

Greater Manchester's Outline Business Case to tackle Nitrogen Dioxide Exceedances at the Roadside

E4 Plans E4.1 Stakeholder Management Plan



Salford City Council



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1 Governance

1.1 A Greater Manchester Clean Air Plan (GM CAP) Communications and Marketing Delivery Group has been created and liaises regularly.

1.2 The group's remit is to plan corporate communications and marketing activity and ensure appropriate oversight of this activity from all key organisations responsible for delivering the GM CAP. The group comprises:

- TfGM Director of Corporate Affairs; Head of Corporate Communications and Stakeholder Engagement; Senior Strategic Communications and Consultations Manager; and Strategic Marketing Manager;
- Greater Manchester Combined Authority (GMCA) Communications Director;
- Heads of Communications for Manchester City Council, Salford Council, and Stockport Council (as local authority for Green City Region Lead);
- Communications lead for Greater Manchester Health and Social Care Partnership; and
- TfGM Legal.

1.3 A tiered approval process has been developed for communications planning, activities and materials. Where appropriate, communications materials may also be shared with all Greater Manchester local authority Heads of Communications for approval with their relevant senior political and officer stakeholders.

2 Communications materials

2.1 TfGM is responsible for the development and production of all communications materials, with support from local authority and health partners as appropriate.

2.2 TfGM will also lead on the development and delivery of GM-wide marketing and communications campaigns in close collaboration with partners.

2.3 The following core content will be regularly updated by TfGM and should be used by all partners to ensure consistency:

- media FAQs;
- Clean Air Plan briefing note;
- key messages document;
- customer services brief;
- social media toolkit; and
- media management.

- 2.4 TfGM will lead on media relations, in close liaison with GMCA and other partners. It will develop media materials; coordinate the approvals process; act as a central point of contact for media; issue news releases, coordinate media interviews and briefings; and respond to media enquiries.
- 2.5 TfGM will be informed of any relevant media enquiries to local authorities and partner organisations and will provide appropriate support to manage and respond to these.
- 2.6 The following roles have been identified as key spokespeople for national and regional media activity:
- Greater Manchester Mayor;
 - Greater Manchester Green City Region Lead; and
 - Greater Manchester Lead Director of Public Health.
- 2.7 In addition, local authorities may provide their leader or relevant executive member spokesperson for local media where appropriate. Additional health spokespeople, speaking on behalf of Greater Manchester or individual local authorities, may also be used as required.

3 Stakeholder approach

- 3.1 TfGM will coordinate the stakeholder engagement activity for the GM CAP on behalf of the 10 Local Authorities. By having a centralised approach we hope to ensure consistent messaging and engagement activity, whilst providing material which can be localised for each Local Authority in support of local engagement plans.
- 3.2 TfGM will be responsible for:
- creating and sharing a centralised plan for stakeholder engagement activity which is regularly updated;
 - creating and sharing central content which can be localised for each Local Authority;
 - creating and sharing central materials, resources and toolkits, which can be localised for each Local Authority;
 - promoting and leading GM-wide stakeholder engagement activity;
 - hosting and promoting any online materials;
 - providing Local Authorities with support and resources for events and promoting any events; and
 - recording all stakeholder engagement activity.

3.3 Local Authorities are asked to:

- add their own stakeholder engagement activity to the central stakeholder engagement plan;
- lead engagement with local stakeholders;
- share central content through their channels to promote stakeholder engagement activity;
- provide local resources for promotional work (for example events venues / officers); and
- keep records of their stakeholder engagement activity and provide feedback to TfGM.

Stakeholder Plan - Approach			
Sector	Purpose/desired outcome	Activity/ channels	Timings, dependencies/ opportunities
Business & Economy	<p>Stage 1: Inform/engage</p> <p>Prior to any consultation activity that may go ahead – speak to representative groups about the GM CAP and ask them to share with their members.</p> <p>Stage 2: Consult</p> <p>Communicate directly with all groups/organisations to gain their views on the proposals.</p> <p>Stage 3: Follow-up</p> <p>Share the outcome of the consultation activity and continue engagement to share plans for implementation.</p> <p>Stage 4: Implement</p> <p>Share information on the implementation of the measures and how stakeholders will be affected.</p>	<ul style="list-style-type: none"> • Verbal and written briefings • Emails and newsletters • Website / online information • Providing toolkits to representative groups to share with their members • Providing toolkits and events materials for local authority colleagues to support their engagement with stakeholders • Direct mail • Events 	<p>Timings</p> <p>The timings are split into four periods:</p> <ol style="list-style-type: none"> 1. Pre-consultation 2. Consultation period 3. Post-consultation 4. Implementation <p>Dependencies/ opportunities</p> <ol style="list-style-type: none"> 1. Willingness from representative groups to share our messages 2. Ability to get employers' contact details 3. Relationships local authorities already have with their local businesses 4. Consistency of messages – by providing toolkits to local authorities and stakeholder representative groups.
Community groups & Networks			
Education & Skills			
Housing & Developers			
Trade unions			
Third sector			
Transport – other			

Stakeholder Plan - Approach			
Sector	Purpose/desired outcome	Activity/ channels	Timings, dependencies/ opportunities
Environment & Sustainability Health & Wellbeing	As above and alongside sharing the information on the GM CAP activity, we will also share any air quality campaign material, so they can advocate the campaign and it continues.	As above and also include campaign material toolkit to share on their own channels.	As above.
Local Authority political	<p>Stage 1: Decision-making Support Greater Manchester governance and decision-making</p> <p>Stage 2: Supporting the consultation Encouraging constituents and interested parties to respond</p> <p>Stage 3: Decision-making on final GM CAP Support Greater Manchester governance and decision-making</p> <p>Stage 4: Follow-up Explaining the outcome to the public consultation and any decisions that have been made</p> <p>Stage 5: Implementation Work with stakeholders to explain the final GM CAP and what is available for stakeholders / public.</p>	<ul style="list-style-type: none"> • Verbal and written briefings • Website / online information • Providing toolkits to share with their constituents / stakeholders • Events 	<p>Timings Timings need to be aligned to the GM CAP governance and approvals.</p> <p>Dependencies/ opportunities</p> <ol style="list-style-type: none"> 1. Willingness to share messages with public and stakeholders 2. Positive working relationships with individuals, groups and organisations

Stakeholder Plan - Approach			
Sector	Purpose/desired outcome	Activity/ channels	Timings, dependencies/ opportunities
Political other	<p>Stage 1: Inform/engage Prior to any consultation activity that may go ahead provide regular, up to date information on the GM CAP.</p> <p>Stage 2: Consult Encouraging constituents and interested parties to respond.</p> <p>Stage 3: Follow-up Share the outcome of the consultation activity and continue engagement to share plans for implementation.</p> <p>Stage 4: Implement Share information on the implementation of the measures and how stakeholder groups will be affected.</p>	<ol style="list-style-type: none"> 1. Verbal and written briefings 2. Website / online information 3. Providing toolkits to share with their constituents / stakeholders 4. Events 	<p>Timings</p> <p>The timings are split into four periods:</p> <ol style="list-style-type: none"> 1. Pre-consultation 2. Consultation period 3. Post-consultation 4. Implementation <p>Dependencies/ opportunities</p> <ol style="list-style-type: none"> 1. Willingness to share messages with public and stakeholders 2. Positive working relationships with individuals, groups and organisations
Transport	<p>Stage 1: OBC development Initial targeted activity to inform development of proposed GM CAP to understand any impacts to this group during development and to engage them in the detailed options design.</p> <p>Stage 2: Build awareness Prior to any consultation activity that may go ahead provide regular, up to date information on the GM CAP.</p> <p>Stage 3: Consult Encourage all to respond to the</p>	<ul style="list-style-type: none"> • Verbal and written briefings • Emails and newsletters • Website / online information • Providing toolkits to representative groups to share with their members • Providing toolkits and events materials for local authority colleagues to support their engagement with stakeholders • Direct mail • Events 	<p>Timings</p> <p>The timings are split into four periods:</p> <ol style="list-style-type: none"> 1. Pre-consultation 2. Consultation period 3. Post-consultation 4. Implementation <p>Dependencies/ opportunities</p> <p>Initial activity delivered summer 2018 – aligned to options development and was dependent on stakeholders providing information to inform the development.</p>

Stakeholder Plan - Approach			
Sector	Purpose/desired outcome	Activity/ channels	Timings, dependencies/ opportunities
	<p>consultation and provide their views.</p> <p>Stage 4: Follow-up Share the outcome of the consultation activity and continue engagement to share plans for implementation and how it can be best developed.</p> <p>Stage 5: Implement Encourage stakeholders to take up any relevant incentives and understand the operational delivery of the GM CAP.</p>		Ongoing engagement linked to FBC delivery will likely have some similar dependencies.

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Stakeholder List			
Business & Economy	Representative bodies: <ul style="list-style-type: none"> • Chamber of Commerce • City Co • Federation of Small Businesses • Business Growth Hub • Business Leadership Council • Forum of Private Business • Freelance and Contractor Services Association • Institute of Directors • Manchester's Inward Investment Agency (MIDAS) • Large Greater Manchester Employers • Pro-Manchester • Visit Manchester • Local Enterprise Partnership • Large employers • Small and Medium Enterprises (SMEs) 	Community groups & Networks	Youth groups Sports & recreation groups Bishop of Manchester Citizens Advice Faith Network for Manchester Greater Manchester Poverty Action Joseph Rowntree Foundation Age UK
Education & Skills	Greater Manchester High Schools & Colleges	Environment & Sustainability	Client Earth Campaign for better transport Chartered institute of Environmental Health Friends of the Earth Living Streets Sustrans
Health & Wellbeing	Clinical Commissioning Groups (CCGs) via Greater Manchester Health and Social Care Partnership (GMHSCP) monthly meetings Doctors against diesel Health Professionals - general Health Professionals - maternity Health Professionals - older care	Housing & Developers	Housing associations / groups Bruntwood Federation of Master Builders Greater Manchester property developers National Federation of Builders

Stakeholder List			
Local Authority political	GMCA LA Leaders All Councilors	Political	Greater Manchester Members of Parliament (MPs) Neighbouring MPs
Third sector	Greater Manchester Centre for Voluntary Organisation (GMCVO) British Heart Foundation British Lung Foundation	Trade unions	Unison Unite Greater Manchester Trades Union Congress (GM TUC)
Transport - targeted	Bus & Coach operators Taxis/Private Hire Vehicles (PHVs) Freight	Transport - other	Rail Manchester Airport

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4 Stakeholder engagement activity to date

June 2018 – February 2019: targeted stakeholder engagement

- 4.1 During this time we have engaged with representative bodies and individual operators/drivers for bus and coach, within the freight sector and the taxi and private hire trade.
- 4.2 The purpose of this activity (meetings, calls and emails) has been to inform these three sectors of the scope, delivery plans and timescales of the GM CAP.
- 4.3 As well as this, we have asked for insights and input to the feasibility of some of the measures to inform the scope of the Programme which is set out in the OBC.
- 4.4 This included asking for fleet information from bus operators to understand the feasibility and costs associated with bus retrofit. We also asked for information from the freight industry around the potential usage of gas to liquid fuels, and asked for feedback on scrappage schemes and electric vehicle usage for the taxi and private hire trade.

Wider stakeholder engagement – to date

- 4.5 Following the publication of the October 2018 GMCA report outlining the revised target determination analysis, stakeholder engagement activity is planned to take place more widely. This includes organisations from each of the sectors outlined in the stakeholder list. At this stage this activity will focus on the progress to date and next steps for the project. For representative groups, we hope they will share this information with their members.
- 4.6 As well as this, there has been a range of engagement with local councilors across Greater Manchester, including portfolio leads. In addition, there has been engagement with MPs within Greater Manchester and those with constituencies which border Greater Manchester. This activity will continue as the GM CAP is further developed and implemented.