

(Draft) Mobilisation Stage Communications, Research and Consultation Plan

Project name Resource Programme

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Resource Programme

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Approvals This document requires the following approvals.
Signed approval forms are filed in the project files.

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Resource Programme Consultation, Research and Communications Plan

Mobilisation Stage: 2005 - 2007

Introduction

1. This report sets out an approach for successful delivery of the consultation and communications plan for the Resource Programme for Southwark Council. The Resource Programme is composed of:
 - the Waste Management Private Finance Initiative (PFI) Project (aimed at delivering a long-term partner to transform Southwark's waste management into sustainable resource management via an Integrated Waste Management Solutions Contract) and
 - the Old Kent Road Acquisition Project (aimed at securing a suitable site to enable the delivery of facilities required for the Integrated Waste Management Solutions Contract).
2. The Consultation and Communications Plan sets out the actions that will be undertaken by Southwark during Stage 2 of the Resource Programme – the Waste PFI Project Procurement Stage. The Resource Programme is divided into the following stages:

Resource Programme Stage	Anticipated duration	Status
Development	Sept. 2003 – March 2005	Complete
Mobilisation	April 2005 – April 2007	In progress
Operation	April 2007 – March 2031*	-
Expiry	April 2030 – March 2031*	-

* = *Subject to Procurement*

Aims

- 3 This paper will establish the following for this stage of the Programme:
 - Explain the communications structure for the Programme
 - Explain the broad communications phases and messages within the stage.
 - Establish a clear consultation and communications delivery framework for the stage
 - Identify the expertise and team necessary to deliver the Plan, including roles and responsibilities during the stage
 - Identify the resources necessary for delivering the stage plan

Resource Programme

Resource Programme Structure

4. The following broad structure applies to the Resource Programme:

5. Resource Programme:

Stakeholders need a simple message and will not recognise the distinction between the Waste PFI Project and the Old Kent Road Acquisition (OKRA) Project. Therefore one communications interface – the Resource Programme – will be developed to ensure that the different elements of the programme are recognised and coordinated as an integrated whole.

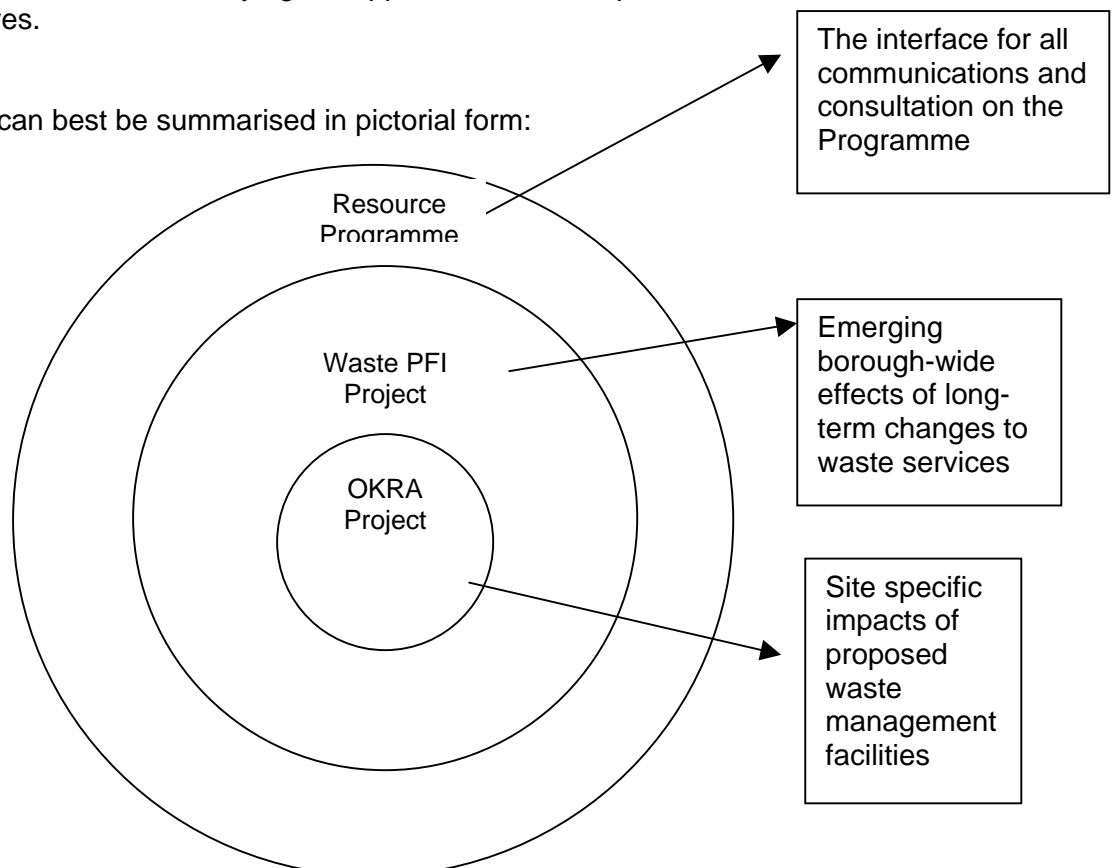
6. Waste PFI Project

The Waste PFI Project is looking to award an Integrated Waste Management Solutions Contract to transform waste management services in Southwark over the long-term and therefore affects all residents, businesses and other stakeholders who generate or could generate waste in Southwark. The communication messages are therefore targeted at the whole Borough and across the range of stakeholders that need to be engaged, involved and then encouraged to participate in the transformation.

7. OKRA Project

The OKRA Project objective is to regenerate a site to enable the establishment of waste management facilities that will help deliver the Integrated Waste Management Solutions Contract. The communications messages are therefore targeted at engaging those affected by the regeneration and conveying the opportunities and implications as this evolves.

8. This can best be summarised in pictorial form:



Resource Programme

Phases, Key Messages and Objectives

9. The Resource Programme Phases, Key Messages and Objectives during the Mobilisation Stage have been developed for the Waste PFI Project and OKRA Projects as follows:

10. Waste PFI Project

During the Procurement Stage of the Waste PFI Project (April 2005 – April 2007) there will be an evolving message to be discussed with stakeholders at different phases as follows:

Phase	Message	Objectives
Awareness raising April 2005 – September 2005	a) The Council has to take action to tackle the unsustainable nature of waste management and its contribution to global warming in particular. b) The Council is seeking a new long-term approach to the management of rubbish and is procuring a contract to achieve this c) Improvements to services are proposed to significantly increase recycling and diversion of waste from landfill to reduce global warming. d) A site on the Old Kent Road may be used to provide waste management facilities to deliver the new services.	Checking that stakeholder interests are being served by the project and to identify opportunities for stakeholder involvement
Initial Proposals October 2005 – March 2006	a) The Council will be engaging positively with its stakeholders throughout the period of the Integrated Waste Management Solutions Contract b) Four potential partners for the Integrated Waste Management Solutions contract have been short-listed. c) Each potential partner	To encourage further interest in the project and to provide feedback to the Council and potential partners

Resource Programme

	<p>has a different approach for delivery of the contract and Stakeholders can seek more information on these approaches if they wish to.</p> <p>d) Stakeholders can influence the way the Contract is implemented throughout the period of the procurement and during contract implementation.</p>	
<p>Potential Solutions April 2006 – September 2006</p>	<p>a) The Short-listed partners have submitted revised proposals to reflect the Council's and stakeholder's issues.</p> <p>b) Stakeholders can seek more information on these revised proposals if they wish to.</p> <p>c) Stakeholders can influence the way the Contract is implemented throughout the period of the procurement and during contract implementation</p>	<p>To identify stakeholder reaction to detailed proposals and to confirm stakeholder requirements for potential partners</p>
<p>Preferred Solution October 2006 – April 2007</p>	<p>a) A preferred partner has been identified and has revised their proposals to reflect the Council's and stakeholder's issues.</p> <p>b) Stakeholders can seek more information on these revised proposals if they wish to and can commence engagement with the preferred partner.</p> <p>c) Stakeholders can influence the way the Contract is implemented throughout the period of the procurement and during contract implementation</p>	<p>To commence stakeholder engagement with the preferred partner and provide opportunity for fine tuning final proposals</p>

Resource Programme

11. OKRA Project

The following broad phases apply to the OKRA Project during the Mobilisation Stage of the Resource Programme:

Phase	Message	Objectives
Designation April 2005 – September 2005	The Council is seeking to designate the Old Kent Road Gasworks site for waste management facilities and intends to purchase the site to develop waste management facilities.	To address any local and wider stakeholder issues about the designation and purchase.
Planning Requirements October 2005 – December 2005	The Council is establishing planning requirements for waste management facilities on the Old Kent Road Gasworks site.	To address stakeholder concerns about the proposed regeneration
Development Requirements January 2006 – April 2007	The Council is establishing development requirements for the Old Kent Road Gasworks site. A planning consent for site preparation works is being sought. A planning consent for necessary access improvements is being sought.	To seek stakeholder views on the development requirements for the site and address any stakeholder concerns.

12. Following the completion of the Mobilisation Stage and the appointment of a Private Sector Partner to deliver the Integrated Waste Management Solutions Contract, the Operation Stage will include the submission of a detailed planning application for any waste management facilities required on the Old Kent Road acquisition.

Resource Programme

Target Audiences

13. The following target audiences are anticipated for the Resource Programme Mobilisation Stage:

14. Waste PFI Project

Throughout the Waste PFI Project Communication Phases the target audience will compose:

a) Affected Groups

- Local Residents
- Local Businesses
- Local community organisations
- Directly Affected LBS Staff

b) Key Stakeholders

- LBS Elected Members, Services (e.g. Housing and Education) and Staff
- Other Opinion formers (Defra, GLA, GoL, ALG, LCRN etc.)
- The Waste Management Industry
- Other Interest Groups

c) Potential Stakeholders

- Visitors
- Tourists

15. These target audiences are detailed more comprehensively in the Resource Programme Communications Plan (November 2004).

16. OKRA Project

Throughout the OKRA Project Communication Phases the target audience will compose:

a) Affected Groups

- Leasehold interests on the site
- Local Residents
- Local Businesses
- Local community organisations
- Local Ward Councillors

b) Key Stakeholders

- LBS Elected Members Services and Staff
- Other Opinion formers (Transport for London, GLA, Statutory consultees)
- Waste PFI Project Stakeholders
- Other Interest Groups

c) Potential Stakeholders

- As identified throughout the project.

Resource Programme

The Communications Framework

17. The Resource Programme communications framework during the Mobilisation Stage consists of three integrated elements, as follows:
 - Consultation
 - Research
 - Communications
18. There are 83 planned consultation, research and communications activities proposed for the Mobilisation Stage of the resource Programme. These activities are organised into Products in accordance with the PRINCE2 Project Management process employed within the Resource Programme. The Products are detailed in the Communication Delivery Plan attached as Appendix 1.
19. The Communications Delivery Plan indicates each Product's
 - name / classification (consultation, research or communications)
 - activities involved
 - expected timing and duration
 - anticipated target audience
 - expected delivery provider
 - anticipated cost
 - current status
20. A summary of the timetable for delivery of the Mobilisation Stage Communications Framework is attached Appendix 2.

Consultation

21. Consultation on the Programme will consist of statutory and non-statutory elements.
22. Statutory elements completed already have included the Unitary Development Plan Inquiry and consultation on the Waste Management Strategy. Forthcoming statutory consultations include elements within the OKRA Project planning application processes, consultation on the development of Supplementary Planning Documents for the design of waste management facilities and consultation with potentially affected staff throughout the Waste PFI Project procurement.
23. Non-statutory consultation will consist of additional exercises undertaken to encourage maximum engagement with the Programme and to demonstrate good practice, as identified within the Council's Draft Statement of Community Involvement. An example of non-statutory consultation is the proposed outreach work with the Community Involvement Development Unit (CIDU). This is attached as Appendix 3.

Research

24. A programme of research is proposed for the Mobilisation Stage to obtain a representative and quantifiable response to the Programme proposals, some detailed stakeholder views on the Programme and to establish a benchmark against which the Programme's progress can be measured in future.

Resource Programme

25. During the Waste PFI Project Awareness Raising / OKRA Project Designation Stage the following research is proposed:

Qualitative Research

- 4 x Residents Focus Groups
- 10 x interviews with businesses and opinion formers
- 1 x focus group among Waste Operatives

Quantitative Research

- 800 x 20 minute Attitude survey to establish general attitudes towards the Resource Programme
 - 1,400 x 10 minute census of all residents and businesses within ½ kilometre of the Old Kent Road Gasworks site
26. A detailed brief for this first tranche of research work has been prepared by Market and Opinion Research International (MORI) for the Council. This is attached at Appendix 4.
27. Following the completion of this research and consideration of its findings, it is proposed that further research is conducted in the summer of 2006 (during the Waste PFI Project Potential Solutions phase and the OKRA Project Development Requirements phase). This second phase of research will be modified to address feedback received during the initial research and any specific issues identified by stakeholders.

Communications

28. In addition to the consultation and research work proposed, additional communications work will be conducted to raise awareness of the Resource Programme and to communicate specific messages throughout the Mobilisation Stage.
29. Examples of such communications include:
- Articles commissioned in local publications at key stages during the Programme
 - Press releases to local papers, the waste management industry and interested publications
 - A web-page maintained throughout the Mobilisation Stage

Desired Outcomes

30. The desired outcomes from each of the phases of the Mobilisation Stage have been considered for each Project are set out in Appendix 5. Detail is given of the desired outcomes for each phase of the Mobilisation Stage including how this outcome will be measured.

Resource Programme

Delivery

31. Delivery of the communications, consultation and research elements of the Mobilisation Stage will require specialist support. Responsibilities for delivery of communications roles are detailed within the Resource Programme Governance Structure and Communications Plan.

Communications

32. The Resource Programme has co-opted the Communications Managers in Strategic Services, the Environment and Leisure and Regeneration Departments to assist in the delivery of the Communications Elements of the Mobilisation Stage.
33. Most of the delivery of communications work will be in-house by either members of the Waste PFI or OKRA Project Team or by the Communications Managers. However, professional design and print companies will also be employed to ensure that the quality of communications remains at a high standard throughout the programme.

Research

34. The Council's Research, Information and Customer Feedback have assisted the Resource Programme in development of the Research Brief and in identifying suitable organisations to deliver the programme of research. It is proposed to formally co-opt a member of the Research, Information and Customer Feedback Team to assist in developing, monitoring and evaluating the research elements during the Mobilisation Stage.
35. Following investigation of the market for research, MORI have been recommended as the delivery organisation for the research during the Mobilisation Stage by the Council's Research, Information and Customer Feedback Service as MORI are unique in having an established reputation for conducting waste management research and an acknowledged reputation for independence amongst stakeholders when conducting research on behalf of the Council.

Consultation

36. The Resource Programme team includes Planning, Waste Management and Human Resource officers familiar with conducting statutory consultations for the consultation elements detailed in Appendix 1.
37. The Council's Community Involvement and Development Unit (CIDU) have assisted the Resource Programme in developing proposals for engaging hard to reach groups. It is proposed that the Community Involvement and Development Unit assist the Resource Programme in engaging these groups during the Mobilisation Stage of the Resource Programme.

Resource Programme

Coordination

38. The significant programme of communication, research and consultation proposed during the Mobilisation Stage requires the appointment of a specific officer within the Resource Programme to be responsible for:
- ensuring the effective coordination, delivery and monitoring of this communications, research and consultation mobilisation stage plan
 - the development of consultation, research and communication materials using information from the Waste PFI and OKRA Project Teams
 - attending consultation research and communications stakeholder events
 - the development of a Communications, Research and Coordination Plan for the Operations and Expiry Stages of the Resource Programme.
39. The appointment of a Communications, Research and Consultation Coordinator for the Resource Programme will ensure that these activities are effectively managed by the Council and opportunity for community engagement, involvement and participation in the Resource Programme is maximised.

Conclusions

40. The Resource Programme is a key strategic priority for the Council. Effective stakeholder engagement is crucial both for developing an effective relationship with stakeholders to enable delivery of the challenging targets within the Integrated Waste Management Solutions Contract and to ensure sufficient stakeholder support to enable regeneration of the Old Kent Road Gasworks Site.
41. A significant financial input is therefore proposed to enable the implementation of an integrated and comprehensive programme of communications, research and consultation in the Mobilisation Stage of the Resource Programme

Resource Programme

Costs

42. The costs of delivering this Plan are anticipated to be as follows:

Project / Programme	Phase	Element	Cost
Waste PFI	Awareness	Communications	£7,790
		Research	£49,500
		Consultation	£755
	Initial Proposals	Communications	£7,500
		Research	0
		Consultation	0
	Potential Solutions	Communications	£5,000
		Research	£49,500
		Consultation	£5,000
	Preferred Solutions	Communications	£5,000
		Research	0
		Consultation	£5,000
OKRA	Designation	Communications	0
		Research	£72,500
		Consultation	0
	Planning requirements	Communications	£4,500
		Research	£10,000
		Consultation	0
	Development Requirements	Communications	£4,500
		Research	£72,500
		Consultation	£2,000
Budgetary	2005/6	Communications	£24,290
		Research	£132,000
		Consultation	£2,755
		Total	£159,045
	2006/7	Communications	£8,000
		Research	£122,000
		Consultation	£10,000
	Total	£142,000	
Programme	Mobilisation Stage	Grand Total	£299,045