

A350 Melksham Bypass

Stakeholder Engagement and Communications Plan

Wiltshire Council

09 November 2021



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1. Introduction and Background

1.1. Purpose of this stakeholder engagement plan

A stakeholder can be defined as any individual or group who is, or could become, interested in, involved in, affected by, or influence a project.

This Stakeholder Engagement Plan (SEP) is prepared on behalf of Wiltshire Council and focuses on establishing a suitable approach to engagement for the A350 Melksham Bypass Scheme. It aims to provide transparency and clarity around how and when engagement with others will be undertaken, to assist with decision making throughout the project.

This plan provides a framework for communication and engagement activities throughout the project to ensure:

- Accurate and timely communications are provided, including the benefits of the scheme
- Stakeholders have opportunities to provide input to the scheme's development
- Stakeholder expectations can be managed.

The plan will allow time and resources to be spent wisely to influence the right people about the right things, at the right time, as well as meeting the needs of local residents, businesses, and visitors to the area.

1.2. Background to the scheme

The A350 is one of the most important routes within Wiltshire. It connects several of Wiltshire's principal communities and we recognise its importance to the local economy. The section of the A350 through Melksham is one of the busiest major roads in the county. Every day it sees up to 35,000 vehicles travel along it, with around 3,000 being heavy goods vehicles (HGVs).

Given the high volume of traffic, the A350 through Melksham and Beanacre is of concern as it passes through residential areas, has 30 mph sections, and crosses several busy junctions. It can also suffer from slow moving traffic as a result of various speed limits, capacity constraints, road conditions and layout, and adjacent land uses. Therefore, the local road network is susceptible to disruption.

It's long been a priority for Wiltshire Council to improve connectivity from the north to the south via the A350 and through alternative methods of travel, and now funding has been received from the Department for Transport (DfT) to prepare an Outline Business Case to improve the A350 at Melksham.

1.3. Scheme timeline

Subject to DfT acceptance of the OBC and timing of the approval aligns with the current programme, the key project milestones are set out in Table 1-1.

Table 1-1 Key project milestones

Milestone	Timing
Outline Business Case submission	November 2021
DfT approval of OBC	December 2021
Preliminary design commences	January 2022
Environmental surveys (including Phase 2 ecology surveys) completed	January 2022 to February 2024
Pre-Planning application	February 2022 to December 2023
Planning application submitted (including Environmental Impact Assessment)	May 2024
Planning application determination	May 2024 to September 2024
Landowner negotiations	July 2024 to November 2024
Preliminary design completed	February 2024
Procurement ITT	January 2024 to March 2024
Preferred bidder selected	July 2024 to August 2024
Secretary of State approval (Planning)	October 2025 to January 2026
CPO inquiry	November 2024 to January 2025
End of enquiry review period	January 2026 to February 2026
Land assembly complete	February 2024
Final contractor price	March 2024 to June 2024
Full Business Case submission	February 2026
Detailed Design	June 2024 to May 2026
DfT approval of FBC	March 2026 to April 2026
Award of contract	April 2026 to May 2026
Construction	May 2026 to May 2028

1.4. Other relevant schemes

Improvement works at the A350 Farmers Roundabout at Melksham were completed in October 2019. This has provided some additional capacity improvement at a key constraint on the A350 route at Melksham. The Melksham Bypass scheme seeks to provide a more comprehensive and longer-term solution to the route.

Wiltshire Council is also promoting the following schemes on the A350 corridor:

- **A350 Chippenham Bypass Dualling Phases 4 and 5** – progressing to Full Business Case, planned construction start in early 2023
- **M4 J17 improvements** – OBC in progress, planned construction start - 2024
- **A350 Yarnbrook and West Ashton Relief Road** – timescales subject to private developer

2. Key objectives

2.1. Project objectives

The current stated objectives for the A350 Melksham Bypass scheme are to:

- Reduce journey times and delays on the A350 through Melksham and Beanacre, allowing for future growth in demand and improving local and regional north-south connectivity.
- Reduce journey times and delays on the following routes through Melksham:
 - A350 South – A3102
 - A365 West – A365 East
 - A350 South – A365 West.
- Provide enhanced opportunities for walking and cycling between Melksham town centre and the rail station / Bath Road, and along the existing A350 corridor within Melksham which will help reduce the impact of transport on the environment.
- Reduce personal injury accident rates and severity for the A350 and Melksham as a whole, to make the corridor safer and more resilient,
- Reduce the volume of traffic including HGVs passing along the current A350 route in northern Melksham and Beanacre and avoid negative impacts on other existing or potential residential areas.

2.2. Communication objectives

The A350 Melksham Bypass scheme has the potential to impact upon those living, working, using services and doing business in the area and beyond. To ensure that concise and informative messages are sent and received it is necessary to follow a set of communication objectives. These are to:

- Inform stakeholders of the scheme progress and enable feedback on the detailed design, to reduce risk and aid scheme approval.
- Communicate and share information with stakeholders in a timely and appropriate manner, building trust and maximising support for the scheme.
- Plan and provide appropriate channels of two-way communication for identified audiences, to ensure they understand how we provide information and receive and act on feedback.
- Proactively pre-empt and address potential concerns and perceptions of the scheme which are inconsistent with the objectives and forecast outcomes.
- Attend to the views of stakeholders representing the protected characteristics listed under the Equality Act 2010, and the Public-Sector Equality Duty.
- Provide consistent, clear information to those affected by the scheme, including the nature of scheme-related impacts and how and when it will affect people.
- Use clear, accessible language and deliver messages which are tailored to the requirements of specific audiences.

2.3. Local considerations and constraints

When planning how to engage with our stakeholders, we need to consider the local area and what, if any, constraints to communication there will be. The following considerations/constraints have been identified for the A350 Melksham Bypass:

- Mostly agricultural land will be purchased; however, the bypass would be passing close to some properties (e.g. Hack Farm)
- Tie in to existing A350 (south and north, A365, A3102 and crossing Lower Woodrow Road.
- Online improvement of Littleton roundabout
- Historical settlement east from Snarlton Farm
- Consideration must be given to access arrangements at Lacock
- Number of existing high voltage power lines
- River Avon crossing on a long viaduct

- Forest and Clackers brooks crossings
- Presence of ancient woodland and veteran trees in places

3. Key messages

The key messages for the scheme need to be evident throughout communications, to ensure the communication objective of providing consistent and clear information is met. As the project evolves, the key messages will also change with it.

The current key messages are included here and will be updated at key milestones within the project.

3.1. Rationale for the scheme

- The A350 through Melksham and Beanacre has insufficient capacity to cope with current and future traffic volumes, and sections of the route are unsuitable for the current high levels of traffic.
- The A350 Melksham Bypass scheme will reduce journey times and delays on the A350 through Melksham and Beanacre, as well as on other routes through Melksham.
- Wiltshire Council wishes to promote economic growth in the region and has identified Melksham as having a strategic employment role within the A350 Growth Zone. The A350 bypass will encourage regeneration of Melksham town centre, and support delivery of employment and residential growth in Melksham and surrounding areas.
- The scheme will also reduce the volume of traffic, including HGVs, on the existing A350 route through Melksham and Beanacre, thereby reducing personal injury accident rates and severity and severance impacts in Melksham and Beanacre.
- The scheme will provide enhanced opportunities for walking and cycling between Melksham town centre and the rail station / Bath Road, and along the existing A350 corridor within Melksham and Beanacre, through the provision of infrastructure and other measures to encourage active travel and reduce the impact of transport on the environment.

3.2. Scheme programme and funding

- Following the submission of the Strategic Outline Business Case (SOBC) for the scheme to the Department for Transport (DfT) in 2017 (and an addendum in 2019), DfT have approved the scheme for further development.
- Options are being further developed and appraised, and an emerging route was consulted on twice, between November 2020 and January 2021 and then again between June and August 2021.
- The Outline Business Case (OBC) is due for submission in autumn 2021.
- The scheme will be funded through DfT's National Road Fund (for Major Road Network (MRN) / LLM Large Local Major (LLM) schemes). The promoting authority (Wiltshire Council) is expected to provide a local contribution towards the total scheme cost.
- If the Outline Business Case receives approval from central government then the scheme would progress to further design of the preferred option, preparation / submission of a planning application and submission of a Full Business Case to central government.

3.3. Design and construction

A full set of key messages for the construction of the scheme will be developed nearer to the construction stage. The current messages are:

- The scheme will require the acquisition of land. Wiltshire Council will engage with all relevant and affected landowners at an appropriate stage. The preferred approach is to acquire all necessary land through negotiation. Compulsory Purchase Orders may be considered only if necessary.
- During the construction period, there will be inevitable delays to road users, but this will be minimised as much as possible and affected parties will be kept informed.
- The environmental impact will be minimised during the scheme design and construction by ensuring that the natural balance of the scheme is understood.

3.4. Communication and engagement

- Wiltshire Council is keen to work in partnership with stakeholders to develop and review options to ensure that we deliver a scheme which works for the local area as well as the wider region.
- There will be opportunities to hear about and share views on the scheme throughout its development and delivery.

4. Stakeholders

4.1. Who are our stakeholders?

It is important to engage with the following groups of stakeholders. Within each group we've identified who the stakeholders are and have carried out a stakeholder mapping exercise to group them according to their levels of interest in, and influence over, the scheme. A full list of stakeholders is held by Wiltshire Council.

- The relevant local authorities and councils
- Local politicians (MPs/councillors)
- Statutory Environmental Bodies
- Statutory consultees
- Statutory undertakers
- Emergency services
- Local interest/community groups
- Landowners/tenants
- Local businesses
- Local residents
- Road users, including hauliers
- Traffic generators (e.g., hospitals, large event venues, shopping centres)
- The media
- Equality, Diversity and Inclusion (EDI) groups

4.2. Why we need to engage

Engagement is vital to the success and acceptance of the project. For the scheme to be successful, we must have a clear idea of not only what works from a technical perspective, but also what works for those who are most impacted. Working with stakeholders from the outset will support the design a scheme that works for everyone. Good engagement will:

- Reduce any miscommunications, misunderstanding, and conflict
- Build on local knowledge that will lead to better decisions and better design
- Increase mutual trust
- Enable as many people as possible to have their say and input into decisions, taking people on the journey with us, making communications more transparent
- Comply with Wiltshire Council's legal obligations

4.3. Stakeholder analysis

Each type of stakeholders has been analysed to ensure that the appropriate level of engagement is identified throughout the project. We determined the level of influence and interest each stakeholder has in the project, so we would know which of the four engagement groups they sit within:

- Priority 1 – High level of influence/high level of interest
- Priority 2 – Low level of influence/high level of interest
- Priority 3 – High level of influence/low level of interest
- Priority 4 – Low level of influence/low level of interest

Table 4-1 summarises the mapping exercise.

Table 4-1 Stakeholder mapping

Stakeholder group	Role / interest / influence	Key group members
Priority 1	Stakeholders central to the delivery of the project. High influence and high interest.	<ul style="list-style-type: none"> • Department for Transport • Wiltshire Council • Western Gateway Sub-national Transport Body • Impacted landowners • Local MP(s) (Michelle Donelan) • Melksham Town Council • Statutory Environmental Bodies (Historic England, Natural England, Environment Agency) • Media (Melksham News, Wiltshire Times, BBC Wiltshire, BBC Points West, ITV West Country) • Emergency Services • Melksham Area Board • Statutory undertakers (e.g., utility companies, telecom companies)
Priority 2	Stakeholders who may not have high levels of influence, but who will have a high level of interest and so could impact on the scheme's direction.	<ul style="list-style-type: none"> • Dorset County Council • Melksham without Parish Council • Lacock Parish Council • Seend Parish Council • Walking/cycling/horse-riding groups (e.g. Sustrans, Ramblers, The British Horse Society) • Melksham Community Area Transport Group • Wiltshire Councillors • Traffic generators (e.g. event venues, hospitals, universities, MSAs, shopping centres) • EDI stakeholders (e.g., Disabled Motoring UK, Age UK, Disabled Ramblers)
Priority 3	Stakeholders that could have a significant influence on the project, but their interest won't be that high.	<ul style="list-style-type: none"> • Logistics UK (formerly FTA) • Road Haulage Association • Coach operators (e.g. National Express)
Priority 4	All other stakeholders. Includes the general public and businesses that are not engaged at other levels.	<ul style="list-style-type: none"> • Residents of Melksham (not directly impacted) • Swindon and Wiltshire Local Enterprise Partnership • Wiltshire Chamber of Commerce • Users of the A350 • Local businesses • Rail operators • Vehicle Recovery companies • Major local employers • Local schools • Local places of worship • Local care homes

4.4. What type of influence will stakeholders have?

Stakeholder input has been, and will continue to be, a key part of the scheme development process.

Final decision making with regards to the scheme will rest with Wiltshire Council, and other relevant authorities (e.g., DfT in terms of funding, the Planning Authority in terms of planning consent). However, the SEP seeks to ensure that all stakeholder views are appropriately considered and are transparent to relevant decision makers.

There are certain parts of the scheme development that are more likely to be influenced by stakeholders; these include: details of the bypass route alignment; facilities for pedestrians, cyclists, and equestrians; residential / business access arrangements; and environmental mitigation / enhancement features. Some stakeholders may have a more direct influence over these types of factors than others (e.g., landowners).

Wiltshire Council will need to adhere to relevant regulations, such as design and safety standards or environmental regulations, and this means that there may be less scope for stakeholders to influence certain aspects of the scheme.

5. Engagement approach

Engagement with stakeholders will be managed by Wiltshire Council’s communication team. The way in which each stakeholder group is engaged will vary depending on their needs, level of interest, and level of influence on the project.

There will be frequent meetings of the core project team and working group (project advice and scrutiny). The frequency of meetings will vary between groups and according to project stage.

5.1. Communication channels

Table 5-1 describes the different communication channels that can be used.

Table 5-1 Proposed engagement channels

Method	Description
Letter	Letters can be sent to key stakeholders, residents and businesses to establish contact in the first instance, and to provide information about the scheme. They’ll be a particularly useful tool to keep impacted residents and businesses informed during the construction phase. It’s also useful for those who don’t have access to the internet.
Scheme webpage	A specific webpage for the scheme has been set up on the Wiltshire Council website. The page describes the scheme details, funding, consultation dates and contact details. It also hosts consultation materials. This is the main location for content and information on the scheme.
Press releases	Media releases from the Council will provide stakeholders and the wider public with updates about the scheme at key milestones.
Social media	Updates from Wiltshire Council on social media will be used to raise awareness of, and to promote the scheme. We will use the Council’s Twitter account and Facebook page. Third party channels can also be used.
Council news updates (online newsletter)	Updates from Wiltshire Council will be emailed to residents that have signed up to Council news updates.
Meetings - face to face / virtually	Face to face or virtual meetings with key stakeholders allows for detailed design decisions to be made.
Public Event / Forum	Public events, be it physical or virtual will give stakeholders the opportunity to learn more about the scheme and speak to the project team.
Email	Emails will be used to update stakeholders at key points in the programme, such as consultation dates.
Telephone	Having a dedicated telephone number for the scheme will allow those stakeholders without access to the internet/email to be able to ask questions of the project team.

5.1.1. Impact of Covid-19

The ongoing global pandemic has had a significant impact on the way in which consultation and engagement activities can be undertaken, with events and gatherings early in the process not being possible due to social distancing restrictions.

Current restrictions allow for more traditional face to face activities to happen, with preventative measures in place.

The Covid-19 situation hasn’t stopped engagement activity being undertaken for the Melksham Bypass scheme. By adopting a flexible and adaptable approach we’ve been able to reach a similar number and range of stakeholders as would usually be the case. Adopting alternative means of engagement may even assist with capturing some harder to reach groups, such as younger age groups.

5.2. Engagement tracker

A detailed log of engagement activity is held and managed by Wiltshire Council. This document is a live document and is stored and maintained by WC.

Atkins will support WC with this activity and maintain a tracker on the project database -

6. Engagement tasks and activities

Table 6-1 sets out an overarching engagement plan for each key stakeholder. More detailed action plans will be developed for activities such as consultations.

Table 6-1 Melksham Bypass overarching engagement plan

This table shows the overarching engagement plan for the project lifecycle. Individual items, such as any consultations that take place, will have their own individual action plans.

Key milestone	Targeted stakeholders	Engagement activity	Timing	Key message(s)/outcomes	Channel
Options development June 2020 to February 2021	Priority 1 and 3	Initial engagement	<ul style="list-style-type: none"> Start of development As required through period 	<ul style="list-style-type: none"> Explain what the scheme is and why we're doing it. Determine their current stance on the scheme and any concerns they have. 	<ul style="list-style-type: none"> Letter Telephone Meeting
	Statutory Environmental Bodies	Initial engagement	<ul style="list-style-type: none"> Start of development As required through period 	<ul style="list-style-type: none"> Explain what the scheme is and why we're doing it. Determine any assets (environmental/historic) that may be impacted. Determine their current stance on the scheme and any concerns they have. 	<ul style="list-style-type: none"> Email Telephone Meeting
	Priority 2 (e.g., local community/interest groups)	Initial engagement	<ul style="list-style-type: none"> Start of development As required through period 	<ul style="list-style-type: none"> Talk through options Get feedback and input from those with local knowledge 	<ul style="list-style-type: none"> Workshop
	All	Non-statutory public consultation on route options	<ul style="list-style-type: none"> Once all options have been identified 	<ul style="list-style-type: none"> Provide detail on the longlist of options Provide detail on the consultation, when it is, how long for, how they can provide their feedback. 	<ul style="list-style-type: none"> Engagement event (in person/virtual) Website Social media Media
Preferred option/emerging route (June to August 2021)	Priority 1 and 3	Scheme update	<ul style="list-style-type: none"> Started in November 2020 - ongoing 	<ul style="list-style-type: none"> Provide an update on the scheme What the outputs from the options development consultation were What the emerging route looks like 	<ul style="list-style-type: none"> Email

	Landowners	Initial engagement with affected landowners	<ul style="list-style-type: none"> August 2021 - ongoing 	<ul style="list-style-type: none"> Next steps Explain the emerging option and what impact it may have on their land. Enter into discussions with landowner on land acquisitions if necessary. 	<ul style="list-style-type: none"> Letter initially Face to face meeting if possible
	Priority 2 - (e.g., local community/interest groups)	Emerging route engagement	<ul style="list-style-type: none"> Started in November 2020 - ongoing 	<ul style="list-style-type: none"> Talk through emerging route Get feedback and input from those with local knowledge 	<ul style="list-style-type: none"> Workshop
	All	Non-statutory public consultation	<ul style="list-style-type: none"> June to August 2021 	<ul style="list-style-type: none"> Outputs from options assessment Explain the emerging route Ask for feedback on emerging route 	<ul style="list-style-type: none"> Engagement event (in person/virtual) Website Social media Media
	All	Preferred route announcement	<ul style="list-style-type: none"> Summer 2022 	<ul style="list-style-type: none"> Outputs from emerging route consultation. What the preferred route is, why it's been chosen. Next steps and indicative timeline. When they can next have their say 	<ul style="list-style-type: none"> Media Website Social media Email to key stakeholders and those who've opted in to receive comms.
Outline Business Case (OBC) submission (October 2021)	All	Scheme update	<ul style="list-style-type: none"> November 2021 	<ul style="list-style-type: none"> Update on the scheme progress – OBC has been submitted Next steps and a rough idea of timeline 	<ul style="list-style-type: none"> Email to key stakeholders Website
DfT approval of OBC (December 2021)	All	Scheme update	<ul style="list-style-type: none"> December 2021 	<ul style="list-style-type: none"> Update on the scheme progress – OBC has been approved Next steps and a rough idea of timeline 	<ul style="list-style-type: none"> Email to key stakeholders Website
Environmental surveys Phase 1 (Oct 2021 – Jan 2021)	Landowners	Engagement on what surveys are taking place	<ul style="list-style-type: none"> Phase 1 surveys completed in January 2021 	<ul style="list-style-type: none"> Information on what surveys are taking place, why and when, as well as what the surveys will tell us and what we'll do with the information 	<ul style="list-style-type: none"> Letter initially Email Face to face

Phase 2 (February 2022 to February 2024)			<ul style="list-style-type: none"> Phase 2- February 2022, planned start As required for access throughout. 	<ul style="list-style-type: none"> Land access requirements and approvals Impact surveys will have on land 	(following the letter, future engagement method will depend on landowners preferred channel)
Pre-planning application (August 2021 to December 2023)	All	Non-statutory public consultation on route variants	<ul style="list-style-type: none"> January 2022 	<ul style="list-style-type: none"> Provide detail on the preferred route and route variants Provide detail on the consultation, when it is, how long for, how they can provide their feedback. Give information on what we'll do with their feedback, an indicative timeline and when they can next have their say. 	<ul style="list-style-type: none"> Engagement event (in person/virtual) Website Social media Media Email
	All	Scheme update	<ul style="list-style-type: none"> June 2022 	<ul style="list-style-type: none"> Provide a scheme update to touch base with stakeholders 	<ul style="list-style-type: none"> Letter/newsletter Website
	All	Statutory public consultation	<ul style="list-style-type: none"> November 2022 	<ul style="list-style-type: none"> Formal period of consultation prior to determination Detail on the scheme design we're submitting Give information on what we'll do with their feedback, an indicative timeline and when they can next have their say. 	<ul style="list-style-type: none"> Engagement event (in person/virtual) Website Social media Media Email
Planning application submission (May 2024)	All	Scheme update	<ul style="list-style-type: none"> May 2024 	<ul style="list-style-type: none"> The planning application has been submitted Next steps 	<ul style="list-style-type: none"> Website Email to key stakeholders Letter/newsletter
Landowner negotiations (July to November 2024)	Landowners	Landowner negotiations	<ul style="list-style-type: none"> Initial (unofficial) engagement with affected landowners 	<ul style="list-style-type: none"> Discussions started, so the development team can consider alternatives with directly affected landowners. This help to identify measures which could mitigate the effects of the scheme on 	<ul style="list-style-type: none"> Face to face Telephone Email (depends on landowner

			<ul style="list-style-type: none"> started on August 2021 July to November 2024 	<p>their property. The engagement demonstrates that the landowners have consulted throughout the development stages, so it is expected that land purchase process will be smoother and most of the agreements can be reached without the need to resort to compulsory purchaser powers.</p>	<p>preferred method of communication)</p>
Secretary of State approval (October 2025 to January 2026)	All	Scheme update	<ul style="list-style-type: none"> When planning has been approved 	<ul style="list-style-type: none"> The planning application has been successful Next steps When people can next provide feedback 	<ul style="list-style-type: none"> Media Website Social media Email
Detailed design period (June 2023 to May 2026)	Priority 1 and 3	Detailed design workshop	<ul style="list-style-type: none"> June/July 2023 June/July 2024 June/July 2025 As required throughout period 	<ul style="list-style-type: none"> Work with influential stakeholders so that the detailed design takes their views into account and the design works for everyone. 	<ul style="list-style-type: none"> Workshops Email Telephone
	Priority 2	Detailed design workshop	<ul style="list-style-type: none"> June/July 2023 June/July 2024 June/July 2025 As required throughout period 	<ul style="list-style-type: none"> Work with interested stakeholders such as local interest/community groups who have local knowledge and may be impacted by the scheme so that the detailed design takes their views into account and the design works for everyone. 	<ul style="list-style-type: none"> Workshops Email Telephone
	All	Non-statutory public consultation	<ul style="list-style-type: none"> Spring/summer 2025 	<ul style="list-style-type: none"> Event to let all stakeholders have their say. Show stakeholders current design to get their thoughts. 	<ul style="list-style-type: none"> In person event Website Social media Media
Construction period (May 2026 to May 2028)	All	Non-statutory public engagement	<ul style="list-style-type: none"> Prior to construction start – March 2026 	<ul style="list-style-type: none"> Construction timelines Construction methodology Noise/visual impact during construction 	<ul style="list-style-type: none"> Letter to residents Email Engagement event (in person/virtual)

				<ul style="list-style-type: none"> Mitigation measures for any environmental impacts 	<ul style="list-style-type: none"> Website Social media
	<p>Impacted residents Road users Key stakeholders</p>	Regular construction updates	<ul style="list-style-type: none"> Key construction milestones - tbc 	<ul style="list-style-type: none"> In each update Construction phase we're in Up to date construction timeline What impact with this phase have (noise, visual) What road closures/TM will be in place, when and where 	<ul style="list-style-type: none"> Letter to residents Social media Website Key stakeholder email
Scheme opening	Depends on type of event invitation only or open to drop-ins from the public.	Road is open for traffic	<ul style="list-style-type: none"> June 2028 	<ul style="list-style-type: none"> Celebrating that the scheme is complete Celebrate the hard work that went into making the scheme a reality Celebrate the benefits of the scheme 	<ul style="list-style-type: none"> Event Letter/email to invite key stakeholders Open for traffic newsletter Website

7. Risks

A selection of communications and public acceptability risks are identified in Table 7-1 below, as well as mitigation that can be undertaken through the communications and engagement activity.

Table 7-1 Risks and mitigation

Risk	Mitigation
Objections to some elements of the scheme by local residents, landowners and environmental groups.	Early engagement with stakeholders and communications to highlight the benefits of the scheme.
Impact on existing traffic during construction.	Provide advance warning of construction and publicise alternative diversionary routes.
Delays to construction due to changes in design at a late stage.	Communicate all scheme issues to manage expectations and ensure the process is open, so stakeholders understand how and when they can influence the scheme.
Delays causing the scheme to overrun and result in an overspend.	Mitigate delays and provide full details of reasons for delays, revised programmes and any revised costs.
Lack of enthusiasm for the scheme.	Highlight the scheme benefits and ensure accurate evaluation is undertaken.
Environmental challenges / pressure as a result of road building contrary to net zero ambitions.	Promote the specific and general environmental benefits of the scheme through open and transparent discussions. Engagement with statutory and non-statutory environmental bodies at key project stages. Early engagement with local interest groups.
Consultation is not wide enough, not recorded properly or not robust enough.	All stakeholders will be assessed and mapped to ensure communications are timely, appropriate and specific. The consultation process will be defined early on and shared with all stakeholders. Communications materials will be replicated across a range of platforms to ensure the process is open and transparent.
Support for the scheme is affected by other schemes close by which could lead to co-ordination problems, schedule clashes and damage the reputation of these projects.	Ensure there is a co-ordinated approach in place with councils, contractors, developers and Highways England. Agree messaging at a programme level and identify potential points of issue. Ensure communications teams work in parallel and can flag issues to other schemes quickly and easily. Establish regular corridor level communications where issues can be flagged, and action can be agreed.
The public believe that the funding could be better spent on other schemes / maintenance.	Ensure that messaging establishes that the funding is ringfenced and therefore cannot be spent on highway maintenance, etc. Establish a robust Value for Money (VfM) estimate through the development of the Outline Business

Agreement cannot be reached with the landowners for the scheme to obtain the land identified for the scheme.

Case and ensure that this VfM value and the methodology are explained to the public.

Engagement with affected landowners.

Develop design considering land take and comments/feedback for consulted parties and general public.

Early and open communication with regards to potential Compulsory Purchase Order.

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