



Appendix 11

Communication Management Strategy

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Revision History

Date of next revision:

Revision Date	Previous Revision Date	Summary of Changes	Changes Marked
25/11/2014		Hyperlinks to documents inserted and stakeholders updated.	

Approvals

This document requires the following approvals. A signed copy should be placed in the project files.

Name	Signature	Title	Date of Issue	Version
[REDACTED]		Project Executive		

Distribution

This document has been distributed to:

Name	Title	Date of Issue	Version
[REDACTED]	CBMDC Project Manager		
[REDACTED]	WYCA Project Manager		

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Overview

Purpose A Communication Management Strategy contains a description of the means and frequency of external to the project. It facilitates engagement with stakeholders through the establishment of a

Contents *The Communication Management Strategy should cover the following topics.*

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Advice *The Communication Management Strategy is derived from the: Corporate communications policies (e.g. rules for disclosure for publicly listed companies); The programme’s information management strategy; management team structure, the Risk Management Strategy, Quality Management Strategy and Configuration Management Strategy); Facilitated workshops/informal discussions with stakeholders; and Stakeholder analysis.*

A Communication Management Strategy can take a number of formats, including: Stand-alone product or a section in the Project Initiation Documentation; Document, spreadsheet or mindmap; Entry in a project management tool.

The following quality criteria should be observed:

All stakeholders have been identified requirements

There is agreement from all stakeholders communication

A common standard for communication has been considered

The time, effort and resources required to carry out the identified communications have been allowed for in Stage Plans

The formality and frequency of communication is reasonable for the project’s importance and complexity

For projects that are part of a programme, structure between the project and programme, have been made clear in the Communication Management Strategy

The Communication Management Strategy incorporates corporate communications facilities where appropriate (e.g. using the

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Introduction

The Communication Management Strategy will focus on the communication between CBMDC, WYCA, delivery partners and both internal and external stakeholders. The strategy will be updated as required to reflect distinct project delivery stages. For example, as the project progress to detailed design or construction the external stakeholders may extend beyond those identified at feasibility stage.

This document outlines the approach for a good communication management strategy for the project teams to adopt to ensure successful delivery of the project. The methods incorporated into this document are to support the project team and give guidance.

The objectives of the Communication Management Strategy are to:

- Define all parties with an interest in the project and set out the means and frequency of communication between them and the project team.
- Ensure Stakeholder support.
- Provide evidence of consultation,
- Improve scheme design and implementation.
- Increase awareness

The CBMDC Project Manager will be responsible for implementing the Communication Management Strategy with assistance from the WYCA project Team where required.

Communications Procedure

The Communication Management Strategy, which the project teams will develop and manage, will progress as follows:

- Identification of key stakeholders, interfaces and potential issues,
- Agreement with CBMDC/WYCA key stakeholders as to the content and frequency of meetings,
- Development of an external communication schedule incorporating various communication tools (e.g. notices, planning and consultations) to meet the various needs of the stakeholders.
- Review at each boundary stage and update where necessary.

Tools and Techniques

The project will rely heavily on meetings as the main form of internal communications; a series of scheduled progress meetings will be drawn up to take place two weeks after each CBMDC Programme Board meeting. This will ensure regular fortnightly contact between the teams at CBMDC and WYCA.

Additional telephone advice, email correspondence and ad hoc meetings will take place as and when required.

This schedule will feed into the governance procedures for both WYCA and CBMDC which are detailed in Figure 1 and Table 1.

Fig 1: Project Management Team Structure

West Yorkshire Combined Authority Business Improvement Team

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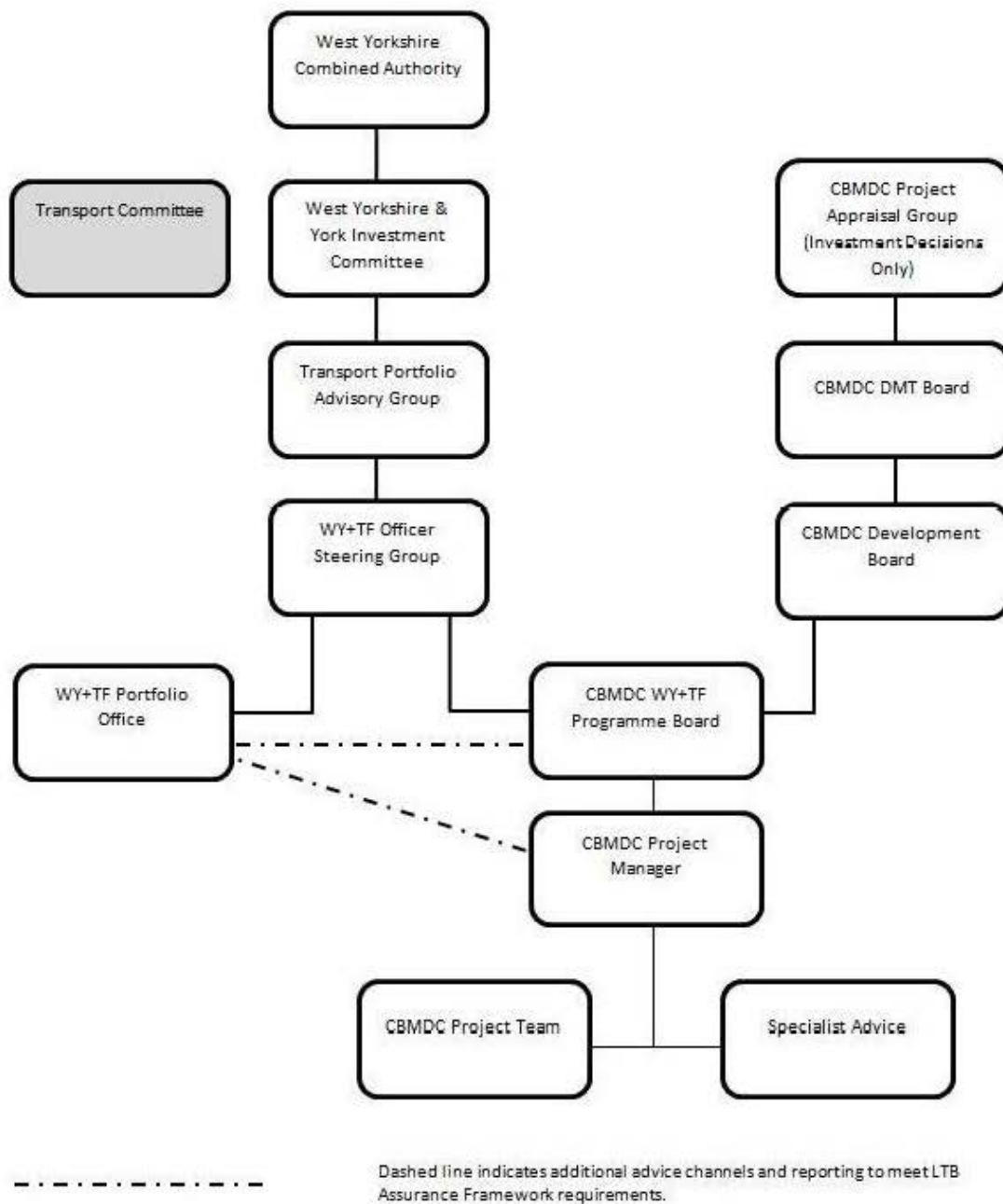


Table 1: Internal Stakeholder Meeting Schedule

West Yorkshire Combined Authority Business Improvement Team

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Required Meeting	Frequency	Stakeholders	Lead
Joint CBMDC & WYCA Progress Meeting	Monthly initially but subject to review (organised to sit 2 weeks after Programme Board to ensure fortnightly meetings). NB frequency likely to increase as project progresses.	CBMDC - [redacted] plus relevant members of the project team where appropriate. WYCA - [redacted]	WYCA
WY+TF Programme Board	Monthly	CBMDC - [redacted] Senior User, Senior Supplier, [redacted] Team where required. WYCA - [redacted]	CBMDC
WY+TF Officers Steering Group	Monthly	CBMDC – [redacted] WYCA – [redacted] Plus officers from all district partners.	WYCA
WY+TF Transport Portfolio Advisory Group	Ad hoc advice, Exceptions, Gateway Review	CBMDC members - [redacted] from all district partners CBMDC Officers in attendance - [redacted] WYCA Officers in attendance – [redacted]	WYCA
Investment Committee	Ad hoc – Endorsement of Exceptions, Gateway Review	CBMDC Members - [redacted] plus members from all District Partners.	WYCA
Transport Committee	Information only at this stage	CBMDC Members - [redacted] [redacted] [redacted] Members from all district partners.	WYCA
West Yorkshire Combined Authority	Ad hoc – Approval of Exceptions and Gateway Reviews	CBMDC Members – [redacted] [redacted] [redacted]	WYCA
CBMDC Development Board	Ad hoc - Co-ordination oversight	[redacted]	CBMDC

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	for strategic development, review delivery progress, facilitate planning approvals, legal agreements, land acquisition and ensure compliance with development policies.		
CBMDC DMT Board	Ad hoc - Input to decisions on strategic issues in relation to scheme delivery and interface with stakeholders and business interests.		CBMDC
CBMDC Project Appraisal Group (PAG)	Ad hoc – CBMDC Capital Investment Decisions, financial management of CBMDC.		CBMDC
Other meetings eg Land Assembly	Ad hoc		CBMDC
Other meetings eg Planning, Legal	Ad hoc		Joint as required

There are a range of external stakeholders and timely communication with these parties is essential. An external communication schedule is detailed in Table 2 below.

Table 2: External Communication Plan – subject to modification as the project progresses to suit the varying stages of scheme delivery.

Stakeholder	Background Information	Type of Communication
Users of the Leisure Centre and Victoria Park	Access to the leisure centre Possible loss of land/stone wall from park	Public notices, newspaper notices, construction information boards.
Other CBMDC Departments with responsibility for the Leisure Centre and Victoria Park	Land assembly, perceived disruption?	Meetings, telephone, email, legal agreements as appropriate.
Public Consultation: Local Residents	Perceived disruption, loss of parking, general appetite for scheme etc.	Letter drop, site notices, newspaper notices,

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Local Businesses	Land assembly, perceived disruption, perceived loss of trade, alterations to TROs etc.	Variable message signs, construction information boards.
Users of the junction	Journey times during construction and upon completion of scheme, changes to bus times, changes to bus stop locations, changes to pedestrian and cycle facilities.	
Emergency Services: Fire Ambulance Police	Consult on alterations to junction layout and make aware of diversionary routes during the construction period. Access to Ambulance station.	letter/email
Land owners	Extent of land acquisition / negotiations / CPO procedure.	letter/email/telephone/ meetings as appropriate
Network Rail	Asset protection – new/amended road over rail bridge.	Letter/email/telephone/ meetings as appropriate plus contractual obligations
Allotment Association and Tenants	Extent of land assembly, access implications and consultation	
Bus Operators .e.g. First Bus Yorkshire Tiger TLC Transdev – Keighley & District	Relocation of stops, disruption to journeys, diversion of routes during construction.	Letter/email
Statutory Undertakers: Gas Water Electricity BT Cable TV etc	Diversion of affected apparatus, co-ordination with other streetworks in the vicinity, S58 NRSWA notices	Letter/email
Keighley Town Council	Consultation	Letter/email/telephone and meetings as appropriate
NYCC – Craven District Council	Cross boundary impacts	Letter/email/telephone and meetings as appropriate
Elected Members	Consultation	Letter/email/telephone/ meetings as appropriate
Keighley Cougars Rugby Club	Consultation	Letter/email/telephone/ meetings as appropriate

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Keighley Cricket Club	Consultation	Letter/email/telephone/ meetings as appropriate
Plus any others to be identified.		As required

Records

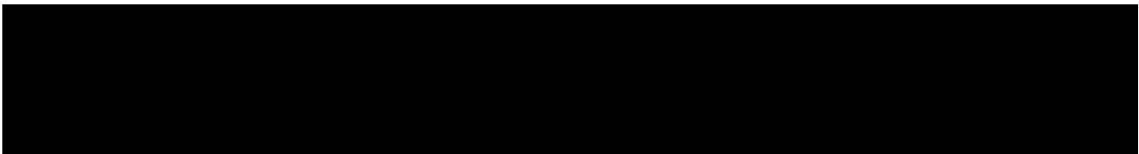
Email correspondence will be stored at:



Progress Meeting Minutes can be found at:



Any communication issues will be recorded on the Daily Log in the first instance and escalated to the Risks, Issues and Lessons Learned log where necessary:



Dashboard Highlight Reports submitted to WYCA will be stored at:



A shared, secure, document storage area (Accellion) is being investigated by WYCA which would enable the approved/most recent draft of the documents to be stored securely with access for all of the project team. This strategy will be updated to reflect any shared storage area progress or procedures as they are implemented.

Reporting

Both CBMDC and WYCA require monthly reporting on project progress through the completion of a Highlight report. The Project Manager will complete both reports but there is to be an alignment of deadlines to minimise duplication.

WYCA Highlight Report - includes information on project progress, key risks, 12 month look ahead, key milestones such as Gateway Reviews and financial forecasting.

CBMDC Highlight Report – includes information on CBMDC’s Seven Keys, key risks, spending profiles and progress of work packages.

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Significant risks and key milestones such as Gateway Review dates and start of construction dates will be monitored via Covalent at WYCA.

The management of communication activities will be a continuous process which is regularly reviewed. The information required to ensure reporting is accurate and timely is summarised below:

Table 3: Information Required and Provider

Organisation/Role	Information Required	Information Provider
CBMDC WY+TF Programme Board	Costs, risks, timescales via Highlight report	WYCA & CBMDC Project Managers plus external consultant/s to feed in where required
WYCA Project Manager	Costs, progress updates, risks	CBMDC Project Manager
WYCA Portfolio Manager	Costs, risks, timescales for WYCA Portfolio dashboard via highlight report.	WYCA & CBMDC Project Managers
Investment Committee	Costs, risks, timescales for Gateway reviews.	WYCA & CBMDC Project Managers
Combined Authority	Costs, risks, timescales for Gateway approval.	WYCA & CBMDC Project Managers
CBMDC Development Board	Progress updates, key risks, costs, current issues	CBMDC Project Manager plus WYCA Portfolio Office to feed in where required
CBMDC DMT Board	Costs, key risks, timescales, stakeholder and business interfaces	██ Manager and WYCA Portfolio Office to feed in where required
CBMDC Project Appraisal Group (PAG)	Costs, key risks, timescales, stakeholder and business interfaces	██ Portfolio Office to feed in where required

Roles and Responsibilities

Table 4: Roles and responsibilities

Role in Project	Responsibility
CBMDC Programme Board	Accountable for all aspects and approach to Communication Management

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CBMDC Project Manager	Co-ordination of Programme Board meetings and Highlights reports Ensure all communication meets CBMDC's standards and guidelines Ensure the Programme Board are kept informed of all issues and scheme progress. Ensure implementation of the communication strategy throughout the project team
WYCA Project Manager [REDACTED] Project Assistant [REDACTED]	Scheduling of meetings, recording and circulating of key actions and minutes. Reporting progress to Portfolio Office Working with district partners to ensure all communication strategies are implemented

Stakeholder Analysis

Interested Party ¹	Interfaces and background information	Contact name(s) & email addresses	Telephone Number	Postal Address
CBMDC				
Major Highways	Day to day Project Management & Scheme Development Scheme Design	[REDACTED]		City of Bradford Metropolitan District Council Jacobs Well Nelson Street Bradford BD1 5RW
UTC	Signal Design	[REDACTED]	[REDACTED]	
Transport Planning	Modelling and Appraisal	[REDACTED]		
Estate Surveyors	Land Assembly	[REDACTED]	[REDACTED]	
WY+TF Programme Board	Decisions on scheme development, oversee and accountable for business case, control of resources, costs and risks.	[REDACTED]	[REDACTED]	
Ward members				
WYCA				

¹ This may include accounts staff, user forum, internal audit, corporate or programme quality assurance, competitors etc.

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WY+TF Portfolio Office	Project Management Support/ Gateway Review Submission & Support	[Redacted]	[Redacted]
	Exception Reporting	[Redacted]	[Redacted]
	Progress Updates – Budget, Programme	[Redacted]	[Redacted]
	Ad hoc advice	[Redacted]	[Redacted]
	Others		
Traffic diversion/roadworks communication			
Metro - timetabling/bus stop issues for the customers			
Public Relations/Communications/General Publicity			
Bus Operators			
Utilities			
Yorkshire Water			
Northern Gas Networks			
Northern Powergrid (Electricity)			
Openreach (BT)			
Virgin Media (Telecomms and media)			
National Grid (Electricity)			
Telecommunications – Easynet,			
Others as required			
User Forums/Groups			
Adjacent businesses	Proximity to roadworks,	As required	

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	consultation and engagement, land assembly		
Local residents	Proximity to roadworks, consultation and engagement, land assembly	As required	

