please complete this form as fully as possible and hand it to your supervisor.

Name of road or contract	
Your name (This information will not be kept or used by Highways England)	
Date of incursion	
Time of incursion	
Exact location of incursion	
Weather Conditions	

Type of Incursion

- | | |
|---|--|
| ☐ Intentional to seek benefit | ☐ Unintentional – Driver confused |
| ☐ Intentional because of breakdown | ☐ Unintentional – Follow in |
| ☐ Intentional to seek information | ☐ Unintentional – Result of an accident |

Please give any further details, including type of vehicle
(use reverse of this form if required)

Registration of vehicle
(if known)

Were the Police notified?

☐

Yes

☐

No

If yes, please give incident number

Did the driver give any verbal abuse or threaten?
physical abuse

☐

Yes

☐

No

Thank you for completing this form, the information you have provided will help us stop vehicle incursions in the future and improve your workplace safety

Figure 5 - HE Incursion report template

Gating vehicle record/log sheet						
Job title				Site name/Location		
If a vehicle stops at your gate point please record all the details listed below before you communicate with them.						
IMPORTANT – BEFORE YOU SPEAK TO MEMBERS OF THE PUBLIC TURN YOUR CAMERA ON.						
Date	Time	Registration number	Vehicle make/colour	COMMENTS	Abuse or Altercation YES/NO	Operatives name

Figure 6 - Example gating vehicle record

Driver compliance

- 3.1.32 Operationally, the project team will mitigate the risk of increased traffic on approach by maintaining carriageway capacity whilst allowing works to take place safely and efficiently. This will include continuously reviewing the success of road works through traffic modelling and data analysis to account for specific issues, for example, retail trends.

Communication plan

- 3.1.33 Communications between Highways England, its delivery partners and the key stakeholders will form an integral part of the approach to traffic management on this scheme. Communications will involve use of a wide range of channels to maximise its impact, all will be channelled through the dedicated scheme communications team. These will include:
- roadside signage during planned works
 - roadside signage that provides advance notice
 - newsletters to, and meetings with the local community and businesses
 - publicity campaigns surrounding key events within the construction programme
 - twitter and other social media routes
 - local authority meetings
 - use of existing Highways England Variable message signs
 - use of strategically placed portable message signs
 - use of journey time recognition system
 - Short Message Service (SMS) updates
 - Waze Navigation and Live Traffic App updates
 - local letter drops for the community and everyone on the diversion route

- stakeholder email lists
- community based updates
- information available in areas where there is a heavy footfall in the local areas
- Motorway Service Areas (MSA) on approach.
- radio travel news bulletins
- sharing of TM bulletins with neighbouring schemes to create a wider journey picture for those customers who travel further afield
- utilising councils/businesses webpages and request them to display project/TM updates
- having a presence in the neighbouring communities to become a trusted source of information
- tactile signage, talking signs and engagement with local, regional groups/centres in order to help to keep vulnerable users safe during construction

3.1.34 A communications plan has been prepared for the scheme and this will be updated throughout each stage.

Diversion route selection

3.1.35 Diversion route selection for A47 closures, will be carried out by the use of Highways England approved routes planner and the table below will show identified constraints that will need discussing further and distance that will need to be travelled.

Table 3-9. Diversion Routes

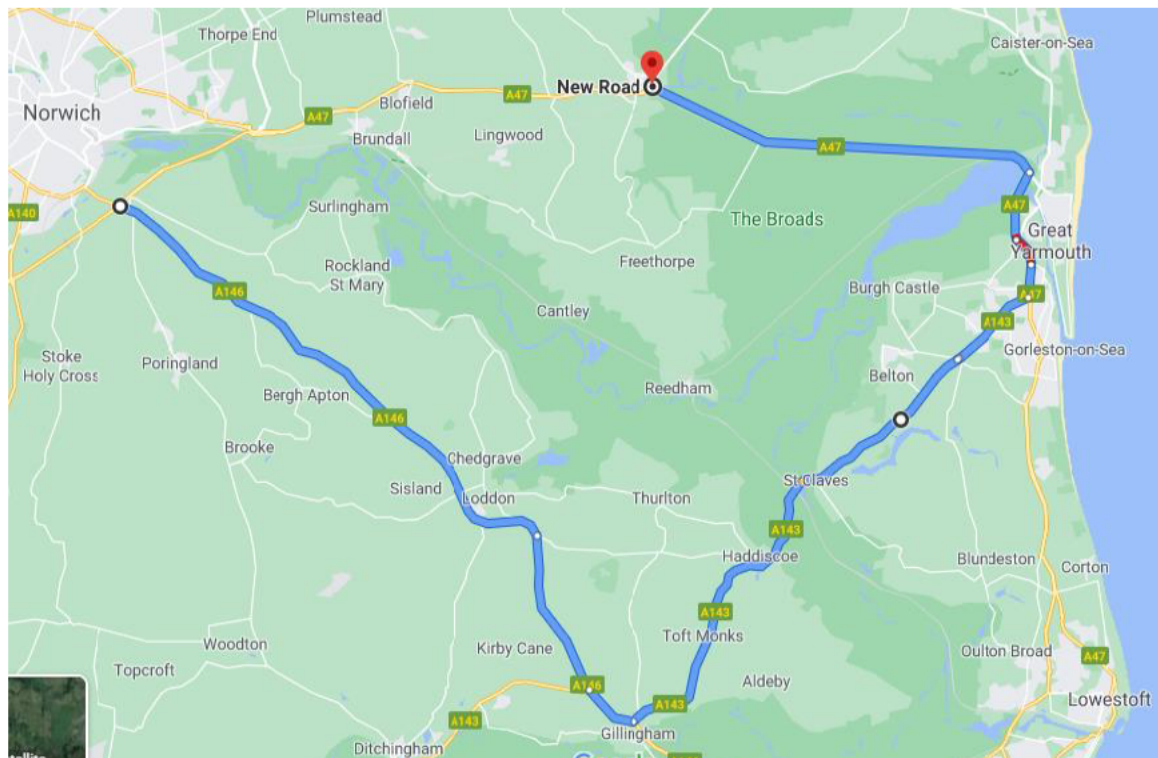
Diversion Route Description	Location (Start to End with respect to nearest junction or Marker Posts, if known)	Signs to be implemented	Length of Diversion	Duration of the Diversion	Additional Journey Time for the Customer due to Diversion Route	No. of Closures required
Mainline closure of A47-EB	A47 Trowse Jct- A146 to Gillingham – A143 to Gt Yarmouth- A47 to Acle	To be designed as per Chapter 8, in Stage 5	35 miles	56 mins	45mins	TBC during Stage 5
Mainline closure of A47 -WB	A47 from Acle to Gt Yarmouth-A143 to Gillingham- A146 to A47 Trowse Jct.	To be designed as per Chapter 8, in Stage 5	35 miles	56 mins	45 mins	TBC during Stage 5

3.1.36 Diversion routes for any closures on local side roads will be developed so as to minimise impact on the local network and neighbouring communities. All diversion

routes, including for the A47, will be discussed with the local highways team, the Regional Operations Centre (ROC) and with the local councils that will be affected.

- 3.1.37 Diversion routes will be signed using scheme specific signing, this will include plotting the routes on Google Maps and TomTom for example. This will ensure that when the travelling public are using the diversions their satellite navigation is also recognising the approved route.
- 3.1.38 Journey time recognition will be used on the routes to determine the overall delay for the travelling public and this will be displayed on variable message boards, we will also look at using sensors to track hot spots on key routes that can automatically notify our control rooms and the travelling public.
- 3.1.39 All routes will be surveyed by the TM team i.e. Traffic Safety and Control Officer (TSCO) and designers to ensure suitability to users when in use. The project team will review several options when further into build phasing, such as the possibility of implementing escort systems.
- 3.1.40 The team will deliver good communications and engagement with communities along planned diversion routes, act on feedback where possible in advance, gain feedback from communities and stakeholders, to establish community access requirements (local clubs, events, etc).
- 3.1.41 The team will assess and where practicable use VMS to display travel time on diversion routes both in advance and within the route(s). This information will be updated by on site personnel via links with the VMS, using mobile phones and tablets. Information will be as up to date as possible, using real time information from websites such as Traffic England.
- 3.1.42 The team will monitor the routes when in use to ensure incident management/response mitigates congestion and delays to the road users.
- 3.1.43 It is anticipated that the diversion route (Fig 7) below, will be used for all A47 closures.

Figure 7 - Diversion Overview



Safety measures

3.1.44 As a minimum the following measures will be in place to ensure the safety of all customer groups, including road users and the workforce.

Table 3-10. Safety Measures

Customer Group	Safety Measure
Workforce	Reduced Speed Limit, TVRS System, Safe Access/Egress points
Road User	Clear TM (RACV considerations), Clear road marking system, advanced signage of restrictions, strategic and advanced warning of full closure. Adequate lane widths for HGV content.
NMU	Pedestrian routes to be segregated from works clear and signed pedestrian routes.
Local Stakeholders	Communication of phasing, maintain clear access and egress to businesses.

Human Factors

3.1.45 A customer is defined as anyone we interact with throughout the life cycle of the project and is any person or organisation that uses or is affected by the SRN. According to Highways England Customer Group Definitions, this could include (but is not limited to) the following customer groups:

- road users

- communities and community groups
- network reliant businesses
- emergency services
- communities and pressure groups
- tenants and persons and organisations that lease from the Client
- the public who use the SRN
- consideration to be given to strategic signage in relation to foreign haulage drivers due to works taking place on major route between the midlands and East Coast Ports.

3.1.46 In the preparation of the Traffic Management Plan, prior to implementation, a Human Centred Design approach will be used to review proposals to ensure that the needs of all customer groups are identified and addressed in the Traffic Management Plan where practicable. This behavioural-led approach is also aligned to HSE best practice guidance (<http://www.hse.gov.uk/humanfactors/>) and therefore also considers the needs of the workforce in terms of safety and wellbeing from a human factors perspective.

3.1.47 By understanding the behavioural drivers for customer satisfaction and aligning Traffic Management proposals to the 20 principles of Roadworks: A Customer View, the Human Centred Design approach includes the following aspects:

- comprehensive identification of customer and stakeholder groups and their respective needs, as well as the safety and wellbeing of the workforce
- analysis to understand external influences such as political, social and economic factors, on travel demand, road user and stakeholder behaviour
- review and audit of Traffic Management plan to ensure adequate consideration of Customer needs
- review and input to communication interventions planning to support TM using behavioural change techniques – e.g. emotive rather than directive messaging to positively impact driver behaviour.

Proposals for management of network occupancy

3.1.48 Updates to this TM Plan will provide detail on all actions undertaken or proposed to assist the area maintenance provider in being compliant with the network management obligations specified in the:

- Network Management Manual (NMM) or;
- Asset Maintenance and Operational Requirements (AMOR) or;
- Highways England Managing Network Occupancy Requirements and;
- accurately updating NOMS (Network Occupancy Management System) and our Digital Channels guidance.

3.1.49 This will include, but not be exclusive to:

- occupancy planning and consultation with the area maintenance provider.
- management of Network Occupancy Planning within the Major Projects

Contractor organisation.

- management and contact protocol with the area maintenance provider during times of occupancy.
- communication of high impacting works as defined in the operational requirements, for high impacting works, bookings are to be confirmed and not amended after:
 - 13.00 hrs on the day of the closure for closures between 19.00hrs and 24.00hrs and;
 - 13.00 hrs on the day preceding the closure for closures between 00.01hrs and 19.00hrs.

3.1.50 It should be noted however that later changes can be made in exceptional circumstances where the amendment is due to safety or as a consequence of an incident or weather conditions which could not have been reasonably foreseen. This requirement applies to start times, changes to traffic management layout and end/stop times except for early finishes to end/stop times.

Implications of traffic management measures

3.1.51 Intelligent Transport Service (ITS)

- disruption/Implications to ITS will be reviewed and updated at a later stage

Table 3-11. Intelligent Transport Service Infrastructure Impacts

Infrastructure	Impact on Infrastructure	Duration
No ITS affected by Scheme		

Operations

3.1.52 Updates to this TM Plan will describe how the project has or will engage with services provided by the Regional Control Centre (RCC)/Traffic Officer Service (TOS) to help manage disruption.

3.1.53 As a minimum, this section will include:

- a strategy to mitigate any risks on operations – consideration will be given to the implications on day-to-day operations (such as incident management). It will provide a reference for and link to the Incident Management Plan.
- any roadside infrastructure that impacts the operation of TOS/RCC(s) (e.g. VMS, Automatic Number Plate Recognition (ANPR) cameras, traffic loops) that will be removed during construction will be detailed. This will be cross referred to the Intelligent Transport Service in Section 3.1.51.
- suitable measures/strategies that are being proposed/have been agreed with the TOS/RCC(s) to mitigate the disruption and impact.

Maintenance activities

- 3.1.54 This section will be updated to describe how the project will engage with the maintenance community in order to understand and capture details of any disruption to and impact on services they provide.
- 3.1.55 As a minimum, this section will include:
- impact on the maintenance service provider, including those responsible for maintenance of technology (in liaison with NTOC for ANPR and inductive loops equipment)
 - suitable measures / strategies that are being proposed or have been agreed with the maintenance service provider (following liaison with NTOC for ANPR and inductive loops equipment) to mitigate the disruption and impact
 - status of the Detailed Local Operating Agreement (DLOA) and include reference and link to document

Other service providers

- 3.1.56 Updates to this TM Plan will provide detail of impact on services provided by 'others' such as Vehicle and Operator Services Agency (VOSA), Department for Transport (DfT) Statistics, National Roads Telecommunications Service (NRTS) contractor, etc. and how this will be managed.
- 3.1.57 As a minimum, this section will include:
- impact on these other service providers.
 - suitable measures / strategies which are being proposed / have been agreed with these other service providers to mitigate the impacts on their services.

TM Plan management

- 3.1.58 The TM Plan will be used as a live document that is updated regularly and reviewed in line with changes in the works on site.
- 3.1.59 Gathering data will be an important part of managing this TM Plan. The data will be used to understand and monitor how the TM is impacting on the road performance and help to identify opportunities to mitigate any issues.
- 3.1.60 Updates to this TM Plan will provide detail on the provisions that may be put in place for reactively and proactively managing the TM Plan throughout the project, including:
- who will be responsible for managing the TM Plan on site
 - what data will be collected as part of the Traffic Management activities
 - the criteria for updating the TM Plan (e.g. in relation to traffic accident rates)

Appendix A TM Options Selection

Table A-1. TM Options Selection

TM Option	Details of TM Option	Advantages <i>(including time, cost, customer impact, safety implications, operational impact)</i>	Disadvantages <i>(including time, cost, customer impact, safety implications, operational impact)</i>	Are their further implications or additional TM requirements if this option is selected?	Option Selected or Rejected? <i>(if selected, colour cell green and if rejected, colour cell red)</i>
1					
2					

Appendix B

Roadworks Principles

Table B-1 details the proposed project approach to addressing the Principles identified within Roadworks a Customer View (RACV) and the Roadworks a Customer View Implementation Toolkit. Within the table, the 'proposed approach' is the preferred option which has been selected and the project team is required to communicate the status of the project and activities completed at the current stage. The colour-coded text in the table is an indicator of the level of activities anticipated to have been completed during PCF Stage 3 and PCF Stage 5, and should be used as guidance for completing this table. This text is based on best practice within the RACV Implementation Toolkit but should not be considered exhaustive. Within 'Other options considered', project teams should record any discounted options. The RACV Implementation Toolkit should be utilised to provide further guidance regarding best practice for achieving success with regards to each Customer Principle.

Colour Coding Key

Green activities – Activities for planning, identifying and set up within PCF Stage 3 in anticipation of further detailed works to be undertaken within PCF Stage 5. These activities should also be refined within PCF Stage 5.

Blue activities – Activities to be completed during PCF Stage 5.

Table B-1. Roadworks Principles

		Key Principles	Proposed Approach	Other options considered (rejected/discarded options)
Planning and Design of Traffic Management	1	Other roadworks and improvements	- TM planned in co-ordination with other projects and areas across the region (Highways England and non-Highways England). There are multiple projects in planning stages across the East, including the A428 and other A47 schemes. The project team will communicate with project sponsor, local highway authorities, adjoining projects and the local Highways England teams to ensure efficient co-ordination and also collaboration where possible. - Consideration of diversion routes in co-ordination with other projects and areas across the region (Highways England and non-Highways England). There are multiple projects in planning stages across the East, including the A428 and other A47 schemes. The project team will communicate with project sponsor, local highway authorities, adjoining projects and the local Highways England teams to ensure efficient co-ordination and also collaboration where possible. - Identify local regular forums prepared to review plans for TM - Liaison with NOMS representative for works within the area to avoid clashes in roadspace but also potential sharing of closures where possible. - Co-ordination of diversion routes at key decision points and publication once approved. - Identify and mitigate the impact of major events by engaging with LHA's, Local Stakeholders and NOMS representative	
	2	Speed of delivery	- Review proposed key design decisions to ensure these can be constructed without significant impact on customers - Carry out high level assessment of both construction options detailed within TMP; highlighting risk, impact and opportunity.	
	3	Length of roadworks	- Phasing of road works delivery - Length of road works in accordance with Traffic Signs Manual, Chapter 8, Part 3 - Suitable traffic modelling of the TM proposals to understand the impact on the customer - TM proposals to incorporate and be influenced by current traffic data and also traffic modelling	
	4	Lane width	- Consider alternative layout options, including widening non-standard/temporary 'narrow' lanes within roadworks, in design and communication of reasoning to customers - Consider 2 x contraflow scenarios within option one proposal. Lane width to be increased where single lane running is proposed. - Alternate widths to facilitate traffic flows - Smooth road surfaces and clear demarcation during works and after TM has been removed, and ensure sufficient budget is available to maintain this	
	5	Speed Limit	- Options considered to maintain the permanent speed limit and why a lower speed limit is required, where applicable - Suitable traffic modelling of the TM proposals to understand the impact on the customer	
	6	Line demarcation	Removal of white line set within contracts as a standard requirement	

	7	Visibility of temporary barrier	TVRS proposals to be in accordance with DMRB with safety risk assessment of TM design to be carried out.	
	8	Night time visibility	Risks and requirements of temporary lighting	
Information Provision	9	Advance notice of works	- Providing advanced notice, i.e. a minimum of 4 weeks prior to project commencing - Use of billboards and VMS at roadside prior to start of roadworks - Information communicated through various networks/media	
	10	Scheme information at the roadside	- Dependent upon the scale of the project use of either billboards or temporary signage to display reasons and timescales for the work, including signage along diversion routes, in accordance with MPI 48-042016 - Number and locations of billboards or temporary signage within main works and along diversion routes in respect to TM - Size and appearance of temporary signage/billboards across the scheme	
	11	Electronic signage	- Use of standard approach in accordance with the Variable Signs and Signals Policy for flexible project specific messaging and in accordance with MPI 54-062016 (reissued 15/08/2018) - Use and location of portable VMS for travel time and project specific messaging - Consideration of signing strategy with respect to information overload - Consistency in language across projects for VMS messages	
	12	Travel Time VMS (TTVMS)	To be updated at PCF Stage 5	
	13	Visible progress	To be updated at PCF Stage 5	
Engaging and Communicating with Customers	14	Local communications and outreach	- Approach/strategy for delivering good communications at the right time - Stakeholder mapping for project/area - Use of public exhibitions - Use of various media for communications, e.g. newsletters, radio, etc. - Understanding of public requirements and key events for TM - Diversion route engagement (pre- and post-works) to understand access requirements - Progress updates - Communications plan	
	15	Use multiple media channels, regularly	- Identify provision/frequency of information and media methods to be used (make proportional to project) - Use of NOMS to ensure accuracy of traffic data - Engagement with appropriate organisations to raise awareness/advertise through their sites	
	16	Impactful messages	- Information to be communicated – programme/community/customer benefit messages - Identify media to be used	
	17	Explain no activity	Strategy to provide explanation of no activity and manage customer perception of project	
	18	Seek customer feedback on new Traffic Management	To be updated at PCF stage 5	
	19	Understand customer experience	- Agree approach to collecting customer feedback - Agree mechanisms to engage with various customers - Identify process for analysis of correspondence and feedback	

20	Complete the feedback loop	<i>To be updated at PCF Stage 5</i>	
----	----------------------------	---	--

Appendix C Customer Impact Assessment Tool

The Customer Impact Assessment Tool in Appendix C (Tables C-1, C-2 and C-3) is taken from the Roadworks a Customer View (RACV) Implementation Toolkit. This should be completed prior to Section 2.1 to provide an indicator of the level of impact anticipated by the project on each customer group at the current PCF stage. Following completion of Appendix C, populate the section and Table 2-1. Customer Requirements Log focusing on how the TM Plan takes account for the requirements of the customer groups rated as red and amber within this appendix, high and medium impact respectively. The requirements of the Customer Impact Mitigation Tool from the RACV Implementation Toolkit have also been included in Table 1.

Table C-1. Impact of roadworks and associated construction traffic on different types of road users and level of impact

	Road user type (e.g. commuters, leisure drivers, freight, etc.)	Level of impact		
		High	Medium	Low
1.	Local residents to project		√	
2.	HGV drivers, car drivers, motorcyclists		√	
3.	Cyclists/Pedestrians/NMUs		√	
4.	Emergency services		√	
5.				
6.				

Table C-2. Impact of roadworks and associated construction traffic on communities and level of impact

	Community (e.g. commuters, leisure drivers, freight, non-motorised user, etc.)	Level of impact		
		High	Medium	Low
1.	Commuters		√	
2.	Leisure Drivers			√
3.	Cyclists/Pedestrians/NMUs			√
4.	Freight		√	
5.				
6.				

Table C-3. Impact of diversion routes on road users and communities and level of impact

	Customer types (e.g. commuters, leisure drivers, freight, industrial estates, residents, local authorities, retail parks, schools, stadiums, local events, land owners, etc.)	Level of impact		
		High	Medium	Low
1.	Adjacent Local Businesses		√	
2.	Local communities/villages			√
3.				
4.				
5.				
6.				

Appendix D Dynamic Roadworks Benchmarking Scores

Table D-1. Dynamic Roadworks Benchmarking Template

Vision	Green/ Amber/ Red/ NA/ Not yet known	Project Evidence for RAG Rating
1. Speeds <i>Varying the speed limits so they are appropriate for the work taking place</i>	N/A	
2. Length <i>Shortening the length of roadworks</i>	N/A	
3. Closures and diversions <i>Appropriate use of full road closures (including slip road closures) and associated diversions</i>	N/A	
4. Delivering quicker <i>Delivering road works quicker</i>	N/A	
5. Explaining activity <i>Explaining clearly what activities are, or are not, taking place</i>	N/A	

Appendix E Implementing the highest safe speed within roadworks checklist

Table E-1 - Checklist for implementing the highest safe speed within road works

	Checklist items	Reasoning
Development of design brief	Incorporate requirements outlined in <i>Chief Highways Engineer Memorandum 446/19</i>	<i>(Outline how you have incorporated the requirements outlined in the Chief Highways Engineer Memorandum 446/19 into your design brief)</i>
Safety risk assessment	Where 60mph speed restrictions are to be used, set a safety objective to ensure the safety baseline can be maintained	<i>(Detail the safety objectives that have been set to ensure the safety baseline can be maintained)</i>
	Review appropriate evidence to inform the analysis of risk	<i>(Outline what sources of evidence have been used to inform the analysis of risk)</i>
	Ensure your scheme specific risk assessment captures all reasonably foreseeable hazards	<i>(Provide a summary of all the foreseeable hazards identified in your safety risk assessment when evaluating the implementation of a temporary speed restriction, along with minutes from any associated safety control review group meeting if applicable)</i>
Work programme and traffic management proposal	Ensure design of temporary traffic management is suitable for road users travelling at the proposed speed restriction	<i>(Detail how you have ensured your temporary traffic management design is suitable for road users traveling at the proposed speed restriction)</i>
	Where the same speed restriction cannot be used across the entirety of the scheme, consider use of varying restrictions, where suitable	<i>(Outline where/if varying speed restrictions have been used)</i>
Implementation	Consider undertaking additional safety audits to ensure that the required mitigations outlined within your safety risk assessment are implemented correctly	<i>(Provide details of the audit process you plan in implementing, including frequency of reviews and updates)</i>
	Where enforcement is required as part of your safety risk assessment, engage with enforcement agencies early	<i>(Where speed enforcement is required as part of your safety risk assessment, summarise your approach for how you will undertake early engagement with enforcement agencies)</i>

	Checklist items	Reasoning
	Obtain the appropriate Temporary Traffic Restriction Orders required for your proposal	
Validation	Where assumptions in your safety risk assessment were informed by expert opinion or other sources of data, monitor suitable metrics to provide information on the performance of implemented mitigations	<i>(Outline what suitable performance metrics will be monitored)</i>
	Update your safety risk assessment and introduce new mitigations to maintain safety baseline if required	<i>(Provide details of the safety risk assessment review process you plan in implemented, including frequency of reviews and updates)</i>

Appendix F

Scheme Stakeholder & Customer Plan

STAKEHOLDER & CUSTOMER MANAGEMENT PLAN

Regional Delivery Partnership: Lot 7 East
June 2020

STAKEHOLDER & CUSTOMER MANAGEMENT PLAN

Regional Delivery Partnership

Document Control

Document Title	STAKEHOLDER & CUSTOMER MANAGEMENT PLAN
Author	Paul Jukes, Philip Farrar, Galliford Try
Owner	Graham Wanless, Galliford Try
Distribution	Programme Leaders, Highways England
Document Status	S4 – For Approval

0.1. [Revision History](#)

Version	Date	Description	Author
01	21/01/2019	First issue for review	John Owens
02	04/02/2019	Final	Gareth Edwards
03	20/03/2019	Revised following Peter Havlicek feedback	Gareth Edwards
04	22/06/2020	S3 – For Review and Comment	Paul Jukes, Phil Farrar
05	01/07/2020	S4 – For Approval	Paul Jukes

0.2. [Reviewer List](#)

Version	Name	Role	Date
04	Graham Wanless	Partnership Leader	18/06/20
04	Peter Havlicek	Programme Lead	23/06/20
04	Colin Bird	Programme Lead	<i>No comments</i>
04	Joe Goldie	Project Director	<i>No comments</i>
04	Ross Glendinning	Project Director	17/06/20
04	John Owens	Partnership Design Director	<i>No comments</i>

STAKEHOLDER & CUSTOMER MANAGEMENT PLAN

Regional Delivery Partnership

0.3. Approvals

Version	Name	Role	Signature
01	Dave Procter	Partnership Leader	N/A
02	Dave Procter	Partnership Leader	N/A
03	Dave Procter	Partnership Leader	
04	N/A	N/A	N/A
05	Graham Wanless	Partnership Director	14/07/20

STAKEHOLDER & CUSTOMER MANAGEMENT PLAN

Regional Delivery Partnership

Contents

Document Control	2
0.1. Revision History	2
0.2. Reviewer List.....	2
0.3. Approvals	3
Contents.....	4
1. Introduction	5
2. Strategy.....	6
2.1. Aim.....	6
2.2. Vision	6
2.3. Objectives	6
3. Approach.....	7
3.1. Key reference documents.....	7
3.2. Systems and procedures.....	7
3.3. Approach, management and organisation	7
3.3.1. Highways England Construction and Roadworks communications toolkit	7
3.3.2. Branding, Marketing and Publicity	8
3.3.3. Highways England Customer Contact Centre (HECCC) enquiries	8
3.3.4. Scheme webpage.....	9
3.3.5. Public Information Exhibition (PIE) and Engagements	9
3.3.6. Project Control Framework	9
3.3.7. Stakeholder Identification and Management.....	9
3.3.8. Highways England RDP Requirements.....	12
3.3.9. Resources, Roles and Responsibilities	12
3.3.10. Communication.....	14
3.3.11. Our approach at scheme level	14
4. Continual Improvement.....	17
4.1. Measurement and Sharing Best Practice	17
4.2. Centres of Excellence.....	17
4.3. Commitments Action Plan	18
4.4. Monitoring, review and update.....	18
4.5. Stakeholder and customer feedback.....	19
4.6. Process for identifying and handling objections.....	19
4.7. Lessons Learnt	19

1. Introduction

This document outlines the package level strategic approach to Stakeholder and Customer Management and developed for the purposes of the Framework Contract between Highways England and Galliford Try for delivery of the Highways England's Regional Investment Programme.

A separate bespoke stakeholder and customer plan is developed at scheme level for each of the individual projects.

2. Strategy

2.1. Aim

Create and develop a stakeholder and customer management plan to proactively inform stakeholders, customers and local communities about the overall benefits and objectives of the package of works associated with Highways England Road Investment Strategy.

We will openly share our strategy and plans with the wider Regional Delivery Partnership community to support a collaborative approach when engaging national/regional wide stakeholders, ensuring a consistent message and experience.

2.2. Vision

To consistently engage with stakeholders and customers across the region in a way that builds confidence, support and trust for the package of works. Ultimately leading to greater stakeholder understanding of the benefits and increasing overall stakeholder support.

2.3. Objectives

Our focus is to maximise greater scheme outcomes by delivering the best solution for stakeholders, customers and overall network. Customers care is a fundamental imperative of Highways England and Galliford Try. Effectively providing, responding, meeting and exceeding customer expectations is our shared objective.

Organisational Imperatives / Objectives



The objectives to ensure effective and consistent stakeholder and customer management include:

- Develop and maintain a Communications Plan to track stakeholder engagement.
- Provide consistent and effective communications across stakeholder groups at each stage in the project through early proactive stakeholder engagement.
- Ensure the effectiveness of communications is regularly assessed and where appropriate improved.
- Effectively manage communication risks identified in the stakeholder action tracker and included on the project's risk register.

3. Approach

This following is the plan of how we are going to realise the vision and objectives at package level

3.1. [Key reference documents](#)

Highways England's Supply Chain Portal contains the following key documents:

- Construction and Roadworks communication toolkit
- Highways England Customer Service Strategy
- Roadworks: A customer view
- Roadworks: A customer view - Implementation and monitoring guidance
- Highways England Equality Impact Assessment Guide
- Proactive correspondence guidance booklet
- Writing reactive customer correspondence guidance
- Highways England tone of voice and style guide
- Highways England's visual identity guidelines
- Communications delivery strategy
- Communications tactical delivery plan
- Communications evaluation template
- Major projects engagement – major projects scheme briefing
- Major projects engagement – major projects meeting briefing template
- Highways England Crisis Management Manual
- Planned project web page template
- Project in construction web page template
- Highways England Crisis Management Manual Version 2.1

BSI documents to be used:

- CEN/TS 16880:2015 Service excellence — Creating outstanding customer experiences through service excellence
- ISO10002
- ISO 9001
- ISO 44001

3.2. [Systems and procedures](#)

We will apply appropriate Highways England's processes, tools and guidance documents for all stakeholder and customer management activity. In collaboration with Highways England Regional Communications Manager we will seek to identify improvements to promote a lean approach whilst ensuring consistent and effective stakeholder and customer engagement.

3.3. [Approach, management and organisation](#)

3.3.1. *Highways England Construction and Roadworks communications toolkit*

We will use the construction and roadworks communications toolkit to ensure a comprehensive and consistent approach to stakeholder and customer engagement and communications planning and delivery to support schemes in construction.

The toolkit is an online platform, available via the supply chain portal for both the supply chain and Highways England project teams. It includes comprehensive guidance for all aspects of communications activity delivered to support schemes in construction, from pre-mobilisation through to opening for traffic (e.g. public engagement events, overnight closures, engaging with MPs, media handling etc.)

STAKEHOLDER & CUSTOMER MANAGEMENT PLAN

Regional Delivery Partnership

The toolkit supports project teams across Major Projects and Operations to ensure they have the right tools and guidance and understanding to meet our communications objectives.

The aim of the toolkit is to provide additional and comprehensive source of information and advice that will help to improve, standardise and create a best practice approach to communications and engagement across the RDP community.

3.3.2. Branding, Marketing and Publicity

We will comply with Highways England requirements for communication as follows:

- Highways England's visual identity and tone of voice specifications
- Highways England's visual identity specifications: What you need to know
- Writing with style: Highways England's tone of voice and style guide
- Highways England branding is prevalent on all scheme-related materials
- The regional teams assist with regular information updates for the Highways England websites
- No independent websites or the development of independent logos or branding are permitted for Highways England projects
- To undertake information and communications activity as is required, while observing any spending or operational restrictions in force at that time
- To agree the extent of communication and publicity with the Project Manager and Highways England's Corporate Communications Team through the development of agreed programme / scheme communication plans
- Programme /scheme communication plans make use of existing approved material, so far as is practicable

3.3.3. Highways England Customer Contact Centre (HECCC) enquiries

- All outgoing communication will include a scheme-specific email address.
- Customer enquiries and high-level correspondence will be managed by the project team in accordance with HE guidance. All enquiries and complaints via HECCC will be responded to within the appropriate time frames and referenced to Key Points Brief (KPB) and Questions & Answers (Q&A) where applicable. Creating efficiencies in the management of regional stakeholders

There are multiple projects being undertaken by Highways England contractors, within Major Projects and Operations. Adopting a consistent communication approach will ensure stakeholders that are affected by multiple projects do not receive conflicting messages. This will be achieved by:

- Adopting a package wide approach to communication, ensuring that stakeholders identified in multiple schemes are engaged at a package level instead of at a project level alone
- Engaging with Highways England communication team to share knowledge of forthcoming communications
- Engaging with Operations Directorate, including membership of the Project Committee and consulting with Operations Directorate in the development of the Stakeholder Management Plan (PCF product) for each scheme.
- Developing an engagement programme throughout the project lifecycle that identifies key engagement points and sharing with other DIPs and Operations
- Requesting updates from other parts of Highways England prior to key stakeholder engagement, such as public consultations.
- Providing an opportunity for other aspects to be publicised at scheme consultations.

A wider approach will also be required for strategic stakeholders. Scheme stakeholder management plans will identify any strategic stakeholders who are impacted by the scheme and the Highways England national stakeholder team will be engaged to develop a joint plan for engagement.

STAKEHOLDER & CUSTOMER MANAGEMENT PLAN

Regional Delivery Partnership

3.3.4. Scheme webpage

- Information is available on a dedicated HE scheme webpage. This includes background and supporting information as well as giving details of current and planned developments.
- All outgoing communications will include details of the website and customers will be encouraged to visit and subscribe to receive notification of updates.
- The website will be promoted as the main source of information for customers.

3.3.5. Public Information Exhibition (PIE) and Engagements

- Exhibitions and engagements will be held so that members of the public can view detailed plans of the scheme and talk to members of the project team.
- Timing and details will be agreed with the HE Communications team.

3.3.6. Project Control Framework

Consideration should also be given to Highways England Project Control Framework (PCF) and further information can be found in the following Scope documents:

- Project Control Framework quarterly updates.
- Project Control Framework Best Practice Planning and Consultation Process

PCF products to be prepared include the following:

- Communications Plan
- Key Points Brief (KPB)
- Questions and Answers (Q&A)

The PCF section in the Construction and Roadworks communications toolkit includes communication steps which must be followed in each PCF stage.

3.3.7. Stakeholder Identification and Management

A stakeholder is any individual, group or organisation that can affect, be affected by, or perceive itself to be affected by a programme and/or project. Stakeholders can be either external (e.g. customers) or internal (e.g. other HE teams) to the project.

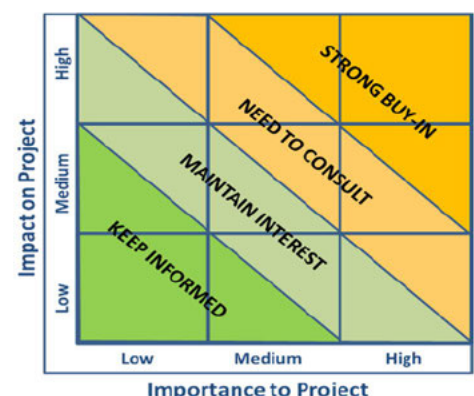
Stakeholders are individuals or groups with feelings, perceptions, desires and influence. Across the DIP Framework, there will be stakeholders who:

- Support the RIS programme of work and individual schemes
- End up gaining or losing from the implementation of RIS1 schemes
- See only threats and disbenefits
- Are inherently indifferent to the RIS programme of works, and can be easily influenced to becoming supporters or blockers

Stakeholders will be identified using stakeholder mapping and the matrix shown below to inform the management of each stakeholder to be described in the stakeholder engagement strategy and reported in the Communications Plan specifically prepared for each project.

In liaison with Highways England Regional Communications Manager we will agree owners responsible for the management and engagement of stakeholder groupings (e.g. Politicians – HE Public Affairs, Media – HE Media Team) which will be recorded in the stakeholder strategy and management plan.

We will populate and maintain a Communications Plan to manage and progress with key stakeholder groups. Where appropriate, GIS will be used to support land referencing.



STAKEHOLDER & CUSTOMER MANAGEMENT PLAN

Regional Delivery Partnership

We will define our stakeholder engagement strategy for each stakeholder group, which will take account of:

- Equality, diversity and inclusion
- Ensure that we engage with disabled and pedestrians, walkers, cyclists and horse-riding groups (WCHR)
- Financial and emotional interest
- Motivating factors
- What information they require from us
- How they wish to receive information from us
- Their opinion of the work and the risks which arise from this
- Previous engagement and background information

With the input of the Regional Communication Manager, we will communicate to stakeholders the regional narrative, framework vision, ambitions and key success factors. We will actively work with our stakeholders in service delivery, design and innovation.

By identifying, categorising and assessing our stakeholders we will be able to provide a tailored approach to our communication with them. This will lead to an emotional connection allowing us to meet or exceed their expectations.

Our package communications plan will describe what will be communicated, how it will be communicated, by when and by whom. The scheme communications plan will be designed to:

- Raise awareness amongst all stakeholders of the benefits and impact of the required outcomes
- Gain commitment from stakeholders in the target areas to the changes being introduced, thus ensuring the long-term success of the improvements
- Keep all stakeholder groups informed of progress before, during and after implementation or delivery of outcomes
- Promote key messages from the package
- Demonstrate a commitment to meeting the requirements of those sponsoring the package
- Make communications two-way, by actively encouraging stakeholders to provide feedback, informing them of how of how their feedback has influenced the package
- Ensure that all those responsible for projects understand the scope, nature and outcomes of the package
- Promote outcomes to maximise the benefits obtained
- To ensure our works are fair and accessible to all road user
- Minimise package delivery risks.

Stakeholder analysis information will be processed, stored and shared with reference to confidentiality of personal data, in line with GDPR requirements. The Customer Relationship Management (CRM) System (managed by Highways England) will be used to store information on our stakeholders.

STAKEHOLDER & CUSTOMER MANAGEMENT PLAN

Regional Delivery Partnership

Communication and Engagement Products and Channels:

The following products and channels are available to engage with stakeholders and will be considered at package and project level in liaison with Highways England Regional Communications Manager.

Product	Audience		Product Summary
	Stakeholders	Customers & Public	
E-leaflets		✓	E-Leaflets to be distributed electronically to strategic traffic generators, local authorities, stakeholders and affected businesses.
Leaflets	✓		Small number of leaflets to be offered to stakeholders, such as local authorities or parish councils, to promote exhibitions and closures. Leaflets will be updated at key stages in the design and construction process (i.e. statutory consultation, DCO, pre-construction and prior to major phase changes).
Letters	✓		Local communities to be targeted in advance via letter drops to inform them of public information exhibitions or works that may create disturbance, such as noise, in the vicinity of their properties.
Direct engagement with project team	✓		Direct engagement with stakeholders facilitated at site offices. This could be a series of regular forums or meetings that are community or business driven.
Press notices		✓	Press notices to be issued to promote exhibitions, key milestones and to create positive PR for Highways England and the scheme. Press notices will also be used to inform the local media of closures on an ongoing basis.
Media		Via local / national press	Media calls to be organised to promote public exhibitions and key milestones / good news stories such as start of works.
Signage		✓	VMS and hard signs to be closed to publicise full closures in advance and during works.
Web copy	✓		Copy will be produced for stakeholders to run on websites in order to promote closures and public exhibitions.
YouTube		✓	Consideration of using Highways England YouTube site to promote the project
Facebook		✓	Project Facebook pages used to promote the project and key milestones.
One-to-one stakeholder briefings	✓		Individual meetings will be offered to concerned residents and stakeholders whose customers may be impacted by closures.

STAKEHOLDER & CUSTOMER MANAGEMENT PLAN

Regional Delivery Partnership

Exhibitions		✓	Public Information Exhibitions should be held at the end of stage 3 and prior to the scheme commencing construction. Construction exhibitions should be held prior to preparatory works starting. Consideration should be given to further exhibitions, if required, before the scheme becomes fully operational. These may be held digitally if social distancing requirements are in place.
Customer Road Shows		✓	Customer Roadshows at local venues will help deliver information to road users / commuters.

3.3.8. Highways England RDP Requirements

An RDP Communications Workshop by Highways England and attended by DIP representatives was held in December 2018, the following key requirements were presented by Highways England. At the workshop Highways England confirmed for all communications of RDP and DIP to be developed at national level.

Approval from Highways England Corporate Communications are required as follows:

- No communications are to be published without the prior consent of the Regional Communications Manager
- Keep Highways England informed of any significant community issues which have the potential to impact Highways England's reputation and any public meetings being held to discuss major projects issues
- Before accepting any invitations to appear at public meetings or events related to work being undertaken on behalf Highways England
- Create and deliver a communications plan to proactively inform and educate customers and local communities about the project and its benefits agreeing objectives and deliverables and means of evaluation with Highways England. In addition, where required, work with Highways England to create and deliver specific communication plans. The objectives and outcomes of the plan(s) are set by Highways England
- Populate and maintain a stakeholder management tracker, to set out and record engagement and progress with key stakeholder groups for all major schemes and flag issues to Highways England
- Commit to regular and open communication with Highways England and its internal / external stakeholders and will provide input on lines to take, provide input on lines to take for Highways England responses to media enquiries / ministerial correspondence as and when required, within the timeframe specified by Highways England

3.3.9. Resources, Roles and Responsibilities

Through strong leadership and leading by example, leaders and managers should create an environment in which all team members are able to deliver outstanding customer experiences. The table below shows the key roles and responsibilities for stakeholder and customer management. A significant number of resources will participate in stakeholder engagement at different stages of the package. A full resource schedule has been developed as part of the Resource Management Plan for recruitment purposes.

STAKEHOLDER & CUSTOMER MANAGEMENT PLAN

Regional Delivery Partnership

Framework Position / Organisation	Area of responsibility / skills
Partnership Director / Galliford Try	Ensures that the programme and the business areas affected maintain a focus on stakeholder and customer management. Ensures that the Strategic Stakeholder Engagement and Communications Strategy is created, adjusted, improved and enforced. Ensure key messages and regional narrative are adhered to.
Package Leader / Galliford Try	Ensures that the Stakeholder and Customer Management Plan and scheme specific Communications Plans are created, adjusted and improved in collaboration with Highways England's Communication Team Allocates owners for each stakeholder identified within the Communications Plan Ensures stakeholder strategy and stakeholder management plan is communicated to relevant parties Ensures risks and threats relating to stakeholders are communicated and recorded Developing a package wider Resource Management Plan.
Project Manager / Galliford Try	Reviewing the Resource Management Plan for the package and ensuring resource allocation is adequate for the project. Ensuring project schedule is in place that details stakeholder engagement activities.
Stakeholder Lead / Galliford Try	Develops the Communications Plan (PCF product) in consultation with all relevant parties. Identification of risks and threats relating to stakeholders and preparation of mitigation measures in collaboration with Highways England
Project Manager / Sweco	Overseeing statutory consultation process and providing formal stakeholder engagement throughout PCF3-5.
Project Team / Galliford Try and Sweco	Providing specific stakeholder and customer engagement support as necessary through different stages of the project, such as providing technical input.
Partnership Design Director / Sweco	Supports the development of stakeholder and customer management strategy and stakeholder engagement plan Supports the liaison and reporting with all relevant parties
HE Regional Communications Manager	Supports external communications and oversees Regional communications between Highways England and DIP
HE National Communications Lead (South)	Supports external communications and oversees Regional communications between Highways England and DIP

STAKEHOLDER & CUSTOMER MANAGEMENT PLAN

Regional Delivery Partnership

HE Senior Project Manager	The Senior Project Manager (SPM) should liaise with Comms Leads to ensure relevant external comm are cascaded to the integrated team
HE Programme Leaders	Leads and liaises with MP's and County Council communications

3.3.10. Communication

The table below sets out stakeholder management activities at package level and will include Highways England and Delivery Integration Partner representatives as detailed under section resources, roles and responsibilities.

Stakeholder Management Activity	Rationale	Frequency
Strategic Stakeholder Engagement and Communications Strategy (PCF Product)	DIP Public Liaison Officer in collaboration with Highways England National and Regional Communications Team – to ensure a consistent and aligned approach and messages nationally and regionally - through the Sustainable Improvement Hub and Centres of Excellence – refer to items below.	Within 4 weeks of scheme contract award
Package Level Stakeholder Management Review	Monthly by SLT – to ensure early identification of risks and threats relating to stakeholder management and development of mitigation strategies	Monthly
Sustainable Improvement Hub (SLT)	Volume 2 Framework Information document states that one of the main purposes of the National forum is “to share knowledge, good practice/improvement opportunities across the RIP community and other Client programmes”. Responsibility is with the Senior PMs / SLT. All improvements are commonly shared as Lessons Learned with Comms channels are already in place across supply chain working groups.	Monthly
Centres of Excellence (SLT)	Volume 2 Framework Information document states that one of the main purposes of the Regional and National forums is “to share knowledge, good practice/improvement opportunities across the RIP community and other Client programmes”. Responsibility is with the Senior Leadership Team.	Monthly

3.3.11. Our approach at scheme level

The approach below sets out how we are going to ensure successful engagement with stakeholders and customers at scheme level for reference and guidance to project teams in the preparation of scheme Communication Plan, considering specific requirements relating to each scheme.

Stage Two (Between Design Fix 2 and Design Fix/SGAR 3): Establishing buy-in for the project with key influencers and high level stakeholders

During this stage of the project, while engagement with technical stakeholders continues, the focus is widened to include the key stakeholders identified within the Communications Plan.

They are directly engaged, first by letter and then by senior members of the project team through face-to-face engagement as necessary. This engagement is focussed around introducing the project itself and identifying, as early as possible, any issues or concerns that may need to be addressed or escalated to the programme leadership team.

STAKEHOLDER & CUSTOMER MANAGEMENT PLAN

Regional Delivery Partnership

Consultation with key environmental stakeholders in relation to the environmental assessment will also take place during this time. This will entail three main strands of engagement:

Liaison with landowners to obtain permission to access their land for field surveys.

- Specialist engagement with key external organisations to obtain data to inform the design or environmental assessment (e.g. meeting with police services, local authorities, Environment Agency).
- Statutory Environmental Bodies (SEBs) consultation as part of the formal environmental assessment.

This early engagement with key stakeholders is also used to identify representatives or a single point of contact within specific stakeholder organisations and arrangements for continued engagement. The opportunity will be taken to assess if it is possible to access stakeholder communication networks to cascade information to staff, customer bases and members' networks on behalf of the project.

Stage Three (Between Design Fix/SGAR 3 and SGAR 5): Public Engagement

In addition to ongoing technical and key stakeholder engagement, following approval to construct the scheme, public engagement can begin. Public Information Exhibitions (PIEs) will be held during the design stage and also in advance of the start of works to update the local community and customers on how the project will be delivered, its benefits to the locality, and how it is intended to mitigate any impacts associated with construction. The number of PIEs, and their format / location, will be agreed with the Highways England Regional Communications Manager (HE RCM).

A series of communication materials, delivered across a mixture of communications channels, will be produced to deliver information about the project across large audiences and stakeholder groups. A standardised set of communications materials will be used as a base for this communication. These products will be produced and distributed in the build up to the project's PIE and other activities to promote the project at a local level, building knowledge of the project, reinforcing the benefits it will deliver, and disseminating the project's key messages.

The project web pages will also be used to provide an 'e PIE' alongside exhibitions, meetings, printed material, local advertisements/media relations and other activities as agreed at the time.

Following the PIEs, and where appropriate, a series of regular 'meet the team' / public events may be held to allow access to the project team, these may be held digitally if social distancing is required. At these meetings, specific subjects, concerns and progress updates can be delivered directly to interested parties.

A suite of standard communications materials KPB & Q&A documents have been developed as part of the toolkit to accompany this plan and will be used to support these activities. Standard products will be tailored to focus on the scheme and used to maintain interest and engagement across audiences that use both traditional and online products to source information.

Regular media opportunities, specifically around key milestones, will be proactively organised by the Press Office and the scheme's Communications Manager to create media interest and develop a positive media profile for the project.

It is also during this stage that the Statutory Instrument Consultation documents will be developed by the project team for consultation by HE legal in advance of SGAR 5.

Public enquiries received either through the HECCC process or the project inbox, will be responded to by the HE Project Team, and with support as required by the design team.

The Stakeholder Manager will support the development of the Communications Plan during stage three to ensure smooth handover and a best practice approach.

Stage Four: Construction

The Construction and Design Team will work with Highways England to develop and agree an Implementation Phased Communication Plan. The construction and design team should work with the integrated project team and Highways England's communications manager to identify the most effective channels and approaches to delivering communications during the project's construction stage. Once approval for construction has been secured, both Highways England and contractor communication channels will be utilised to deliver information about the project, and to establish how any potential adverse local project impacts can be mitigated.

The Implementation Phase Communications Plan should be completed to map out engagement activities alongside the approach to scheme delivery, including major milestones and closures. Following this, the plan will be developed on how the project will transition from construction into operation.

Any successful products and channels such as newsletters and project information working groups with local authority leads from transport, environment and communications, delivered in the development stage will be maintained and integrated into the delivery of communications activity during the implementation phase.

4. Continual Improvement

4.1. Measurement and Sharing Best Practice

Stakeholder and Customer engagement communication will be monitored through scheme progress meetings and is included in the Terms of Reference for these meetings. Issues will be escalated to the package progress meetings and project committees where they cannot be resolved by the project team. Package wide stakeholder communication will be monitored at the package progress meeting, with updates provided to project teams where necessary. A dashboard is established which will enable the following to be measured:

- Balanced scorecard performance requirements
- Galliford Try internal KPIs
- Other leading measures identified for the benefit of tracking performance and gaining insight and evaluation

Our experience of tracking performance is that leading (instead of lagging) measures provide an opportunity to influence an outcome before it occurs. In the context of safety this is the idea of monitoring near miss reporting to avoid an injury.

In the context of stakeholder and customer management this will include:

- Proactive stakeholder and customer communications
- Volume of stakeholder and customer enquiries

Where appropriate Highways England's market insight team will be engaged.

Success to stakeholder and customer management should be considered in the context of the framework objectives relating to Highways England Imperatives including customers, and Highways England Customer Service Strategy. Delivery Integration Partners are encouraged to provide a schedule of achievements in the format provided below which can be shared at Sustainable Improvement Hub / Centres of Excellence level.

Objective	Achievement	Action Taken	Improvement areas

4.2. Centres of Excellence

Collaboration is a key objective in the delivery of this framework contract and the execution of the various packages. It is imperative that stakeholder management achievements are shared with the remainder of the RDP network through the Sustainable Improvement Hub and the National and Regional Centres of Excellence. Volume 2 Framework Information document states that one of the main purposes of the National forum is *"to share knowledge, good practice/improvement opportunities across the RIP community and other Client programmes"*. Successful processes in the area of stakeholder management will be shared at these forums.

Sharing information in this regard will improve integration and uniformity across the framework and it will be in the best interests of Highways England and all RDPs that stakeholder management is standardised across all regions.

Identifying package-level risks on this subject will be vital in successful delivery of packages. DIPs should be encouraged to share any risks that are identified at package level, and any innovative approaches in terms of their management as it will promote good publicity for Highways England and all DIPs.

As part of the Centres of Excellence we propose for the following to be developed:

- Process for tracking and evaluating stakeholder and customer management across packages
- Production of a Virtual Wall to include the approach to internal comms with integrated communications, key event dates and message architecture.

STAKEHOLDER & CUSTOMER MANAGEMENT PLAN

Regional Delivery Partnership

- Training requirements and roll out for RDP community e.g. HECCC, HE correspondence, HE brand, freedom of information requests
- Approval process for communication materials, documentation and PCF products

4.3. [Commitments Action Plan](#)

A full schedule of Galliford Try's new commitments plan is being developed where future updates will be included. The Performance Lead is responsible for monitoring completion of the commitments on a monthly basis.

Owners for specific commitments related to the package management plan include:

Commitment Reference	Action Plan	Owner
12	P3M3 assessment to be undertaken during mobilisation and action plan developed.	PMO Manager
13	Roadmap to be developed on first scheme contract award.	Stakeholder Lead
16	Contribute good practice case studies to HE knowledge management toolkit.	Project Director
17	Customer satisfaction scores to be monitored at increased frequency to balanced scorecard to ensure reported scores exceed contract measures.	Project Manager
22	Maintenance group to be established following commencement of first scheme contract.	Project Manager
71	Customer experience workshops to be held following commencement of first scheme contract.	Project Manager & Stakeholder Lead
72	Internal & external surveys to be used to understand customer requirements on a scheme during non-statutory and statutory consultations.	Stakeholder Lead
77	Collaborative planning workshops to be held with other DIPs where there is a regional impact.	Project Manager
95	Regional meeting structure with other DIPs to be established to promote information exchange.	Stakeholder Lead

4.4. [Monitoring, review and update](#)

This Stakeholder Management Plan is intended to provide ongoing support in the identification and management of stakeholders at package level. The plan should be reviewed every six months by the following personnel:

- Highways England Programme Leader
- RDP Partnership Director
- RDP Project Director
- RDP Stakeholder Manager
- RDP Partnership Design Director

In reviewing and updating the Communications Plan in conjunction with this plan and across a package, the key strategic objectives of Highways England and the DIP Team should always be considered. As the package is delivered and the strategic objectives naturally evolve, this plan should be updated accordingly. Any amendments to the core content or procedures contained in this Plan should be fed back to the Highways England Programme Leader who will then share any updates with the Highways England Regional Communications Team, the other Programme Leaders and ultimately the other DIPs across the framework.

4.5. [Stakeholder and customer feedback](#)

We will make communications truly two-way, by actively encouraging stakeholders to provide feedback, informing them of how their feedback has influenced the package. We will seek feedback from all stakeholder groups to identify whether our stakeholder engagement has been effective and acceptable across the package, including whether stakeholders have bought-in to the beneficial future that our package will bring. Stakeholder feedback will be measured and acted upon, and then feedback given on those actions to the stakeholders, completing the communications loop.

4.6. [Process for identifying and handling objections](#)

Objections from stakeholders will be proactively monitored, through Highways England's CRM system and through proactive monitoring of press and social media. Where negative publicity is identified the Stakeholder Manager will:

- Inform those the objection relates to
- Identify the impact of the objection in terms of audience and impact on the project process (i.e. DCO)
- Make recommendations on how to resolve the objection, which could include:
 - No response
 - Direct response to the stakeholder
 - Public response

4.7. [Lessons Learnt](#)

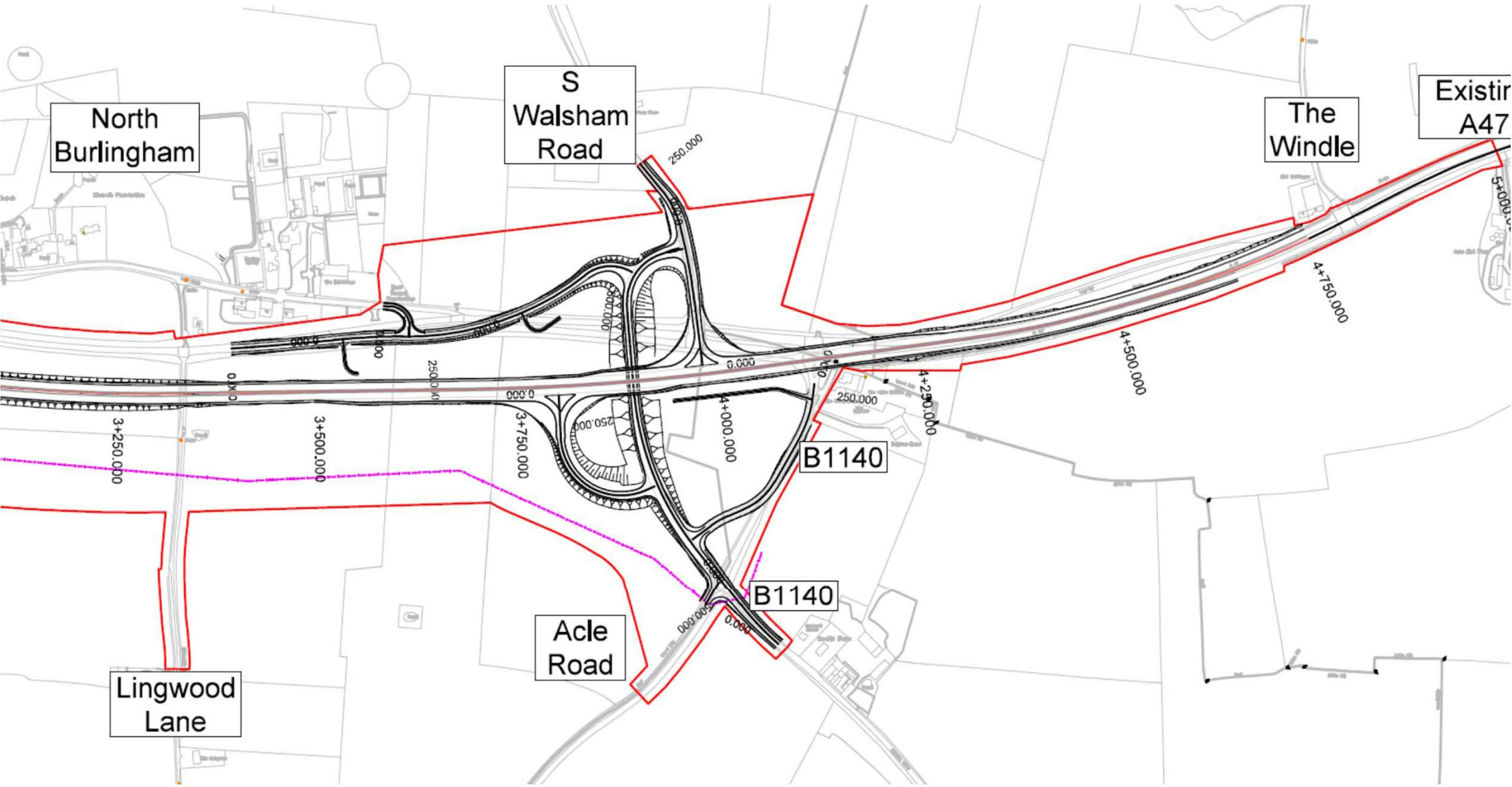
Where communication has worked very well or hasn't worked effectively, an analysis of the procedure followed will be carried out and best practice/ lessons learnt captured. These will be shared with the other DIPs at one of the Regional Centre of Excellence workshops and Communications RDP Working Group.

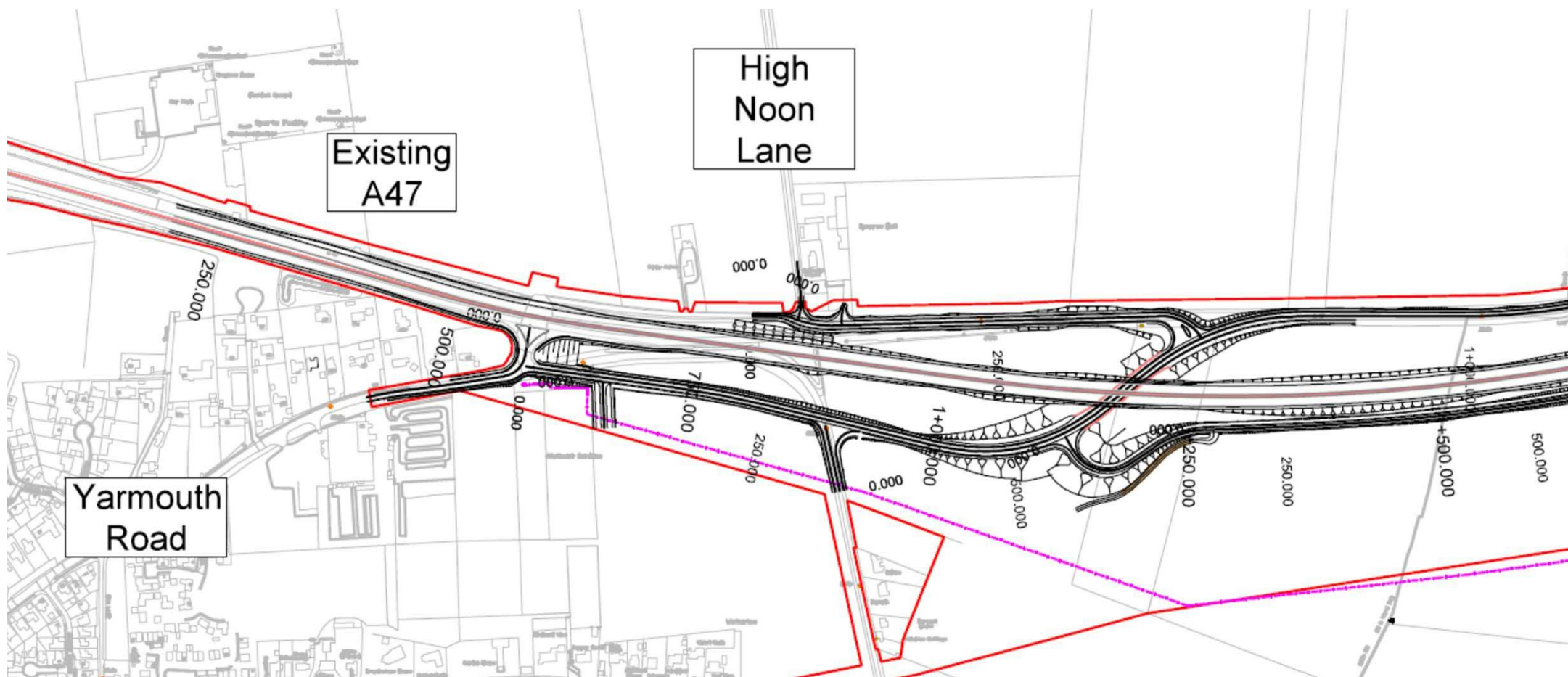
Appendix G

Preliminary Phasing

Preliminary Blofield Traffic
Management Phasing – To be
developed when more construction
details are developed.

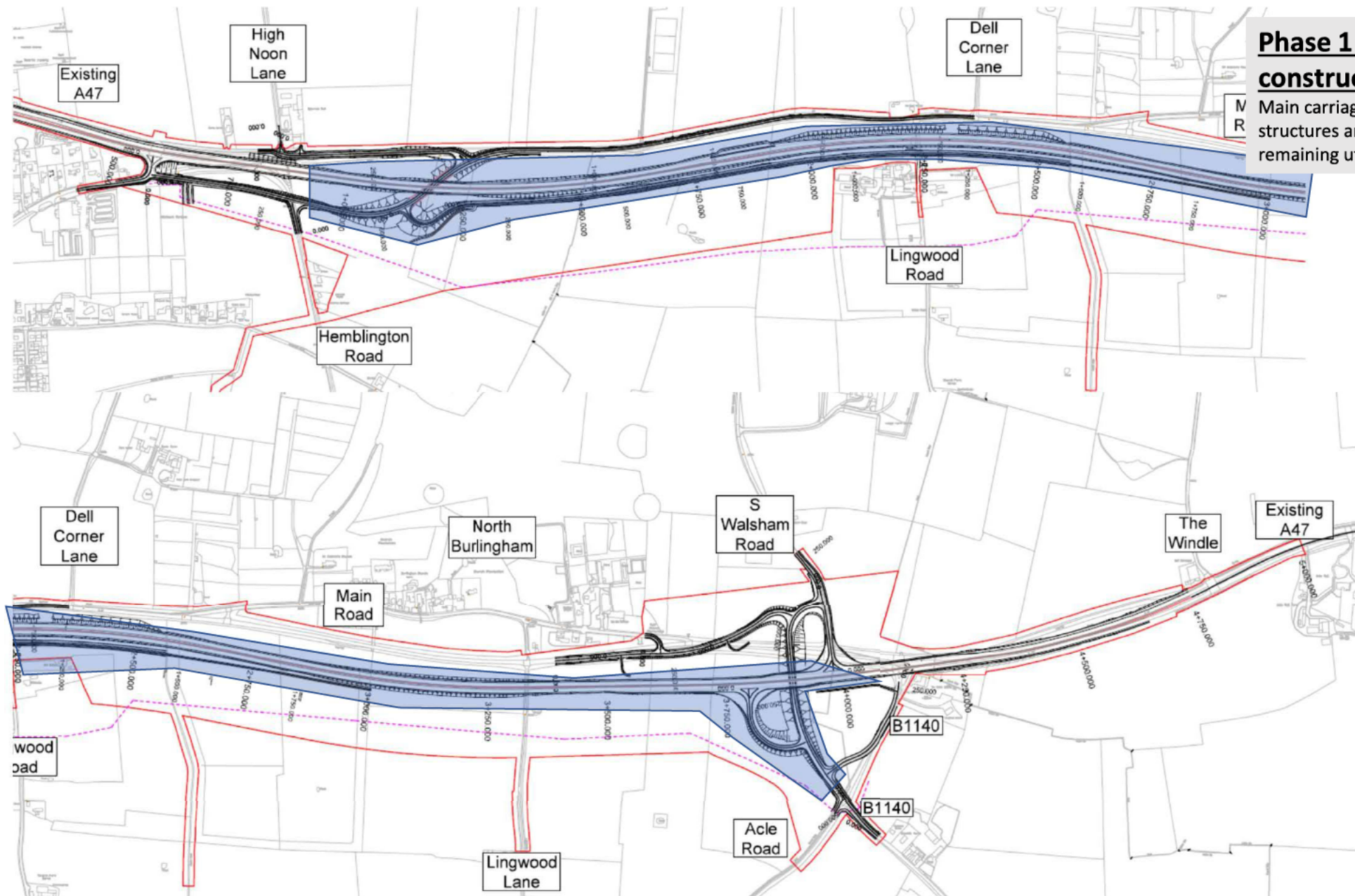
27.08.2020





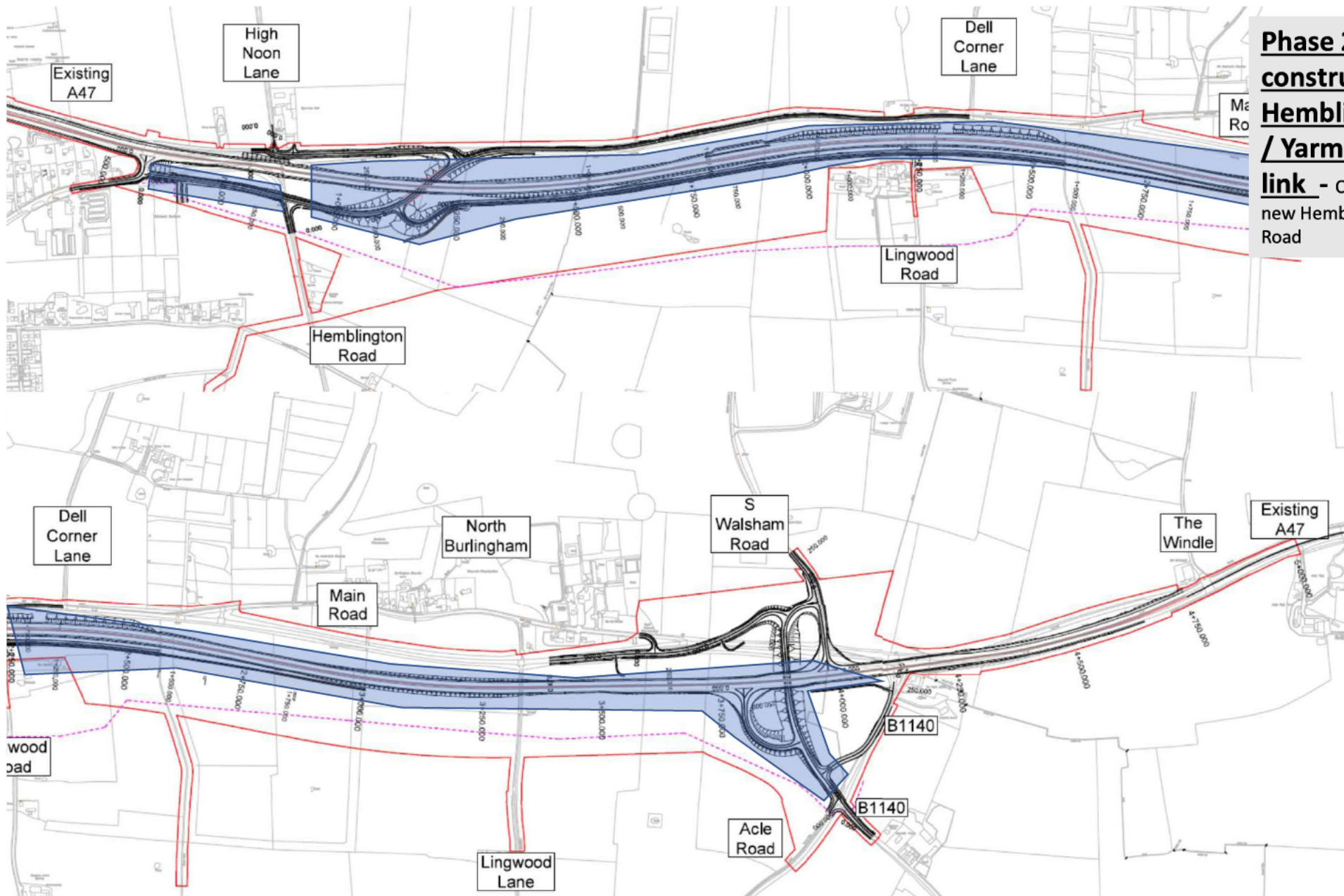
TM considerations

- 40mph or 30mph speed limit through works to reduce the risk to the workforce & travelling public and to help traffic merge points/contraflow cross over lengths
- Consider all junctions within works to become left in / left out during works construction to minimise accident risk and to keep traffic flowing (approx. 7.5 miles rbt to rbt). Signage, temporary TM
- Pedestrian, horse riders, cyclists – Other NMUs are to be considered
- Farm traffic, abnormal load route movements through the works
- Other works in the area – HE, Suffolk & Norfolk using A47 as a diversion route
- Side road tie ins and maintaining access to be considered on receipt of more detailed design
- Overarching strategy to retain near existing capacity, with minor decrease when only where the existing single carriageway is lengthened by a few hundred metres either end of the works when in small sections of contraflow.

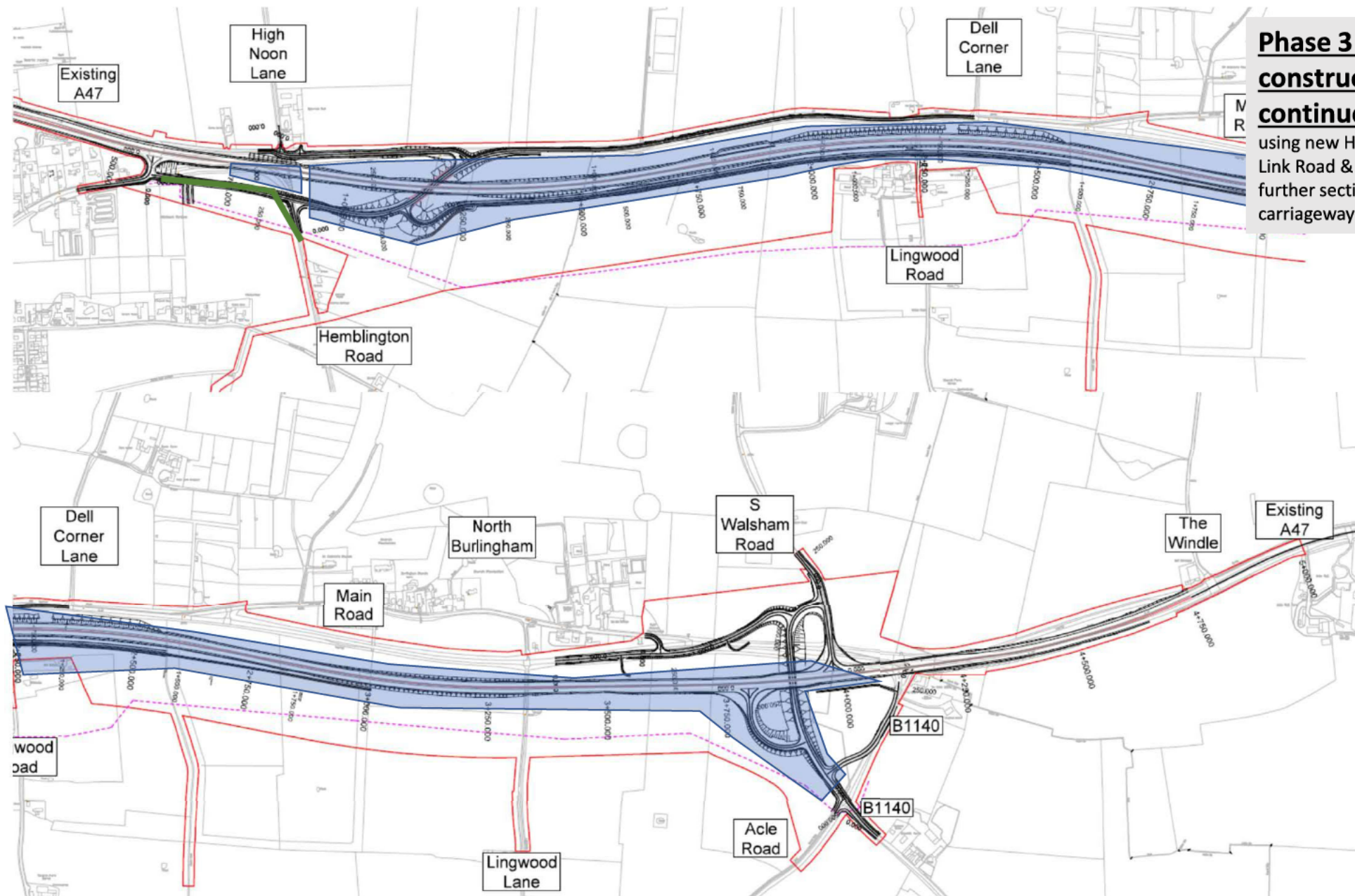


Phase 1 – offline construction –

M R Main carriageway, structures and any remaining utility works



**Phase 2 – offline
construction &
Hemblington Rd
/ Yarmouth Rd
link** - Construct the
new Hemblington Link
Road



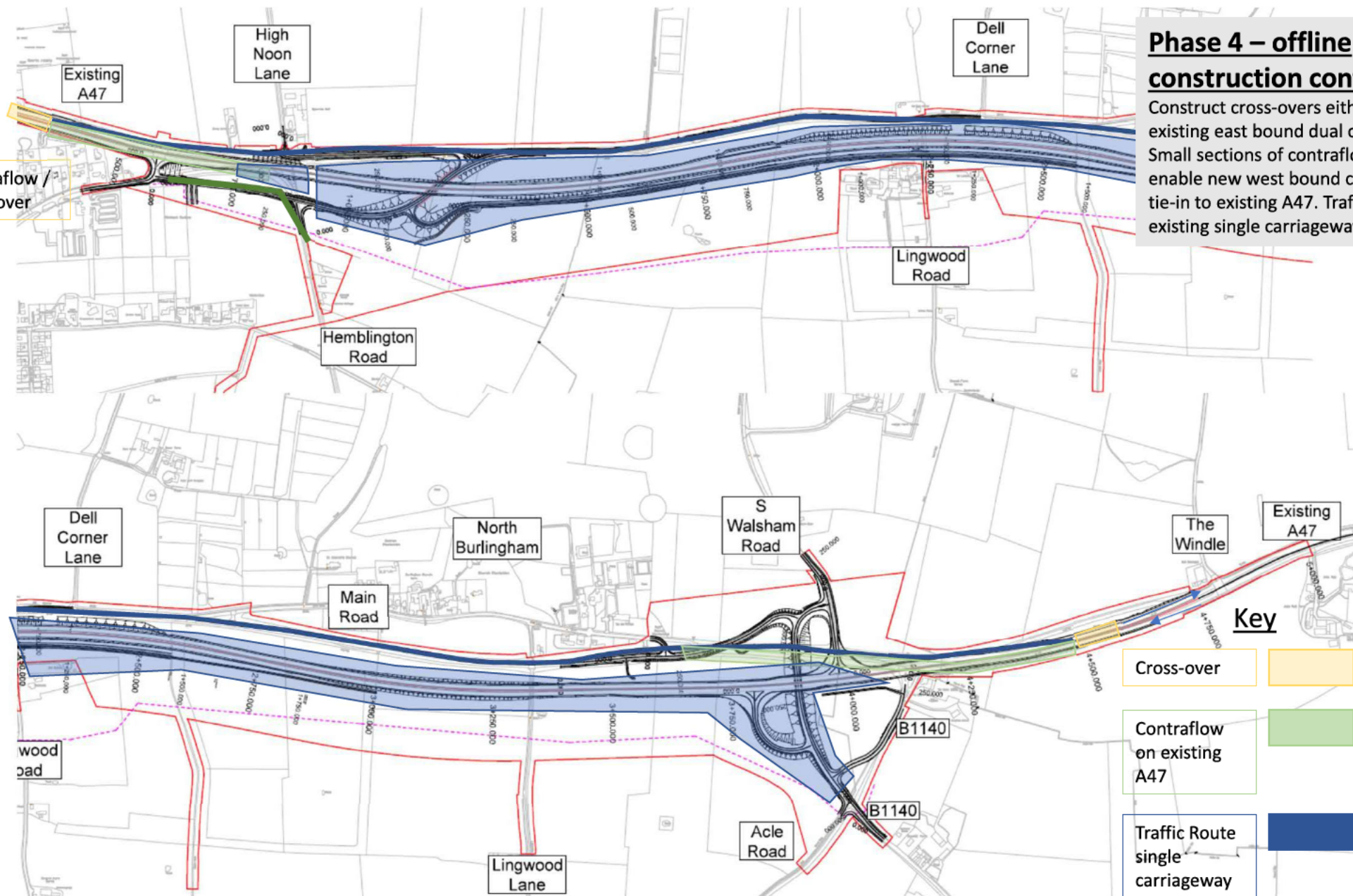
Phase 3 – offline construction

continues – Traffic using new Hemblington Link Road & construct further section of new carriageway

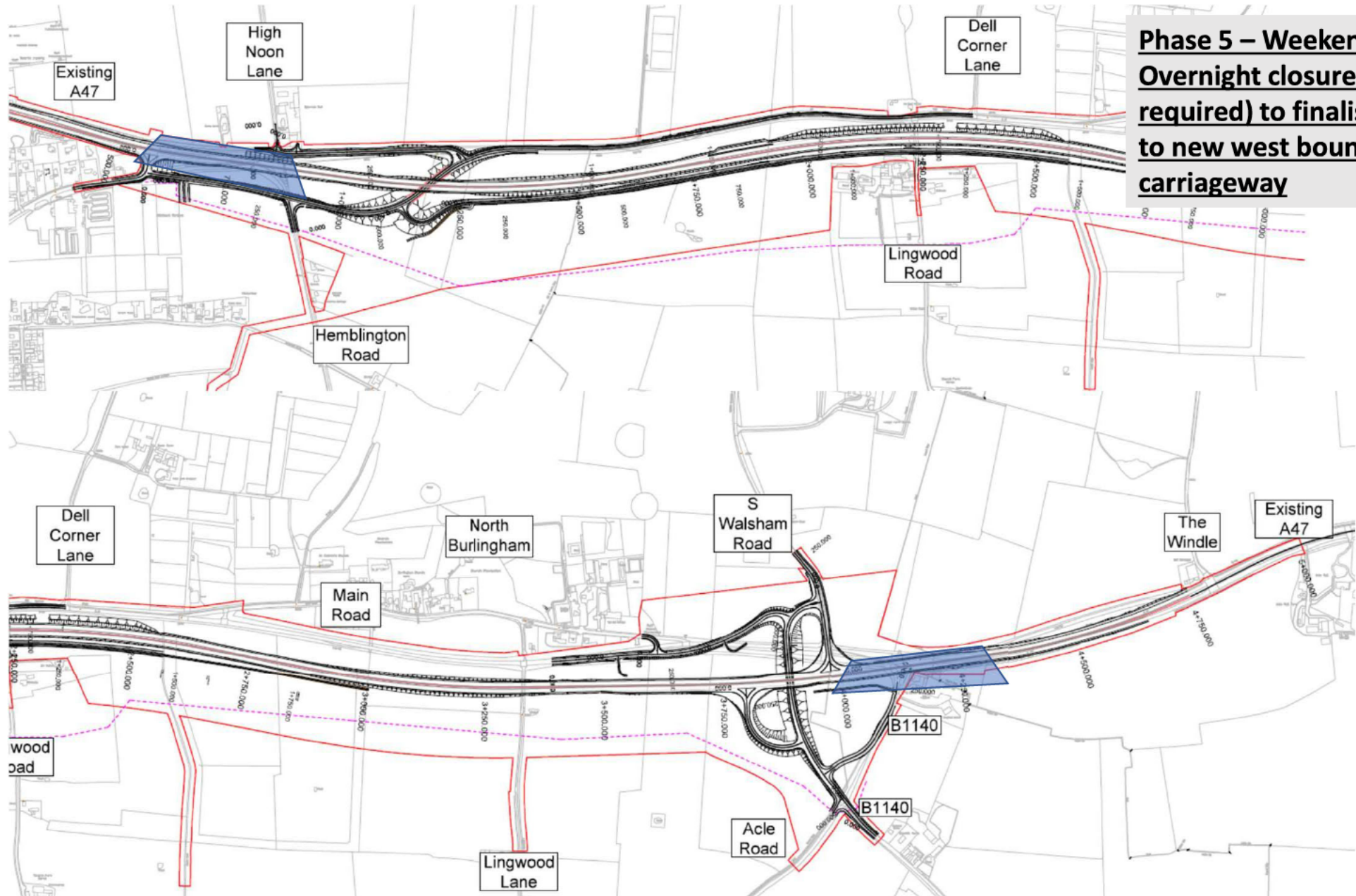
Phase 4 – offline construction continues –

Construct cross-overs either end of existing east bound dual carriageway. Small sections of contraflow used to enable new west bound carriageway to tie-in to existing A47. Traffic to remain on existing single carriageway.

Contraflow /
cross over



Phase 5 – Weekend / Overnight closures (as required) to finalise tie in to new west bound dual carriageway



車

Phase 6 – Traffic using new west bound carriageway as single carriageway Construct connecting roads over now disused A47, remainder of approach ramps & east bound carriageway tie ins completed

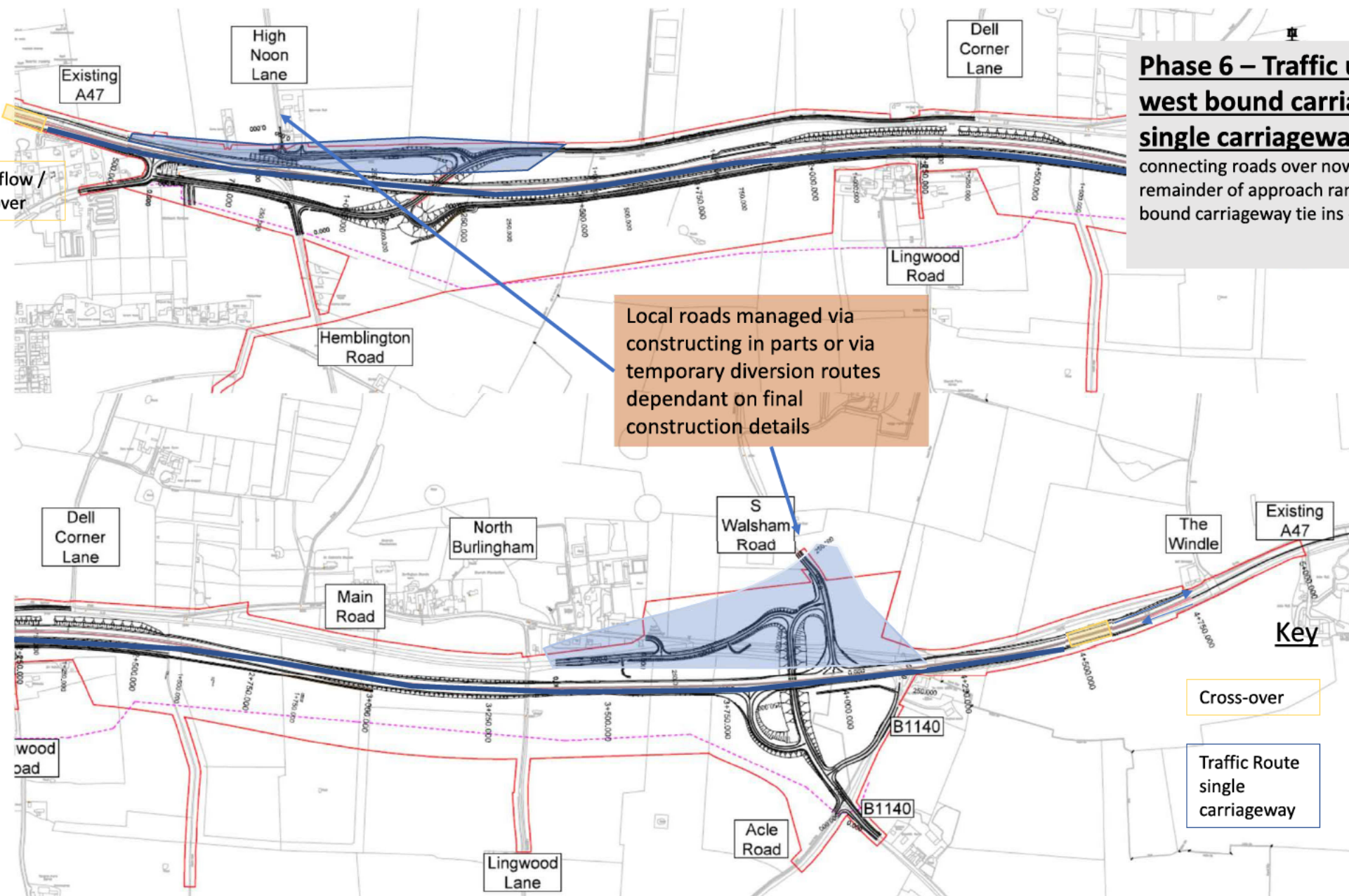
Contraflow / cross over

Local roads managed via constructing in parts or via temporary diversion routes dependant on final construction details

Key

Cross-over

Traffic Route single carriageway





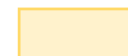
Phase 7 – Final tie ins and finishing works

Overnight closures used as required to tie in new East bound carriageway. Followed by Lane 1/Lane 1 running on new carriageways to enable removal of temporary cross overs and completion of VRS

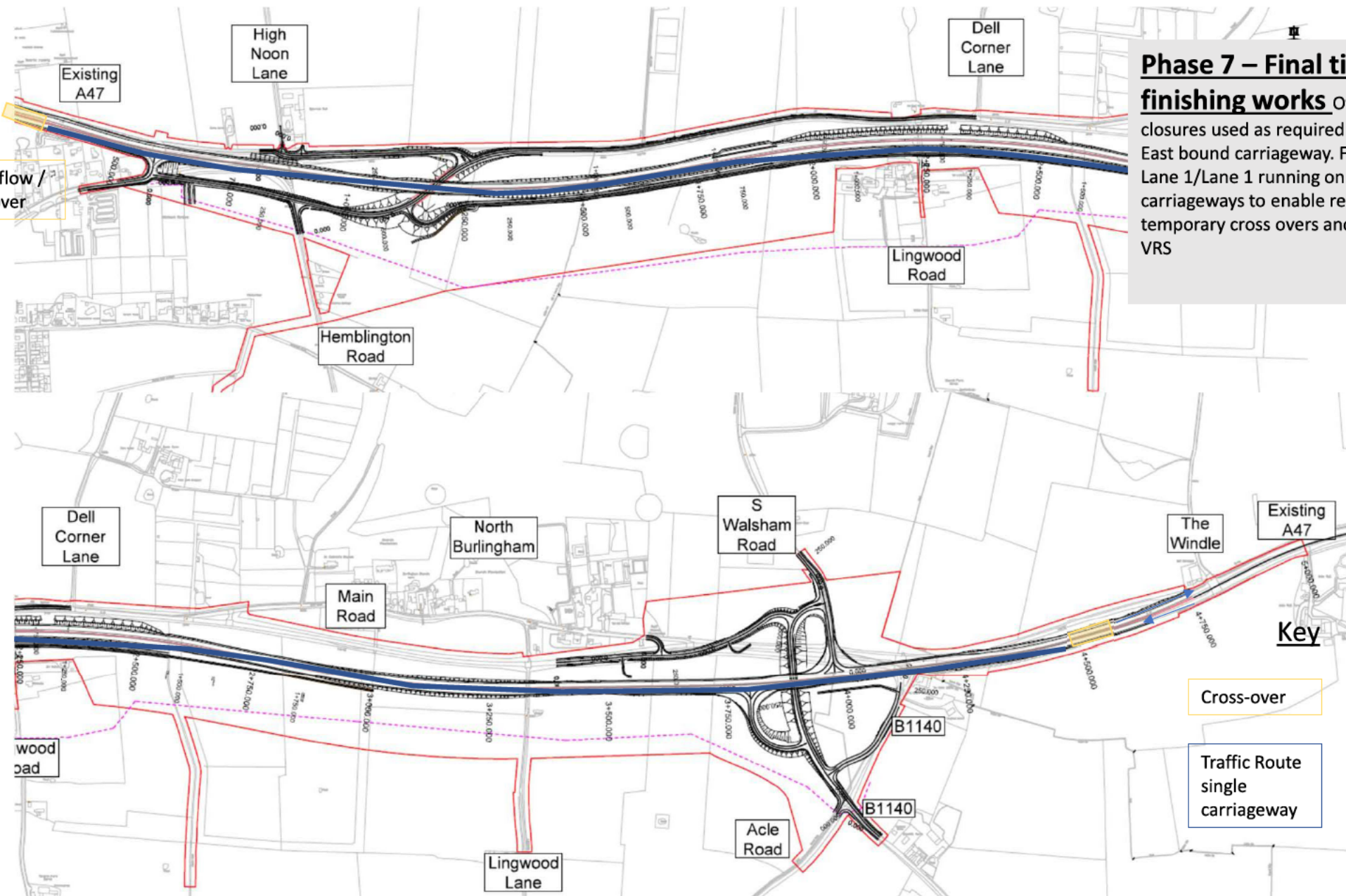
Key

Cross-over

Traffic Route
single
carriageway



Contraflow /
cross over



Works access (left in / left out) from existing A47

Satellite compound – access via A47 works access

Works access (left in / left out) from existing A47

Main site compound – access via Lingwood Lane

Works access (left in / left out) from existing A47

Satellite compounds – access via B1140 / S.Walsham Rd/A47 junction

Site Compound / Works Access Plan

Additional works accesses to be considered as design details progress. Other smaller worksite welfare & compound areas will be used as required.

Key

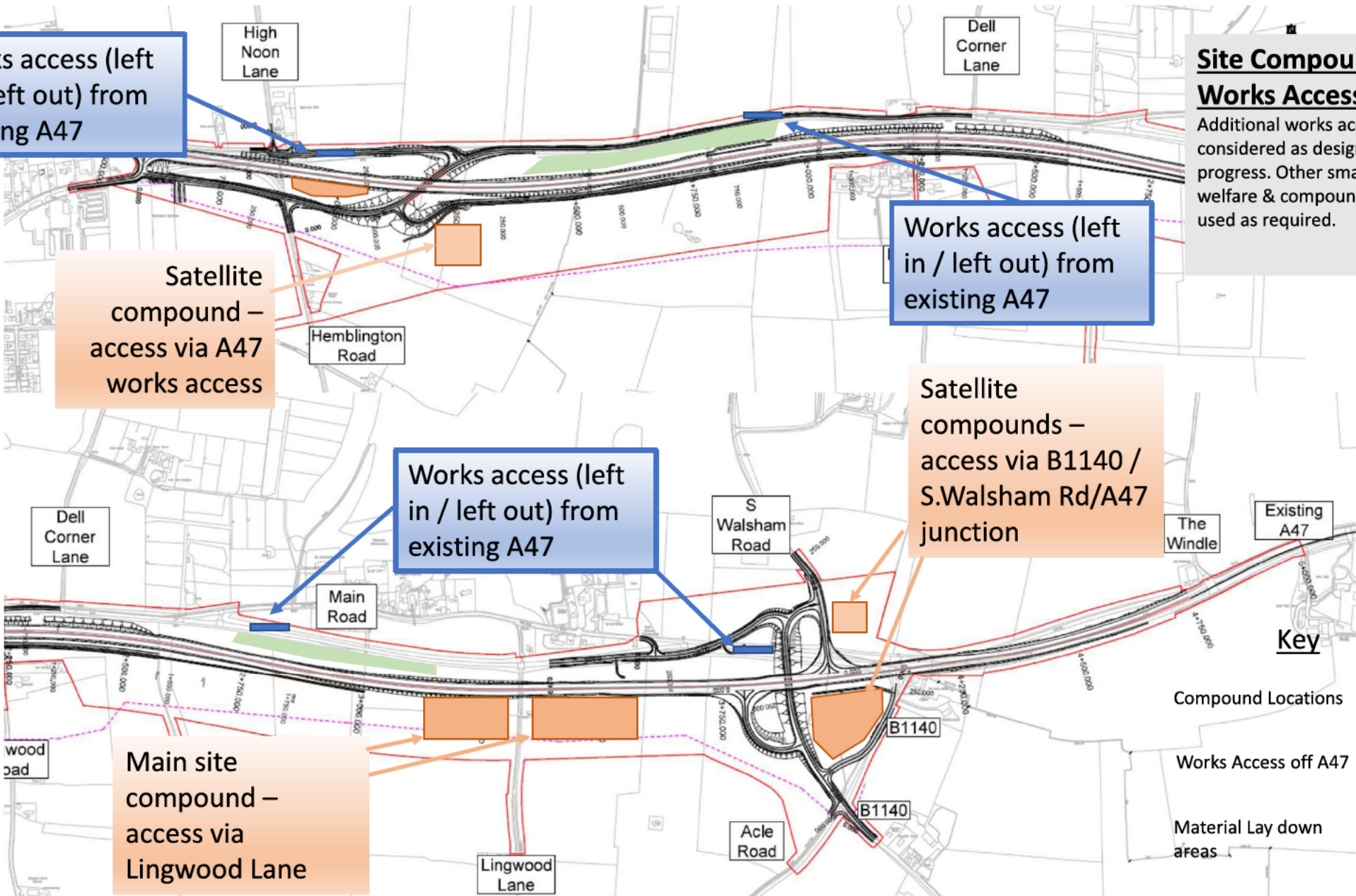
Compound Locations



Works Access off A47



Material Lay down areas



Appendix H Construction Traffic Routes and Methodology

Considerations for Managing Construction and Delivery Traffic during Construction

1. All construction and delivery vehicles to access the site from the A47, adopting a left turn in/left turn out policy into established access points leading to the laydown areas.
2. All traffic approaching from the west will be required to make U-turn at Acle roundabout and approach from the east, to ensure left in/left out.
3. Suppliers of excessively large or long deliveries will be required to consider approaching the scheme from Great Yarmouth, avoiding the need for a U-turn at Acle roundabout.
4. New main alignment of A47 to be used as haul roads for construction traffic, site engineers, inspection staff etc so as to avoid local roads and excessive use of A47.
5. Access points to laydown areas to be clearly signed/numbered/named for easy identification on approaches from A47.
6. All supply chain providers to be provided with map/diagram of site layout and access points, and to ensure their delivery drivers are made aware.
7. Number/name of specific access point or site compound, where particular deliveries are required, to be included in delivery instructions from site team and issued to supply chain when ordering materials.
8. Waterlow, Lingwood Road to be closed to construction traffic from the site, and to through traffic from the south. Resident only access from the south.
9. Lingwood Lane to be closed to through traffic south of the scheme. No construction traffic nor delivery vehicles permitted through the closure in either direction. Main site compound accessed via Lingwood Lane from the A47. Resident only access from the south.