A47 North Tuddenham to Easton Dualling

Scheme Number: TR010038

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 North Tuddenham to Easton Development Consent Order 202[x]

OUTLINE TRAFFIC MANAGEMENT PLAN

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CONTENTS

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) for the North Tuddenham to Easton dualling scheme (the "Scheme"). A detailed description of the Scheme can be found in Chapter 2 The Proposed Scheme of the Environmental Statement (ES) (**TR010038/APP/6.1**).

1.1.2 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. This Plan will be developed by the main contractor and will be regularly updated throughout construction.

1.1.3 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 the draft DCO (**TR010038/APP/3.1**).

1.1.4 This Plan should be read alongside the other application documents, in particular the ES (**TR010038/APP/6.1**) and the Environmental Management Plan (EMP) (**TR010038/APP/7.4**).

1.1.5 The aims and objectives of the Plans are to:

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

1.2 Safety

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

- Safe taper locations.
- Road marking condition.

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

1.3 Good customer service

1.3.1 Due to the nature of construction, full closures will be required in order to facilitate specific activities. The programme of works will be co-ordinated in a fashion that allows optimum use of full closures in order to minimise the number of full closures and drive operational efficiency. Full closures will be co-ordinated with Local Highways Authorities (Norfolk County Council) and discussed via stakeholder engagement. This is detailed further within the customer requirements section of this document.

1.3.2 It is essential that road markings, both temporary and existing are clear and in good condition. Poor road markings and lane delineation cause customer frustration and impact the customer experience through the works. Consideration of requirements for the above elements, based upon driver behaviour and prioritising customer and workforce safety will be given.

1.3.3 The project will seek to implement a number of specific measures focused on good customer service as part of the detailed design of the traffic management arrangements in the detailed design stage. These measures are summarised below:

- A checklist will be developed demonstrating how the project intends to achieve the twenty principles described in Highways England's 'Roadworks: A Customer View' guide (Version 3.0 – November 2020). Refer also to Appendix B / Table 13, which sets out the initial proposed approach for the project to achieve the twenty principles.
- Appendix E / Table 18 of this Plan ('Checklist for implementing the highest safe speed within road works') will be completed in conjunction with the detailed design of the traffic management arrangements, and taking account of other points in this Plan, where relevant. An initial feasibility assessment of the highest safe speed has been carried and is summarised in Appendix E.
- Where traffic is required to run temporarily on sections of the new alignment, as described in Section 3 of this Plan, consideration will be given during detailed

design to temporarily widening these sections to accommodate the highest safe speed.

- The proposed plant crossings for the works, as described in Section 3, will be subject to traffic modelling to determine the optimum times for operation. Use of the plant crossings will be restricted to normal working hours wherever possible, i.e. 0700hrs to 1900hrs. A safe operating procedure will be developed for the plant crossings which supports minimising disruption to the traveling public. For example, articulated dump trucks grouped together prior to operating the crossing so that the usage of the closure period is maximised.
- For the one proposed 'online' new structure on the Tuddenham scheme (the new footbridge near Easton roundabout), consideration will be given to designing the structure and the method of installation to minimise the closure time required. For example:
  - Abutments positioned well clear of the temporary live traffic lanes.
  - Single span footbridge, thus no central pier required.
  - Main footbridge truss capable of being fully pre-assembled in an 'offline' area prior to being installed over the carriageway with a crane.
  - Crane for footbridge truss installation rigged in an area clear of the running lanes, hence closure time is not needed for crane rigging and derigging purposes.
  - Closure for truss installation selected for off peak hours, e.g. Saturday night / Sunday morning.

1.3.4 For further details of this phase of works, please refer to Phases 2A and 2B in Appendix G.

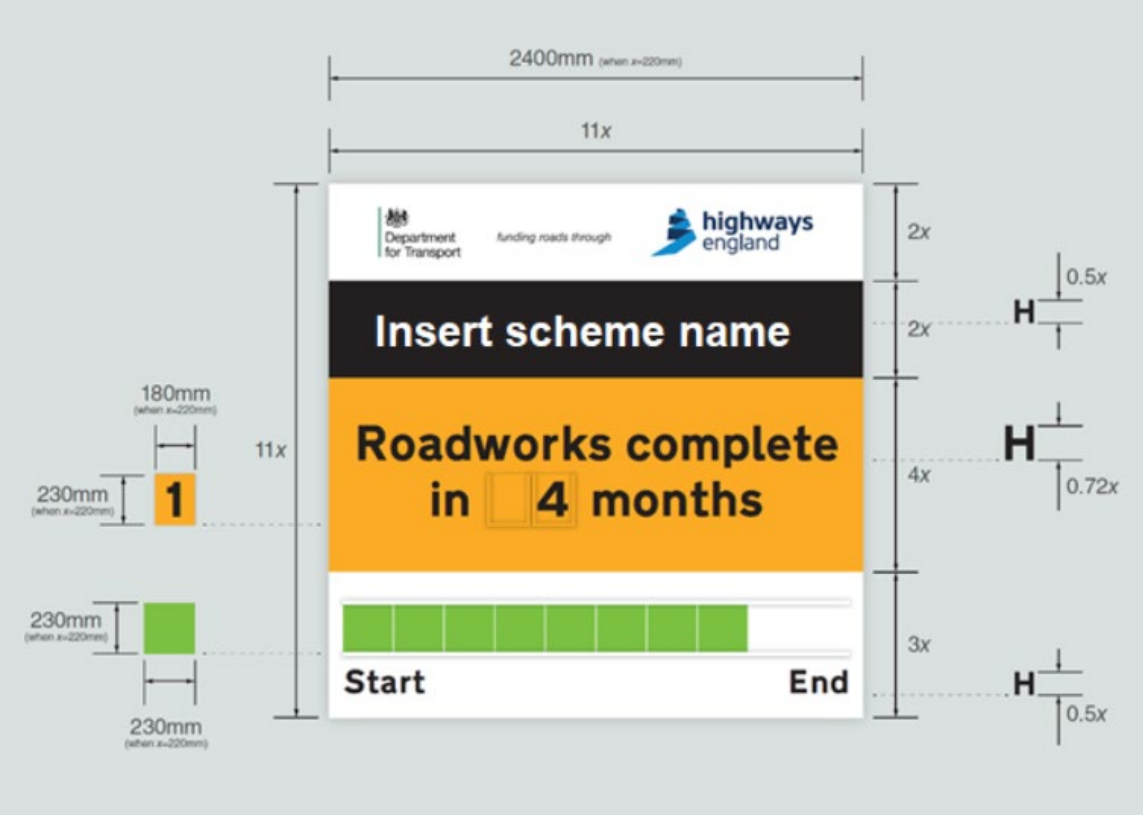
1.3.5 Principle 10 of 'Roadworks, A Customer View' states that schemes should use roadside signage to display timescales for the work. The 'Progress-O-Meter' concept was developed to fulfil this need. It aims to:

1.3.6 Improve customer satisfaction through roadworks by displaying up to date scheme progress.

1.3.7 Provide customers with confidence that the advertised scheme completion date will be met.

1.3.8 An example of a Progress-O-Meter sign face is shown in Figure 1.1.

Figure 1.1 - Progress-O-Meter Example



1.4 Projects delivered on time and efficiently

1.4.1 Working within the project team from an early stage allows the TM design to influence critical areas of design, construction planning and operational activities. The TM Early Contractor Involvement (ECI) Manager and Project Manager (PM) will integrate within the Delivery Integration Partner (DIP) / Regional Delivery Partnership (RDP) community, attending workshops and advising on programme and works including roadspace allocation, stakeholders, risk, opportunity and buildability.

1.4.2 During the detailed design and construction stages, the Scheme will adhere to the seven day rolling accuracy process in accordance with Highways England's KPI objectives for Network Availability. Further details of the 7 Day Roadworks Accuracy KPI are contained in the two briefing notes in Appendix I.

1.5 Scheme Description

1.5.1 The North Tuddenham to Easton section of the A47 connects key economic growth areas of Norwich. The current road is unable to cope with the high traffic volume and there are limited opportunities to overtake slower moving vehicles on this single carriageway.

1.5.2 To address these issues, we are upgrading the A47 between North Tuddenham and Easton in Norfolk to a dual carriageway. This will complete the dual carriageway between Norwich and Dereham, supporting economic growth, improving road safety and easing congestion in the area.

1.5.3 The Scheme layout and design is shown on the **General Arrangement Plans (TR010038/APP/2.2)**. A detailed description of the Scheme is provided in Chapter 2

The Proposed Scheme of the **ES (TR010038/APP/6.1).**

1.5.4 The Scheme design includes two new junctions. The first junction will be at Berry's Lane and Wood Lane (Wood Lane junction), and the second junction will be located at Blind Lane and Norwich Road (Norwich Road junction). In order to create a free flowing highway, the Easton roundabout will be removed. These improvements will better connect side roads into the new dual carriageway.

1.5.5 The aims and objectives of the Scheme are:

- **Supporting economic growth:** reduce congestion related delay, improve journey time reliability and increase the overall capacity for future traffic growth to help enable regional development and growth in Norwich and its surrounding area
- **A safer and reliable network:** improve safety for all road users and those living in the local area by improving safety issues at junctions along the A47. Improve user satisfaction by quicker and more reliable journeys
- **A more free-flowing network:** increase resilience in coping with incidents such as collisions, breakdowns, maintenance and extreme weather. Support the smooth flow of traffic and improve journey times reliability by maximising the operational capability at the junctions and along the 9km carriageway
- **Improved environment:** protect the environment by minimising adverse impacts and, where possible, deliver benefits
- **An accessible and integrated network:** ensure the new road layout considers local communities and safe access to the A47. Provide a safer route between communities for cyclists, walkers, horse-riders and other vulnerable users of the network, taking into consideration how their requirements can be addressed with improved connectivity
- **Value for money:** ensure the Scheme is affordable and delivers good value for money

1.6 Challenges and Considerations

- Appropriate speed reduction through the works – 40mph / 50mph
- Walkers, cyclist and horse riders.
- Farm traffic, abnormal load route movements through the work.
- Other developments in the area, directly interacting with the Scheme work area or using the A47 as a construction haul route or diversion route.
- Side road tie ins and maintaining access to be considered on receipt of more detailed design.
- Overarching strategy to retain as much as capacity as possible within the networks.
- Due to the offline nature of the programme it is not currently expected to have Significant weekend A47 road closures, and currently expect that we will utilise in the main overnights A47. However, the Plan allows for weekend A47 closures, in case further detailed planning realises that there is a need.

- Key closure periods during July 2024 – November 2024 utilising overnight closures for the tie-ins of carriageways between the phases.
- One weekend A47 closure and a of series of overnight closures to lift in the new Easton footbridge following the removal of the Easton roundabout to create a through carriageway. August 2024. Please see below Figure 1.2 Crash Map and RSF EuroRAP Rating and Figure 1.3 RSF EuroRAP Legend.

Figure 1.2 - Crash map and RSF EuroRAP Rating

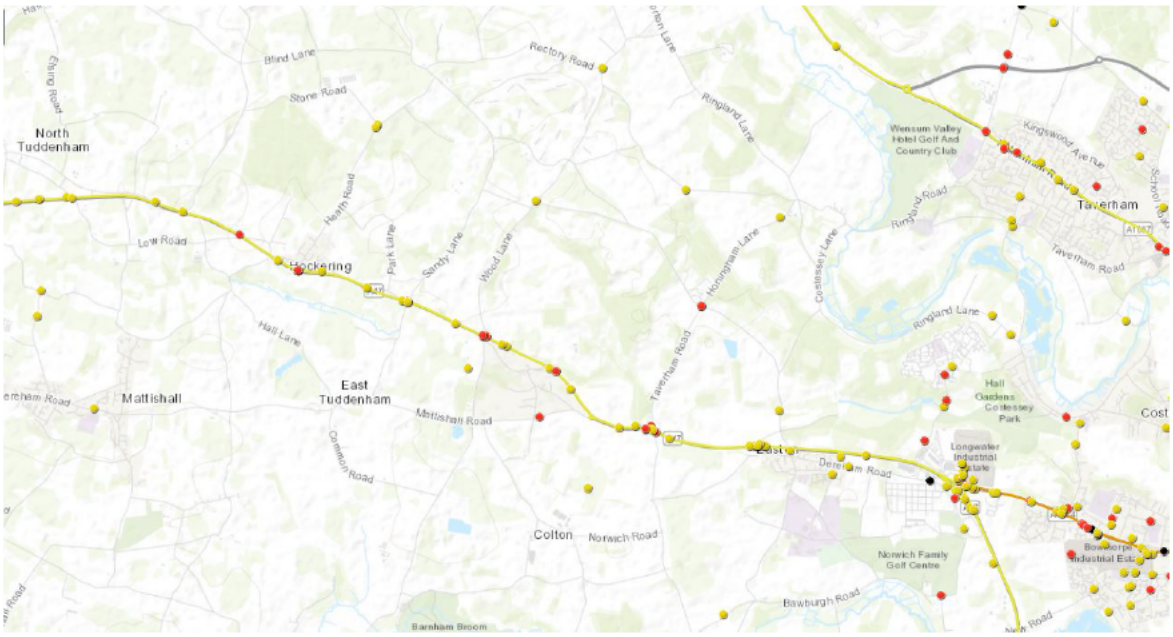


Figure 1.3 - RSF EuroRAP Legend

1.6.1 The design risk assessment will consider key risks and mitigations within the TM strategy and designs. For instance, undertaking an incursions mapping exercise to identify the likelihood of unauthorised incursions and implement appropriate mitigations such as early stakeholder engagement, strict Raising the Bar 27 adherence, and use of incursion cameras and other innovations such as Intellicone. An extract from a TM design risk assessment is shown in Figure 1.4 below.

Figure 1.4 - Extract of TM Design Risk Assessment

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

1.6.2 Through engagement with specialist sub-contractors, the requirement for Closed Circuit Television (CCTV), Temporary Automatic Speed Camera at Road works (TASCAR) and temporary road markings will be assessed. It is essential that road markings, both temporary and existing are clear and in good condition. Poor road markings and lane delineation cause customer frustration and impact the customer experience through the works. Consideration of requirements for the above elements, based upon driver behaviour and prioritising customer and workforce safety will be given.

1.6.3 The TM designers will work with the main contractor programme lead, ensuring programme requirements can be achieved within TM phases and will contribute to the emerging overall construction phasing strategy.

1.6.4 From beginning stages, the TM design will include assessment of safety, suitability and customer impact. This includes incorporating traffic modelling data, site surveys, traffic count data and hazard identification.

1.6.5 A survey of the existing carriageways and impacted area/s will be carried out as documented above in section 1.2.1. In order to accomplish accurate design, the construction model will be inputted into phasing design, allowing the illustration of build and phasing detail of both the traffic management and the construction being

carried out in each phase. This allows measurement of works output per phase and also clash detection.

2 TRAFFIC MANAGEMENT PLAN – DETAILED DESCRIPTION

Table 1. Customer Requirements Log

Customer group	Who is affected by this project?	What are their requirements and how are they impacted?	How has the TM Plan taken these requirements into account and proposed mitigations using the customer principles?
Customer	HGV drivers Car drivers, Motorcyclists Hauliers Emergency Services, Local Traffic evening flows in all directions Long distance drivers/tourists (East Coast tourism) Coach companies Delivery/couriers Shell Garage	Journey time reliability Advance warning of closures and/or diversions Appropriate diversion routes Maximised lane widths where possible Clear easily navigable TM Review Use of Speed Control Co-ordination with existing schemes Emergency services require access or alternative measures to reach destination. Couriers under pressure to deliver – diversion routes, full closures and general works have potential to affect delivery JTR. Heavy HGV counts in and out of Wisbech due to the high capacity of industrialisation.	Sufficient notification of closures Closure clashes – not having closures on alternative routes that are not subject to diversions. Diversion routes to avoid narrow roads and low bridges. Road Haulage Association to be notified via comms. Consideration given to' roadworks: A customers view'. Efficient locating of lead in zones/zone of influence to minimise traffic flow impact. TM to be designed, installed and maintained in accordance with TSM & DMRB. Ensure HGV's are given Sufficient notification of closures. Advance warnings and notification via MVMS and existing technology on the Network Rev.C01: Travel time data to be requested via NTIC, as required, for display on strategic Variable Message Signs on the network. Rev.C01: Sufficient notification of closures: consider pre-signing on strategic VMS where possible – contact: vmsrequests@highwaysengland.co.uk 21 days before planned closure.

Customer group	Who is affected by this project?	What are their requirements and how are they impacted?	How has the TM Plan taken these requirements into account and proposed mitigations using the customer principles?
			Advanced warnings via nationwide network technology and comms to allow long distance drivers and tourists to plan appropriately. Give clear and accurate information of delays displayed at remote locations so traffic can decide on alternative route Give clear and accurate information on the works. Ensure Emergency Services have access through haul road during emergencies, have suitable diversion routes and have advance warning of closures and / or diversions. Ensure local residents have advance warning of closures and / or diversions. TM needs to have sensitivity to local requirements for example, market days. Ensure minimal disruption due to works, including environmental factors (for example, noise, dust, lighting and diversion routes Notification and liaison with individuals and / or local group representatives. Activity curfews for example, no piling between 22:00 – 06:00. Diversion route signs and information to meet driver requirements and optimise usability to reduce opportunities for error and therefore reduce congestion. Rev.C01: Consider information which will be provided to the Highways England Customer Contact Centre, such as regular briefings and an FAQ document.

Customer group	Who is affected by this project?	What are their requirements and how are they impacted?	How has the TM Plan taken these requirements into account and proposed mitigations using the customer principles?
			Rev.C01: Consider a specific project outlook mailbox/contact address for scheme specific enquires and complaints.
	Disabled car driver	Method of recovery that is suitable for physically disabled vehicle occupants and their vehicles. Suitable roadside facilities for disabled users i.e. toilets	Wheelchair accessible recovery vehicles where recovery is applicable. Welfare facilities take account of disabilities
	Walkers, Cyclists and Horse riders (WCHs)	NMU routes i.e. footpaths and overbridge within works boundary Existing crossing points (signal controlled)	Sufficient width of guarded temporary WCHR route provision Shared WCH temporary routes with compliant signage and disabled access. Routes to be lit, guarded and step free. Crossing point to be assessed with provision of tactile paving or alternative suitable measures e.g. audible warning
Stakeholder	1. Norfolk county council Other local highway authorities who may be affected by the diversion routes.	Communicate and seek approval of LHA network use for full closures/diversions where applicable. . Sufficient notification of above closures Co-ordinated and appropriate diversion routes Minimise impact to JTR's	Advance warning of proposed full closures with approval from LHA roadspace team/s Liaise with LHA's to agree proposed/approved diversion routes TM design to consider minimum impact to surrounding road networks Works planning to consider events and embargos.
	Adjacent Local Businesses and landowners* Adjacent communities	Advance warning of closures or diversion requirements Business access is maintained throughout the works Use local/social media for project updates Account for seasonal peaks e.g. Black Friday, Christmas	Advance warning and sensitivity around peak times No access to business will be altered due to the works Project comms team to liaise with local businesses Rev.C01: Use of the RIP van to go out and engage with local residents and businesses

Customer group	Who is affected by this project?	What are their requirements and how are they impacted?	How has the TM Plan taken these requirements into account and proposed mitigations using the customer principles?
		Use Variable Message Signage to better inform users of incidents	
	Highways England Operational Delivery Area 6: Asset Support Contractor	Journey time reliability Advance warning of closures and/or diversions Appropriate diversion routes Maximised lane widths where possible Access for routine maintenance	□□Sufficient notification of closures Closure clash avoidance – not having closures on alternative routes that are not subject to diversions Anticipated that the appointed Contractor will undertake the majority of maintenance activities Liaison with roadspace team to ensure appropriate/approved diversion routes are utilised. Liaison with roadspace team to avoid event clashing i.e. Wide load movements.
	Orsted Hornsey Project 3	Maximised lane widths where required Communicate and seek approval of LHA network use for full closures/diversions where applicable. Sufficient notification of above closures	Advance warning and sensitivity around peak times Closure clash avoidance – not having closures on alternative routes that are not subject to diversions Liaison with roadspace team to ensure appropriate/approved diversion routes are utilised. Project comms team to liaise with both parties
	Vattenfall Norfolk Vanguard	Maximised lane widths where required Communicate and seek approval of LHA network use for full closures/diversions where applicable. Sufficient notification of above closures	Advance warning and sensitivity around peak times Closure clash avoidance – not having closures on alternative routes that are not subject to diversions Liaison with roadspace team to ensure appropriate/approved diversion routes are utilised. Project comms team to liaise with both parties

3 HIGHWAY IMPROVEMENTS AND TRAFFIC MANAGEMENT MEASURES

3.1 Scope of Works

3.1.1 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.

3.1.2 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).

3.1.3 The following section describes the temporary traffic management for the Scheme.

3.2 Traffic Management Plan – Detailed description

3.2.1 The proposed construction phasing for the A47 North Tuddenham to Easton scheme is summarised below. Further details, including the dates of the proposed phases, can be found on the sequence sketches in Appendix G.

3.3 Phase 1

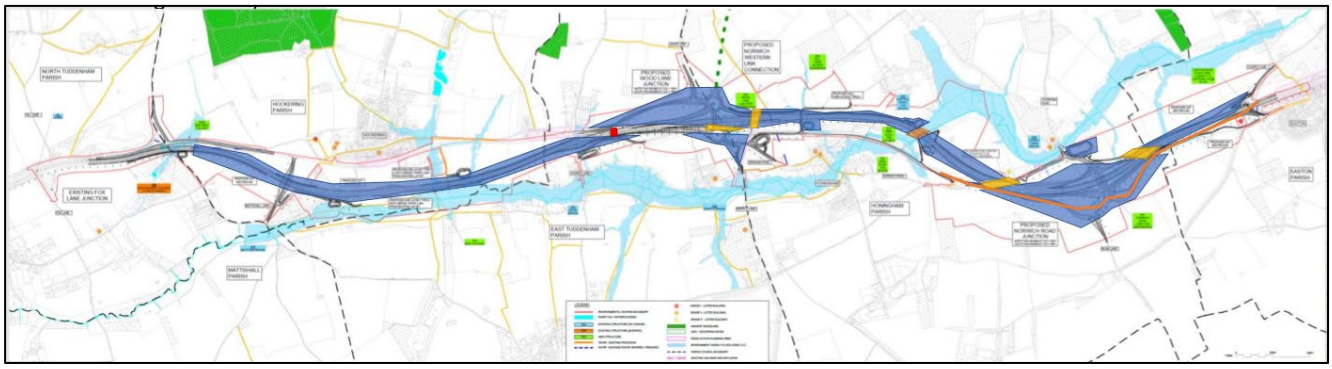
3.3.1 Phase 1 will consist of the following activities:

- Offline construction
- Utility diversions
- High pressure gas main diversion at CH 5150
- Three plant crossings with temporary speed restriction on the existing A47

3.4 Phase 2

3.4.1 Phase 2 will, in addition to the continued Phase 1, consist of:

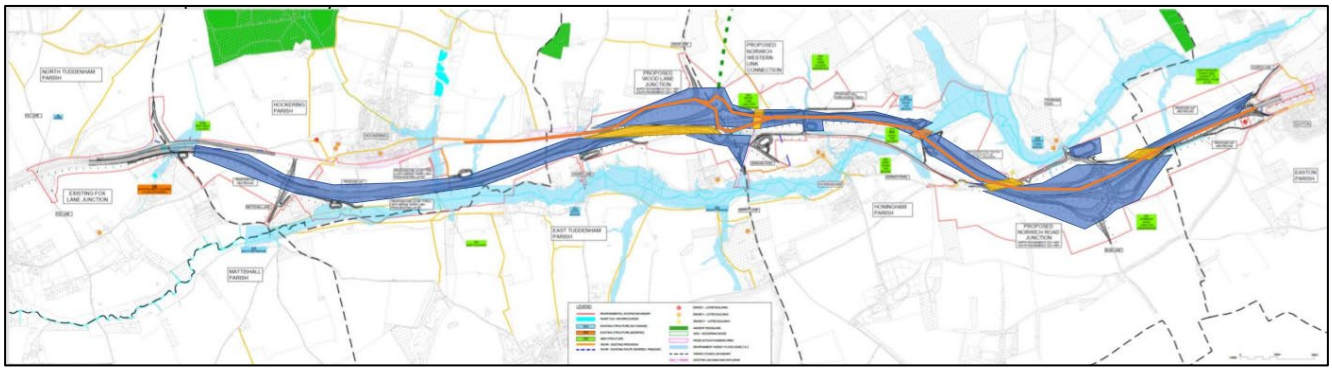
- Carriageway plug construction
- Temporary alignment at Norwich Road junction



3.5 Phase 3

3.5.1 Phase 3 activities will include:

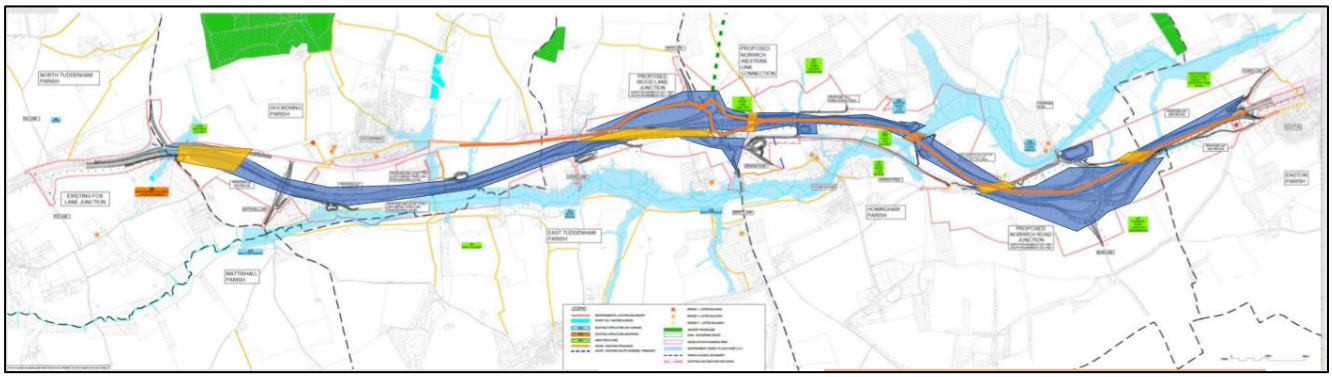
- Offline construction continued
- New carriageway tie in between CH 4000 and CH 4900
- Traffic to use new carriageway alignment between Easton and Wood Lane junction. The Wood Lane junction will be used as a temporary alignment.
- Existing Easton roundabout to be removed and repurposed to a new road layout using overnight TM for tie ins.



3.6 Phase 4

3.6.1 Phase 4 will consist of the following:

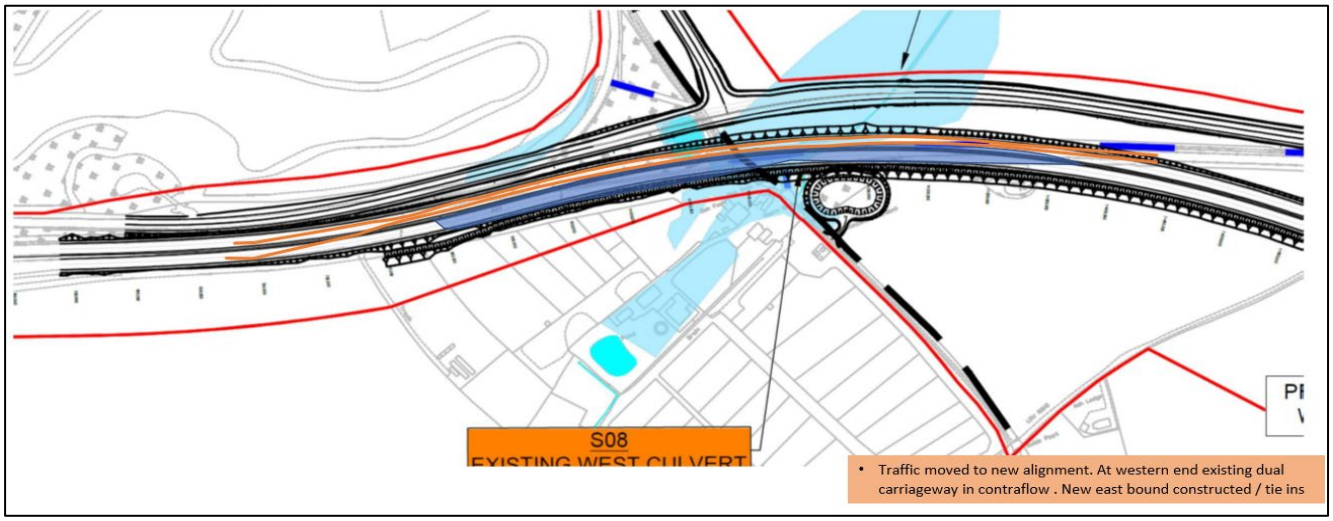
- Offline construction continued
- Tie in new carriageway between CH 600 and CH1450



3.7 Phase 4A

3.7.1 Phase 4A will consist of the following

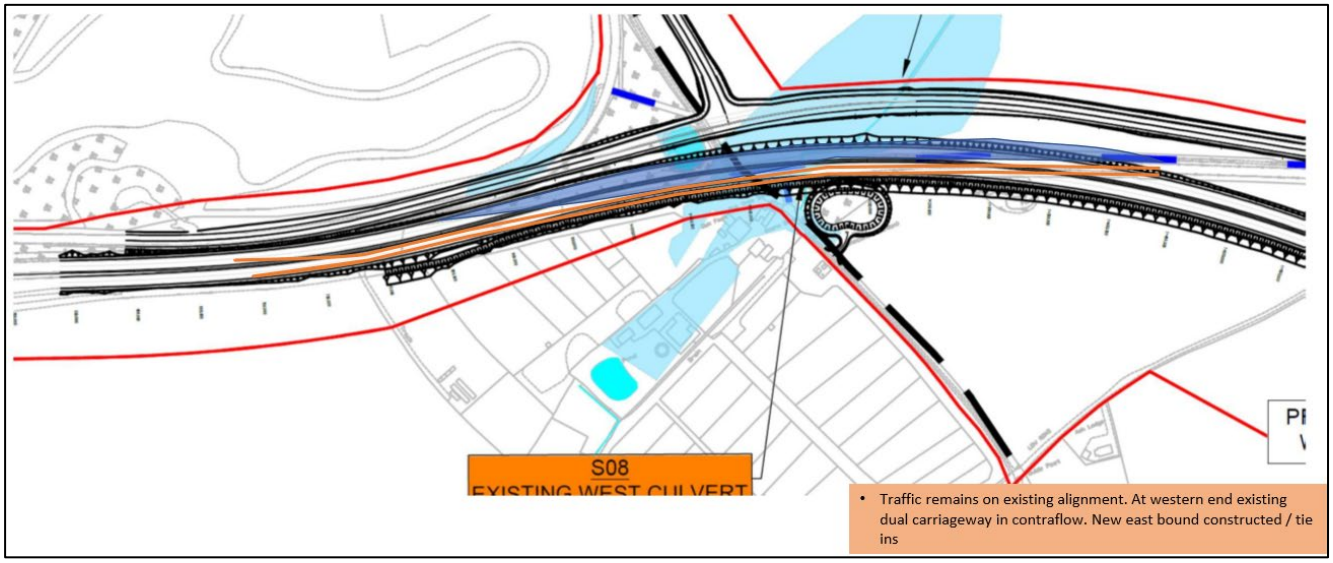
- Traffic will remain on existing alignment at the western end of the Scheme, and the dual carriageway will be subject to a contraflow operation to allow tie ins to be completed.



3.8 Phase 4B

3.8.1 Phase 4B will consist of:

- Traffic will be moved onto the newly constructed alignment the western end of the scheme will still be subject to a contraflow operation on the existing dual carriageway.
- New eastbound alignment is fully constructed during this phase



3.9 General scheme information

3.9.1 A detailed description of the Scheme is provided in Chapter 2 The Proposed Scheme

of the Environmental Statement (**TR010038/APP/6.1**). In summary, the Scheme comprises:

- 9km of new dual carriageway, running to the south of the existing A47 at Hockering and north of the existing A47 at Honingham
- two new junctions where the A47 passes over the local roads: one where Berrys Lane meets Wood Lane (Wood Lane junction) and one where Blind Lane meets Taverham Road (Norwich Road junction)
- removal of the existing roundabout at Easton to create a free-flowing road
- building four bridges for the A47 to pass over or under: the new Mattishall Lane Link Road, the proposed Wood Lane junction, the River Tud and the proposed Norwich Road junction
- Sandy Lane connecting to the A47 via a new side road providing access to Wood Lane junction
- two new lay-bys on the A47, between Fox Lane and the proposed Wood Lane junction, and police observation points
- closure to through traffic of: Church Lane (East Tuddenham), Berrys Lane, Blind Lane and Church Lane (Easton), north the of A47
- widening of the junction of Rotten Row and Church Lane (East Tuddenham)
- converting sections of the existing A47 for local needs, such as
    - converting to a Class B road north of Honigham, with a new cycle track between the new Dereham Road link road and Honingham roundabout
    - reducing to a single lane in front of St Andrews church, Honingham, with inclusion of passing places, parking places, turning area and security gate
- alterations to existing public rights of way and provision of new segregated routes for walkers and cyclists, including:
    - a new route for walkers and cyclists linking Honingham with St Andrew's Church below the A47 via the proposed Honigham church underpass
    - a new route for walkers and cyclists linking Easton with Lower Easton over the A47 via the proposed Easton footbridge
- new drainage systems, including:
    - new outfalls to the River Tud
    - dry culverts to maintain overland flow paths
    - new attenuation basins, with pollution control devices, to control discharges to local watercourses
- compounds, material storage areas and temporary vehicle parking located within the scheme boundary when construction is taking place
- diverting or installing new utilities infrastructure, such as a high pressure gas pipeline, electricity cables, water pipelines and electronic communications cables

- environmental measures embedded into the Scheme design to reduce the environmental effects and deliver wider benefits, such as noise barriers, low noise road surface on the A47, permanent mammal crossings and new wetland habitats
- temporary closure of access (exit and entry) to Honingham Lane at the junction with Taverham Road, Weston Road and Telegraph Hill

3.10 Proposed traffic management measures

3.10.1 There are multiple traffic management measures that will be utilised throughout the duration of the scheme, as documented in the following sections of this document. One area of focus, given the level of pedestrian movement in the area, are the pedestrian routes detailed in Appendix F.

3.10.2 The majority of the works will take place during night-time closures to enable a safe working environment.

3.10.3 The types of closures to be used are detailed below:

- 2-way traffic signals
- 3-way traffic signals
- Full road closure A47 mainline eastbound and westbound
- Full road closures of local side roads as detailed in the TM Specification Table in Appendix H.

3.10.4 Restrictions are currently envisaged to be as shown in Table 2 below.

Table 2. Restrictions

Restriction to be Implemented	Time of Day (Start to End)	Day/s in Week
Full closure times	20:00 – 06:00	Monday to Friday
Full closure times	20:00 – 06:00	Saturday
Full closure times	20:00 – 06:00	Sunday
Lane Closure times	20:00 – 06:00	Monday to Sunday
Traffic signal Times	20:00 – 06:00	Monday to Sunday
Width Restriction	24 hours (static)	TBC

3.11 Operating lanes

3.11.1 A47 Westbound – operating lanes between North Tuddenham and Easton will only be reduced during off-peak hours. Full carriageway closures and the use of traffic signals will be in place for the night-time works.

3.11.2 A47 Eastbound – operating lanes between Easton and North Tuddenham will only be reduced during off-peak hours. Full carriageway closures and the use of traffic signals will be in place for the night-time works.

3.12 Speed limits

3.12.1 Please refer to Appendix E for datums of temporary speed limits.

3.12.2 A47 Eastbound and Westbound – A speed limit of 40mph is envisaged to ensure maximum working room can be achieved during peak hour working. Thought has also been given to a variable speed limit using electric signs; this would be used during off peak hours when no work is taking place.

3.12.3 During weekends and bank holidays we envisage an increase to 60mph to improve the customer experience.

3.12.4 The viability of this option will be considered in later PCF stages once the detail of the design and the construction delivery requirements are known. Highways England highest safe speed tool kit will be used to access the feasibility of a higher speed limit.

3.12.5 Localised Junctions – A temporary speed limit of 40mph is envisaged to ensure workforce and public safety whilst travelling through roadworks. Another factor influencing this is the available working room behind a Temporary Vehicle Restraint System (TVRS). Increasing the limit to more than 40mph adversely affects scheme working room.

Table 1 - Speed Limits

Speed Limit (mph)	Location *(Start to End with respect to nearest junction or Marker Posts, if known)*	Justification for Speed Limit
40	A47 eastbound between a point 1km west of North Tuddenham and 1km east of Easton	Safety
40	A47 westbound between a point 1km east of Easton roundabout and 1km west of North Tuddenham	Safety

3.12.6 The temporary speed limits will be in place to enable safe operation of the temporary VRS. They are 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 necessary. Speed limit datums are shown in Appendix F. Variable speed limits are to be considered once final construction phasing and alignment design has been confirmed. Further details will be provided in the update to this document during detailed design phase of the Traffic management.

3.12.7 Speed limit enforcement measures and methods will be reviewed and considered during TTM design process and TTM design risk assessment. Length of the traffic management

3.13 Carriageway and slip road closures

3.13.1 Full carriageway closures will be used during the duration of the project from early works right up to completion, detailed below are some of the routes that may be closed (see Appendix F).

- A47 eastbound between North Tuddenham and Easton
- A47 westbound between Easton and North Tuddenham

- Local side road full closures

3.13.2 Full closures will be required for multiple activities, which may include, but are not limited to:

- Resurfacing works.
- Phase changes.
- Road marking installation.
- Construction of temporary widening.
- Earthworks fill.
- Eastern footbridge installation works
- Pavement construction works at the East and West tie in points

3.13.3 Where possible full carriageway closures will be avoided and the use of single lane running will be implemented, there will also be potential to use some of the constructed road during later phases of the project.

Table 2. 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	A47 EB	20:00 to 06:00	Full carriageway closure between North Tuddenham and Easton
Full carriageway	A47 WB	20:00 to 06:00	Full carriageway closure between Easton and North Tuddenham

3.14 Adjacent roadworks and other traffic management

3.14.1 The Principal Contractor will engage with the Applicant once programme dates are confirmed and complete the Tables 5 and 6 as necessary.

3.14.2 At the time of writing, an interface between the Scheme and the Orsted and Vattenfall windfarm development schemes is envisaged, as summarised below. During the detail design and construction stages, regular coordination meetings will be held between the A47 project and these windfarm developers to ensure that their construction traffic needs, including abnormal load deliveries, can be accommodated through the A47 traffic management arrangements, wherever feasible.

- Orsted start Spring 2023 (after to the Tuddenham scheme).
- Vattenfall start in 2022 (prior to the Tuddenham scheme).
- Both schemes finish after the A47 schemes.

3.14.3 In the overlapping period, abnormal loads (80m long low loaders with substation

transformer units) and other large HGV with cable drums will pass through the A47 Scheme to reach west of Dereham and north of the A47 between Taverham Road and Church Lane, north of Easton. These are items coming in via ship at Great Yarmouth.

Table 3. Adjacent roadworks and other traffic management

Nearby Traffic Management Location	Distance from Project	Interaction with Diversion Route(s)	Duration	Contact Details	Road Spacing Compliant?
Table to be updated when further discussion with Regional Operations Centre (ROC) team has been agreed.					

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

Table 4. Bank Holidays and Embargos

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

3.15 Significant events and seasonal traffic

3.15.1 The Principal Contractor will engage with the Applicant once programme dates are confirmed and complete/update Table 7 as necessary.

Table 5. Significant Events and Seasonal Traffic

Event	Implications with TM	Proposed Mitigation Measures
Harvest Season	JTR Impacts	Working ground inclusive of Farmers Union already in place
Norfolk Agricultural Show	JTR, Capacity	
Norwich City football fixtures	JTR, Capacity	Make provision in scheme TM planning, where feasible to do so.
Seasonal holiday traffic heading to coastal areas, e.g. Yarmouth, Lowestoft, etc.	JTR, Capacity	Make provision in scheme TM planning, where feasible to do so.

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

3.16 Incident management

3.16.1 Due to no restriction or reduced capacity during the early works it is not envisaged that CCTV or speed enforcement will be a requirement.

3.16.2 As the Scheme is developed during the detailed design stage, the need for CCTV and speed enforcement will be explored.

3.16.3 In the event of an accident the ROC shall be notified. Depending upon severity and the situation and action plan shall be confirmed with the ROC. This will include the need for emergency services, road closures, VMS activation (where applicable) and notification to adjoining networks, dependent upon the severity of the accident. 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.

3.17 Incursion risk management

3.17.1 Incursion risk management will commence from the very first stages of design. It is imperative the traffic management is designed not only in accordance with the relevant legislation i.e. Traffic Signs Manual (TSM), Construction Design and Management Regulations (CDM) and Design Manual for Roads and Bridges (DMRB) but also considers driver behaviour, carriageway alignment, works access and egress locations, clarity through road works as per the 'Roadworks – A Customer View' document.

3.17.2 It is important that driver fatigue and behaviour is both analysed and monitored to prevent incursion through user error.

3.17.3 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'.

3.17.4 Design risk assessments, analysis tools and relevant data collation are used throughout the design process, please refer to Table 8 and Figure 3.1

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 stationary	Close monitoring of site surveillance Regular maintenance checks/Traffic Safety and Control Officer (TSCO) checks

Incursion Risk	Proposed Control / Mitigation Measures
Driver coming into contact with gate point	Full gate point Safe System of Work (SSOW)
Driver coming into contact with static taper	Installation of safety zone in accordance with TSM Chapter 8. Taper to be installed in accordance with TSM chapter 8. Taper locations to be assessed during traffic management design and assessment process.
Driver entering works at night due to confusion/sign blindness	Ensure TM design caters for associated human factors and site is easily navigable

Figure 3.1 - Design Decision Tool Extract

20	Public Amenities	YES		*Service station, premier Inn, Mcdonalds restaurant*
21	Public transport general	YES		*Bus Route – Ensure 6.75m working width is maintained on two way working*
22	Singular Events			*Refer to TMP PCF Stage 5*
23	Bus Route	YES		
24	HGV Route	YES		
25	Railways/Level Crossings		NO	
26	Overhead Services			TBC
27	Underground Services	YES		Permit to dig to be obtained from client for TVR5 pinning
28	Environmental Factors			Refer to project environmental plan
29	Diversion Route	YES		Diversion routes approved and signed off by LHA and HE
30	Height Restrictions		NO	
31	Low/Weak Bridges		NO	
32	Weight Limits		NO	
33	One Way/Restriction		NO	

Category two – technical data

Traffic Management

Item No	Item Considered	Design Status/Description	Status Satisfactory	Details	Items Unknown or Not Applicable	Client/3rd Party Mitigation/Actions
1	Temporary Speed Limit		YES	Client submitted TTRO – status approved. Staged speed limit reduction		
2	Length of construction		YES	Circa 200m radius from centre of gyratory		
3	MP's/Chainage		YES	N/A		
4	Extents of TTRO		YES	See TTRO overview		
5	Lane Widths			Minimum of 6.75m for two way working. Single Lane width set at 3.4m		
6	Lateral Safety Zone		YES	0.5m (30mph) as per CH8 guidance		
7	Longitudinal Safety Zone		YES	10m desirable (30mph), however, will be increased to suit alignment		
8	Coning Detail		YES	Varies – See drawing for coning detail		
Advance Signing						
1	Advance Notification		TBC	Scheme boards with HE given description	Awaiting description	
2	Sign Design		TBC	In accordance with TSRGD		
3	Mounting Specifics		TBC	Toggled a frame mounting		

Document Number: HWM(TM)-C2518.RP.026	Document Owner: [redacted]	Document Review Date: *07/07/20*	Page | 5

Figure 3.2 - HE Incursion report template

Annex A – Vehicle Incursion Reporting Template

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

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

Type of Incursion

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

Please give any further details, including type of vehicle (use reverse of this form if required)	
Registration of vehicle (if known)	
Were the Police notified?	☐ Yes ☐ No
If yes, please give incident number	
Did the driver give any verbal abuse or threaten? physical abuse	☐ Yes ☐ No

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

Figure 3.3. Example gating vehicle record

Gating vehicle record/log sheet

Job title		Site name/Location	

If a vehicle stops at your gate point please record all the details listed below before you communicate with them.

IMPORTANT – BEFORE YOU SPEAK TO MEMBERS OF THE PUBLIC TURN YOUR CAMERA ON.

Date	Time	Registration number	Vehicle make/colour	COMMENTS	Abuse or Altercation YES/NO	Operatives name

3.18 Driver compliance

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

3.19 Communication plan

3.19.1 Communications between the Applicant, its delivery partners and the key stakeholders will form an integral part of the approach to traffic management on this scheme. Communications will involve use of a wide range of channels to maximise its impact, all will be channelled through the dedicated scheme communications team. These will include:

- Roadside signage during planned works.
- Roadside signage that provides advance notice.
- Newsletters to, and meetings with the local community and businesses.
- Publicity campaigns surrounding key events within the construction programme.
- Twitter and other social media routes.
- Local authority meetings.
- Use of existing Highways England Variable message signs.

- Use of strategically placed portable message signs.
- Use of journey time recognition system.
- Short Message Service (SMS) updates.
- Waze Navigation and Live Traffic App updates.
- Local letter drops for the community and everyone on the diversion route.
- Stakeholder email lists.
- Community based updates.
- Information available in areas where there is a heavy footfall in the local areas.
- Motorway Service Areas (MSA) on approach.
- Radio travel news bulletins.
- Sharing of TM bulletins with neighbouring schemes to create a wider journey picture for those customers who travel further afield.
- Utilising councils/businesses webpages and request them to display project/TM updates.
- Having a presence in the neighbouring communities to become a trusted source of information.
- Tactile signage, talking signs and engagement with local, regional groups/centres in order to help to keep vulnerable users safe during construction.

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

3.20 Diversion route selection

3.20.1 Diversion route selection (Appendix F) has been gathered by the use of Highways England approved routes planner and the table below will show identified constraints that will need discussing further and distance that will need to be travelled.

Table 7. Diversion Routes

Diversion Route Description	Location *(Start to End with respect to nearest junction or Marker Posts, if known)*	Signs to be implemented	Length of Diversion	Duration of the Diversion	Additional Journey Time for the Customer due to Diversion Route	No. of Closures required
	See Appendix F for diversion route drawings					

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

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

recognising the approved route.

3.20.4 Journey time recognition will be used on the routes to determine the overall delay for the travelling public and this will be displayed on variable message boards, we will also look at using sensors to track hot spots on key routes that can automatically notify our control rooms and the travelling public.

3.20.5 All routes will be surveyed by the TM team i.e. Traffic Safety and Control Officer (TSCO) and designers to ensure suitability to users when in use. The project team will review several options when further into build phasing, such as the possibility of implementing escort systems.

3.20.6 The team will deliver good communications and engagement with communities along planned diversion routes, act on feedback where possible in advance, gain feedback from communities to establish community access requirements (local clubs, events, etc).

3.20.7 The team will assess and where practicable use VMS to display travel time on diversion routes both in advance and within the route(s).

3.20.8 The team will monitor the routes when in use to ensure incident management/response mitigates congestion and delays to the road users.

3.21 Safety measures

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

Table 8. Safety Measures

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

3.22 Human Factors

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

- Road users.
- Communities and community groups.
- Network reliant businesses.
- Emergency services.
- Communities and pressure groups.
- Tenants and persons and organisations that lease from the Client.

- The public who use the SRN.

3.22.2 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.

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

3.22.4 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 Traffic Management plan to ensure adequate consideration of Customer needs.
- Review and input to communication interventions planning to support TM using behavioural change techniques – e.g. emotive rather than directive messaging to positively impact driver behaviour.

3.23 Proposals for management of network occupancy

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

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

3.23.2 This will include, but not be exclusive to:

- Occupancy planning and consultation with the area maintenance provider.
- Management of Network Occupancy Planning within the Major Projects Contractor organisation.
- Management and contact protocol with the area maintenance provider during times of occupancy.
- Provision of diversion route details via network occupancy forms to be included in the road space booking. This will ensure that Customers and the HE Customer

Contact Centre receive this information. Preliminary diversion routes associated with the Scheme junction works are shown in Appendix F.

- Communication of high impacting works as defined in the operational requirements, for high impacting works, bookings are to be confirmed and not amended after:
- 13.00 hrs on the day of the closure for closures between 19.00hrs and 24.00hrs and;
- 13.00 hrs on the day preceding the closure for closures between 00.01hrs and 19.00hrs.

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

3.23.4 The Scheme will adhere to the seven day rolling accuracy process in accordance with Highways England's KPI objectives for Network Availability. Further details of the 7 Day Roadworks Accuracy KPI are contained in the two briefing notes in Appendix I.

3.23.5 The KPI measures three metrics:

1: No changes to planned road closures within 7 days of their start date. This is due to the fact we publish what we will do doing in 7 days to our customer base to support journey planning

2: The works start within one hour of the planned start time i.e. start time 8pm - works can start as early as 7pm subject to traffic flows, or within one hour after the planned start time i.e. 9pm. You must adhere to the Calling in Process when implementing full closures and slip road closures on the network.

3: We complete the works in the prescribed timeframe - cancellations are kept to a minimum. We do not over book roadspace and then cancel it.

3.23.6 Further specific details of how the Scheme will achieve these requirements will be included in the detailed design stage update of this TM Plan, prior to construction works commencing and TM being installed on the network.

3.24 Implications of traffic management measures

3.24.1 Disruption/Implications to Intelligent Transport Service (ITS) will be reviewed and updated during the detailed design, construction and operational stages.

Table 9. Intelligent Transport Service Infrastructure Impacts

Infrastructure	Impact on Infrastructure	Duration
	N/A	

3.25 Operations

3.25.1 Updates to this TM Plan will describe how the project has or will engage with services

provided by the Regional Operations Centre (ROC) / Traffic Officer Service (TOS) to help manage disruption.

3.25.2 As a minimum, this section will include:

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

3.26 Maintenance activities

3.26.1 This section will be updated to describe how the project will engage with the maintenance community in order to understand and capture details of any disruption to and impact on services they provide.

3.26.2 As a minimum, this section will include:

- Impact on the maintenance service provider, including those responsible for maintenance of technology (in liaison with NTOC for ANPR and inductive loops equipment).
- Suitable measures / strategies that are being proposed or have been agreed with the maintenance service provider (following liaison with NTOC for ANPR and inductive loops equipment) to mitigate the disruption and impact.
- Status of the Detailed Local Operating Agreement (DLOA) and include reference and link to document.

3.27 Other service providers

3.27.1 Updates to this TM Plan will provide detail of impact on services provided by 'others' such as Vehicle and Operator Services Agency (VOSA), Department for Transport (DfT) Statistics, National Roads Telecommunications Service (NRTS) contractor, etc. and how this will be managed.

3.27.2 As a minimum, this section will include:

- Impact on these other service providers.
- Suitable measures / strategies which are being proposed / have been agreed with these other service providers to mitigate the impacts on their services.

3.28 Management of Construction Traffic During the Works

3.28.1 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 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.

4 TM PLAN MANAGEMENT

4.1.1 The TM Plan will be used as a live document that is updated regularly and reviewed in line with changes in the works on site.

4.1.2 Gathering data will be an important part of managing this TM Plan. The data will be used to understand and monitor how the TM is impacting on the road performance and help to identify opportunities to mitigate any issues.

4.1.3 Updates to this TM Plan will provide detail on the provisions that may be put in place for reactively and proactively managing the TM Plan throughout the project, including:

- Who will be responsible for managing the TM Plan on site
- What data will be collected as part of the Traffic Management activities.
- The criteria for updating the TM Plan (e.g. in relation to traffic accident rates).
- The TM plan will be regularly updated by the TM Manager on site.
- Through engagement with the project team, the TM Plan will be reviewed and updated in line with the project progression, incident/near miss data and stakeholder engagement. This will be done by conducting dedicated forums and TMP communication with relevant parties, inclusive of Highways England's project team.

APPENDIX A – TM OPTIONS SELECTION

TM Option	Details of TM Option	Advantages *(including time, cost, customer impact, safety implications, operational impact)*	Disadvantages *(including time, cost, customer impact, safety implications, operational impact)*	Are their further implications or additional TM requirements if this option is selected?	Option Selected or Rejected? *(if selected, colour cell green and if rejected, colour cell red)*
1	Offline working with selected plant crossings – minimising affect to existing A47 until later phases were utilisation of new carriageway will be used to achieve tie ins	• Significant reduction in programme time • 24hr working achievable • Works carried out within VRS Separated Zone • Minimal temp TM required	• Full closures required for installation of narrowed lanes (temporary lining, VRS, central signage) • Speed limit reductions • Potential JTR impact	• Re-alignment of jct markings • Destination signage alteration • JTR adversely affected • SRN capacity reduction	
2	Full Carriageway closures with off peak traffic signals	• Customer impact would only be off peak • Multiple activities would be completed in the same closure. • Reduced working window	• Diversion route saturation • Increased zone of influence • Wide load restrictions • Unacceptable customer impact	• Additional full closures will be required for mainline narrow lanes installation and removal • Temporary mainline speed restriction maintenance	

APPENDIX B – ROADWORKS PRINCIPLES

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

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

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 Table 1 'Customer Requirements Log to provide an indicator of the level of impact anticipated by the project on each customer group at the current PCF stage. Following completion of Appendix C, populate Table 1 and Table C1' 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 project		√	
2.	HGV drivers, car drivers, motorcyclists		√	
3.	WCHR's		√	
4.	Emergency services			√
5.				

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		√	
5.				

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	√ Multiple local communities in close proximity to the works, e.g. Honingham, Hockering and Easton.		
3.	Industrial businesses in surrounding areas			√
4.	Local landowners	√ Multiple local landowners in close proximity to the works and potentially affected by land take, construction activity, temporary changes in access arrangements, etc.		
5.	Local highway authority (Norfolk County Council)		√	
6.				
7.				

APPENDIX D - DYNAMIC ROADWORKS BENCHMARKING SCORES

Table 10 – Dynamic Roadworks Benchmarking Template

Vision	Green/ Amber/ Red/ NA/ Not yet known	Project Evidence for RAG Rating
1. Speeds *Varying the speed limits so they are appropriate for the work taking place*	Amber	A speed limit of 40 MPH is envisaged whilst main works are taking place, this will be during phase 3 and 4. During Phase 1 and 2 there may be scope to run at the existing speed limit as we will mainly be carrying out off peak works. For further details, refer to the feasibility assessment included at the end of Appendix E.
2. Length *Shortening the length of roadworks*	Green	The length of road works has been shortened to the absolute minimum on main legs. The A47 mainline will have minor works during the early phases as construction will mainly be offline
3. Closures and diversions *Appropriate use of full road closures (including slip road closures) and associated diversions*	Green	Full closures are planned for individual legs of the A47, whilst this will be kept to a minimum and the approved Highways England diversion routes will be used. Closures of local side roads will also be utilised during off peak hours.
4. Delivering quicker *Delivering road works quicker*	Green	Early integration of TM Specialist to work alongside the Site team, ensuring maximum output per TM Phase is achieved, with minimum disruption to the network.
5. Explaining activity *Explaining clearly what activities are, or are not, taking place*	Green	Communications plan developed and in place. 'Progress-o-meter' signs to be installed on site.

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

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

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

It is envisaged that a temporary speed limit will be in place from scheme entry to scheme end on the main carriageway. The temporary limit of 40mph will be in place to allow safe work areas behind TVRS systems (pending assessment) and also due to major alteration to the carriageway alignment.

As per scheme detailing within this document, traffic will be crossed onto the proposed carriageway, utilizing a crossover and contraflow scenario. Upon initial assessment, it is envisaged that 40mph will be necessary to achieve this safely.

As detailed design has not been carried out yet, the former is an initial assessment and a full safety risk assessment, in accordance with the GG104 framework will be carried out, alongside a customer impact design assessment and a design risk assessment.

Once detailed design is carried out with the associated documents completed, alterations to speed limits and the highest safe speed through works can be thoroughly assessed and justified.

This Traffic Management Plan will be updated with detailed TM design appended and Appendix E completed during the detailed design stage.

APPENDIX F - TRAFFIC MANAGEMENT DRAWINGS

1. Concept details for the traffic management proposals associated with the construction of the Tuddenham scheme are shown on the phasing drawings in Appendix G and the TM Specification Table in Appendix H.
2. Figure F1 (on the next page) shows the proposed diversion routes for any mainline closures of the A47 which will be necessary for the construction of the Tuddenham scheme.
3. Detailed design drawings for the TM proposals, e.g. as necessary to depict contraflow arrangements at the tie ins and signalised plant crossings, will be developed as part of the detailed traffic management design in the detailed design stage.

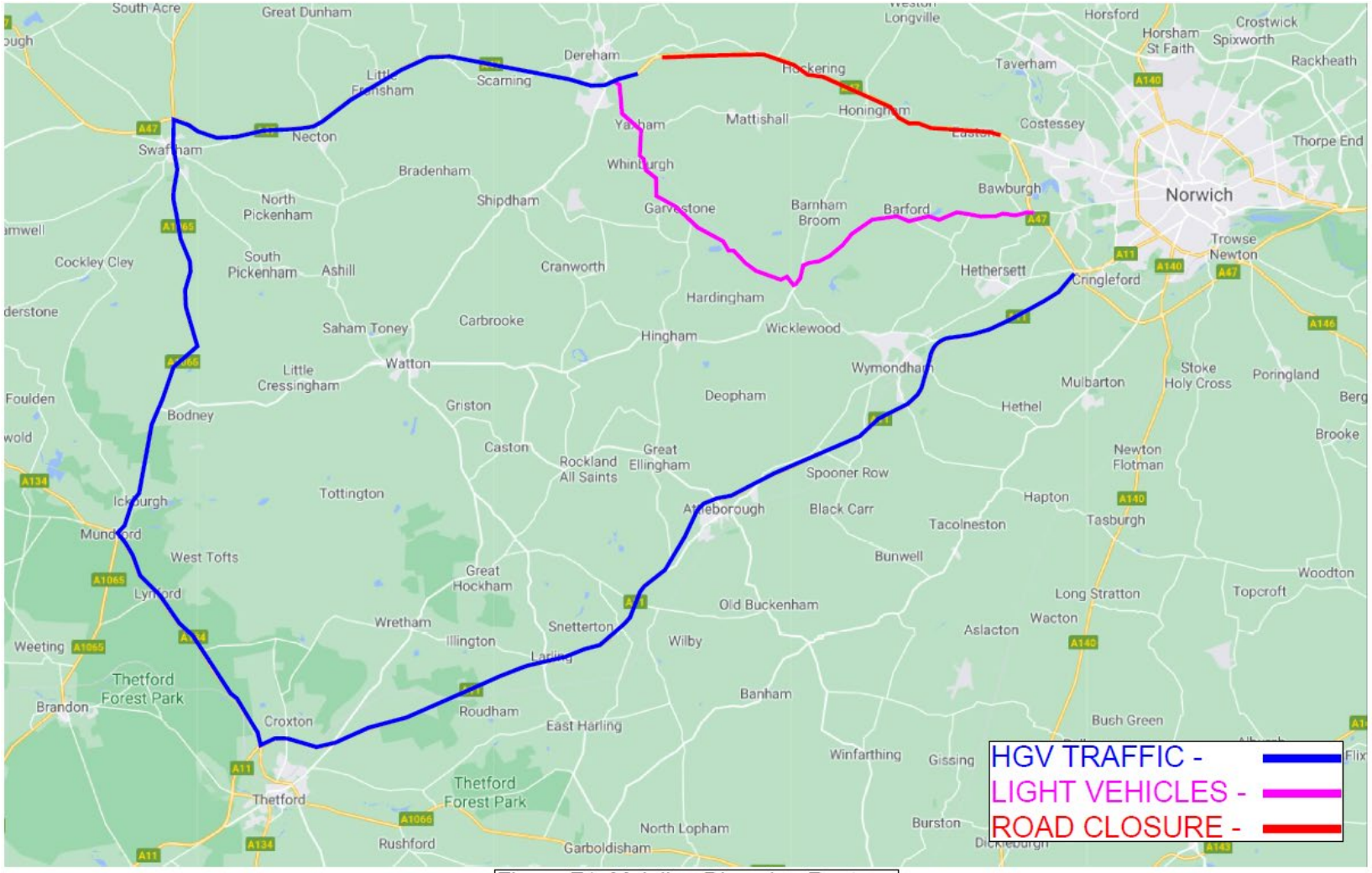


Figure F1: Mainline Diversion Routes

APPENDIX G - SCHEME CONSTRUCTION PHASING AND TM PROPOSALS

Preliminary Tuddenham Traffic management phasing – to be developed as design details progress

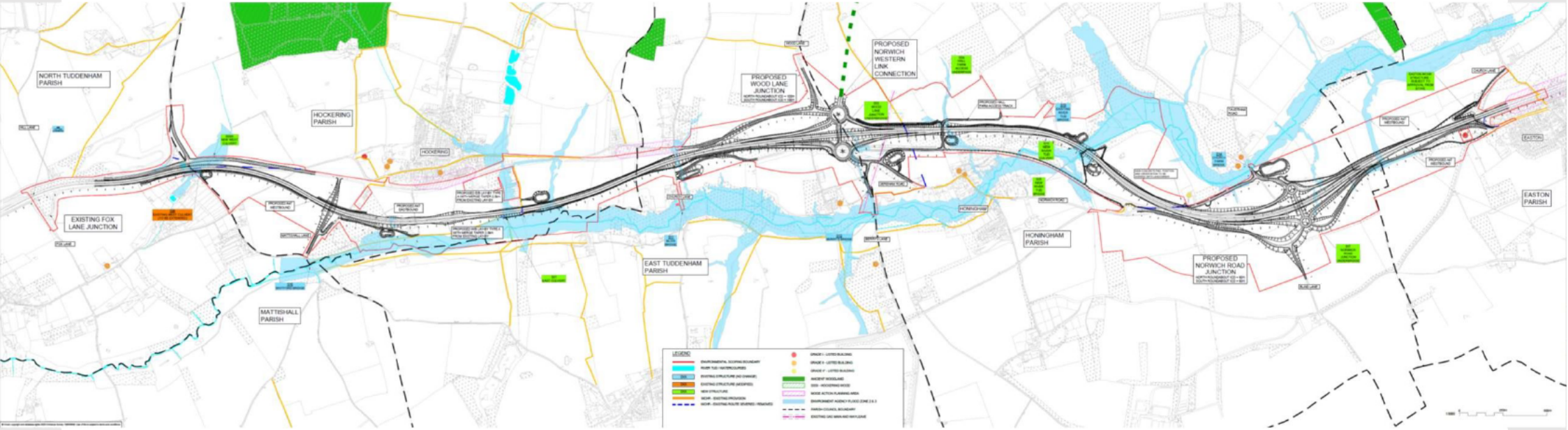
Programme Constraints

- The Gas main diversion at approx. CH5150 effectively cuts the site into two until complete. This may be complete before main works if National Grid can use their won SU powers

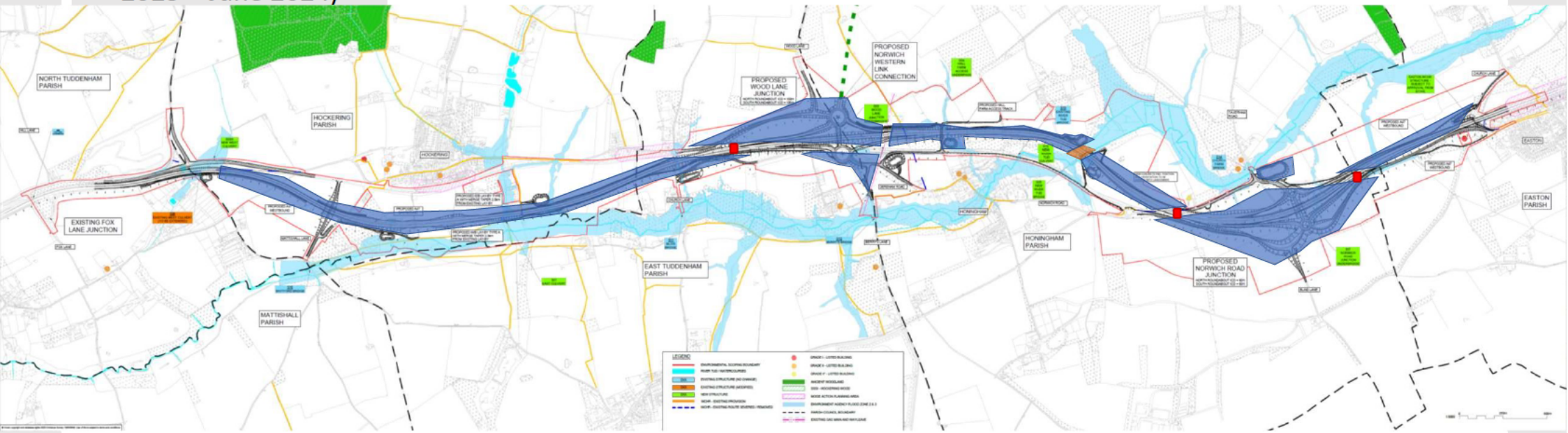
TM Considerations

- Appropriate speed reduction through the works – 40mph / 50mph
- Pedestrian, horse riders, cyclists and other NMUs to be considered
- Farm traffic, abnormal load route movements through the works
- Other works in the area – HE, Suffolk & Norfolk using A47 as a diversion route
- Side road tie ins and maintaining access to be considered on receipt of more detailed design
- Overarching strategy to retain as much as capacity as possible within the networks.
- Due to the offline nature of the programme it is not currently expected to have Significant weekend A47 road closures, and currently expect that we will utilise in the main overnights A47. However the TM Plan to allow for weekend A47 closures, in case further detailed planning realises that there is a need.
- Key closure periods during July 2024 – November 2024 utilising overnight closures for the tie-ins of carriageways between the phases.
- One weekend A47closure / series of overnight closures to lift in new pedestrian bridge over top of existing Easton Rbt following conversion to through carriageway. August 2024
- The design below for the Easton Pedestrian Overbridge is indicative and will be more detailed as the design phase progresses.

Tuddenham Project – overall scheme layout



Tuddenham Project – Phase 1 - Offline construction (January 2023 – June 2024)

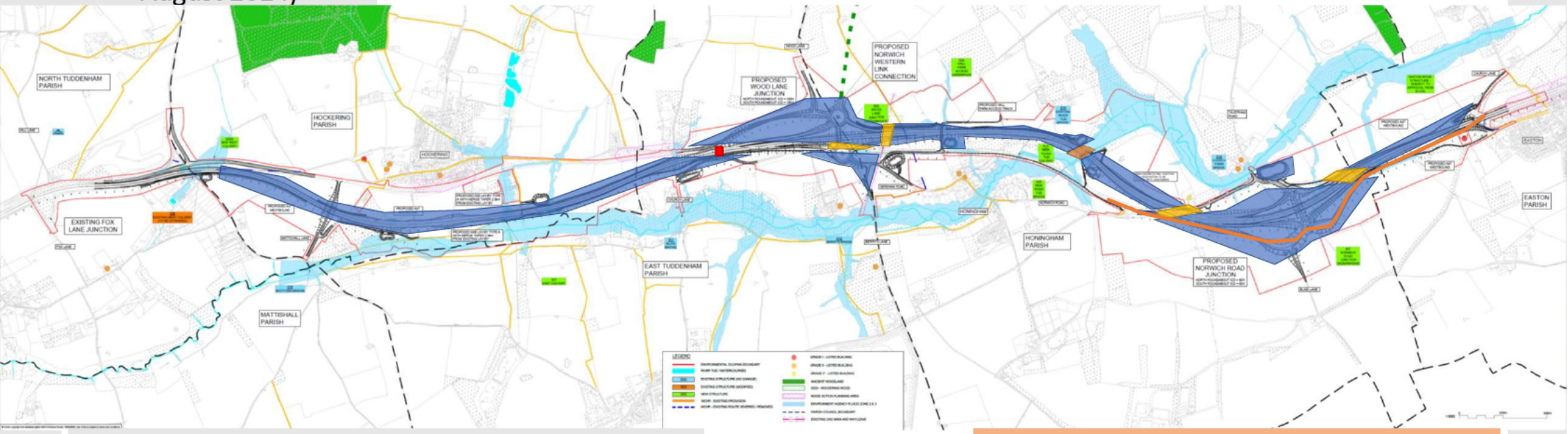


- Offline construction works
- Complete Utility diversions
- HP Gas main diversion at CH

- TM for utilities still TBC.
- Works offline, TM for works accesses, plant crossings and compounds

Temporary plant crossing to move fill from one side of existing A47 to the other

Tuddenham Project – Phase 2 – Carriageway tie in (July 2024 – August 2024)



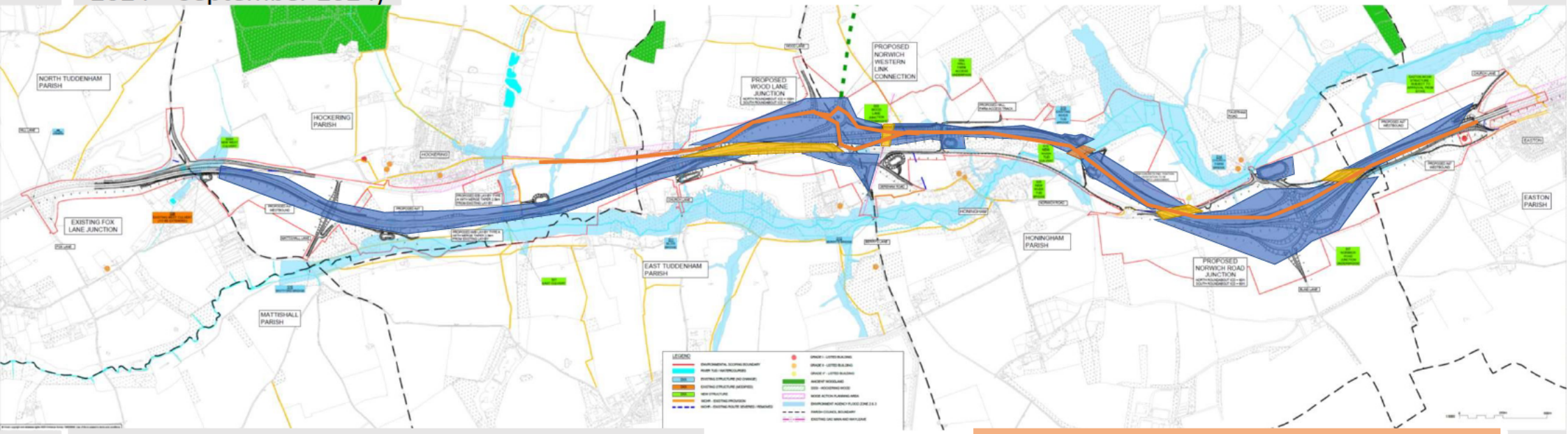
- Offline construction works
- Complete Utility diversions
- HP Gas main diversion at CH5150 complete – carriageway plug constructed
- Minor temporary alignment constructed at Wood lane junction ready for phase 3 TM

Temporary traffic alignment

Temporary plant crossing to move fill from one side of existing A47 to the other

- TM for utilities still TBC.
- Works offline, TM for works accesses, plant crossings and compounds
- Traffic to use new side road from existing Easton Rbt to Honingham Rbt to enable tie in of new A47 carriageway either side of Norwich rd Junction

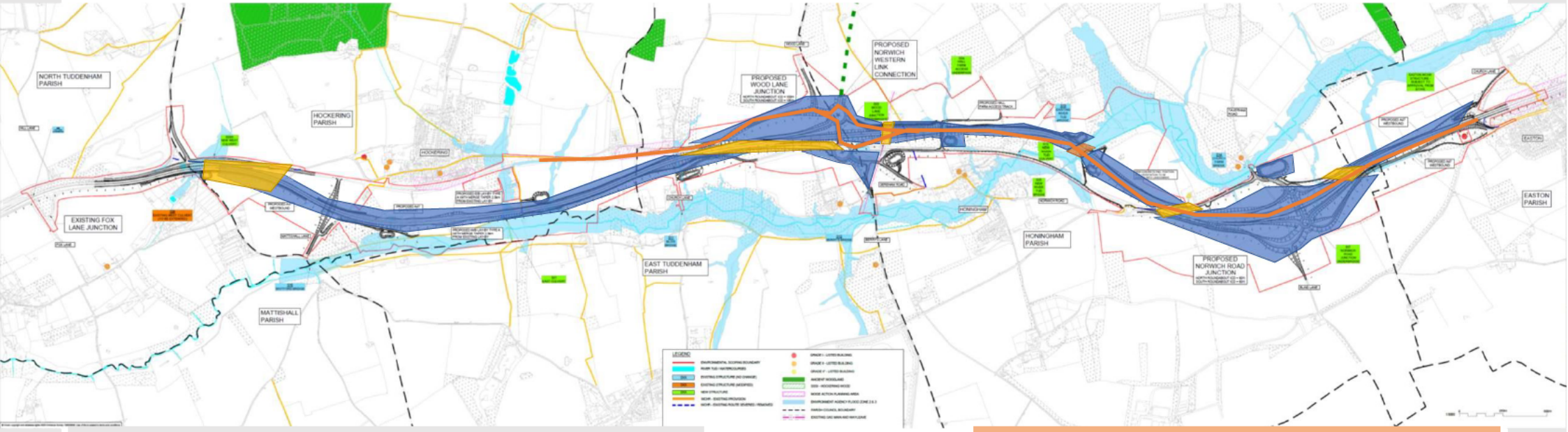
Tuddenham Project – Phase 3 – wood lane junction tie in (August 2024 – September 2024)



- Offline construction works
- New carriageway tied in between CH4000 – CH4900

- Works offline, TM for works accesses, plant crossings and compounds
- Traffic to use new carriageway alignment between Easton and Woodlane Junction. Wood lane junction link road to be used as temporary alignment
- Existing Easton Rbt to realigned to new layout using overnight closures for tie ins.

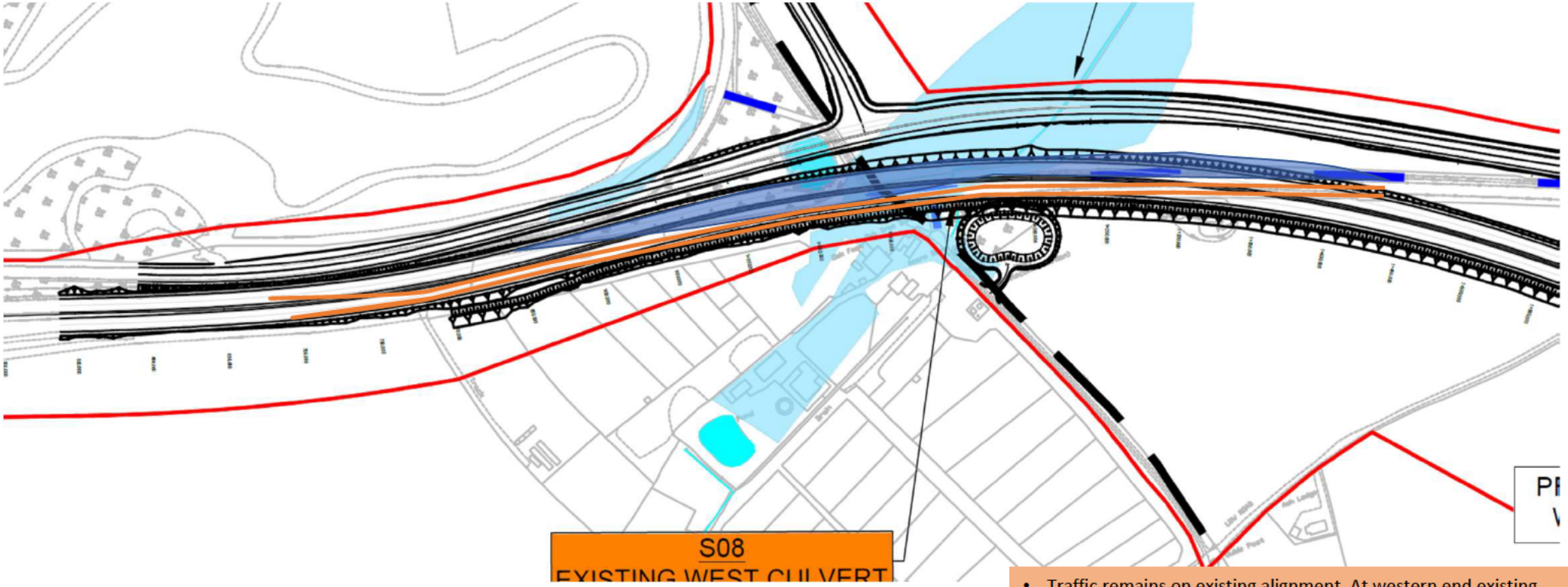
Tuddenham Project – Phase 4 – Final western tie in (September 2024 – November 2024)



- Tie in carriageway at CH 600 – CH1450

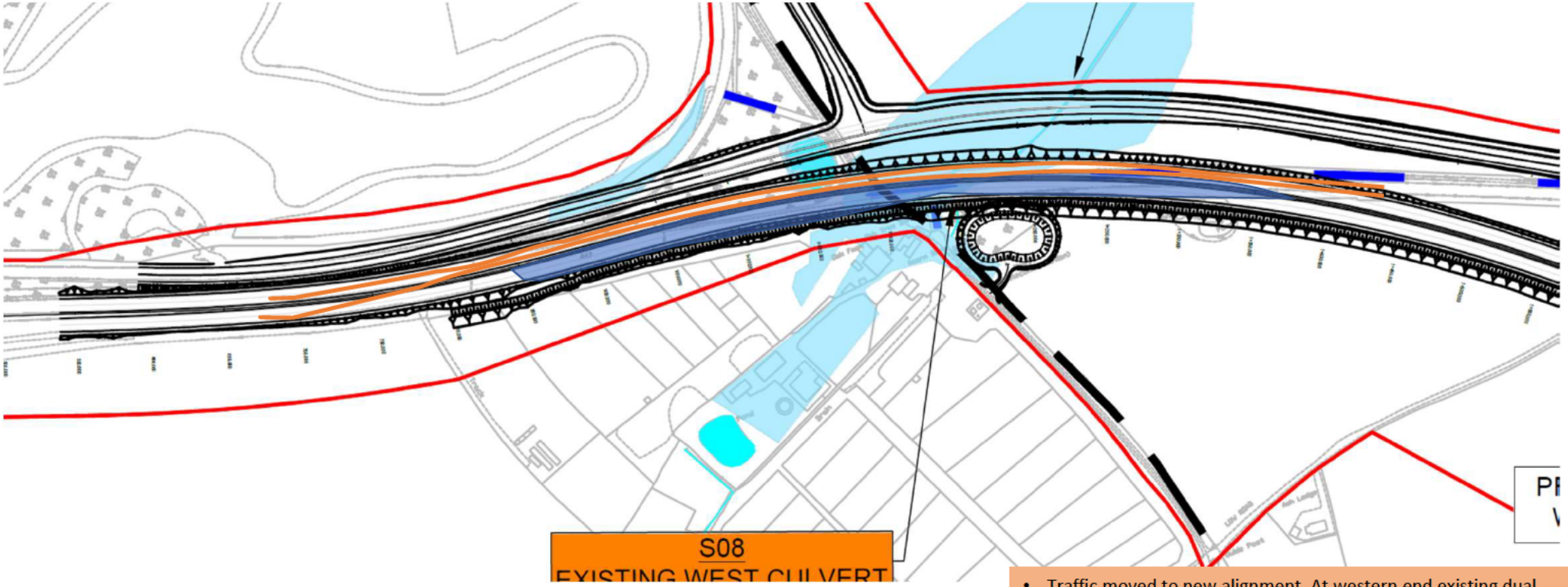
- Works offline, TM for works accesses, plant crossings and compounds
- Traffic to use new carriageway alignment between Easton and Woodlane Junction. Wood lane junction link road to be used as temporary alignment
- Existing Easton Rbt to realigned to new layout using overnight closures for tie ins.

Tuddenham Project – Phase 4 A- Western tie in (October 2024)



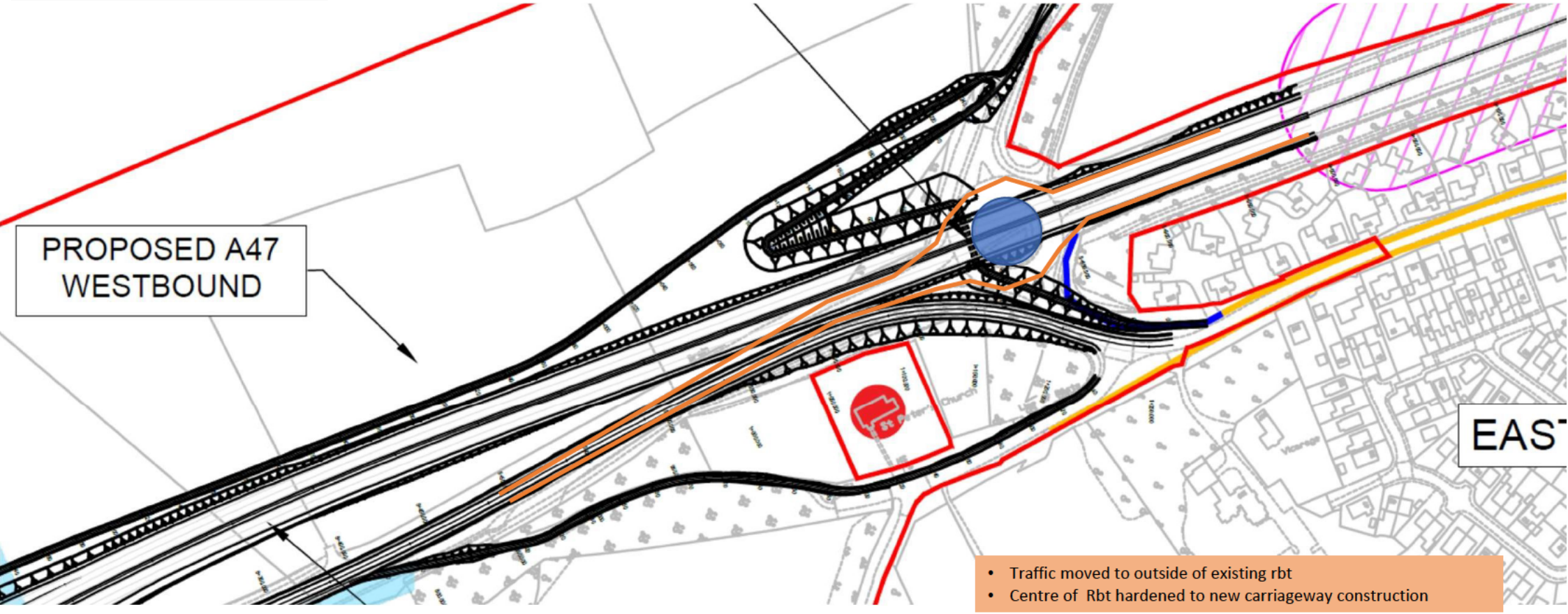
- Traffic remains on existing alignment. At western end existing dual carriageway in contraflow. New east bound constructed / tie ins

Tuddenham Project – Phase 4 B- Western tie in (October – November 2024)



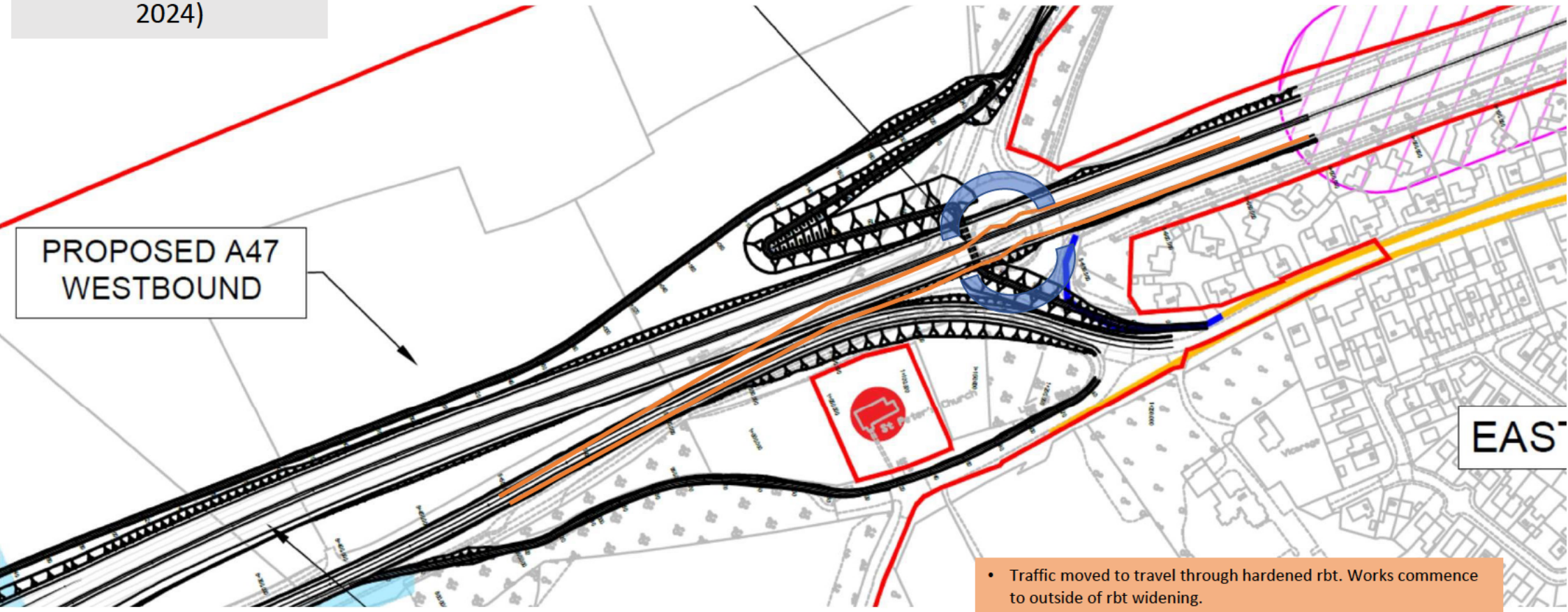
- Traffic moved to new alignment. At western end existing dual carriageway in contraflow . New east bound constructed / tie ins

Tuddenham Project – Phase 2A- Eastern tie in (July 2024)



- Traffic moved to outside of existing rbt
- Centre of Rbt hardened to new carriageway construction

Tuddenham Project – Phase 2B- Eastern tie in (July 2024 – August 2024)



- Traffic moved to travel through hardened rbt. Works commence to outside of rbt widening.
- Centre of Rbt hardened to new carriageway construction
- Rd to Eastern to be temporary closed as required (Longwater jntcn nearby)

APPENDIX H - TM SPECIFICATION TABLE

Project: A47 North Tuddenham	**Overview:** The table below is intended to outline the TM restrictions that Galliford Try believe would be appropriate and proportional for delivering the A47 Tuddenham to Easton scheme. 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 January 2023.
Traffic Management Specification	
10/08/2020	

Works Section	Location (Start Point)	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	Clarification Queries
A47 / Main Road	A1075 Jct to Rbt with Dereham road (599343,312286)	Narrow Lanes (24/7) Speed limit reduction to 40mph E/B + W/B	N	N	98	Jan-23	Nov-24	Speed reduced throughout works	Width of lanes? 3.25m min both directions
B1147	A47 Jct with B1147 (601251,313409)	Adjoining traffic into reduced speed limit and location will be in vicinity of full carriageway closure	N	N	98	Jan-23	Nov-24	Some advanced signage and localised TM around site entrances may be required	Will the reduced speed limit be temporary? To what speed will it be reduced? 40MPH envisaged speed limit permanent
Honningham Rbt	A47 Main road (611064,311302)	Narrow Lanes (24/7) Speed limit reduction to 40mph	N	N	98	Jan-23	Nov-24	to effectivley gain working space	
Taverham Road	Adjoing road	Adjoining road to the A47 - 2 way traffic signals off peak with reduced speed limit	N	N	12	Feb-23	May-23		Have assumed the coordinates for the start point are approx (611831,311179), please confirm yes Will the reduced speed limit be temporary? To what speed will it be reduced? 40 mph envisage permanent
B1535 (Wood Lane)	A47 Main road (609728,312194)	Adjoining road to the A47 - 2 way traffic signals off peak with reduced speed limit & Plant crossing .	N	N	30	Feb-23	Sep-23		Will the reduced speed limit be temporary? To what speed will it be reduced?40 MPH Envisaged permanent
B1535 (Wood Lane)	A47 Main road (609728,312194)	Narrow Lanes (24/7) Speed limit reduction to 30mph	N	N	78	Feb-23	Aug-24	to effectivley gain working space	Width of lanes? 3.25 min both directions
A47 / Main Road	Main Road	Controlled plant crossing - CH4300 - off peak	N	N	36	Mar-23	Nov-23	To move cut to fill across the existing A47	Sweco to pull coordinates from Sweco CAD drawing
A47 / Main Road	Main Road	Controlled plant crossing - CH6950 - off peak	N	N	18	Mar-23	Nov-23	To move cut to fill across the existing A47	Sweco to pull coordinates from Sweco CAD drawing

A47 / Main Road	Main Road	Controlled plant crossing - CH8100 - off peak	N	N	18	Mar-23	Nov-23	To move cut to fill across the existing A47	Sweco to pull coordinates from Sweco CAD drawing
Blind Lane	Adjoing road (611837,311158)	Adjoining road to the A47 - 2 way traffic signals off peak with reduced speed limit	N	N	3	Apr-23	Apr-23		Will the reduced speed limit be temporary? To what speed will it be reduced?40 MPH Envisaged permanent
Blind Lane	Adjoing road (611837,311158)	Full carriageway closure - off peak 20:00 to 06:00	N	N	3	May-23	May-23		
Berrys Lane	A47 Main Road	Full carriageway closure - off peak 20:00 to 06:00	N	N	2	May-23	Jun-23		
Berrys Lane	A47 Main Road	Narrow Lanes (24/7) Speed limit reduction to 30mph	N	N	6	May-23	Jun-23		Width of lanes? 3.25 min both directions
Blind Lane	Adjoing road (611837,311158)	Full carriageway closure - 24/7	N	N	44	Sep-23	Jun-24	To enable new junction to be constructed	
B1110	B1110 Road Adjoining the A47 (604918,313708)	Adjoining road to the A47 - 2 way traffic signals off peak with reduced speed limit	N	N	16	Dec-23	May-24		Will the reduced speed limit be temporary? To what speed will it be reduced?40 MPH Envisaged permanent
Low Road	A47 Main road	Adjoining road to the A47 - 2 way traffic signals off peak with reduced speed limit	N	N	9	Feb-24	Apr-24		Adjoining road from north or south of A47? North of the A47 Will the reduced speed limit be temporary? To what speed will it be reduced? 40 MPH Envisaged speed limit permanent
Easton Rbt	A47 Main road (613109,311021)	Main route on A47 - Temp speed limit will pass through the Jct - 3 way traffic signals required	N	N	5	Apr-24	May-24		
Taverham Road	Adjoing road	Full carriageway closure - off peak 20:00 to 06:00	N	N	2	May-24	May-24		Have assumed the coordinates for the start point are approx (611831,311179), please confirm yes
Easton Rbt	A47 Main road (613109,311021)	Full carriageway closure - off peak 20:00 to 06:00 this section will also be included within the full weekend closures	N	N	2	May-24	Jun-24		

Berrys Lane	A47 Main Road	Full Carriageway closure 24/7	N	N	12	May-24	Jul-24	to enable Berry Lane tie in Short diversion route available	
B1535 (Wood Lane)	A47 Main road (609728,312194)	Full carriageway closure 24/7	N	N	17	May-24	Aug-24	to enable construction of different grade junction	
A47 / Main Road	Main Road	Full closure (off-peak 8pm-6am) under diversion EB + WB Between A47 Jct with A1075 and A47 Jct with Dereham road	N	N	2	Jul-24	Jul-24	Accesses to businesses to be maintained at all times, except under agreed road closures	Assume start point coordinates are (599343,312286), please confirm this and end point coordinates 312286)
A47 / Main Road	Main Road (599343,312286)	Full closure WEEKEND (8pm Friday -6am Monday) under diversion EB + WB Between A47 Jct with A1075 and A47 Jct with Dereham road	N	N	1	Jul-24	Jul-24	this activity will be for major Phase changes and installation of Bridges	
Honningham Rbt	A47 Main road (611064,311302)	Full carriageway closure - off peak 20:00 to 06:00 this section will also be included within the full weekend closures	N	N	2	Jul-24	Jul-24		
Taverham Road	Adjoing road	Full carriageway closure - 24/7	N	N	5	Jul-24	Aug-24	Following phase 1 to phase 2 TM switch	Have assumed the coordinates for the start point are approx (611831,311179), please confirm yes
A47 / Main Road	Main Road	Full closure (off-peak 8pm-6am) under diversion EB + WB Between A47 Jct with A1075 and A47 Jct with Dereham road	N	N	2	Aug-24	Aug-24	Accesses to businesses to be maintained at all times, except under agreed road closures	Assume start point coordinates are (599343,312286), please confirm this and end point coordinates 615497 , 310573
A47 / Main Road	Main Road (599343,312286)	Full closure WEEKEND (8pm Friday -6am Monday) under diversion EB + WB Between A47 Jct with A1075 and A47 Jct with Dereham road	N	N	1	Aug-24	Aug-24	this activity will be for major Phase changes and installation of Bridges	
Sandy Lane	A47 Main Road (608794,312596)	Adjoining road to the A47 - 2 way traffic signals off peak with reduced speed limit	N	N	4	Aug-24	Sep-24		Will the reduced speed limit be temporary? To what speed will it be reduced?40 MPH Envisaged permanent

B1535 (Wood Lane)	A47 Main road (609728,312194)	Full carriageway closure - off peak 20:00 to 06:00	N	N	4	Aug-24	Sep-24		
A47 / Main Road	Main Road	Full closure (off-peak 8pm-6am) under diversion EB + WB Between A47 Jct with A1075 and A47 Jct with Dereham road	N	N	2	Sep-24	Sep-24	Accesses to businesses to be maintained at all times, except under agreed road closures	Assume start point coordinates are (599343,312286), please confirm this and end point coordinates 615497 , 310573
A47 / Main Road	Main Road (599343,312286)	Full closure WEEKEND (8pm Friday -6am Monday) under diversion EB + WB Between A47 Jct with A1075 and A47 Jct with Dereham road	N	N	1	Sep-24	Sep-24	this activity will be for major Phase changes and installation of Bridges	
Honningham Rbt	A47 Main road (611064,311302)	Main route on A47 - Temp speed limit will pass through the Jct - 3 way traffic signals required	N	N	10	Sep-24	Nov-24	Following traffic using new A47 alignment for WCHR works	
The Street	A47 Main road (607948,312902)	Adjoining road to the A47 - 2 way traffic signals off peak with reduced speed limit	N	N	4	Oct-24	Oct-24		Will the reduced speed limit be temporary? To what speed will it be reduced?40 MPH Envisaged permanent
A47 / Main Road	Main Road	Full closure (off-peak 8pm-6am) under diversion EB + WB Between A47 Jct with A1075 and A47 Jct with Dereham road	N	N	2	Oct-24	Nov-24	Accesses to businesses to be maintained at all times, except under agreed road closures	Assume start point coordinates are (599343,312286), please confirm this and end point coordinates 615497 , 310573

Works Section	Location	Proposed Restrictions (i.e. Lane width restriction, lane closure, speed limit, diversion (if road is closed), etc.)	Start month/year of construction	Month/Year of completion
A47 / Main Road	A1075 Jct to Rbt with Dereham road (599343,312286)	Narrow Lanes (24/7) Speed limit reduction to 40mph E/B + W/B	Jan-23	Feb-23
B1147	A47 Jct with B1147 (601251,313409)	Adjoining traffic into reduced speed limit and location will be in vicinity of full carriageway closure		
Honningham Rbt	A47 Main road (611064,311302)	Narrow Lanes (24/7) Speed limit reduction to 40mph		
A47 / Main Road	A1075 Jct to Rbt with Dereham road (599343,312286)	Narrow Lanes (24/7) Speed limit reduction to 40mph E/B + W/B	Feb-23	Mar-23
B1147	A47 Jct with B1147 (601251,313409)	Adjoining traffic into reduced speed limit and location will be in vicinity of full carriageway closure		
Honningham Rbt	A47 Main road (611064,311302)	Narrow Lanes (24/7) Speed limit reduction to 40mph		
Taverham Road	Adjoing road	Adjoining road to the A47 - 2 way traffic signals off peak with reduced speed limit		
B1535 (Wood Lane)	A47 Main road (609728,312194)	Adjoining road to the A47 - 2 way traffic signals off peak with reduced speed limit & Plant crossing .		
B1535 (Wood Lane)	A47 Main road (609728,312194)	Narrow Lanes (24/7) Speed limit reduction to 30mph		
A47 / Main Road	A1075 Jct to Rbt with Dereham road (599343,312286)	Narrow Lanes (24/7) Speed limit reduction to 40mph E/B + W/B	Mar-23	Apr-23
B1147	A47 Jct with B1147 (601251,313409)	Adjoining traffic into reduced speed limit and location will be in vicinity of full carriageway closure		
Honningham Rbt	A47 Main road (611064,311302)	Narrow Lanes (24/7) Speed limit reduction to 40mph		
Taverham Road	Adjoing road	Adjoining road to the A47 - 2 way traffic signals off peak with reduced speed limit		
B1535 (Wood Lane)	A47 Main road (609728,312194)	Adjoining road to the A47 - 2 way traffic signals off peak with reduced speed limit & Plant crossing .		
B1535 (Wood Lane)	A47 Main road (609728,312194)	Narrow Lanes (24/7) Speed limit reduction to 30mph		
A47 / Main Road	Main Road	Controlled plant crossing - CH4300 - off peak		
A47 / Main Road	Main Road	Controlled plant crossing - CH6950 - off peak		
A47 / Main Road	Main Road	Controlled plant crossing - CH8100 - off peak		
A47 / Main Road	A1075 Jct to Rbt with Dereham road (599343,312286)	Narrow Lanes (24/7) Speed limit reduction to 40mph E/B + W/B	Apr-23	Apr-23
B1147	A47 Jct with B1147 (601251,313409)	Adjoining traffic into reduced speed limit and location will be in vicinity of full carriageway closure		
Honningham Rbt	A47 Main road (611064,311302)	Narrow Lanes (24/7) Speed limit reduction to 40mph		

Taverham Road	Adjoing road	Adjoining road to the A47 - 2 way traffic signals off peak with reduced speed limit		
B1535 (Wood Lane)	A47 Main road (609728,312194)	Adjoining road to the A47 - 2 way traffic signals off peak with reduced speed limit & Plant crossing .		
B1535 (Wood Lane)	A47 Main road (609728,312194)	Narrow Lanes (24/7) Speed limit reduction to 30mph		
A47 / Main Road	Main Road	Controlled plant crossing - CH4300 - off peak		
A47 / Main Road	Main Road	Controlled plant crossing - CH6950 - off peak		
A47 / Main Road	Main Road	Controlled plant crossing - CH8100 - off peak		
Blind Lane	Adjoing road (611837,311158)	Adjoining road to the A47 - 2 way traffic signals off peak with reduced speed limit		
A47 / Main Road	A1075 Jct to Rbt with Dereham road (599343,312286)	Narrow Lanes (24/7) Speed limit reduction to 40mph E/B + W/B	Apr-23	May-23
B1147	A47 Jct with B1147 (601251,313409)	Adjoining traffic into reduced speed limit and location will be in vicinity of full carriageway closure		
Honningham Rbt	A47 Main road (611064,311302)	Narrow Lanes (24/7) Speed limit reduction to 40mph		
Taverham Road	Adjoing road	Adjoining road to the A47 - 2 way traffic signals off peak with reduced speed limit		
B1535 (Wood Lane)	A47 Main road (609728,312194)	Adjoining road to the A47 - 2 way traffic signals off peak with reduced speed limit & Plant crossing .		
B1535 (Wood Lane)	A47 Main road (609728,312194)	Narrow Lanes (24/7) Speed limit reduction to 30mph		
A47 / Main Road	Main Road	Controlled plant crossing - CH4300 - off peak		
A47 / Main Road	Main Road	Controlled plant crossing - CH6950 - off peak		
A47 / Main Road	Main Road	Controlled plant crossing - CH8100 - off peak		
A47 / Main Road	A1075 Jct to Rbt with Dereham road (599343,312286)	Narrow Lanes (24/7) Speed limit reduction to 40mph E/B + W/B	May-23	May-23
B1147	A47 Jct with B1147 (601251,313409)	Adjoining traffic into reduced speed limit and location will be in vicinity of full carriageway closure		
Honningham Rbt	A47 Main road (611064,311302)	Narrow Lanes (24/7) Speed limit reduction to 40mph		
Taverham Road	Adjoing road	Adjoining road to the A47 - 2 way traffic signals off peak with reduced speed limit		
B1535 (Wood Lane)	A47 Main road (609728,312194)	Adjoining road to the A47 - 2 way traffic signals off peak with reduced speed limit & Plant crossing .		
B1535 (Wood Lane)	A47 Main road (609728,312194)	Narrow Lanes (24/7) Speed limit reduction to 30mph		
A47 / Main Road	Main Road	Controlled plant crossing - CH4300 - off peak		
A47 / Main Road	Main Road	Controlled plant crossing - CH6950 - off peak		
A47 / Main Road	Main Road	Controlled plant crossing - CH8100 - off peak		
Blind Lane	Adjoing road (611837,311158)	Full carriageway closure - off peak 20:00 to 06:00		

Berrys Lane	A47 Main Road	Full carriageway closure - off peak 20:00 to 06:00		
Berrys Lane	A47 Main Road	Narrow Lanes (24/7) Speed limit reduction to 30mph		
A47 / Main Road	A1075 Jct to Rbt with Dereham road (599343,312286)	Narrow Lanes (24/7) Speed limit reduction to 40mph E/B + W/B	May-23	Jun-23
B1147	A47 Jct with B1147 (601251,313409)	Adjoining traffic into reduced speed limit and location will be in vicinity of full carriageway closure		
Honningham Rbt	A47 Main road (611064,311302)	Narrow Lanes (24/7) Speed limit reduction to 40mph		
B1535 (Wood Lane)	A47 Main road (609728,312194)	Adjoining road to the A47 - 2 way traffic signals off peak with reduced speed limit & Plant crossing .		
B1535 (Wood Lane)	A47 Main road (609728,312194)	Narrow Lanes (24/7) Speed limit reduction to 30mph		
A47 / Main Road	Main Road	Controlled plant crossing - CH4300 - off peak		
A47 / Main Road	Main Road	Controlled plant crossing - CH6950 - off peak		
A47 / Main Road	Main Road	Controlled plant crossing - CH8100 - off peak		
Berrys Lane	A47 Main Road	Full carriageway closure - off peak 20:00 to 06:00		
Berrys Lane	A47 Main Road	Narrow Lanes (24/7) Speed limit reduction to 30mph		
A47 / Main Road	A1075 Jct to Rbt with Dereham road (599343,312286)	Narrow Lanes (24/7) Speed limit reduction to 40mph E/B + W/B	Jun-23	Sep-23
B1147	A47 Jct with B1147 (601251,313409)	Adjoining traffic into reduced speed limit and location will be in vicinity of full carriageway closure		
Honningham Rbt	A47 Main road (611064,311302)	Narrow Lanes (24/7) Speed limit reduction to 40mph		
B1535 (Wood Lane)	A47 Main road (609728,312194)	Adjoining road to the A47 - 2 way traffic signals off peak with reduced speed limit & Plant crossing .		
B1535 (Wood Lane)	A47 Main road (609728,312194)	Narrow Lanes (24/7) Speed limit reduction to 30mph		
A47 / Main Road	Main Road	Controlled plant crossing - CH4300 - off peak		
A47 / Main Road	Main Road	Controlled plant crossing - CH6950 - off peak		
A47 / Main Road	Main Road	Controlled plant crossing - CH8100 - off peak		
A47 / Main Road	A1075 Jct to Rbt with Dereham road (599343,312286)	Narrow Lanes (24/7) Speed limit reduction to 40mph E/B + W/B	Sep-23	Nov-23
B1147	A47 Jct with B1147 (601251,313409)	Adjoining traffic into reduced speed limit and location will be in vicinity of full carriageway closure		
Honningham Rbt	A47 Main road (611064,311302)	Narrow Lanes (24/7) Speed limit reduction to 40mph		
B1535 (Wood Lane)	A47 Main road (609728,312194)	Narrow Lanes (24/7) Speed limit reduction to 30mph		
A47 / Main Road	Main Road	Controlled plant crossing - CH4300 - off peak		
A47 / Main Road	Main Road	Controlled plant crossing - CH6950 - off peak		

A47 / Main Road	Main Road	Controlled plant crossing - CH8100 - off peak		
Blind Lane	Adjoing road (611837,311158)	Full carriageway closure - 24/7		
A47 / Main Road	A1075 Jct to Rbt with Dereham road (599343,312286)	Narrow Lanes (24/7) Speed limit reduction to 40mph E/B + W/B	Nov-23	Dec-23
B1147	A47 Jct with B1147 (601251,313409)	Adjoining traffic into reduced speed limit and location will be in vicinity of full carriageway closure		
Honningham Rbt	A47 Main road (611064,311302)	Narrow Lanes (24/7) Speed limit reduction to 40mph		
B1535 (Wood Lane)	A47 Main road (609728,312194)	Narrow Lanes (24/7) Speed limit reduction to 30mph		
Blind Lane	Adjoing road (611837,311158)	Full carriageway closure - 24/7		
A47 / Main Road	A1075 Jct to Rbt with Dereham road (599343,312286)	Narrow Lanes (24/7) Speed limit reduction to 40mph E/B + W/B	Dec-23	Feb-24
B1147	A47 Jct with B1147 (601251,313409)	Adjoining traffic into reduced speed limit and location will be in vicinity of full carriageway closure		
Honningham Rbt	A47 Main road (611064,311302)	Narrow Lanes (24/7) Speed limit reduction to 40mph		
B1535 (Wood Lane)	A47 Main road (609728,312194)	Narrow Lanes (24/7) Speed limit reduction to 30mph		
Blind Lane	Adjoing road (611837,311158)	Full carriageway closure - 24/7		
B1110	B1110 Road Adjoining the A47 (604918,313708)	Adjoining road to the A47 - 2 way traffic signals off peak with reduced speed limit		
A47 / Main Road	A1075 Jct to Rbt with Dereham road (599343,312286)	Narrow Lanes (24/7) Speed limit reduction to 40mph E/B + W/B	Feb-24	Apr-24
B1147	A47 Jct with B1147 (601251,313409)	Adjoining traffic into reduced speed limit and location will be in vicinity of full carriageway closure		
Honningham Rbt	A47 Main road (611064,311302)	Narrow Lanes (24/7) Speed limit reduction to 40mph		
B1535 (Wood Lane)	A47 Main road (609728,312194)	Narrow Lanes (24/7) Speed limit reduction to 30mph		
Blind Lane	Adjoing road (611837,311158)	Full carriageway closure - 24/7		
B1110	B1110 Road Adjoining the A47 (604918,313708)	Adjoining road to the A47 - 2 way traffic signals off peak with reduced speed limit		
Low Road	A47 Main road	Adjoining road to the A47 - 2 way traffic signals off peak with reduced speed limit		

A47 / Main Road	A1075 Jct to Rbt with Dereham road (599343,312286)	Narrow Lanes (24/7) Speed limit reduction to 40mph E/B + W/B	Apr-24	May-24
B1147	A47 Jct with B1147 (601251,313409)	Adjoining traffic into reduced speed limit and location will be in vicinity of full carriageway closure		
Honningham Rbt	A47 Main road (611064,311302)	Narrow Lanes (24/7) Speed limit reduction to 40mph		
B1535 (Wood Lane)	A47 Main road (609728,312194)	Narrow Lanes (24/7) Speed limit reduction to 30mph		
Blind Lane	Adjoing road (611837,311158)	Full carriageway closure - 24/7		
B1110	B1110 Road Adjoining the A47 (604918,313708)	Adjoining road to the A47 - 2 way traffic signals off peak with reduced speed limit		
Easton Rbt	A47 Main road (613109,311021)	Main route on A47 - Temp speed limit will pass through the Jct - 3 way traffic signals required		
A47 / Main Road	A1075 Jct to Rbt with Dereham road (599343,312286)	Narrow Lanes (24/7) Speed limit reduction to 40mph E/B + W/B	May-24	May-24
B1147	A47 Jct with B1147 (601251,313409)	Adjoining traffic into reduced speed limit and location will be in vicinity of full carriageway closure		
Honningham Rbt	A47 Main road (611064,311302)	Narrow Lanes (24/7) Speed limit reduction to 40mph		
B1535 (Wood Lane)	A47 Main road (609728,312194)	Narrow Lanes (24/7) Speed limit reduction to 30mph		
Blind Lane	Adjoing road (611837,311158)	Full carriageway closure - 24/7		
B1110	B1110 Road Adjoining the A47 (604918,313708)	Adjoining road to the A47 - 2 way traffic signals off peak with reduced speed limit		
Easton Rbt	A47 Main road (613109,311021)	Main route on A47 - Temp speed limit will pass through the Jct - 3 way traffic signals required		
Taverham Road	Adjoing road	Full carriageway closure - off peak 20:00 to 06:00		
Easton Rbt	A47 Main road (613109,311021)	Full carriageway closure - off peak 20:00 to 06:00 this section will also be included within the full weekend closures		
Berrys Lane	A47 Main Road	Full Carriageway closure 24/7		
B1535 (Wood Lane)	A47 Main road (609728,312194)	Full carriageway closure 24/7		
A47 / Main Road	A1075 Jct to Rbt with Dereham road (599343,312286)	Narrow Lanes (24/7) Speed limit reduction to 40mph E/B + W/B	May-24	Jun-24
B1147	A47 Jct with B1147 (601251,313409)	Adjoining traffic into reduced speed limit and location will be in vicinity of full carriageway closure		
Honningham Rbt	A47 Main road (611064,311302)	Narrow Lanes (24/7) Speed limit reduction to 40mph		

B1535 (Wood Lane)	A47 Main road (609728,312194)	Narrow Lanes (24/7) Speed limit reduction to 30mph		
Blind Lane	Adjoing road (611837,311158)	Full carriageway closure - 24/7		
Easton Rbt	A47 Main road (613109,311021)	Full carriageway closure - off peak 20:00 to 06:00 this section will also be included within the full weekend closures		
Berrys Lane	A47 Main Road	Full Carriageway closure 24/7		
B1535 (Wood Lane)	A47 Main road (609728,312194)	Full carriageway closure 24/7		
A47 / Main Road	A1075 Jct to Rbt with Dereham road (599343,312286)	Narrow Lanes (24/7) Speed limit reduction to 40mph E/B + W/B	Jun-24	Jul-24
B1147	A47 Jct with B1147 (601251,313409)	Adjoining traffic into reduced speed limit and location will be in vicinity of full carriageway closure		
Honningham Rbt	A47 Main road (611064,311302)	Narrow Lanes (24/7) Speed limit reduction to 40mph		
B1535 (Wood Lane)	A47 Main road (609728,312194)	Narrow Lanes (24/7) Speed limit reduction to 30mph		
Berrys Lane	A47 Main Road	Full Carriageway closure 24/7		
B1535 (Wood Lane)	A47 Main road (609728,312194)	Full carriageway closure 24/7		
A47 / Main Road	A1075 Jct to Rbt with Dereham road (599343,312286)	Narrow Lanes (24/7) Speed limit reduction to 40mph E/B + W/B	Jul-24	Jul-24
B1147	A47 Jct with B1147 (601251,313409)	Adjoining traffic into reduced speed limit and location will be in vicinity of full carriageway closure		
Honningham Rbt	A47 Main road (611064,311302)	Narrow Lanes (24/7) Speed limit reduction to 40mph		
B1535 (Wood Lane)	A47 Main road (609728,312194)	Narrow Lanes (24/7) Speed limit reduction to 30mph		
Berrys Lane	A47 Main Road	Full Carriageway closure 24/7		
B1535 (Wood Lane)	A47 Main road (609728,312194)	Full carriageway closure 24/7		
A47 / Main Road	Main Road	Full closure (off-peak 8pm-6am) under diversion EB + WB Between A47 Jct with A1075 and A47 Jct with Dereham road		
A47 / Main Road	Main Road (599343,312286)	Full closure WEEKEND (8pm Friday -6am Monday) under diversion EB + WB Between A47 Jct with A1075 and A47 Jct with Dereham road		
Honningham Rbt	A47 Main road (611064,311302)	Full carriageway closure - off peak 20:00 to 06:00 this section will also be included within the full weekend closures		
Taverham Road	Adjoing road	Full carriageway closure - 24/7		
A47 / Main Road	A1075 Jct to Rbt with Dereham road (599343,312286)	Narrow Lanes (24/7) Speed limit reduction to 40mph E/B + W/B	Jul-24	Aug-24
B1147	A47 Jct with B1147 (601251,313409)	Adjoining traffic into reduced speed limit and location will be in vicinity of full carriageway closure		

Honningham Rbt	A47 Main road (611064,311302)	Narrow Lanes (24/7) Speed limit reduction to 40mph		
B1535 (Wood Lane)	A47 Main road (609728,312194)	Narrow Lanes (24/7) Speed limit reduction to 30mph		
B1535 (Wood Lane)	A47 Main road (609728,312194)	Full carriageway closure 24/7		
Taverham Road	Adjoing road	Full carriageway closure - 24/7		
A47 / Main Road	A1075 Jct to Rbt with Dereham road (599343,312286)	Narrow Lanes (24/7) Speed limit reduction to 40mph E/B + W/B	Aug-24	Aug-24
B1147	A47 Jct with B1147 (601251,313409)	Adjoining traffic into reduced speed limit and location will be in vicinity of full carriageway closure		
Honningham Rbt	A47 Main road (611064,311302)	Narrow Lanes (24/7) Speed limit reduction to 40mph		
B1535 (Wood Lane)	A47 Main road (609728,312194)	Narrow Lanes (24/7) Speed limit reduction to 30mph		
B1535 (Wood Lane)	A47 Main road (609728,312194)	Full carriageway closure 24/7		
Taverham Road	Adjoing road	Full carriageway closure - 24/7		
A47 / Main Road	Main Road	Full closure (off-peak 8pm-6am) under diversion EB + WB Between A47 Jct with A1075 and A47 Jct with Dereham road		
A47 / Main Road	Main Road (599343,312286)	Full closure WEEKEND (8pm Friday -6am Monday) under diversion EB + WB Between A47 Jct with A1075 and A47 Jct with Dereham road		
Sandy Lane	A47 Main Road (608794,312596)	Adjoining road to the A47 - 2 way traffic signals off peak with reduced speed limit		
B1535 (Wood Lane)	A47 Main road (609728,312194)	Full carriageway closure - off peak 20:00 to 06:00		
A47 / Main Road	A1075 Jct to Rbt with Dereham road (599343,312286)	Narrow Lanes (24/7) Speed limit reduction to 40mph E/B + W/B	Aug-24	Sep-24
B1147	A47 Jct with B1147 (601251,313409)	Adjoining traffic into reduced speed limit and location will be in vicinity of full carriageway closure		
Honningham Rbt	A47 Main road (611064,311302)	Narrow Lanes (24/7) Speed limit reduction to 40mph		
Sandy Lane	A47 Main Road (608794,312596)	Adjoining road to the A47 - 2 way traffic signals off peak with reduced speed limit		
B1535 (Wood Lane)	A47 Main road (609728,312194)	Full carriageway closure - off peak 20:00 to 06:00		
A47 / Main Road	A1075 Jct to Rbt with Dereham road (599343,312286)	Narrow Lanes (24/7) Speed limit reduction to 40mph E/B + W/B	Sep-24	Sep-24
B1147	A47 Jct with B1147 (601251,313409)	Adjoining traffic into reduced speed limit and location will be in vicinity of full carriageway closure		
Honningham Rbt	A47 Main road (611064,311302)	Narrow Lanes (24/7) Speed limit reduction to 40mph		

Sandy Lane	A47 Main Road (608794,312596)	Adjoining road to the A47 - 2 way traffic signals off peak with reduced speed limit		
B1535 (Wood Lane)	A47 Main road (609728,312194)	Full carriageway closure - off peak 20:00 to 06:00		
A47 / Main Road	Main Road	Full closure (off-peak 8pm-6am) under diversion EB + WB Between A47 Jct with A1075 and A47 Jct with Dereham road		
A47 / Main Road	Main Road (599343,312286)	Full closure WEEKEND (8pm Friday -6am Monday) under diversion EB + WB Between A47 Jct with A1075 and A47 Jct with Dereham road		
Honningham Rbt	A47 Main road (611064,311302)	Main route on A47 - Temp speed limit will pass through the Jct - 3 way traffic signals required		
A47 / Main Road	A1075 Jct to Rbt with Dereham road (599343,312286)	Narrow Lanes (24/7) Speed limit reduction to 40mph E/B + W/B	Sep-24	Oct-24
B1147	A47 Jct with B1147 (601251,313409)	Adjoining traffic into reduced speed limit and location will be in vicinity of full carriageway closure		
Honningham Rbt	A47 Main road (611064,311302)	Narrow Lanes (24/7) Speed limit reduction to 40mph		
Honningham Rbt	A47 Main road (611064,311302)	Main route on A47 - Temp speed limit will pass through the Jct - 3 way traffic signals required		
A47 / Main Road	A1075 Jct to Rbt with Dereham road (599343,312286)	Narrow Lanes (24/7) Speed limit reduction to 40mph E/B + W/B	Oct-24	Oct-24
B1147	A47 Jct with B1147 (601251,313409)	Adjoining traffic into reduced speed limit and location will be in vicinity of full carriageway closure		
Honningham Rbt	A47 Main road (611064,311302)	Narrow Lanes (24/7) Speed limit reduction to 40mph		
Honningham Rbt	A47 Main road (611064,311302)	Main route on A47 - Temp speed limit will pass through the Jct - 3 way traffic signals required		
The Street	A47 Main road (607948,312902)	Adjoining road to the A47 - 2 way traffic signals off peak with reduced speed limit		
A47 / Main Road	Main Road	Full closure (off-peak 8pm-6am) under diversion EB + WB Between A47 Jct with A1075 and A47 Jct with Dereham road		
A47 / Main Road	A1075 Jct to Rbt with Dereham road (599343,312286)	Narrow Lanes (24/7) Speed limit reduction to 40mph E/B + W/B	Oct-24	Nov-24
B1147	A47 Jct with B1147 (601251,313409)	Adjoining traffic into reduced speed limit and location will be in vicinity of full carriageway closure		
Honningham Rbt	A47 Main road (611064,311302)	Narrow Lanes (24/7) Speed limit reduction to 40mph		
Honningham Rbt	A47 Main road (611064,311302)	Main route on A47 - Temp speed limit will pass through the Jct - 3 way traffic signals required		
A47 / Main Road	Main Road	Full closure (off-peak 8pm-6am) under diversion EB + WB Between A47 Jct with A1075 and A47 Jct with Dereham road		

APPENDIX I - 7 DAY ROADWORKS ACCURACY KPI BRIEFING NOTES

7 Day KPI for Road Closures **June 2020**

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 3rd 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

KPI Measure for road closures (including slips)

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

Roadspace application as normal to eastregionroadspace@highwaysengland.co.uk

Over 7 Days before Start of works

Temporary Notice for Urgent Works (TNUW) form to be submitted to Orders Team OpsEastOrders@highwaysengland.co.uk

Or TTRO application (12 weeks minimum) or utilise existing TTRO

Roadspace processed and NEMs number provided

Confirmation required that works will take place 10 days prior to start date and that they will start within 1 hour of the planned start time. Changes can be made at this stage

Successful occupancy takes place and starts on time. Cancellations or changes within 7 days causes a KPI failure

Within 7 Days of Start of works

Departure form required or justification of road closure within 7 day rolling period.
Departure form required or justification provided and accepted.
TNUW form to be submitted OpsEastOrders@highwaysengland.co.uk

Completed Departure form submitted, as required , to eastregionroadspace@highwaysengland.co.uk

Departure to be signed off by 2 of 3 independent Directors (RIP/Ops/MP) in East Region or nominated deputy

Roadspace processed and NEMs number provided

Successful occupancy takes place and starts on time. Cancellations or changes within 7 days causes a KPI failure

APPENDIX J - SCHEME STAKEHOLDER AND CUSTOMER PLAN

Galliford Try

one team
shared outcomes
delivered together

highways england

STAKEHOLDER & CUSTOMER MANAGEMENT PLAN

Regional Delivery Partnership: Lot 7 East

June 2020

Document Control

Document Title	STAKEHOLDER & CUSTOMER MANAGEMENT PLAN
Author	[redacted]
Owner	[redacted], Galliford Try
Distribution	Programme Leaders, Highways England
Document Status	S4 – For Approval

0.1. Revision History

Version	Date	Description	Author
01	21/01/2019	First issue for review	[redacted]
02	04/02/2019	Final	[redacted]
03	20/03/2019	Revised following [redacted] feedback	[redacted]
04	22/06/2020	S3 – For Review and Comment	[redacted]
05	01/07/2020	S4 – For Approval	[redacted]

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*

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]

Contents

1. Introduction

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

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

2. Strategy

2.1. Aim

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

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

2.2. Vision

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

2.3. Objectives

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

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.)

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)

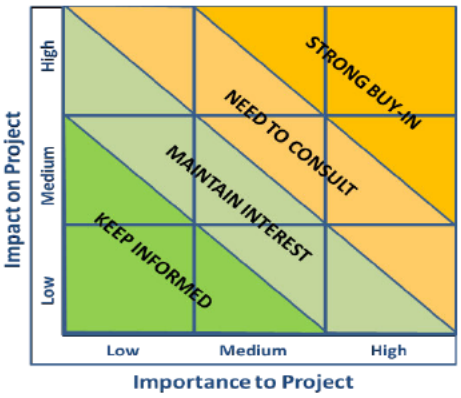
The PCF section in the Construction and Roadworks communications toolkit includes communication steps which must be followed in each PCF stage.

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.

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.

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.

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

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.

- 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 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.