

# A47/A11 Thickthorn Junction

**Scheme Number: TR010037**

## **Volume 7** **7.5 Outline Traffic Management Plan**

APFP Regulation 5(2)(q)

Planning Act 2008

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

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Infrastructure Planning

Planning Act 2008

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

**The A47/A11 Thickthorn Junction  
Development Consent Order  
202[x]**

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**OUTLINE TRAFFIC MANAGEMENT PLAN**

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## 1. INTRODUCTION

### 1.1 Purpose and Objectives

- 1.1.1 This Outline Traffic Management Plan (this “Plan”) relates to an application made by Highways England (the “Applicant”) to the Secretary of State for Transport via the Planning Inspectorate (the “Inspectorate”) under the Planning Act 2008 (PA 2008) for a Development Consent Order (DCO). If made, the DCO would grant consent for The A47/A11 Thickthorn Junction (the “Scheme”), a detailed description of the Scheme can be found in Chapter 2 The Proposed Scheme of the Environmental Statement (ES) (TR010037/APP/6.1).
- 1.1.2 This Plan has been prepared in compliance with Regulation 5(2)(q) of the Infrastructure Planning (Prescribed Forms and Procedure) Regulations 2009 (the “2009 Regulations”) which states
- ‘(q) any other documents considered necessary to support the application’*
- 1.1.3 The purpose of this Plan is to outline measures to manage the effects of construction traffic upon the local area resulting from construction of the Scheme.
- 1.1.4 This Plan will be developed by the main contractor and will be regularly updated throughout construction.
- 1.1.5 The responsibilities of the main contractor include the design approval, implementation and management of traffic management measures on the Scheme, these responsibilities will be updated when this Plan is developed further by the main contractor, prior to construction commencing. The Traffic Management Plan will be subject to consultation with the local planning authority and approval by the Secretary of State as set out in Schedule 2 of the draft DCO (TR010037/APP/3.1).
- 1.1.6 This Plan should be read alongside the other application documents, in particular the Environmental Statement (ES) (TR010037/APP/6.1) and the Environmental Management Plan (EMP) (TR010037/APP/7.4).

## 2. HIGHWAY IMPROVEMENTS AND TRAFFIC MANAGEMENT MEASURES

### 2.1 Scope of works

- 2.1.1 Carriageways with live lane running on them are dangerous places in which to work and will require some form of temporary traffic management to control and divert traffic around a work area. To construct the works safely the main contractor will provide temporary traffic management throughout the duration of the works. The temporary traffic management is used primarily to provide safe working areas and is moved and amended as each phase of the works is completed. The traffic management consists of traffic cones, temporary barriers or fencing and traffic signage at or in advance of any works location.
- 2.1.2 All temporary traffic management must be designed and erected in accordance and erected in accordance with highways legislation including the New Roads and Street Works Act 1991 and the Traffic Signs Regulations and General Directions 2002 (TSRGD).
- 2.1.3 The following section describes the temporary traffic management for the Scheme.

- 2.1.4 The programme of works for Scheme is currently being developed with two methods of construction and traffic management under consideration. These are as follows:
- 2.1.5 Option 1 – A ‘half and half’ construction method of the required structures. This would involve a 2x2 contraflow scenario on both the A11 and A47 and involve sacrificial temporary widening in order to gain the required construction overlap.
- 2.1.6 Option 2 – Full closure of both carriageways alternatively. Whilst full closures are in place, the structures would be completed using a ‘bridge push’ method. i.e. the pre-build bridge decks would be ‘pushed’ into place whilst the carriageway is closed and sterile.
- 2.1.7 The options are detailed further in Appendix F of this Plan.

## 2.2 Proposed traffic management measures

- 2.2.1 The proposed temporary traffic management measures are likely to consist, in summary, of the following dependent on whether option 1 or option 2, as described above, is taken forward. Further details are provided at **Appendix F** of this Plan.
- 2.2.2 In order to gain sufficient working room under the proposals being considered for Option 1 traffic on both the A11 and A47 will be required to run in contraflow and would require temporary widening of the carriageways.
- 2.2.3 Option 2 would involve offline construction of the new structures which would then be pushed in to place being under full overnight carriageway closures. This would require diversion routes to be in place whilst the carriageways were closed. The diversion routes are set out in **Appendix H** of this Plan.
- 2.2.4 Average Annual Daily Traffic (AADT) counts have been carried out to aid in the assessment of the feasibility of traffic management proposals.
- 2.2.5 Utilising AADT data has allowed the Applicant to consider the most appropriate phasing that allows maximum working room capacity which may significantly reduce the construction phase whilst not adversely affect journey time reliability or congestion.
- 2.2.6 The outline phasing of temporary traffic management proposals are shown in **Appendix G** of this Plan.
- 2.2.7 Each option has been assessed and this is set out in **Appendix F** of this Plan. The final details of which of the options would be used will be set out in the Construction Traffic Management Plan to be produced prior to construction of the Scheme commencing.

**Table 1. Customer Requirements Log**

This table sets out the Customer Requirements, to identify how a customer may be affected by the Scheme and how we have planned to mitigate the disruption caused by the Traffic Management.

Customer Group	Who is affected by this Scheme?	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?
<b>Customer</b>	<ul style="list-style-type: none"> <li>• HGV drivers</li> <li>• Car drivers,</li> <li>• Motorcyclists</li> <li>• Hauliers</li> <li>• Emergency Services,</li> <li>• Local Traffic</li> <li>• Long distance drivers/tourists</li> <li>• Coach companies</li> <li>• Delivery/couriers</li> </ul>	<ul style="list-style-type: none"> <li>• Journey time reliability</li> <li>• Advance warning of closures and/or diversions</li> <li>• Appropriate diversion routes</li> <li>• Maximised lane widths where possible</li> <li>• Clear easily navigable Traffic Management (TM)</li> <li>• Review Use of Speed Control</li> <li>• Co-ordination with existing/planned schemes</li> <li>• Emergency services require access or alternative measures to reach destination</li> <li>• Couriers under pressure to deliver – diversion routes, full closures and general works have potential to affect delivery Journey Time Reliability (JTR)</li> </ul>	<ul style="list-style-type: none"> <li>• Sufficient notification of closures</li> <li>• Closure clashes – not having closures on alternative routes that are not subject to diversions</li> <li>• Diversion routes to avoid narrow roads and low bridges</li> <li>• Road Haulage Association to be notified via comms</li> <li>• Consideration given to 'roadworks: A customers view'</li> <li>• Efficient locating of lead in zones/zone of influence to minimise traffic flow impact</li> <li>• TM to be designed, installed and maintained in accordance with Traffic Signs Manual (TSM) &amp; Design Manual for Roads and Bridges (DMRB).</li> <li>• Ensure Heavy Goods Vehicle's (HGV) are given Sufficient notification of closures.</li> <li>• Advance warnings and notification via Mobile Variable Message System and existing technology on theNetwork.</li> <li>• Advanced warnings via nationwide network technology and comms to allow long distance drivers and tourists to plan appropriately.</li> <li>• Rev.C03: Travel time data to be requested via National Traffic Information Centre (NTIC), as required, for display on strategic Variable Message Signs on the network.</li> <li>• Rev.C03: Sufficient notification of closures: consider pre-signing on strategic Variable Message Sign where possible – contact: <a href="mailto:vmsrequests@highwaysengland.co.uk">vmsrequests@highwaysengland.co.uk</a> 21 days before planned closure.</li> </ul>

			<ul style="list-style-type: none"> <li>• Give clear and accurate information of delays displayed at remote locations so traffic can decide on alternative route</li> <li>• Give clear and accurate information on the works.</li> <li>• Ensure Emergency Services have access through haul road during emergencies, have suitable diversion routes and have advance warning of closures and / or diversions.</li> <li>• Ensure local residents have advance warning of closures and / or diversions</li> <li>• TM needs to have sensitivity to local requirements for example, market days</li> <li>• Ensure minimal disruption due to works, including environmental factors (for example, noise, dust, lighting and diversion routes</li> <li>• Notification and liaison with individuals and / or local group representatives.</li> <li>• Activity curfews for example, no piling between 22:00 – 06:00.</li> <li>• Diversion route signs and information to meet driver requirements and optimise usability to reduce opportunities for error and therefore reduce congestion.</li> <li>• Rev.C03: Consider information which will be provided to the Highways England Customer Contact Centre, such as regular briefings and an FAQ document.</li> <li>• Rev.C03: Consider a specific scheme outlook mailbox/contact address for scheme specific enquires and complaints.</li> </ul>
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	<ul style="list-style-type: none"> <li>Disabled car driver</li> </ul>	<ul style="list-style-type: none"> <li>Method of recovery that is suitable for physically disabled vehicle occupants and their vehicles</li> <li>Suitable roadside facilities for disabled users i.e. toilets</li> </ul>	<ul style="list-style-type: none"> <li>Wheelchair accessible recovery vehicles where recovery is applicable</li> <li>Welfare facilities take account of disabilities</li> </ul>
	<ul style="list-style-type: none"> <li>Walkers, Cyclists and Horse riders (WCHR)</li> </ul>	<ul style="list-style-type: none"> <li>WCHR routes i.e. footpaths and overbridge within works boundary</li> <li>Existing crossing points (signal controlled)</li> </ul>	<ul style="list-style-type: none"> <li>Sufficient width of guarded temporary WCHR route provision</li> <li>Shared WCHR temporary routes with compliant signage and disabled access. Routes to be lit, guarded and step free</li> <li>Crossing point to be assessed with provision of tactile paving or alternative suitable measures e.g. audible warnings</li> <li>Agreed strategy to be made in regard to footbridge</li> </ul>



<p>Stakeholder</p>	<ul style="list-style-type: none"> <li>• Hornsea 3</li> <li>• Norfolk County Council</li> <li>• Other local highway authorities who may be affected by the diversion routes i.e. Parish/Town Councils ('Rat running')</li> <li>• Thickthorn Park &amp; Ride</li> <li>• Private Ambulance Services</li> <li>• Royal Mail</li>   <li>• Norwich Airport</li> <li>• Norfolk &amp; Norwich University Hospital</li>   <li>• Norwich City Football Club</li> <li>• Warehouse Distribution Centres</li> </ul>	<ul style="list-style-type: none"> <li>• Advance notification of programmed diversion routes and closures</li> <li>• Communicate and seek approval of Local Highways Authority (LHA) network use for full closures/diversions where applicable.</li> <li>• Sufficient notification of above closures</li> <li>• Co-ordinated and appropriate diversion routes</li> <li>• Minimise impact to JTR's</li> </ul>	<ul style="list-style-type: none"> <li>• Agree to share our TM plan, once finalized during detailed design for the road closure of the A11 and the A47 for the box slide.</li> <li>• Advance warning of proposed full closures with approval from LHA roadspace team/s</li> <li>• Liaise with LHA's to agree proposed/approved diversion routes</li> <li>• TM design to consider minimum impact to surrounding road networks</li> <li>• Works planning to consider events and embargos.</li> <li>• Communication of planned closures and programme progression via scheme updates and stakeholder engagement via scheme communications team</li> <li>• Advanced notification of programmed diversions and closures will be issued to major road users in the vicinity of the 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) the 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 final TMP. Highways England will consult with Royal Mail on the content of the final TMP.</li> </ul>
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	<ul style="list-style-type: none"> <li>Norwich International Airport</li> </ul>		
	<ul style="list-style-type: none"> <li>Adjacent Local Businesses and landowners*</li> <li>Adjacent communities:</li> </ul>	<ul style="list-style-type: none"> <li>Advance warning of closures or diversion requirements</li> <li>Business access is maintained throughout the works</li> <li>Use local/social media for scheme updates</li> <li>Account for seasonal peaks e.g. Black Friday, Christmas</li> <li>Use Variable Message Signage to better inform users of incidents</li> </ul>	<ul style="list-style-type: none"> <li>Advance warning and sensitivity around peak times</li> <li>No access to business will be altered due to the works</li> <li>Scheme comms team to liaise with local businesses</li> </ul>

## 2.3 Restrictions

2.3.1 Traffic restrictions, such as carriageway closures, that would be in place during construction of the Scheme are set out in Table 2 below.

Table 2. Restrictions

Restrictions 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	21:00 – 06:00*	Monday to Sunday
Mobile Lane Closure times	21:00 – 06:00*	Monday to Sunday
Width Restriction	24 hours (static)	TBC
<i>Subject to monitoring and potential reduction from 21:00 - 06:00 to 22:00 - 05:00 if the delay experienced by road users exceeds an acceptable limit.</i>		

## 2.4 Operating Lanes

2.4.1 Operating lanes (ie: those carriageways that would remain open to traffic during construction) would be in place for Option 1 only. A summary is as follows:

### A11

2.4.2 Operating lanes both directions, trafficked lanes would be ‘narrowed to centre’ on approach to the crossover point. Traffic would then be guided into a 2x2 contraflow scenario; utilising temporary widening in order to achieve required work area. Further details are provided at **Appendix G** of this Plan.

### A47

2.4.3 On Approach to Thickthorn Roundabout, in both directions, trafficked lanes would be ‘narrowed to centre’. In order to minimise widening works and maximise structure work areas, lane 1 in both directions would become a dedicated exit lane on the approach to the junction. A single running lane between the exit and entry width would have no width limits and thus a wide load strategy and agreed lane width would need to be implemented. Further details are provided at **Appendix G** of this Plan.

## 2.5 Speed Limits

2.5.1 Both options would require the speed limit to be reduced from the national speed limit to 40mph, both to ensure workforce and road user safety and due to the alterations to carriageway alignment. Further details are provided in **Table 3** below.

Table 3. Speed Restrictions

Speed Limit (mph)	Location (Start to End with respect to nearest junction or Marker Posts, if known)	Justification for Speed Limit
40	Option 1 - Full extent of the S (A11 & A47)	To allow safer working close to live traffic
40	Option 2 - Full extent of the Scheme (A11 & A47)	To allow safer working close to live traffic.

2.5.2 Temporary speed limits will be in place to enable safe operation of the temporary Vehicle Restraint System (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 'GG 104 Requirements for safety risk assessment', to ensure both options are thoroughly reviewed. The completion of the assessment will be reliant on completion of the detailed design.

2.5.3 Speed limit enforcement measures and methods will also be reviewed and considered during the temporary traffic management design process and risk assessment.

## 2.6 Length of Traffic Management

2.6.1 The overall total extent of the temporary traffic management on the scheme will be approximately 4km

## 2.7 Traffic Management Options

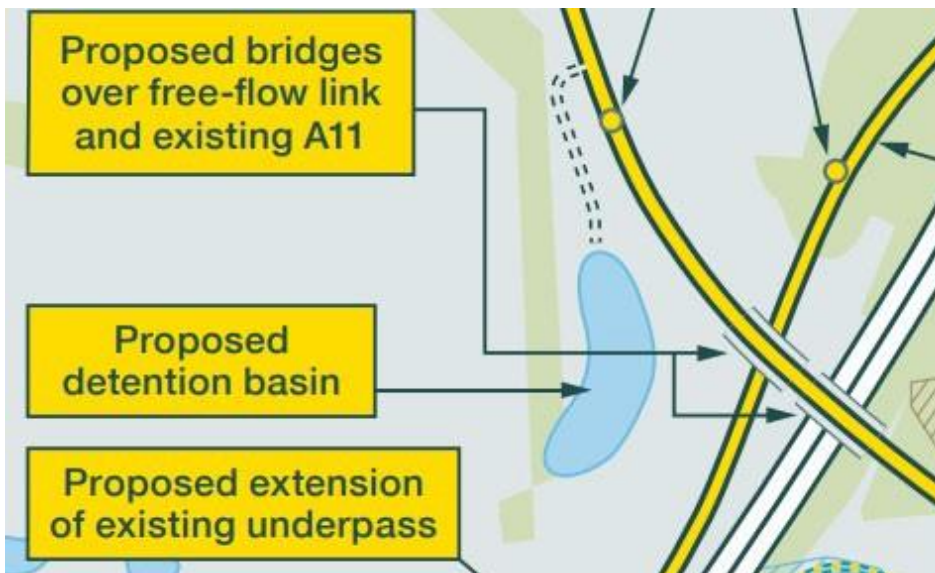
2.7.1 There are two methods of construction and accompanying traffic management being assessed; these are outlined in Appendix F and labelled as Option 1 and Option 2.

2.7.2 Option 1 Construction – Top down 'half and half' construction method. This method would involve constructing temporary carriageway widening on both the A47 and A11 to allow traffic to run in contraflow, thus gaining required work areas. This option would require full closures for the installation of the static traffic management phases, the footbridge installation over the A47 and bridge beam installation on the structures. These locations are shown on the imaged below.

Figure 1. Proposed footbridge



Figure 2. Proposed bridges over link and A11





2.7.3 Option 2 Construction – Box slide construction method. Most of the bridge constructions will be carried out offline. The structures would then be slid into position during a full closure and open cut excavation (and subsequent reinstatement). Full road closures, most likely two separate weekends (one for the A11 and one for the A47), Friday PM to Monday AM would be required to carry this out. Diversions routes will be implemented as shown on the attached drawings (see Appendix H for details).

## 2.8 Carriageway and slip road closures

2.8.1 In addition to the full closures outlined in the option descriptions above, Full closures may also be required for multiple activities, which may include, but are not limited to:

- Construction of bridge deck.
- Resurfacing works.
- Phase changes.
- Road Marking installation.
- Bridge deck waterproofing.
- Construction of temporary widening.
- Construction of abutments.
- Earthworks fill.

Table 4. 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)	Time of Day (Start to End) / Stage in Programme	Closure Details
Full Carriageway	Wymondham to Thickthorn Jct	Full closure (off-peak 9pm-6am) under diversion	Mainline closure in both directions
Full Carriageway	A47/B1108 Jct to Thickthorn Jct	Full closure (off-peak 9pm-6am) under diversion	Full closure (off-peak 9pm-6am) under diversion
Full Carriageway	Wymondham to Thickthorn Jct	Full closure over weekend (Fri PM to Mon AM)	Full closure over weekend (Fri PM to Mon AM)
Full Carriageway	A47/B1108 Jct to Thickthorn Jct	Full closure over weekend (Fri PM to Mon AM)	Full closure over weekend (Fri PM to Mon AM)

## 2.9 Adjacent Roadworks and other traffic management

2.9.1 At the time of Application, it was anticipated that an interface between the Scheme and the Orsted and Vattenfall windfarm developments would be required. However, Following an Order of the High Court made on 18 February 2021, the decision of the Secretary of State dated 1 July 2020 to grant the application by Norfolk Vanguard Limited for development consent for the proposed Norfolk Vanguard Offshore Wind Farm has been quashed. The Secretary of State will now re-determine that application.

## 2.10 Significant events and seasonal traffic

2.10.1 Table 5 below sets out Significant Events and Seasonal Traffic that may be impact during the construction of the Scheme.

Table 5. Significant events and seasonal traffic

Event	Implications with TM	Proposed Mitigation Measures
Harvest Season	Journey Time Reliability Impacts	Working ground inclusive of Farmers Union already in place
Norfolk Agricultural Show	Journey Time Reliability, Capacity	

## 2.11 Incident Management

2.11.1 Should Option 1 or 2 be selected (please see appendix A) the provision of free recovery, speed enforcement and CCTV will need to be assessed. This may be done via a GG104 structured safety risk assessment. Option 2 would not require free recovery provisions due to the works being carried out under full closure/s without the presence of static traffic management i.e. contraflows. This would be two full road closures as such no highways traffic would be allowed within the closure mitigating the need for recovery. A local diversion route will be in place.

- 2.11.2 An Incident Management Plan will also form the final Construction Traffic Management Plan to be developed prior to commencement of construction of the Scheme.
- 2.11.3 In the event of an accident the Regional Operations Centre (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, Variable Message Signs (VMS) activation (where applicable) and notification to adjoining networks, dependent upon the severity of the accident. The ROC will also be notified in the event of any incident which could compromise the capacity of carriageway or impact upon journeys through the works.
- 2.11.4 Should 'free recovery' be determined, a 'drop off 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.

## 2.12 Incursion Risk management

- 2.12.1 Incursion risk management will commence during detailed 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, clarity through road works as per the 'Roadworks – A Customer View' .<sup>1</sup>
- 2.12.2 It is important that driver fatigue and behaviour is both analysed and monitored to prevent incursion through human error.
- 2.12.3 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' – A Highways England guidance document detailing the management of temporary traffic management incursions.
- 2.12.4 Design risk assessments, analysis tools and relevant data collation are used throughout the design process.

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<sup>1</sup> Roadworks A customer view Implementation toolkit – Version 3.0 November 2020



2.12.5 Whilst traffic management is in place on the network, a TSCO (Traffic Safety and Control Officer) will be on site overseeing traffic management activities and interface between the traffic management team, construction team and road user. The TSCO ensures all contractors are working as per site procedure and method statements. Should an incident occur on site, the TSCO will quarantine the site and contact emergency services and Highways England.

2.12.6 Table 6 below sets out the incursion risks and the proposed mitigation measures.

Table 6. 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 stationar	Close monitoring of site surveillance Regular maintenance checks/Traffic Safety and Control Officer (TSCO) checks
Breakdown – Driver entering closure due to vehicle breaking down and becoming stationar	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 T Chapter 8 of the Traffic Signs Manual (TSM). Taper to be installed in accordance with Chapter 8 of the TSM. Taper locations to be assessed during traffic management design and assessment process.
Driver entering works at night due to confusion/sign blindness	Ensure traffic management design caters for associated human factors and site is easily navigable

## 2.13 Driver compliance

2.13.1 Operationally, the main contractor 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.

## 2.14 Communications Plan

2.14.1 Communications between the Applicant, its delivery partners and the key stakeholders will form an integral part of the approach to traffic management on the Scheme. Communications will involve use of a wide range of channels to maximise its impact, all will be channelled through a dedicated 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 traffic management 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 Scheme 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.

## 2.15 Diversion route selection

2.15.1 Details of the diversion routes proposed are set out in **Appendix H** of this Plan.

2.15.2 All diversion routes will be discussed with the local highway authorities and that will be affected prior to their implementation. The diversion routes and full closures are communicated with emergency services and affected stakeholders via regular communications workshops.

2.15.3 Diversion routes will be signed using Scheme specific signing, this will include plotting the diversion routes on Google Maps and TomTom for example. This will ensure that when the travelling public are using the diversions their satellite navigation will also recognise the diversion route.

- 2.15.4 Journey time recognition will be used on the diversion routes to determine the overall delay to the travelling public which will be displayed on variable message boards, the Applicant will also consider the use of sensors to track hot spots on key routes to ensure real-time information can be provided to the travelling public.
- 2.15.5 All diversion routes will be surveyed by the Traffic Management team i.e TSCO to ensure suitability to users when in use. The Applicant will review, as part of detailed design, several options, such as the possibility of implementing escort systems if appropriate.
- 2.15.6 The Applicant will deliver good communications and engagement with communities along planned diversion routes, act on feedback where possible in advance, gain feedback from communities to establish community access requirements (local clubs, events, etc).
- 2.15.7 The Applicant will assess and where practicable use VMS to display travel time on diversion routes both in advance and within the route(s).
- 2.15.8 The Applicant will monitor the routes when in use to ensure incident management/response mitigates congestion and delays to the road users.

## 2.16 Safety measures

- 2.16.1 As a minimum the measures set out in Table 8 below will be in place to ensure the safety of all customer groups, including road users and the workforce.

Table 7. Safety measures

Customer Group	Safety Measure
Workforce	Reduced Speed Limit, Temporary Vehicle Restraint System, Safe Access/Egress points
Road User	Clear traffic management (Roadworks – A Customer View considerations), Clear road marking system, advanced signage of restrictions, strategic and advanced warning of full closure. Adequate lane widths for use by Heavy Goods Vehicles (HGV)
Walkers, Cyclists and Horse riders (WCH)	WCH routes to be segregated from works (clear and signed WCH routes)
Local Stakeholders	Communication of phasing maintain clear access and egress to businesses.
Workforce	Reduced Speed Limit, Temporary Vehicle Restraint System, Safe Access/Egress points
Road User	Clear traffic management (Roadworks – A Customer View considerations), Clear road marking system, advanced signage of restrictions, strategic and advanced warning of full closure. Adequate lane widths for use by Heavy Goods Vehicles (HGV)
Walkers, Cyclists and Horse riders (WCH)	WCH routes to be segregated from works (clear and signed WCH routes)

## 2.17 Human Factors

- 2.17.1 A customer is defined as anyone we interact with throughout the life cycle of the Scheme and is any person or organisation that uses or is affected by the Strategic Road Network (SRN). According to the Applicant's 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.
- 2.17.2 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.
- 2.17.3 In the preparation of the Construction Traffic Management Plan to be developed prior to commencement of construction of the Scheme, 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 where practicable. This behavioural-led approach is also aligned to Health & Safety Executive (HSE) best practice guidance [REDACTED] and therefore also considers the needs of the workforce in terms of safety and wellbeing from a human factors perspective.
- 2.17.4 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 the Construction Traffic Management Plan to ensure adequate consideration of Customer needs.
  - Review and input to communication interventions planning to support traffic management using behavioural change techniques – e.g. emotive rather than directive messaging to positively impact driver behaviour.

## 2.18 Management of construction traffic during the works

- 2.18.1 Prior to construction works commencing, a detailed logistics plan will be developed which will set out the measures for management of construction traffic during the works. This plan will be included as part of the Construction Traffic Management Plan and will adopt the following key principles and best practices, where feasible to do so:

- All works accesses and exits to be left turn only, i.e. no right turn across live traffic lanes.
- Appropriate temporary warning signs will be designed and installed to inform the travelling public of works access and exit points, and advise construction traffic of designated access routes and 'no go' areas.
- Planning of delivery routes and delivery times to minimise the impact of construction traffic on local stakeholders.
- Where possible, construction traffic within the site boundary will use designated haul routes only, which will be segregated from public highways.
- Parking of construction vehicles and private vehicles for site workers in designated areas only, e.g. site compounds.
- Site induction to include details of designated access routes and parking areas for construction traffic.
- Briefings of delivery drivers working for suppliers who will carry out regular deliveries to the site.
- Regular stakeholder liaison prior to and during the works, including a regular traffic management forum, to identify any issues regarding the management of construction traffic which can then be fed into the Scheme logistics plan.

## APPENDIX A – 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 there 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	<ul style="list-style-type: none"> <li>Phased construction of scheme utilising 'Option 1' Contraflow phasing</li> </ul>	<ul style="list-style-type: none"> <li>Potential for 24 hr working leading to reduction in works carried out within VRS separated work zone</li> <li>Traditional form of construction using routine civil engineering techniques, hence better availability of supply chain resource.</li> </ul>	<ul style="list-style-type: none"> <li>Increased cost due to subcon elements</li> <li>Full closures required for installation of narrowed lanes (temporary lining, VRS, central signage)</li> <li>Speed limit reductions</li> <li>Potential JTR impact</li> <li>Increased zone of influence</li> <li>Wide load restrictions</li> </ul>	<ul style="list-style-type: none"> <li>Additional full closures will be required for mainline narrow lanes installation and removal</li> <li>Temporary mainline speed restriction maintenance</li> </ul>	
2	<ul style="list-style-type: none"> <li>Option 2 – Full Closure with bridge push method</li> </ul>	<ul style="list-style-type: none"> <li>Significant reduction in programme time</li> </ul>	<ul style="list-style-type: none"> <li>Diversion route saturation</li> <li>Increased zone of influence</li> <li>Wide load restrictions</li> <li>Potential customer impact</li> </ul>	<ul style="list-style-type: none"> <li>JTR adversely affected</li> <li>Strategic Road Network capacity reduction</li> </ul>	

## APPENDIX B – ROADWORKS PRINCIPLES

The Appendix B table details the proposed scheme 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 scheme 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 DCO application and detailed design stages, 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 prior to submission of the DCO application in anticipation of further detailed works to be undertaken the detailed design stage. These activities should also be refined the detailed design stage.**

**Blue activities – Activities to be completed during the detailed design stage.**

	Key Principles	Proposed Approach	Other options considered (rejected/discarded options)
Planning and Design of Traffic Management	1 Other roadworks and improvements	<ul style="list-style-type: none"> <li>• TM planned in co-ordination with other Schemes and areas across the region (Highways England and non-Highways England). There are multiple Schemes 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 Schemes and the local Highways England teams to ensure efficient co-ordination and also collaboration where possible.</li> <li>• Consideration of diversion routes in co-ordination with other Schemes and areas across the region (Highways England and non-Highways England). There are multiple schemes 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.</li> <li>• Identify local regular forums prepared to review plans for TM</li> <li>• Liaison with NOMS representative for works within the area to avoid clashes in roadspace but also potential sharing of closures where possible.</li> <li>• Co-ordination of diversion routes at key decision points and publication once approved.</li> <li>• Identify and mitigate the impact of major events by engaging with LHA's, Local Stakeholders and NOMS representative</li> </ul>	
	2 Speed of delivery	<ul style="list-style-type: none"> <li>• Review proposed key design decisions to ensure these can be constructed without significant impact on customers</li> <li>• Carry out high level assessment of both construction options detailed within TMP; highlighting risk, impact and opportunity.</li> </ul>	
	3 Length of roadworks	<ul style="list-style-type: none"> <li>• Phasing of road works delivery</li> <li>• Length of road works in accordance with Traffic Signs Manual, Chapter 8, Part 3</li> <li>• Suitable traffic modelling of the TM proposals to understand the impact on the customer</li> <li>• TM proposals to incorporate and be influenced by current traffic data and also traffic modelling</li> </ul>	<ul style="list-style-type: none"> <li>• Options assessment being carried out by project team. Length of roadworks will be dependent on option selection and as such updated at stage 5.</li> </ul>
	4 Lane width	<ul style="list-style-type: none"> <li>• Consider alternative layout options, including widening non-standard/temporary ‘narrow’ lanes within roadworks, in design and communication of reasoning to customers</li> <li>• Consider 2 x contraflow scenarios within option one proposal. Lane width to be increased where single lane running is proposed.</li> <li>• Alternate widths to facilitate traffic flows</li> <li>• Smooth road surfaces and clear demarcation during works and after TM has been removed, and ensure sufficient budget is available to maintain this</li> </ul>	
	5 Speed Limit	<ul style="list-style-type: none"> <li>• Options considered to maintain the permanent speed limit and why a lower speed limit is required, where applicable</li> <li>• Suitable traffic modelling of the TM proposals to understand the impact on the customer</li> </ul>	<ul style="list-style-type: none"> <li>• Should option 1 (contraflow be selected) mandatory speed limit will be dependent upon crossover design.</li> </ul>
	6 Line demarcation	<ul style="list-style-type: none"> <li>• Removal of white line set within contracts as a standard requirement</li> </ul>	

	Key Principles	Proposed Approach	Other options considered (rejected/discounted options)
	7 Visibility of temporary barrier	<ul style="list-style-type: none"> <li>TVRS proposals to be in accordance with DMRB with safety risk assessment of TM design to be carried out.</li> </ul>	
	8 Night time visibility	<ul style="list-style-type: none"> <li>Risks and requirements of temporary lighting</li> </ul>	
Information Provision	9 Advance notice of works	<ul style="list-style-type: none"> <li>Providing advanced notice, i.e. a minimum of 4 weeks prior to scheme commencing</li> <li>Use of billboards and VMS at roadside prior to start of roadworks</li> <li>Information communicated through various networks/media</li> </ul>	
	10 Scheme information at the roadside	<ul style="list-style-type: none"> <li>Dependent upon the scale of the scheme 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</li> <li>Number and locations of billboards or temporary signage within main works and along diversion routes in respect to TM</li> <li>Size and appearance of temporary signage/billboards across the scheme</li> </ul>	
	11 Electronic signage	<ul style="list-style-type: none"> <li>Use of standard approach in accordance with the Variable Signs and Signals Policy for flexible scheme specific messaging and in accordance with MPI 54-062016 (reissued 15/08/2018)</li> <li>Use and location of portable VMS for travel time and scheme specific messaging</li> <li>Consideration of signing strategy with respect to information overload</li> <li>Consistency in language across schemes for VMS messages</li> </ul>	
	12 Travel Time VMS (TTVMS)	<ul style="list-style-type: none"> <li>To be updated during the detailed design stage</li> </ul>	
	13 Visible progress	<ul style="list-style-type: none"> <li>To be updated during the detailed design stage</li> </ul>	
Engaging and Communicating with Customers	14 Local communications and outreach	<ul style="list-style-type: none"> <li>Approach/strategy for delivering good communications at the right time</li> <li>Stakeholder mapping for Scheme/area</li> <li>Use of public exhibitions</li> <li>Use of various media for communications, e.g. newsletters, radio, etc.</li> <li>Understanding of public requirements and key events for TM</li> <li>Diversion route engagement (pre- and post-works) to understand access requirements</li> <li>Progress updates</li> <li>Communications plan</li> </ul>	
	15 Use multiple media channels, regularly	<ul style="list-style-type: none"> <li>Identify provision/frequency of information and media methods to be used (make proportional to scheme)</li> <li>Use of NOMS to ensure accuracy of traffic data</li> <li>Engagement with appropriate organisations to raise awareness/advertise through their sites</li> </ul>	
	16 Impactful messages	<ul style="list-style-type: none"> <li>Information to be communicated – programme/community/customer benefit messages</li> <li>Identify media to be used</li> </ul>	
	17 Explain no activity	<ul style="list-style-type: none"> <li>Strategy to provide explanation of no activity and manage customer perception of the scheme</li> </ul>	
	18 Seek customer feedback on new Traffic Management	<ul style="list-style-type: none"> <li>To be updated during the detailed design stage</li> </ul>	
	19 Understand customer experience	<ul style="list-style-type: none"> <li>Agree approach to collecting customer feedback</li> <li>Agree mechanisms to engage with various customers</li> <li>Identify process for analysis of correspondence and feedback</li> </ul>	
	20 Complete the feedback loop	<ul style="list-style-type: none"> <li>To be updated during the detailed design stage</li> </ul>	



## APPENDIX C - CUSTOMER IMPACT ASSESSMENT TOOL

The Customer Impact Assessment Tool in this appendix (Tables C1, C2 and C3) 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 scheme on each customer group at the current PCF stage. Following completion of Appendix C, populate Section 2.1 and Table 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 C1. 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 scheme		√	
2.	HGV drivers, car drivers, motorcyclists		√	
3.	WCHR's		√	
4.	Emergency services			√

Table C2. 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.	WCHR's			√
4.	Freight		√	

Table C3. 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.	Norwich City Football Club			√
4.	Thickthorn Park & Ride		√	
5.	Norfolk & Norwich University Hospital			√
6.	Norwich International Airport			√
7.	Warehouse Distribution Centres		√	

## APPENDIX D - DYNAMIC ROADWORKS BENCHMARKING SCORES

Vision	Green/ Amber/ Red/ NA/ Not yet known	Scheme Evidence for RAG Rating
<b>1. Speeds</b> <i>Varying the speed limits so they are appropriate for the work taking place</i>	N/A	<i>Table to be updated once option selection has taken place – planned to take place at the start of Stage 5.</i>
<b>2. Length</b> <i>Shortening the length of roadworks</i>	N/A	
<b>3. Closures and diversions</b> <i>Appropriate use of full road closures (including slip road closures) and associated diversions</i>	N/A	
<b>4. Delivering quicker</b> <i>Delivering road works quicker</i>	N/A	
<b>5. Explaining activity</b> <i>Explaining clearly what activities are, or are not, taking place</i>	N/A	

## APPENDIX E - CHECKLIST FOR IMPLEMENTING THE HIGHEST SAFE SPEED WITHIN ROAD WORKS

Table 10. Checklist for implementing the highest safe speed within road works

	Checklist items	Reasoning
<b>Development of design brief</b>	<p>Incorporate requirements outlined in Chief Highways Engineer Memorandum 446/19</p> <p>Section to be updated post options selection</p>	<i>(Outline how you have incorporated the requirements outlined in the Chief Highways Engineer Memorandum 446/19 into your design brief)</i>
<b>Safety risk assessment</b>	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>
<b>Work programme and traffic management proposal</b>	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>

<b>Implementation</b>	<b>Checklist items</b>	<b>Reasoning</b>
	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>
	Obtain the appropriate Temporary Traffic Restriction Orders required for your proposal	
<b>Validation</b>	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 implementing, including frequency of reviews and updates)</i>

## APPENDIX F - Structure Construction Options

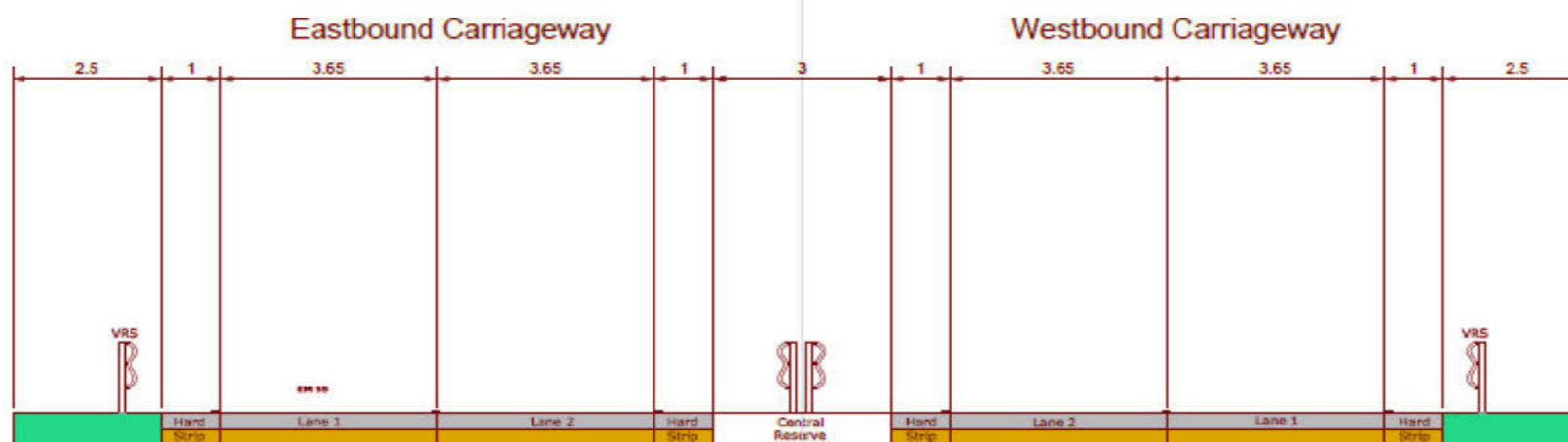
Vision	Green/ Amber/ Red/ NA/Not yet known	Scheme Evidence for RAG Rating
<ul style="list-style-type: none"> <li>Form of Superstructure</li> </ul>	<ul style="list-style-type: none"> <li>Precast Prestressed concrete beams composite with mass</li> <li>Concrete in-fill between the beams.</li> </ul>	<ul style="list-style-type: none"> <li>Precast concrete box.</li> </ul>
<ul style="list-style-type: none"> <li>Form of Substructure</li> </ul>	<ul style="list-style-type: none"> <li>Contiguous reinforced concrete pile (1050 mm dia) abutments integral with deck</li> </ul>	<ul style="list-style-type: none"> <li>Reinforced concrete frame (1050mm) abutments integral with deck.</li> </ul>
<ul style="list-style-type: none"> <li>Method of Construction</li> </ul>	<ul style="list-style-type: none"> <li>Top down, 'half and half'</li> </ul>	<ul style="list-style-type: none"> <li>Offline, and slide into position during a full closure and open cut excavation (and subsequent reinstatement)</li> </ul>
<ul style="list-style-type: none"> <li>Traffic Management Arrangements</li> </ul>	<ul style="list-style-type: none"> <li>As per the phasing drawings developed by HW Martin (see Appendix G for details). Temporary road widening will be required on the A11WB and A47EB carriageways to enable these traffic management arrangements, and provide sufficient safe working space for construction.</li> </ul>	<ul style="list-style-type: none"> <li>Full road closure, most likely two separate weekends (one for the A11 and one for the A47). Diversion routes will be implemented as shown on the attached drawings (see Appendix H for details).</li> </ul>

Vision	Green/ Amber/ Red/ NA/Not yet known	Scheme Evidence for RAG Rating
<ul style="list-style-type: none"> <li>Scheme examples</li> </ul>	<ul style="list-style-type: none"> <li>A1 at Grantham(current GT scheme)</li> <li>M25 CobhamServices (2012)</li> </ul>	<ul style="list-style-type: none"> <li>Highways England - A160/A180 Port of Immingham Improvements (2015)</li> <li>[REDACTED]</li> <li>Network Rail Werrington Dive Under (live scheme)</li> <li>The slide method has been proposed for number of structures on HS2 sections N1 and N2.</li> <li>A12 underpass (Holland) – see video below:</li> <li>[REDACTED]</li> <li>NET Phase 2 Nottingham Tram Link – A52 QMCOverbridge</li> <li>[REDACTED]</li> </ul>

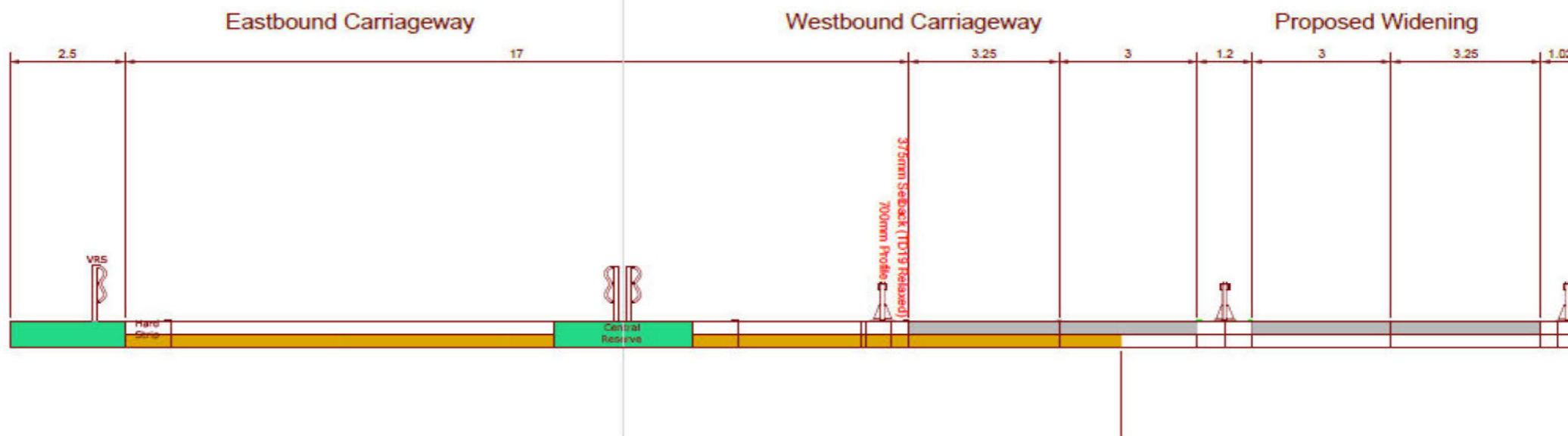
## **APPENDIX G - Option 1 Traffic Management Sketches**



### Typical Cross Section (A11)



### A11 Contraflow



Project Title: Thickthorn Junction Improvements	
Drawing Title: Typical Cross Section (A11)	
Drawing No: HES51492-GTY-TTM-000-GK-CH-00003	
Revision details	
Revision: --	Sheet No: 1 of 1
Revised by:	Date:

Preliminary	X	For approval
For comment		Final Design
Drawn by:		Date: 11/07/2020
Verified by:		Date: --
Validation by:		Date: --
Original size: A1	Scale: NTG	Technical Support
Designer Checklist No:	XXX	Technical Note & Design Commentary No:
Associated Risk Assessment No:	XXX	Layer Register No:
DWG File Number No:	XXX	

IN ADDITION TO THE HAZARDS/RISKS NORMALLY ASSOCIATED WITH THE TYPES OF WORK DETAILED ON THIS DRAWING, PLEASE NOTE THE FOLLOWING SIGNIFICANT RESIDUAL RISKS IN THE HAZARD/RISK BOX	
HAZARD/RISK	HOW MITIGATED

KEY:	Temporary Markings
	Proposed Construction
	Work Area
	Medium/High Risk Hazard - (Pre RA)
	Low Risk Hazard - (Pre RA)
	TVRS Profile
	TVRS Deflection

Notes:

- Drawing for conceptual purposes only

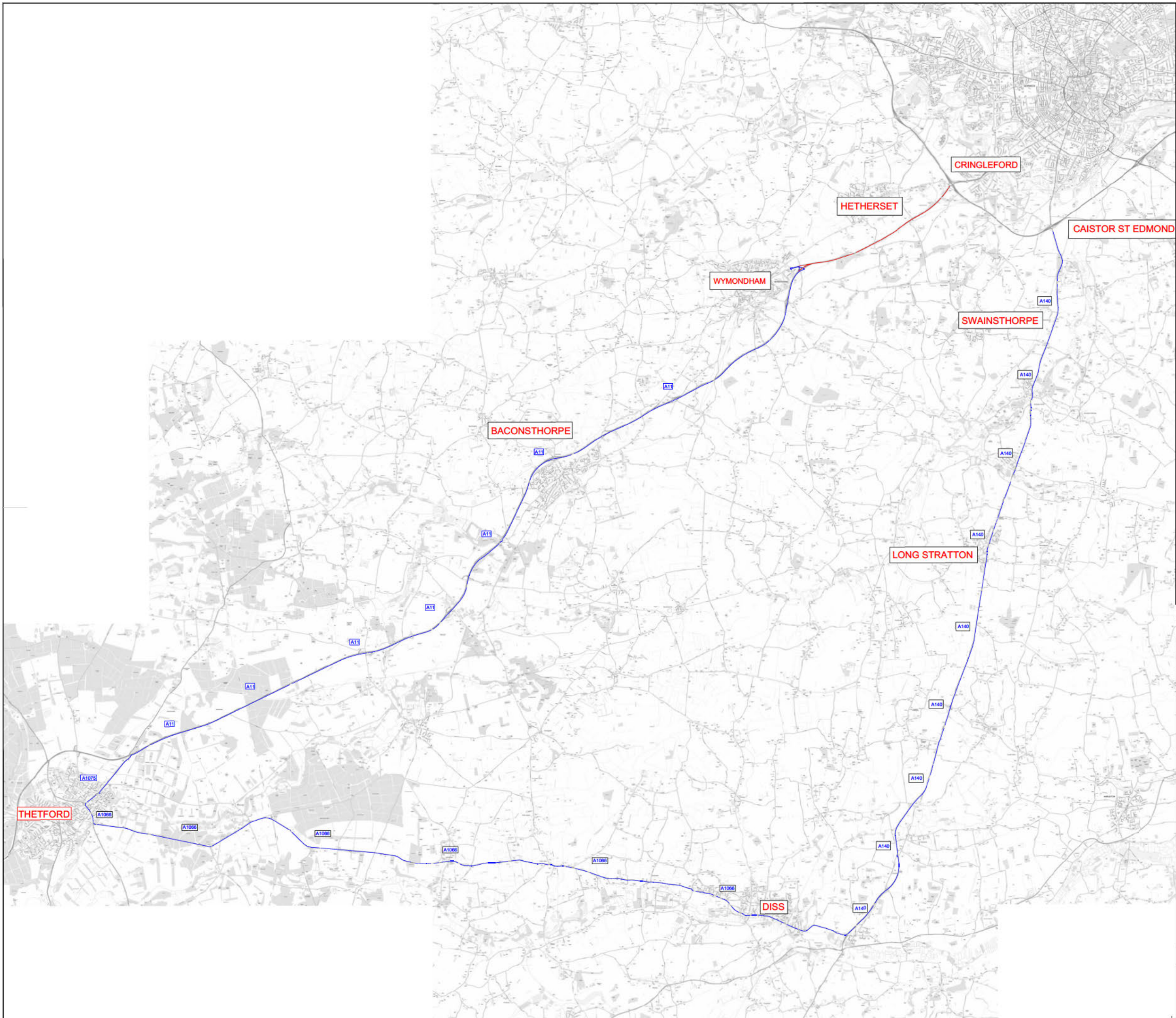








## APPENDIX H - Diversion Routes



**RESIDUAL DESIGN HAZARDS**  
 THE FOLLOWING HAS BEEN COLLECTED FROM THE PRE-CONSTRUCTION INFORMATION AND HIGHLIGHTS KNOWN RESIDUAL HAZARDS.

KEY	HS-#	HEALTH AND SAFETY RISK REFERENCE NUMBER
	E-#	ENVIRONMENT RISK REFERENCE NUMBER

- NOTES:
1. Additional works access and egress to be confirmed on site.
  2. Approach signage to be omitted in accordance with W1 550/4 rev1.
  3. Entry signs will be 'Alternative' as per IAN 163/12.
  4. To be placed prior to the first crossing point in a safe location during installation & removal of traffic management.
  5. Staggered/ghost walls to be installed prior to works area agreed on a nightly basis prior to the start of shift.

REV	DETAILS	CHKD	APPD	DATE
	DRAWN: NW			
	DESIGN: NW			
	CHECK: SC			
	APPD: SC			
	DATE: 30/06/2020			

SUITABILITY:	FOR CONSTRUCTION
CLIENT	GalifordTry



SCHEME NAME  
**Thickthorn Traffic Modelling**

DRAWING TITLE  
**A11 North Diversion**

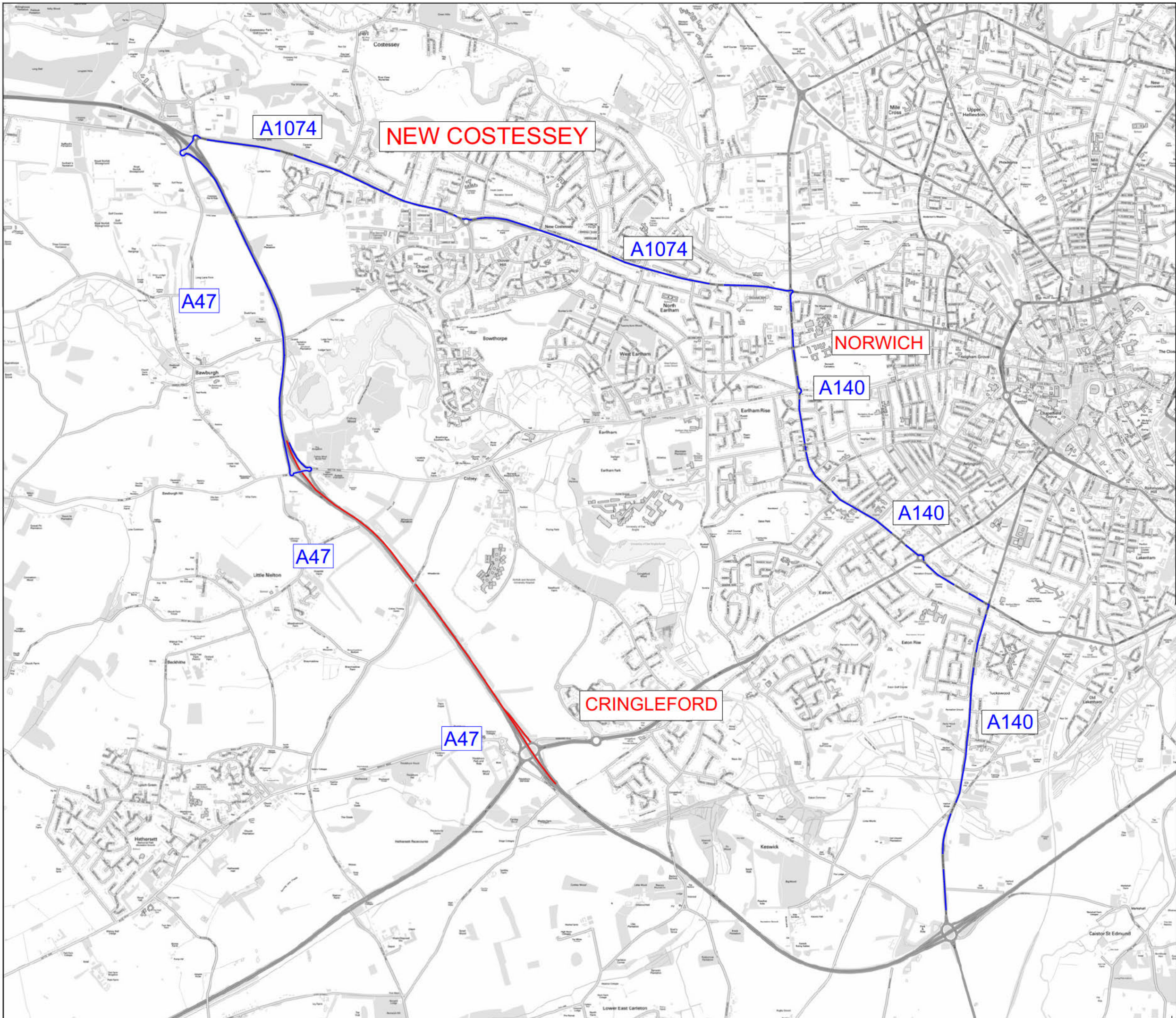
STATUS	SUITABILITY	ORIG DRAWING SIZE	A3	DIMENSIONS	m
01	S0	SCALE	NTS		

DRAWING NUMBER  
**HWM/TM/C2549/A47/001**  
 PAGE 1 OF 4

REVISION  
**A**







**RESIDUAL DESIGN HAZARDS**  
 THE FOLLOWING HAS BEEN COLLECTED FROM THE PRE-CONSTRUCTION INFORMATION AND HIGHLIGHTS KNOWN RESIDUAL HAZARDS.

**KEY**  
 HS-# HEALTH AND SAFETY RISK REFERENCE NUMBER  
 E-# ENVIRONMENT RISK REFERENCE NUMBER

**NOTES:**  
 1. Additional works access and egress to be confirmed on site.  
 2. Approach signage to be omitted in accordance with WJ 150/14 rev1.  
 3. Entry signs will be 'Alternative' as per IAN 163/12.  
 4. To be placed prior to the first crossing point in a safe location during installation & removal of traffic management.  
 5. Stoppers/ghost walls to be installed prior to works area agreed on a nightly basis prior to the start of shift.

REV	DETAILS	CHKD	APPD	DATE
DRAWN - NW				
DESIGN - NW				
CHECK - SC				
APPD - SC				
DATE: 30/06/2020				

SUITABILITY: FOR CONSTRUCTION

CLIENT: **GalifordTry**

AGENT: **MARTIN**

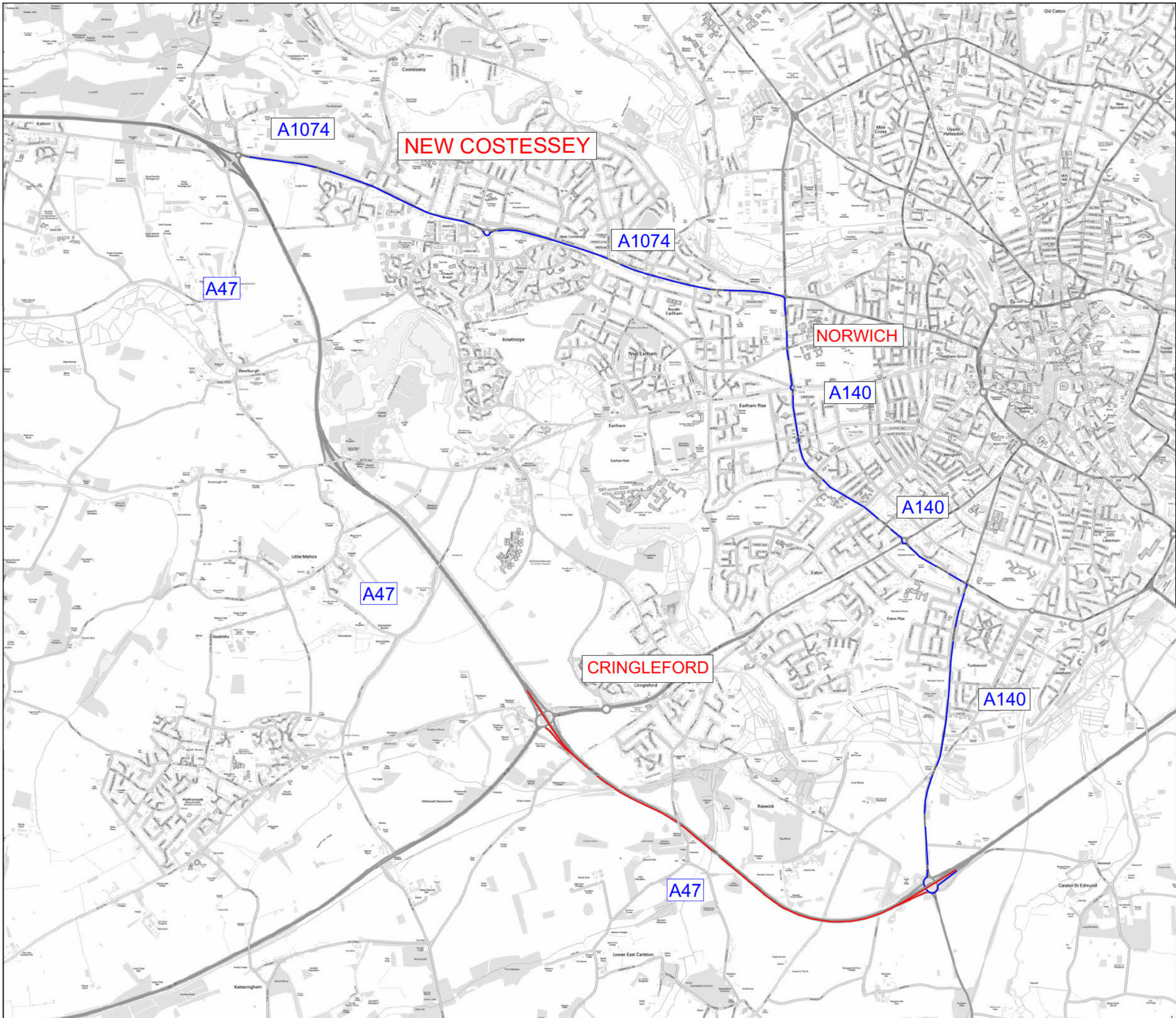
SCHEME NAME: **Thickthorn Traffic Modelling**

DRAWING TITLE: **A47 East Diversion**

STATUS	SUITABILITY	ORIG DRAWING SIZE	A3	DIMENSIONS
01	S0	SCALE	NTS	2024 © New North (7 of 8 Management) Ltd

DRAWING NUMBER: **HWM/TM/C2549/A47/001**  
 PAGE 3 OF 4

REVISION: **A**



**RESIDUAL DESIGN HAZARDS**

THE FOLLOWING HAS BEEN COLLECTED FROM THE PRE-CONSTRUCTION INFORMATION AND HIGHLIGHTS KNOWN RESIDUAL HAZARDS.

<b>KEY</b>	<b>HS-#</b>	HEALTH AND SAFETY RISK REFERENCE NUMBER
<b>E-#</b>		ENVIRONMENT RISK REFERENCE NUMBER

NOTES:

1. Additional works access and egress to be confirmed on site.
2. Approach signage to be omitted in accordance with W9 150/74 rev1.
3. Entry signs will be 'Alternative' as per IAN 163/12.
4. E-# To be placed prior to the first crossing point in a safe location during removal of traffic installation & management.
5. Staggered/ghost walls to be installed prior to works area agreed on a nightly basis prior to the start of shift.

REV	DETAILS	CHKD	APPD	DATE
	DRAWN: NW			
	DESIGN: NW			
	CHECK: SC			
	APPD: SC			
	DATE: 30/06/2020			

DRAWING STATUS	
WORKING DRAWING	✓
PRELIMINARY DRAWING	
EXTERNAL ISSUE	
AS-BUILT	

SUITABILITY: FOR CONSTRUCTION

CLIENT

AGENT

SCHEME NAME

**Thickthorn  
Traffic Modelling**

DRAWING TITLE

**A47 est  
Diversion**

STATUS	SUITABILITY	ORIG DRAWING SIZE	A3	DIMENSIONS	m
01	S0	SCALE	NTS		

DRAWING NUMBER

**HWM/TM/C2549/A47/001**

**PAGE 4 OF 4**

REVISION	
<b>A</b>	

## **APPENDIX I - Scheme Stakeholder & Customer Plan**



one team  
shared outcomes  
delivered together



# 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	[REDACTED], Galliford Try
Owner	[REDACTED], Galliford Try
Distribution	Programme Leaders, Highways England
Document Status	S4 – For Approval

### 0.1. Revision History

Version	Date	Description	Author
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02	04/02/2019	Final	[REDACTED]
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### 0.2. Reviewer List

Version	Name	Role	Date
04	[REDACTED]	Partnership Leader	18/06/20
04	[REDACTED]	Programme Lead	23/06/20
04	[REDACTED]	Programme Lead	No comments
04	[REDACTED]	Project Director	No comments
04	[REDACTED]	Project Director	17/06/20
04	[REDACTED]	Partnership Design Director	No comments

# STAKEHOLDER & CUSTOMER MANAGEMENT PLAN

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## 0.3. Approvals

Version	Name	Role	Signature
01	[REDACTED]	Partnership Leader	N/A
02	[REDACTED]	Partnership Leader	N/A
03	[REDACTED]	Partnership Leader	[REDACTED]
04	N/A	N/A	N/A
05	[REDACTED]	Partnership Director	14/07/20 [REDACTED]

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## 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 GallifordTry. 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.)

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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.

### 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.

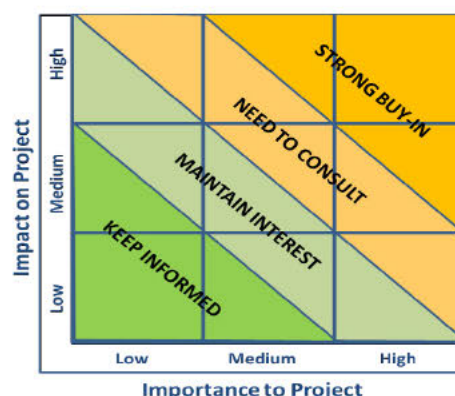
### 3.3.7. Stakeholder Identification and Management

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.

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.

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## 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.

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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.

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



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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.

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.

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- 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 J - Traffic Management Specification Table

## A47/A11 Thickthorn Junction Outline Traffic Management Plan

<b>Project: A47 Thickthorn Junction</b>	<b>Overview:</b>
Traffic Management Specification	The table below is intended to outline the TM restrictions that Galliford Try believe would be appropriate and proportional for delivering the A47 Thickthorn Junction. This is based on our current understanding of the design information and local constraints.
	This is based on a typical layout of restrictions that may be included in a Highways Specification Appendix 1/17 document.
	Based on assumed start date of <b>11.04.2023</b> .

Works Section	Location	Proposed Restrictions (i.e. Lane width restriction, lane closure, speed limit, diversion (if road is closed), etc.)	TM Drawing Attached (Y/N)	TM Drawing Reference	Duration (weeks)	Start month/year of construction	Month/Year of completion	Comments
<b>Option 2: Underpass Box Slide</b> (See TTM Plan Appendix F for further details, ref. HE551492-GTY-HTM-000-PL-CH-00001)								
A11 N/B	Wymondham to Thickthorn Jct	Full closure (off-peak 8pm-6am) under diversion NB	Y Diversion Only	HWM/TM/C2549/A47/001 PAGE 1 OF 4	0.5	Feb-24	Feb-24	1. Accesses to businesses to be maintained at all times, except under agreed road closures; 2. A11 NB and A11 SB closed at the same time. 3. Weekend, or extended weekend, closure is envisaged.
A11 S/B	Thickthorn to Wymondham	Full closure (off-peak 8pm-6am) under diversion SB	Y Diversion Only	HWM/TM/C2549/A47/001 PAGE 2 OF 4	0.5	Feb-24	Feb-24	1. Accesses to businesses to be maintained at all times, except under agreed road closures; 2. A11 NB and A11 SB closed at the same time. 3. Weekend, or extended weekend, closure is envisaged.
A47 E	A47/B1108 Jct to Thickthorn Jct	Full closure (off-peak 8pm-6am) under diversion EB	Y Diversion Only	HWM/TM/C2549/A47/001 PAGE 3 OF 4	0.5	Apr-24	Apr-24	1. Accesses to businesses to be maintained at all times, except under agreed road closures; 2. A47E and A47W closed at the same time. 3. Weekend, or extended weekend, closure is envisaged.
A47 W	A140/A47 Jct to Thickthorn Jct	Full closure (off-peak 8pm-6am) under diversion WB	Y Diversion Only	HWM/TM/C2549/A47/001 PAGE 4 OF 4	0.5	Apr-24	Apr-24	1. Accesses to businesses to be maintained at all times, except under agreed road closures; 2. A47E and A47W closed at the same time. 3. Weekend, or extended weekend, closure is envisaged.
<b>Option 1: Underpass Top Down, 'Half and Half', Construction</b> (See TTM Plan Appendix F for further details, ref. HE551492-GTY-HTM-000-PL-CH-00001)								
A47 E+W	OS X-617143.367, Y-307472.908 to X-620183.069, to Y-304080.507	Option 1 A47 Contraflow, 40mph temporary speed limit. See drawing/s for further detail.	Y	HE551492-GTY-TTW-000-DR-PC-30003 HE551492-GTY-TTW-000-DR-PC-30004	60	Sep-23	Nov-24	Conceptual Design Sketches
A11 N+S	OS X-616048.887, Y-303562.01 to X-618496.404, Y-305541.567	Option 1 A11 Contraflow, 40mph temporary speed limit. See drawing/s for further detail.	Y	HE551492-GTY-TTW-000-DR-PC-30001 HE551492-GTY-TTW-000-DR-PC-30002 HE551492-GTY-TTM-000-SK-CH-00003	60	Jul-23	Sep-24	Conceptual Design Sketches
<b>Applicable to both underpass options</b>								
A11 N/B	Wymondham to Thickthorn Jct	Full closure (off-peak 8pm-6am) under diversion NB	Y Diversion Only	HWM/TM/C2549/A47/001 PAGE 1 OF 4	Weekday nightshifts Weekend nightshifts Weekends (item 3 only)	Apr-23	Jul-25	1. Accesses to businesses to be maintained at all times, except under agreed road closures 2. Individual carriageway closures, as required, to enable TM and temporary works installation (e.g. sheet piled walls). The number of closures required is significantly greater for Option 1 than Option 2. 3. Full road closures necessary for bridge beams lifts / deck installation on Structure S41.
A11 S/B	Thickthorn to Wymondham	Full closure (off-peak 8pm-6am) under diversion SB	Y Diversion Only	HWM/TM/C2549/A47/001 PAGE 2 OF 4	Weekday nightshifts Weekend nightshifts Weekends (item 3 only)	Apr-23	Jul-25	1. Accesses to businesses to be maintained at all times, except under agreed road closures 2. Individual carriageway closures, as required, to enable TM and temporary works installation (e.g. sheet piled walls). The number of closures required is significantly greater for Option 1 than Option 2. 3. Full road closures necessary for bridge beams lifts / deck installation on Structure S41.
A47 E	A47/B1108 Jct to Thickthorn Jct	Full closure (off-peak 8pm-6am) under diversion EB	Y Diversion Only	HWM/TM/C2549/A47/001 PAGE 3 OF 4	Weekday nightshifts Weekend nightshifts Weekends (item 3 only)	Apr-23	Jul-25	1. Accesses to businesses to be maintained at all times, except under agreed road closures 2. Individual carriageway closures, as required, to enable TM and temporary works installation (e.g. sheet piled walls). The number of closures required is significantly greater for Option 1 than Option 2. 3. Full road closures necessary for installation of footbridge S45 and demolition of the existing Cantley Lane Footbridge.
A47 W	A140/A47 Jct to Thickthorn Jct	Full closure (off-peak 8pm-6am) under diversion WB	Y Diversion Only	HWM/TM/C2549/A47/001 PAGE 4 OF 4	Weekday nightshifts Weekend nightshifts Weekends (item 3 only)	Apr-23	Jul-25	1. Accesses to businesses to be maintained at all times, except under agreed road closures 2. Individual carriageway closures, as required, to enable TM and temporary works installation (e.g. sheet piled walls). The number of closures required is significantly greater for Option 1 than Option 2. 3. Full road closures necessary for installation of footbridge S45 and demolition of the existing Cantley Lane Footbridge.
Cantley Lane	Diverge from the A11SB carriageway to the Junction with Station Lane	Off-peak full closure (with diversion) Lane closure Speed limit reduction to 30mph	No		Up to 117 weeks, on an 'as-required' basis to deliver the works.	Apr-23	Jul-25	Accesses to businesses and homes to be maintained at all times, except under agreed road closures.
B1172 Norwich Road	Park & Ride RBT to Junction with Station Lane / Colney Lane	Off-peak full closure (with diversion) Lane closure Speed limit reduction to 30mph	No		Up to 117 weeks, on an 'as-required' basis to deliver the works.	Apr-23	Jul-25	Accesses to businesses and homes to be maintained at all times, except under agreed road closures.
A47 / A11 Interchange roundabout	OS: X - 618440 Y- 305477	Off-peak full closure (with diversion) Lane closure Speed limit reduction to 30mph	No		Up to 117 weeks, on an 'as-required' basis to deliver the works.	Apr-23	Jul-25	As required to enable the proposed works on the RBT, including road widening and street furniture removal and installation.

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## APPENDIX K - 7 Day Roadworks accuracy Briefing notes



## East Region Hits The Road for 7 Day Accuracy

Highways England is changing the Key Performance Indicator relating to **road and slip road closures**. This measure aims to improve the accuracy of roadworks information by locking down the next 7 days of closures so that our customers can better plan their journeys in advance and be confident of the information we provide.

There are 4 categories that we are currently measured on from 1 April. This is a national KPI and affects all Highways England work, including 3<sup>rd</sup> Party and Major Projects, and there is not much room for error!

- On-time – Planned for 7 days in advance and started within 1 hour (either side) of the planned start time – **PASS!**
- Did not go ahead – Planned for 7 days in advance but did not go ahead (cancelled) – **FAIL!**
- Not on time – Planned for 7 days in advance but did not happen within 1 hour (either side) of planned start time – **FAIL!**
- Un-planned – Not planned 7 days in advance but added and went ahead. – **FAIL!**

To make an instant impact on the next 7 days, the East Region will be imposing a departure process for any applications for road closures within the rolling 7-day period. An explanation why the work cannot wait will be required to support the departure application which will be then be signed off by two HE Directors or nominated deputies not associated with the work.

Urgent repair works which have a contractual repair time such as safety barriers (7 days) or 24hr pothole defects will be exempt from the departure process but will still require supporting evidence. Applications outside of the next 7 days will not require a departure to be signed. Applications for urgent works will still require a completed Temporary Notice for Urgent works form (TNUW), justification on the urgent nature of the works, a signed departure form if necessary and a roadspace application form.

This new regime will start next month from 1 July. Official guidance will follow so that all organisations working with and for Highways England can be advised in the same way and at the same time.

Lane closures are not affected and can be applied for within the 7-day period. We are firming up our timescale and will insist on 3 days' notice of planned works with only genuine emergencies requested earlier than the required 3 days. This should allow for better planning and utilisation of other planned works rather than a reactive approach. This will also give organisations the chance to prepare for the requirements of permitting as part of Street Manager universal system of displaying all roadworks.

*“The briefing of how we are measured allows internal and external contractors to understand what has changed and how working together we can improve the information to the customer”*

Lee Cornwell, Senior Network Planner, Network Availability

*“This is the start of a long journey, but the benefits for our customers and budgets will be fantastic. As a region we have led the way with on-the-day accuracy. Now it's time for us to step up again and show everyone just how great the East Region can be”*

Matthew Wilson, Head of Service Delivery

## Departure process for Rolling 7 Day Roadworks Accuracy Measure

