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# Stakeholder Management Plan

MG\_REP\_PM\_002

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# Stakeholder Management Plan

## CONTENTS

<b>1.0</b>	<b>Introduction</b>	
1.1	Communications Strategy Summary	1
<b>2.0</b>	<b>Stakeholder Management Plan Objectives</b>	<b>2</b>
<b>3.0</b>	<b>Stakeholder Groups</b>	<b>2</b>
<b>4.0</b>	<b>Stakeholder Roles and Responsibilities</b>	<b>3</b>
4.1	Mersey Crossing Group	3
4.2	Mersey Gateway Executive Group	3
4.3	Regional Funding Partners and other Local Authorities	3
4.4	DfT Major Projects	3
4.5	Statutory Consultees	4
4.6	i. The Wider Public	4
	ii. Members of the Public who have expressed interest	4
	iii. Small Businesses	5
4.7	Directly Affected Landowners, Leaseholders & Tenants	5
4.8	Individuals who are notified of the scheme's proximity	5
4.9	National, Regional and Local Decision Makers	5
4.10	Public and Private Sector Organisations	6
4.11	Objectors	6
4.12	Mersey Gateway Project Team	6
4.13	Mersey Gateway Supply Team	6
4.14	Halton Borough Council Internal Staff	
	i. General Employees	6
	ii. Employees involved in certain areas of the project	6
4.15	Potential Suppliers	7
4.16	Media	7
<b>5.0</b>	<b>Stakeholder Database</b>	<b>7</b>
<b>6.0</b>	<b>Stakeholder Review Process</b>	<b>8</b>
<b>7.0</b>	<b>Stakeholder Management Structure</b>	<b>9</b>
7.1	Role of Mersey Gateway Integration and Policy Manager	9
7.2	Role of Mersey Gateway Project director	10
7.3	Role of Gifford	10
7.4	Role of KPMG	10
7.5	Role of DTW and PI	11
7.6	Role of HBC Communications and Marketing	11

## **1.0 INTRODUCTION**

1.0.1 The Stakeholder Management Plan (SMP) will be a living document that will need to be updated as the scheme evolves and stakeholders change. The following parts of this report detail its objectives, strategy and implementation.

### **1.1 Communications Strategy Summary**

1.1.1 The Mersey Gateway Communications Strategy produced in April 2007 outlines the approach to communications that Halton Borough Council and its partners need to take during the development of the Mersey Gateway project up to financial close (approximately 5 years).

1.1.2 The vision of the communications strategy is to build and maintain support for Mersey Gateway as a project that will transform the borough of Halton, improve the lives of local people and create new opportunities for business and investment in Halton, the Liverpool city-region, the North West and beyond.

1.1.3 The key theme throughout is the reinforcement of the Mersey Gateway project being about much more than just a bridge. This is backed by the clear need to establish the project as a way of delivering economic and social benefits.

1.1.4 The Mersey Gateway project deals with a number of potentially sensitive political issues at a time when we are facing a changing political and policy landscape. Topics like tolling, road construction, the environment, congestion and land use are controversial, but the project cannot afford to ignore these overtly political issues.

1.1.5 The communications strategy is intended as a working document and is accompanied by an action plan leading through to financial close that outlines key communications activities, roles and responsibilities. This will ensure the project communicates well with its broad range of stakeholders and maximises its success and impact at a local, regional and national level.

1.1.6 The timeline of the strategy and the action plan reflects the key stages in the project lifetime as identified in the overall project programme. This ensures that communications activities are not only undertaken at the right time, but also that the strategy and action plan are flexible enough to take into account changing circumstances which may occur within the project up until financial close.

1.1.7 In the course of developing the communications strategy key stakeholders in Halton and across the North West, as well as key decision-makers and media organisations at a national level, have been consulted. This has included MPs, local councillors, civil servants,

landowners, local, national and specialist media and the project team itself.

## **2.0 STAKEHOLDER MANAGEMENT PLAN OBJECTIVES**

2.0.1 The objectives of the SMP are to document and communicate how information will be disseminated to, and received from all stakeholders connected with the Mersey Gateway project. The SMP shall identify:

- Who the stakeholders are;
- The requirements of each stakeholder;
- The requirements of the project to receive information and/or obtain approvals from stakeholders;
- The means of communication with each stakeholder;
- The frequency and duration of communication; and
- The roles and responsibilities of the project team in the implementation of the SMP.

## **3.0 STAKEHOLDER GROUPS**

3.0.1 The SMP identifies stakeholders who are relevant to the project and classify them into groups in accordance with their needs. The main stakeholder groups are as follows:

- The Mersey Crossing Group (MCG);
- Halton Borough Council Members known as Mersey Gateway Executive Group (MGEG);
- Funding partners;
- DfT Major Projects
- Statutory consultees.
  
- The wider public;
  - Members of the public who have expressed an interest in the scheme;
  - Landowners;
    - Directly affected landowners, leaseholders and tenants;
    - Individuals who are notified of the scheme's proximity through local land searches;
    - Small Businesses
- National, regional and local decision makers;
- Environmental Organisations
- Other organisations, both public and private sector;
- Potential suppliers; and
- Media

3.0.2 The roles of these stakeholder groups are summarised below.

## **4.0 STAKEHOLDER ROLES AND RESPONSIBILITIES**

### **4.1 Mersey Crossing Group**

4.1.1 The Mersey Crossing Group acts as the key regional Stakeholder group for the Mersey Gateway project and serves to ensure that the wider stakeholder group is provided with an opportunity to influence project delivery when steering the project up to financial close. The Mersey Crossing Group was formed in the mid 1990's. It now meets every quarter and is chaired by the Council Leader.

### **4.2 Mersey Gateway Executive Group**

4.2.1 The Mersey Gateway Executive Group (MG Exec Group) comprises the Leader of the Council plus two other members of the Council Executive to be selected by the Leader. The MG Exec Group serves to provide stakeholder input to the Officer Project Board<sup>1</sup> from Council members. The MG Exec Group meets monthly but does not have any delegated authority from the Mersey Gateway Executive Board<sup>1</sup>.

### **4.3 Regional Funding Partners**

4.3.1 The regional funding partners are the North West Development Agency who have recently made a significant financial contribution to the scheme preparation. A member of the NWDA currently sits on the Mersey Gateway Advisory Panel. In addition, the project is contractually obliged to provide the NWDA Senior Project Delivery Manager with regular project monitoring reports.

4.3.2 The scheme will be part funded through the Regional Funding Allocation of the North West Regional Assembly. The Mersey Gateway therefore needs to be maintained as a priority within the North West region.

### **4.4 DfT Major Projects**

4.4.1 DfT Major Projects will part fund the project through the Regional Funding Allocation and PFI credits<sup>1</sup>. and offer guidance on its development. The DfT are updated regularly on the progress of the project; these updates comprise of:

- Quarterly progress report by the Project Director
- Quarterly finance/milestone reports sent via GONW

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<sup>1</sup> For definition of the Officer Project Board, Mersey Gateway Executive Board and funding conditions imposed by the DfT, please see Project Initiation Document

- Monthly SOFT reports
- Quarterly progress meetings
- Technical/specialist meetings as required

## **4.5 Statutory Consultees**

4.5.1 Consultation with statutory consultees is essential where consents from them are required. They can also influence the design of the scheme in terms of their duties and requirements.

4.5.2 This group will be consulted at all key stages of the project development. Statutory consultees will be contacted at the various key milestones of the project e.g. public consultation, planning application, etc and when appropriate be involved in the reference design and environmental process.

## **4.6 Public**

### ***The wider Public***

4.6.1 Consultation with the public serves the purpose of keeping them informed, encouraging support and mitigating concerns where appropriate. Where concerns cannot be addressed then the process informs the project of potential objectors.

4.6.2 The public will be contacted on a regular basis by articles in the press. These will give updates of the scheme progress. At key stages in the scheme delivery, a more direct form of contact will be required, e.g. the distribution of leaflets to every property in the Borough during the Pre-Planning Application Public Consultation. The public can also contact the Mersey Gateway Team with specific queries whenever these arise.

4.6.3 The pre-planning application consultation leaflet contained a questionnaire where the public could provide comments on the scheme and ask to be included in future regular e-newsletters. This process allows the public to be advised of progress on a more regular basis if they require so. Public stakeholders will be kept informed of the progress of the project at key stages of the project. The project team will publish the results and findings of the public consultation exercise. The wider public will also be made aware of key issues such as the planning application, etc.

### ***Members of the Public who expressed an interest in the Scheme***

4.6.4 This group will be identified by their request for further information made during the pre-planning application public consultation and other more historic databases that have fed into the SMP database. This group will normally be contacted on a regular basis by e-newsletter (or hard copy if e-mail address not available). Where appropriate they will

also be contacted in the same way as interested public and private sector organisations.

### **Small Businesses**

4.6.5 Consultation with small businesses is similar in purpose to those of the wider public but with their additional issues of commercial transport and as employers.

4.6.6 Small businesses which have an interest in the scheme (not directly affected landowners, leaseholders or tenants) will be contacted in a similar manner and frequency as those listed in paragraphs i and ii above.

### **4.7 Directly Affected Landowners, Leaseholders and Tenants**

4.7.1 Consultation with directly affected stakeholders enables the project to gain information on land interests which is needed for the statutory process. Such stakeholders, having accurate and up to date information, also allows more efficient negotiation and it helps the project to understand their needs for example, the timescale needed for relocation.

4.7.2 A database of directly affected properties has been established and an individual file is kept for each landholding. This file contains correspondence with landowners, leaseholders and tenants relating to the specific property. This group will be contacted in writing individually at key stages of the project development. This group will also be included in correspondence with the wider public and may in some cases be members of the public who have expressed an interest in the scheme.

### **4.8 Individuals who are notified of the Scheme's Proximity through Local Land Searches**

4.8.1 A system has been put in place whereby any property within 200 metres of the works is notified of the scheme's proximity in a local land search. Any enquiries resulting from that search will be notified to the Mersey Gateway team who will advise on a response. Copies of correspondence will be kept as part of the Land Files.

### **4.9 National, Regional and Local Decision Makers**

4.9.1 This group consists of stakeholders who can bring direct influence to the project. This group will contain:

- Central Government (HBC will generally contact Central Government through the DfT as per paragraph 4.4.)

- Regional Government; (HBC hold regular meetings with North West Regional Assembly whose role it is to determine Regional Funding Allocations.) and;
  - Surrounding Local Authorities. (Representatives from surrounding local authorities are members of several of the Mersey Gateway meeting groups such as the Mersey Crossing Group.)
- 4.9.2 Contact with stakeholders within this group will be more frequent and vary in accordance with the needs of the organisation and the need of the project for their input.

#### **4.10 Public and Private Sector Organisations**

4.10.1 This group is made up of wider stakeholders with an interest in transport in general or specifically in the Mersey Gateway scheme, but who are not key decision-makers, statutory consultees or small businesses. This group will be contacted at key stages of the project development.

#### **4.11 Objectors**

- 4.11.1 Although some potential objectors have made themselves known, it is expected that the main group(s) of objectors will be identified during the submission of the planning application and the publication of the orders.
- 4.11.2 A Stage 2 Communications Action Plan will be produced to cover the period up to the close of Public Inquiry.

#### **4.12 Mersey Gateway Project team**

4.12.1 Core team members meet regularly to discuss the progress of the project.

#### **4.13 Mersey Gateway Supply Team**

4.13.1 Members of the Mersey Gateway supply team, in most cases, are involved with monthly project co-ordination meetings, regular briefings and workshops.

#### **4.14 Halton Borough Council Internal Staff**

This group of stakeholders can be broken down into two areas:

##### ***General Employees***

4.14.1 General employees of Halton Borough Council (HBC) have been informed on various aspects of the project through internal communications, including the 'Intouch' employee magazine, staff

forum and intranet. A large proportion of HBC employees are also Halton residents and would also have received the public consultation documents, questionnaires and dates of public exhibitions.

### ***Employees involved in certain areas of the project***

4.14.2 There are several departments who have an input into various areas of the project, including the Planning department, Transportation department, the Communications and Marketing department, etc. The team is in regular contact with this group through HBC Service Overview meetings and other liaison meetings. A wider Halton Borough Council working group will also be established. Several key members of staff in these departments can be found on other meeting panels such as the Land Acquisition Group, Communications and Public Affairs group, etc.

### **4.15 Potential Suppliers**

4.15.1 Once the Mersey Gateway Project has progressed through the orders and applications stage it will be taken over by a concessionaire who will carry out the detailed design, construction, finance and operation. The Project Team has commissioned KPMG to investigate potential concessionaires and general market interest in the scheme. This has demonstrated that the private sector is interested in the scheme and liaison with them will continue until financial close.

### **4.16 Media**

4.16.1 In addition to Halton Borough Council's internal communications and marketing team, the project has commissioned DTW and Politics International to provide public relations and public affairs advise. DTW and Politics International assist the communications team in sending out press releases, organising press launches and responding to media enquiries.

## **5.0 STAKEHOLDER DATABASES**

5.0.1 A comprehensive listing of these stakeholders can be found on the Stakeholder Database on Collaborator. It is vital that the Mersey Gateway Project accurately records the submissions made by its broad range of stakeholders throughout the development phase of the project.

5.0.2 There will be nine databases housed on Business Collaborator in total:

- Details of affected landowners
- Details of members of the Public (including small businesses)
- Details of organisations
- Register of correspondence from landowners

- Register of correspondence from members of the public
- Register of correspondence from organisations
- Stakeholder Review Record for affected landowners (see section 6.0)
- Stakeholder Review Record for members of the public (section 6.0)
- Stakeholder Review Record for organisations (section 6.0)

5.0.3 The databases on Business Collaborator will include details for all named stakeholders and will be used as an on-going recording tool. The databases of stakeholder details will include:

- Stakeholder contact details
- Whether they are a statutory consultee
- Whether they are a potential objector
- The role of the stakeholder in terms of the project
- The areas of influence of the stakeholder in terms of the project
- Background information (where applicable) on the key stakeholders
- The method, frequency and level of consultation required

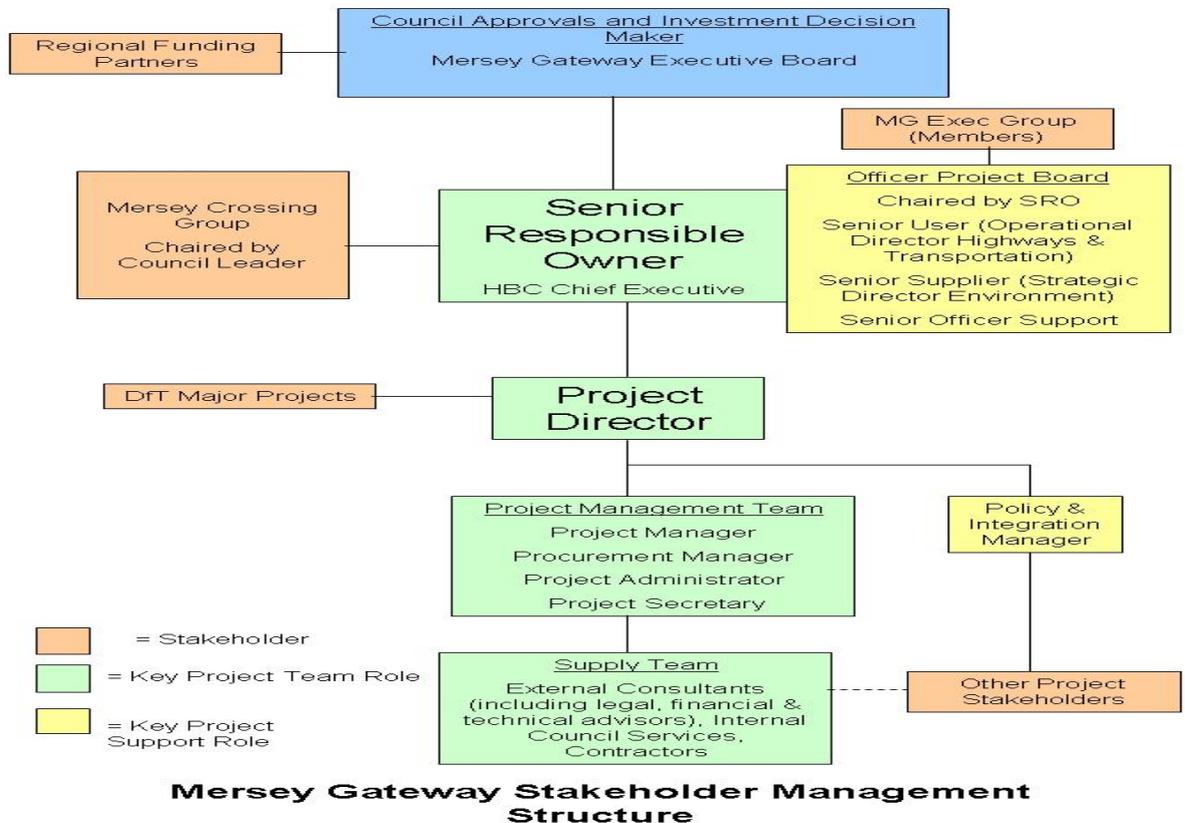
## **6.0 STAKEHOLDER REVIEW PROCESS**

6.0.1 The baseline will be recorded after the Public Consultation in 2007. This will be reviewed at several stages during the development phase of the project, including reviews at:

- Publication of Orders and Applications
- Pre-Inquiry
- Post Inquiry

## 7.0 STAKEHOLDER MANAGEMENT STRUCTURE

Figure 7.1 below outlines the stakeholder management structure.



**Figure 7.1 – MG Stakeholder Management Structure**

### 7.1 Role of the Mersey Gateway Integration and Policy Manager

7.1.1 The Integration and Policy Manager covers the following roles in relation to stakeholder management:

- Organisation of the Mersey Crossing Group, refer to 4.1. Assistance and input is also required from other members of the Project Team, HBC Communications and Marketing, DTW and Gifford;
- Contact with Statutory Consultees as part of the general communications process, refer to 4.5.2;
- Contact with the public at key stages of the scheme and answering general queries whenever these arise, refer to 4.6. DTW assist with the provision and distribution of publicity materials. HBC Communications and Marketing also provide input into the communications process with the public whilst DLA Piper provide a checking role;
- Liaison with affected landowners, leaseholders and tenants, refer to 4.7. As an advanced purchase policy becomes available this role will be assisted by GVA Grimley and DLA Piper;

- Liaison with individuals who are notified of the scheme's proximity through local land searches, refer to 4.8;
- Contact with national, regional and local decision makers as part of the general communications process, refer to 4.9. PI also provide an input into the organisation of briefings to MPs and Ministers;
- Contact with public and private sector organisations as part of the general communications process, refer to 4.10. Direct contact is also made with this group through formal briefing sessions at key stages of the project. Input into these briefings is required from the same parties as those who assist with the Mersey Crossing Group;
- Liaison with potential objectors, refer to 4.11;
- Contact with HBC general employees, refer to 4.14.1. DTW and HBC Communications and Marketing also provide input into this process; and
- Contact with HBC employees involved in certain areas of the project, refer to 4.14.2. This area also has input from other project team members.

## **7.2 Role of the Mersey Gateway Project Director**

7.2.1 The Mersey Gateway Project Director covers the following roles in stakeholder management:

- Organisation of the Mersey Gateway Executive Group, refer 4.2;
- Contact with regional funding partners, refer to 4.3;
- Regular contact with DfT Major Projects, refer to 4.4;
- Contact with national, regional and local decision makers in regard to specific matters of scheme development, refer to 4.9;
- Provide briefings to the core team members, refer to 4.12;
- Provide direction to the Mersey Gateway supply team, refer to 4.13; and
- Liaise with HBC employees involved in areas of the project, refer to 4.14.2. This includes the organisation of the HBC Service Overview meetings and the Land Acquisition Group.

## **7.3 Role of Gifford**

7.3.1 Gifford are involved in the following aspects of stakeholder management:

- Liaison with Statutory Consultees on specific areas of the project where they can directly influence the development of the scheme or where their consent is a requirement, refer to 4.5.1; and
- Assist with issues described in 7.1 and 7.2 when required.

## **7.4 Role of KPMG**

7.4.1 KPMG are involved in liaison with potential suppliers, refer to 4.15.

7.4.2 A summary note on the proposed Market Engagement Strategy can be found at the following link:

[https://collaborate.ms/bc/generic\\_main.cgi/d41255819/MG\\_MarketEngagementStrategy\\_20071217.pdf](https://collaborate.ms/bc/generic_main.cgi/d41255819/MG_MarketEngagementStrategy_20071217.pdf)

## **7.5 Role of DTW and PI**

7.5.1 DTW are specifically responsible for media management, refer to 4.16. DTW are also involved in activities detailed in 7.1. PI provide information to the core team on matters arising in Parliament and the Lords, refer also to 7.1.

## **7.6 Role of HBC Communications and Marketing**

7.6.1 These activities are described in 7.1.