



Communications Plan

St Austell to A30 Link Road

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1.0 Introduction

The aim of this plan is to provide a communication direction for the St. Austell Link Road project team and the contractor to ensure a steady flow of accurate and timely information, engage stakeholders in the planning and design stages, and to reduce incorrect information from other sources.

This is a living document that will be subject to evaluation, review and enhancement to ensure it meets objectives in a changing environment.

This Plan to be read in conjunction with the Project Execution Plan which defines what the project is, and how it is to be delivered, managed and how success shall be measured.

2.0 Project Background

St Austell is Cornwall's only large town not served by an adequate route from the A30. The new road will bring opportunities to the area including improving economic growth by upgrading links between St Austell, the A30 and Newquay along with making it easier to get to Cornwall's growing employment sites.

The £84.46m, 3.9 mile project is funded by both Cornwall Council and the government and will join the recently completed A391 improvement at Carludon with the old A30 at Victoria.

In May 2016 a public exhibition was held which presented two route options, one near Roche and the other near Bugle; following this and further assessment, the Roche option was selected as the preferred route on cost based on deliverability, impact on the environment and lowest engineering risk.

In March 2017, Cornwall Council's Cabinet approved the preferred route, formally safeguarding this against future development.

In addition to the main route, complementary traffic management measures are being assessed for Bugle, Roche, Carthew and Stenalees. These may include HGV restrictions, widening footways and traffic calming to prevent through traffic and enhance the village centres.

The Council has been and will continue to work collaboratively with a range of stakeholders throughout the lifetime of the project. The key stakeholders on this project are the Local Members, Town and Parish Councils, land owners, local residents and businesses, cycle, walking and equestrian groups and The Eden Project.

Planning Permission has been granted in April 2019 and a successful tendering process has concluded in October 2019 with the appointment of Alun Griffiths as the Principal Contractor. The next steps in the project are to submit the Compulsory Purchase Orders and Side Road Orders then the Final Business Case

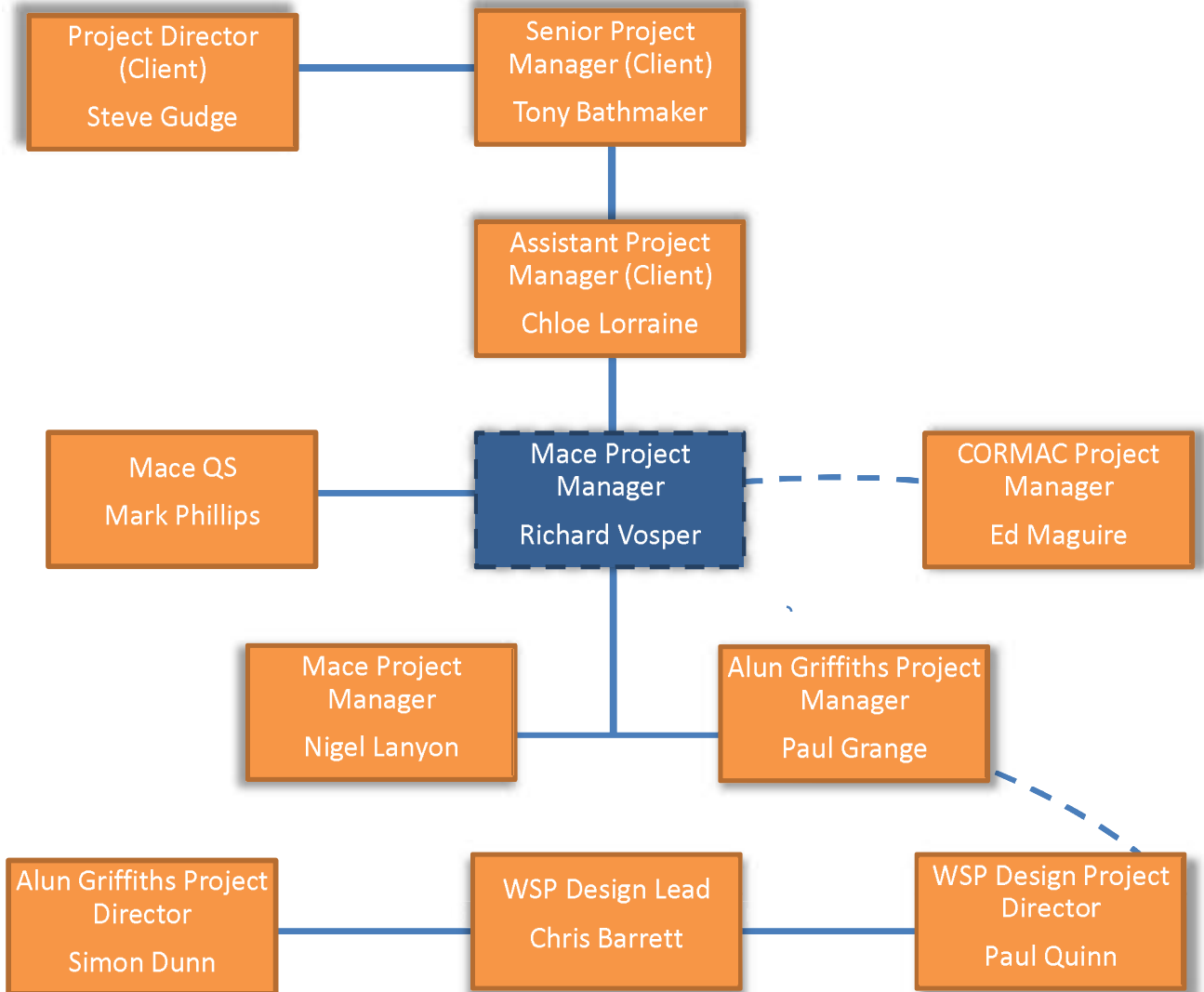
Public consultation on the wider complementary measures is ongoing.

3.0 Objectives

The project communication plan's objectives are:

- Encourage a shared vision and commitment to the project among Key Stakeholders;
- Ensure all Key Stakeholders are well informed on the scope, impacts and benefits of the project;
- Ensure ongoing and positive cooperation between the project team as well as Key Stakeholders, Local Authorities and industry representatives;
- Provide accurate and regular information to relevant parties throughout the planning, design and construction processes;
- Contribute to the mitigation of risks from a communications standpoint;
- Maintain open and fluid communication channels throughout the project lifecycle.

4.0 Contractual Communication Flowchart



5.0 Roles and Responsibilities

ROLE	ORG.	FUNCTIONS	MAIN CONTACT
Investor	TIPB	Lead the financial strategy; Approve the business case and delivery strategy; Agree the value outcome with the owner through the BC; Respond to external environment/risks.	Steve Gudge
Owner	Cornwall Council	Lead the project; Clearly articulate the voice of the Investor; Define the outcomes and constraints; Approve the business case and delivery strategy; Work collaboratively with the whole delivery team; Be responsible for business continuity; Manage functional specifications; Manage internal and external stakeholders.	Tony Bathmaker Chloe Lorraine Steve Gudge
Integrator	Mace	Main conduit for communication between the Investor and the Project Team; Understand the value defined by the investors and the owners and the outcomes required from the programme; Integrate services, engineering, supply and delivery; Provide the management capability and system to enable the enterprise to operate as integrated organisation; Drive productivity; Promote innovation; Build high performing teams; Manage performance of advisors and suppliers.	Richard Vosper Nigel Lanyon Mark Phillips
Key Supplier	Alun Griffiths	Manage the integration of the outline design into detailed design and then use their experience to deliver a quality product in the field.	Simon Dunn
Key Advisor	Cormac	Deploy specialist skills and expertise; Define the performance of its products; Understand where their products add value; Supply accurate performance information; Implement transparent quality processes.	Ed Maguire

DO'S AND DON'TS

- Communications to be decided on a "need to know" basis.
- All communications will be headed: "St Austell to A30 Link Road".
- Under no circumstances are members of the project delivery team to have any communication, formal or informal with any parties outside the communication boundaries.

6.0 TYPES OF COMMUNICATION

Internal Communication

CEMAR/SharePoint	<p>Cemar will be used to convey the “outcomes” of information streams via General Communications (GC’s). These should be used for transfer of documents, programmes, reports etc. in addition pertinent emails can be attached if required.</p> <p>The following documents are to be issued via CEMAR</p> <ul style="list-style-type: none"> - All design documents - Reports - Programme - Risk Register - Any Project Control Documents - Finance documents - EW/CE/CC <p>Large files should be shared via SharePoint.</p>
Written Communication Electronic Communication	<p>All letters/emails to be dated and to indicate project reference and addressee</p> <p>Copies of all correspondence confirming actions or conveying vital information on the project must be sent to both Mace and Capital Projects Team (CPT) Project Management.</p>
Verbal Communication	<p>Any verbal communication which instructs action or conveys vital information on the project must be confirmed in writing as soon as is practical</p>

External Communications

Website	To be updated by project Director as and when new or relevant information becomes available
Newsletters	Any newsletters issued by any member of the team need to be processed through the CC press office and project Director
Emails	No emails to external bodies and interested third parties are to be sent without approval of CC project director.
Verbal Comms	Anyone approached outside of a public engagement session must be polite and refer them to a member of the press office or client team
Press / Journalists	All communication with the press will in the first instance be passed via the Client and agreed in consultation with the CPT Project Manager and Cornwall Council Comms team.

7.0 Key Stakeholders

Project Board	The Transport Infrastructure Project Board (TIPB) directs the project and is ultimately responsible for assuring that the project remains on course to deliver the desired outcome of the required quality to meet the Final Business Case defined in the Project Brief.
Steering group	<p>The Steering Group brings together the key roles, processes and management structures to deliver the project's desired outcomes.</p> <ul style="list-style-type: none"> • To ensure that all issues are recognised and managed to maximise success • To ensure that risks are identified, monitored and controlled in a way acceptable to management • To ensure that all stakeholders are informed and involved and that their interests are appropriately considered

8.0 Project Reporting

Monthly Project Report	Mace PM	Monthly
Strategic Programme	Mace PM	Monthly
Contractors Progress Report	Alun Griffiths PM	Monthly
Contract Programme	Alun Griffiths PM	Monthly

9.0 Meetings

	Chair	Minutes	Attendants	Frequency
Design Team Meetings	Project Controls	WSP	CPT, WSP, AG, CC, Project Controls	every two weeks
Steering Group Meetings	Project Controls	Project Controls	Project Partners, Client, Project Controls, Stakeholders Groups (where necessary) and CPT PM	Monthly (a week before each board meeting)
Construction Team meetings:	Main Contractor	Project Controls	AG, WSP, Project Controls and CPT PM	Monthly
Project Board Meetings (TIPB)	Cornwall Council	Cornwall Council	Client, Project Controls and CPT PM	Monthly
Risk Meetings	Project Controls	Project Controls	Client, Project Controls and CPT PM, AG, WSP	Monthly (a week before each board meeting)
Value Management	Project Controls	Project Controls	Client, Project Controls and CPT PM, AG, WSP	Twice

DO'S AND DON'TS

- An agenda will be distributed a minimum of 2 days in advance of any meeting.
- Minutes and notes will be issued for comment within 2 days of meetings in the appropriate format.