

Appendix 15 - Communications Plan - part A

1. Objectives of the project

The high-level objectives of the Newcastle Cycle City Ambition are:

1. To increase cycling by delivering a step change in the quality, attractiveness and perception of cycling opportunities within Newcastle.
2. To make cycling more competitive with car use (particularly for shorter journeys).
3. To heighten public awareness and acceptability of cycling.
4. To enhance the public realm / street scene and create more attractive, safe and welcoming local environments.
5. To ease congestion / bottlenecks and smooth traffic flows into and out of the city.
6. To enhance access to employment, training and services for all sectors of the community, with a specific focus on improving access to:
 - Urban employment centres
 - Development sites that have the potential to create housing
 - Developments site that have the potential to create jobs
 - The Enterprise Zones

Scope of the Newcastle Cycle City Ambition:

The Newcastle Gateshead City Deal area.

2. Communications objectives, principles and key messages

1. To ensure that stakeholders and the wider public are aware of the project, understand why it is necessary and what benefits it will deliver. **Key message: Cycling is a healthy, safe and cheap way of getting around the City for most people.**
2. To develop and embed a cycling culture within scheme areas, contribute towards the successful implementation of cycling improvements and delivery of benefits. **Key message: The Cycling City Ambition bid will help people to interact with and move through their City in a sustainable and pleasant manner.**
3. To manage expectations among stakeholders. The Programme Team (Programme Manager, Stakeholder Liaison Officer, PR Manager) aims to build a reputation as a trusted information source which operates on a 'no surprises' basis across the project community. **Key message: Timely and regular updates and details about what the project is delivering and when.**
4. To provide timely and accurate information to the identified stakeholders about the steps to be taken. This will both support and smooth the change process, thereby enabling the delivery of project benefits. **Key message: For each stakeholder – what to do, when to do it, and how much time it should take.**
5. To ensure that stakeholders have the opportunity to input to and feedback on the design of the infrastructure and behaviour change elements of the programme, raise issues, and use their expertise to contribute to delivery success. **Key message: All input is valuable. The responsibility for the success or failure of the project is shared amongst all of the stakeholders, Programme Team and Council governance.**
6. To ensure that all members of the Programme Team and Council Staff and Members have the knowledge, skills and understanding to maintain the desire and rigour to deliver outstanding

interventions in the built environment and behaviour change arenas. **Key message: Quality, continuous, safe and attractive cycling infrastructure will be delivered alongside behaviour change support and promotion in a way that will not compromise on quality.**

7. To ensure that new ideas, practices and priorities are embedded in Council strategy and policy so that the benefit of the changes introduced are sustained long term. **Key message: We have reached our goals; what have we learnt? What can we do better? Are we committed to continued improvements?**

3. Key audience		
Audience	Approach	Responsibility
Management Group	<ul style="list-style-type: none"> ▪ Quarterly meetings ▪ Monthly Project Highlight reports (e-mail) ▪ One-to-Ones with Programme Manager ▪ Escalation of issues and risks as required 	Programme Manager
Programme Team	<ul style="list-style-type: none"> ▪ Meet Weekly ▪ Monthly Project Highlight reports ▪ Manage flow of communications to various groups ▪ Escalation of issues and risks as required 	Programme Manager
Stakeholder Group	<ul style="list-style-type: none"> ▪ Quarterly meetings ▪ Monthly Project Highlight reports (e-mail) ▪ One-to-Ones with Stakeholder Liaison Officer ▪ Public intelligence dissemination ▪ Website updates 	Stakeholder Liaison Officer PR Manager
Technical Group	<ul style="list-style-type: none"> ▪ Monthly meetings ▪ Monthly Project Highlight reports ▪ One-to-Ones with Programme Manager ▪ Fileshare site for technical papers and drawings 	Programme Manager
Influencers		
Council Cabinet Members	<ul style="list-style-type: none"> ▪ Informed prior to meetings of key deliverability and ward issues, and updated as to initial progress during and just after implementation. ▪ Informed of benefits measures planned and results post implementation. 	Cycling Champion Member
Harvey Emms, SRO Director of Housing, Planning and Transportation	<ul style="list-style-type: none"> ▪ Informed prior to meetings of key deliverability issues, and updated as to initial progress just after implementation. ▪ Informed of benefits measures planned and results post implementation. 	Programme Manager
Mick Murphy, Director of Technical Services	<ul style="list-style-type: none"> ▪ Informed about design and functionality prior to sign off. ▪ Informed of benefits measures planned and results post implementation. 	Programme Manager
Communications Managers at different organisations	<ul style="list-style-type: none"> ▪ Receive monthly bulletin notification about the project, its milestones, deliverables, drivers and benefits to ensure they are aware. 	Programme Manager
Heads of Department in Council	<ul style="list-style-type: none"> ▪ Receive monthly bulletin notification about the project, its milestones, deliverables, drivers and benefits to ensure they are aware. 	Programme Manager

Newcastle and Northumbria Universities Estates	<ul style="list-style-type: none"> ▪ Informed prior to meetings of key deliverability issues, and updated as to initial progress just after implementation. ▪ Receive key infrastructure information for built environment changes that affect student and staff transit. ▪ Informed of benefits measures planned and results post implementation. ▪ Receive monthly bulletin notification about the project, its milestones, deliverables, drivers and benefits to ensure they are aware. 	Programme Manager
Nexus	<ul style="list-style-type: none"> ▪ Receive monthly bulletin notification about the project, its milestones, deliverables, drivers and benefits to ensure they are aware. ▪ Public transport related information regarding changes or concerns to programme. 	Programme Manager
NewcastleGateshead LEP	<ul style="list-style-type: none"> ▪ Receive monthly bulletin notification about the project, its milestones, deliverables, drivers and benefits to ensure they are aware. 	Programme Manager
Sustrans	<ul style="list-style-type: none"> ▪ Receive monthly bulletin notification about the project, its milestones, deliverables, drivers and benefits to ensure they are aware. ▪ Informed prior to meetings of key deliverability issues, and updated as to initial progress just after implementation. ▪ Informed of benefits measures planned and results post implementation. 	Programme Manager
Directly Impacted		
Bus operators (Stagecoach, GO Northeast)	<ul style="list-style-type: none"> ▪ Receive monthly bulletin notification about the project, its milestones, deliverables, drivers and benefits to ensure they are aware. ▪ Regular communication of all kinds to engage and inform them in the project. ▪ Part of Stakeholders' group to feed into discussion and decisions making. 	Stakeholder Liaison Officer
CTC	<ul style="list-style-type: none"> ▪ Part of Stakeholders' group to feed into discussion and decisions making. ▪ E-newsletter to disseminate to members. ▪ Part of Technical group to be directly involved with built environment design and implementation. 	Stakeholder Liaison Officer
The Cycle Hub Ltd.	<ul style="list-style-type: none"> ▪ Part of Stakeholders' group to feed into discussion and decisions making. ▪ E-newsletter to disseminate to members. ▪ Experience of running Cycle Hub and social enterprise - potential source of feedback on existing experience and input into design of new systems and processes. 	Stakeholder Liaison Officer
Cycle Centre shop	<ul style="list-style-type: none"> ▪ Receive monthly bulletin notification about the project, its milestones, deliverables, drivers and benefits to ensure they are aware. Invited to be part of Stakeholders' group to feed into discussion and decisions making. 	Stakeholder Liaison Officer
Edinburgh Bike Coop shop	<ul style="list-style-type: none"> ▪ Receive monthly bulletin notification about the project, its milestones, deliverables, drivers and benefits to ensure they are aware. Invited to be part of Stakeholders' group to feed into discussion and decisions making. 	Stakeholder Liaison Officer

Halfords	<ul style="list-style-type: none"> Receive monthly bulletin notification about the project, its milestones, deliverables, drivers and benefits to ensure they are aware. Invited to be part of Stakeholders' group to feed into discussion and decisions making. 	Stakeholder Liaison Officer
Gateshead Cycle Forum	<ul style="list-style-type: none"> Part of Stakeholders' group to feed into discussion and decisions making. E-newsletter to disseminate to members. 	Stakeholder Liaison Officer
Living Streets	<ul style="list-style-type: none"> Part of Stakeholders' group to feed into discussion and decisions making. E-newsletter to disseminate to members. Part of Technical group to be directly involved with built environment design and implementation. 	Stakeholder Liaison Officer
M. Steel cycles shop	<ul style="list-style-type: none"> Receive monthly bulletin notification about the project, its milestones, deliverables, drivers and benefits to ensure they are aware. Invited to be part of Stakeholders' group to feed into discussion and decisions making. 	Stakeholder Liaison Officer
Newcastle Cycling Campaign	<ul style="list-style-type: none"> Part of Stakeholders' group to feed into discussion and decisions making. E-newsletter to disseminate to members. Part of Technical group to be directly involved with built environment design and implementation. 	Stakeholder Liaison Officer
Newcastle Cycling forum	<ul style="list-style-type: none"> Part of Stakeholders' group to feed into discussion and decisions making. E-newsletter to disseminate to members. Part of Technical group to be directly involved with built environment design and implementation. 	Stakeholder Liaison Officer
Newcastle Disability forum	<ul style="list-style-type: none"> Part of Stakeholders' group to feed into discussion and decisions making. E-newsletter and other formats as required to disseminate to members. Part of Technical group to be directly involved with built environment design and implementation. 	Stakeholder Liaison Officer
Northumbria Police	<ul style="list-style-type: none"> Part of Stakeholders' group to feed into discussion and decisions making. Receive monthly bulletin notification about the project, its milestones, deliverables, drivers and benefits to ensure they are aware. 	Stakeholder Liaison Officer
Recycle'Y'Bike – Byker	<ul style="list-style-type: none"> Part of Stakeholders' group to feed into discussion and decisions making. Receive monthly bulletin notification about the project, its milestones, deliverables, drivers and benefits to ensure they are aware. Key experience in recycled bike sales and market - potential source of feedback on existing experience and input into design of new systems and processes. 	Stakeholder Liaison Officer
Ride Cycles shop	<ul style="list-style-type: none"> Receive monthly bulletin notification about the project, its milestones, deliverables, drivers and benefits to ensure they are aware. Invited to be part of Stakeholders' group to feed into discussion and decisions making. 	Stakeholder Liaison Officer

Scratch Bikes	<ul style="list-style-type: none"> Part of Stakeholders' group to feed into discussion and decisions making. Receive monthly bulletin notification about the project, its milestones, deliverables, drivers and benefits to ensure they are aware. Key experience in hire bike activity and market - potential source of feedback on existing experience and input into design of new systems and processes. 	Stakeholder Liaison Officer
Start cycles shop	<ul style="list-style-type: none"> Receive monthly bulletin notification about the project, its milestones, deliverables, drivers and benefits to ensure they are aware. Invited to be part of Stakeholders' group to feed into discussion and decisions making. 	Stakeholder Liaison Officer
Indirectly Impacted		
Age UK	<ul style="list-style-type: none"> Need to know any changes that might impact their work and beneficiaries. Directly interested in built environment alterations. Receive monthly bulletin notification about the project, its milestones, deliverables, drivers and benefits to ensure they are aware. Invited to be part of Stakeholders' group to feed into discussion and decisions making. Disseminate updates to their beneficiaries and members via their own communications channels. 	Stakeholder Liaison Officer
Elders' Council	<ul style="list-style-type: none"> Need to know any changes that might impact their work and beneficiaries. Directly interested in built environment alterations. Receive monthly bulletin notification about the project, its milestones, deliverables, drivers and benefits to ensure they are aware. Invited to be part of Stakeholders' group to feed into discussion and decisions making. Disseminate updates to their beneficiaries and members via their own communications channels. 	Stakeholder Liaison Officer
Friends of the Earth North East	<ul style="list-style-type: none"> Need to know any changes that might impact their work and beneficiaries. Directly interested in built environment alterations. Receive monthly bulletin notification about the project, its milestones, deliverables, drivers and benefits to ensure they are aware. Invited to be part of Stakeholders' group to feed into discussion and decisions making. Disseminate updates to their beneficiaries and members via their own communications channels. 	Stakeholder Liaison Officer
Gateshead College	<ul style="list-style-type: none"> Receive key infrastructure information for built environment changes that affect student and staff transit. Need to know any changes that might impact their work and beneficiaries. Directly interested in built environment alterations. Receive monthly bulletin notification about the project, its milestones, deliverables, drivers and benefits to ensure they are aware. 	Stakeholder Liaison Officer

	<ul style="list-style-type: none"> ▪ Invited to be part of Stakeholders' group to feed into discussion and decisions making. ▪ Disseminate updates to their beneficiaries and members via their own communications channels. 	
John Boste youth Centre - Walker	<ul style="list-style-type: none"> ▪ Need to know any changes that might impact their work and beneficiaries. Directly interested in built environment alterations. ▪ Receive monthly bulletin notification about the project, its milestones, deliverables, drivers and benefits to ensure they are aware. ▪ Invited to be part of Stakeholders' group to feed into discussion and decisions making. ▪ Disseminate updates to their beneficiaries and members via their own communications channels. ▪ Specific information about young people's access to training and employment opportunities, independence and physical activity. 	Stakeholder Liaison Officer
Kids Kabin - Walker	<ul style="list-style-type: none"> ▪ Need to know any changes that might impact their work and beneficiaries. Directly interested in built environment alterations. ▪ Receive monthly bulletin notification about the project, its milestones, deliverables, drivers and benefits to ensure they are aware. ▪ Invited to be part of Stakeholders' group to feed into discussion and decisions making. ▪ Disseminate updates to their beneficiaries and members via their own communications channels. ▪ Specific information about young people's access to training and employment opportunities, independence and physical activity. 	Stakeholder Liaison Officer
National Trust Inner City youth project	<ul style="list-style-type: none"> ▪ Need to know any changes that might impact their work and beneficiaries. Directly interested in built environment alterations. ▪ Receive monthly bulletin notification about the project, its milestones, deliverables, drivers and benefits to ensure they are aware. ▪ Invited to be part of Stakeholders' group to feed into discussion and decisions making. ▪ Disseminate updates to their beneficiaries and members via their own communications channels. ▪ Specific information about young people's access to training and employment opportunities, independence and physical activity. 	Stakeholder Liaison Officer
Newcastle College	<ul style="list-style-type: none"> ▪ Receive key infrastructure information for built environment changes that affect student and staff transit. ▪ Need to know any changes that might impact their work and beneficiaries. Directly interested in built environment alterations. Receive monthly bulletin notification about the project, its milestones, deliverables, drivers and benefits to ensure they are aware. Invited to be part of Stakeholders' group to feed into discussion and decisions making. ▪ Disseminate updates to their beneficiaries and members via their own communications channels. 	Stakeholder Liaison Officer

Newcastle and Northumbria Universities Students' Union	<ul style="list-style-type: none"> ▪ Receive key infrastructure information for built environment changes that affect student and staff transit. ▪ Need to know any changes that might impact their work and beneficiaries. Directly interested in built environment alterations. ▪ Receive monthly bulletin notification about the project, its milestones, deliverables, drivers and benefits to ensure they are aware. ▪ Invited to be part of Stakeholders' group to feed into discussion and decisions making. ▪ Disseminate updates to their beneficiaries and members via their own communications channels. 	Stakeholder Liaison Officer
Newcastle and Northumbria Universities Volunteer groups & societies	<ul style="list-style-type: none"> ▪ Updates on how students can access specific services and volunteer with activities. ▪ Receive monthly bulletin notification about the project, its milestones, deliverables, drivers and benefits to ensure they are aware. ▪ Invited to be part of Stakeholders' group to feed into discussion and decisions making. ▪ Disseminate updates to their beneficiaries and members via their own communications channels. 	Stakeholder Liaison Officer
Newcastle CVS	<ul style="list-style-type: none"> ▪ Receive monthly bulletin notification about the project, its milestones, deliverables, drivers and benefits to ensure they are aware. ▪ Invited to be part of Stakeholders' group to feed into discussion and decisions making. ▪ Disseminate updates to their beneficiaries and members via their own communications channels. 	Stakeholder Liaison Officer
Newcastle YMCA	<ul style="list-style-type: none"> ▪ Receive monthly bulletin notification about the project, its milestones, deliverables, drivers and benefits to ensure they are aware. Invited to be part of Stakeholders' group to feed into discussion and decisions making. ▪ Disseminate updates to their beneficiaries and members via their own communications channels. ▪ Specific information about young people's access to training and employment opportunities, independence and physical activity. 	Stakeholder Liaison Officer
Newcastle Youth Parliament	<ul style="list-style-type: none"> ▪ Receive monthly bulletin notification about the project, its milestones, deliverables, drivers and benefits to ensure they are aware. Invited to be part of Stakeholders' group to feed into discussion and decisions making. ▪ Disseminate updates to their beneficiaries and members. ▪ Specific information about young people's access to training and employment opportunities, independence and physical activity via their own communications channels. 	Stakeholder Liaison Officer
NE1	<ul style="list-style-type: none"> ▪ Specific focus on business improvement through better built environment and attractive public realm. ▪ Receive monthly bulletin notification about the project, its milestones, deliverables, drivers and benefits to ensure they are aware. Invited to be part of Stakeholders' group to feed into discussion and decisions making. ▪ Disseminate updates to their beneficiaries and members via their own communications channels. 	Stakeholder Liaison Officer

Saddle Skedaddle	<ul style="list-style-type: none"> ▪ Receive monthly bulletin notification about the project, its milestones, deliverables, drivers and benefits to ensure they are aware. ▪ Invited to be part of Stakeholders' group to feed into discussion and decisions making. ▪ Disseminate updates to their beneficiaries and members via their own communications channels. ▪ Information on how new or returning cyclists can participate in leisure activities to increase their affinity with cycling. 	Stakeholder Liaison Officer
SureStart	<ul style="list-style-type: none"> ▪ Receive monthly bulletin notification about the project, its milestones, deliverables, drivers and benefits to ensure they are aware. ▪ Invited to be part of Stakeholders' group to feed into discussion and decisions making. ▪ Disseminate updates to their beneficiaries and members via their own communications channels. ▪ Specific information on family benefits: health and access to services. 	Stakeholder Liaison Officer
TORG – Transport Operations Research Group (Newcastle University)	<ul style="list-style-type: none"> ▪ Receive monthly bulletin notification about the project, its milestones, deliverables, drivers and benefits to ensure they are aware. ▪ Invited to be part of Stakeholders' group to feed into discussion and decisions making. ▪ Disseminate updates to their beneficiaries and members via their own communications channels. ▪ Specific information on policy, behaviour change and monitoring and evaluation findings. 	Stakeholder Liaison Officer
Transition Newcastle	<ul style="list-style-type: none"> ▪ Need to know any changes that might impact their work and beneficiaries. Directly interested in built environment alterations. ▪ Receive monthly bulletin notification about the project, its milestones, deliverables, drivers and benefits to ensure they are aware. ▪ Invited to be part of Stakeholders' group to feed into discussion and decisions making. ▪ Disseminate updates to their beneficiaries and members via their own communications channels. 	Stakeholder Liaison Officer
West End women and girls	<ul style="list-style-type: none"> ▪ Need to know any changes that might impact their work and beneficiaries. Directly interested in built environment alterations. ▪ Receive monthly bulletin notification about the project, its milestones, deliverables, drivers and benefits to ensure they are aware. ▪ Invited to be part of Stakeholders' group to feed into discussion and decisions making. ▪ Disseminate updates to their beneficiaries and members via their own communications channels ▪ Specific information on female options and empowerment to fit with their own mission ▪ Specific information about young people's access to training and employment opportunities, independence and physical activity. 	Stakeholder Liaison Officer

WEYES	<ul style="list-style-type: none"> ▪ Need to know any changes that might impact their work and beneficiaries. Directly interested in built environment alterations. ▪ Receive monthly bulletin notification about the project, its milestones, deliverables, drivers and benefits to ensure they are aware. ▪ Invited to be part of Stakeholders' group to feed into discussion and decisions making. ▪ Specific information about young people's access to training and employment opportunities, independence and physical activity. 	Stakeholder Liaison Officer
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4. Key Messages

4.1 Project Objectives, Scope, Vision	See section 1.
4.2 Stakeholder Roles	<p>Each stakeholder must understand their role in supporting the project and the impact that the project will have on them.</p> <p>Stakeholders must agree to the terms of reference for the project management of the CCA Programme and its management structure and groups in order to consider all people's views, assess and act appropriately and meet the visions and delivery outputs of the projects.</p> <p>A few stakeholders will be involved in technical consultation for infrastructure delivery.</p> <ul style="list-style-type: none"> • CTC • Gateshead transport dept. – Engineers and Cycling Officer • Gateshead Cycling Forum • Living Streets • Newcastle transport dept. – Engineers and Cycling Officer • Newcastle Cycling forum representatives • Newcastle Cycling campaign reps • Newcastle Disability forum • Nexus • Sustrans <p>Their role will be to represent the opinions and rights of their members and beneficiaries through:</p> <ul style="list-style-type: none"> • Infrastructure design iteration meetings • Best practice and benchmarking • Cycle schemes evidence base • Wider transport strategy issues • Street audits and consultations • Infrastructure user group consideration assessments <p>A number of stakeholders hold important roles in influencing the buy-in of the wider public through their own networks and influencing channels.</p> <p>They will do this via:</p> <ul style="list-style-type: none"> • Their own newsletters and updates

	<ul style="list-style-type: none"> • Feedback and updates from meetings • Raising issues for attention <p>Their role will include:</p> <ul style="list-style-type: none"> • Project scope • Community awareness and voice • Deliverability and penetration • Project delivery effectiveness enhancement • Evaluation and feedback • Organisational coherence and assimilation • Sense checking <p>The Management Group must support the project and input into board-level issues and their resolution. The governance structure supporting the CCA Programme is detailed in the Newcastle Cycle City Ambition Business Case – Appendix 11.</p>
4.3 What to do, when, and why	<ol style="list-style-type: none"> 1. Attend Stakeholder meetings as relevant and required for deliverability – QUARTERLY – to ensure all views, risks and issues are covered, managed and progressed. 2. Feed into meetings via agenda items, background information, organisational intelligence and information dissemination as required to meet milestones – MONTHLY – so that outputs can be delivered on time and budget. 3. Complete assigned tasks given at meetings and by email etc as agreed with the Stakeholder liaison officer and Programme Manager. This may involve direct consultation with their organisation and beneficiaries/members.
4.4 Progress Status	<p>The key milestones which are of general interest to the stakeholders will be posted on the website and progress against the plan will be updated regularly (at least monthly).</p> <p>Stakeholders will receive a monthly emailed newsletter highlighting progress and next steps in the plan.</p> <p>The project status is reported to the Management Group and the Project Executive via monthly status reports from the Programme Manager.</p> <p>Specific papers and detailed documents will be shared on a file-share site with access for required parties only.</p>
4.5 Issues and Resolutions	<p>Issues identified by any stakeholder can be communicated to the Programme Manager, Stakeholder Liaison Officer or PR manager via email, phone call or during meetings or workshops.</p> <p>A page on the project website will document all the issues raised and the current status of investigations or the agreed resolution. There will be a link and standard format to allow anyone to comment on an issue or raise a new issue.</p> <p>Risks and issues will be quantified against time, cost and quality and owned, managed and progressed by the Management Group.</p>


4.6 Contributing Ideas	<p>Members of the public and stakeholders who have additional ideas and comments can raise these through the website and Programme Team. After consideration, these will be assessed by the stakeholder, management and technical group as appropriate and possible in order to allow input from all levels of the communities affected by the programme interventions.</p> <p>Once general infrastructure design is done, there will be presentations to let the majority of stakeholders know what it will look like and how it will work. We will not be actively seeking design ideas from the entire stakeholder community.</p>
4.7 How To	<p>Stakeholders will be given the right information in plenty of time in order to be able to properly consider and raise issues between themselves and their wider organizational networks.</p> <p>This will include:</p> <ul style="list-style-type: none"> • Infrastructure plans and designs • Behaviors change intervention plans and methodologies • Snagging issues • Compromise options • Wider community issues and change management
4.8 Questions	<p>Questions can be raised via email to the Programme Manager of communications manager. Responses will be emailed.</p> <p>Frequently asked questions will be posted on the website and may be discussed at the regular stakeholder Meetings or in the Newsletter.</p>
4.9 Business Readiness	<p>In preparation for implementation a checklist will be prepared and emailed to each impacted stakeholder and posted on the website. The checklist will be explained at a Stakeholder Group meeting. Feedback on the checklist and progress against it can be reported to the Programme Team by email, phone call, or in a one-to-one meeting. The website will display the checklist status for all stakeholders.</p> <p>(see also Issues & Resolutions)</p>
4.10 Thank You	<p>After specific milestone outputs are delivered and implemented an email thanking all participants will be sent from the Programme Manager and SRO as appropriate.</p> <p>A thank you message will be posted on the website listing specific achievements and successes.</p> <p>Once the element in question has been in operation for a few months, feedback from stakeholders will be gathered by email, the website and meetings to contribute to the evaluation and refinement process.</p> <p>Positive feedback from applicants will be reported to all stakeholders via email, in the Newsletter and on the project website.</p> <p>Negative feedback will be moderated and discussed with the Programme Team and Management group is necessary to ensure a consistent message and correct response and resolution strategy.</p>

4.11 Benefits Measures	<p>Before the portal is implemented, the Programme Manager and the Management Group will agree a set of benefits measures and communicate that to the Stakeholder group for feedback and input.</p> <p>After each milestone element and activity has been implemented, the benefits will be measured and checks will be done and a survey to find out to what extent they are being used and appreciated. The results of these checks will be reported on the website and in the newsletter.</p> <p>Feedback from applicants will be reported to all stakeholders via email, in the Newsletter and on the project website.</p>
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5. Methods of communication	
5.1 Email	<p>Email will be the primary method of communication. There will not be a project email address. Emails will be sent from and to the Programme Manager, stakeholder liaison officer or PR manager directly.</p> <p>A list of stakeholder email addresses will be maintained by the PR manager with assistance from the Stakeholder Liaison Officer.</p>
5.2 Presentations	<p>Open presentations will be scheduled to show progress and upcoming delivery in order to:</p> <ol style="list-style-type: none"> a) Demonstrate what is planned and by when b) Develop enthusiasm and interest amongst the stakeholders so they look forward to its implementation c) Get feedback and comments
5.3 Workshops	<p>Workshops will be help for the DIY Streets and other infrastructure elements so that people have a genuine input into matters that affect them and their communities.</p> <p>Notes will be published on the website and ideas taken forward to the technical group for consideration before the final implementation design is agreed.</p>
5.4 Website	<p>The website will contain:</p> <ol style="list-style-type: none"> a) Project plan and progress against the plan b) Design drawings and notes c) Documentation on how to use it d) Consultation and implementation checklists e) Benefits measures f) Results of benefits measures g) Issues and their Resolution h) FAQs i) Stakeholder News j) Stakeholder Group Meetings – dates and presentations
5.5 Reports	<p>Monthly Project status reports will be produced for the Management group and Stakeholder group by the Programme Manager.</p>
5.6 E-Newsletter	<p>A monthly newsletter will be produced for all members of all groups so they are kept informed of all themes, progress, issues and conflicts.</p>
5.7 Flyer / Poster	<p>Posters and other printed media will be used in conjunction with specific campaigns and completion milestones.</p>

5.8 Stakeholder Group Meetings	Regular Stakeholder Group Meetings will be held for which will discuss topics related to the Cycling City Ambition programme as appropriate.
5.9 Bulletins	Specific bulletins will highlight headline information and figures for key parties such as the SRO, Executive members and technical group.
5.10 One-to-One meetings	One-to-one meetings will be held with selected stakeholders to discuss design of the portal. This will involve the Programme Team members. One-to-one meetings will be help with the Programme Manager and Management group to give proper prior notice and information about specific issues and delivery.
5.11 File Share site	A file share site will host papers for technical group that are in a stage prior to sign off for public dissemination on the website. Access will be limited to different groups as appropriate.
5.12 Facebook	Facebook will be used if all groups feel it could be beneficial to public awareness and that appropriate moderation resource can be given to it.
5.13 Twitter	Twitter will be used if all groups feel it could be beneficial to public awareness and that appropriate moderation resource can be given to it.
5.14 Blog	Blogging will not be used.
5.15 Wiki	A wiki will not be used.
5.16 Events	Events will be scheduled as milestones are reached and specific measures are implemented to grow awareness and build enthusiasm and buy in.

Appendix 15 - Communications Plan - part B

 Cycle City Ambition Programme Communications Channels	Communication type															
	Meetings					Electronic Media				Reports		Other				
	Programme team meetings - weekly	Management group meetings - quarterly	Technical Group meetings - monthly	Stakeholder Group meetings - quarterly	Monthly PM 1-to-1 meetings	E-mail	Website updates	Headlines bulletin - monthly	E-newsletter - monthly	Fileshare technical papers	Social Media	PM report - monthly	Project delivery and milestone update	Monthly highlight report from all groups	Workshops	Presentations
Programme team																
1. Programme Manager																
2. Stakeholder Liaison																
3. PR manager																
Programme management group																
1. Gateshead Council transport department																
2. Newcastle Council transport department																
3. Newcastle Council Public Health department																
4. Sustrans																
5. Nexus																
6. Newcastle University																
7. Northumbria University																
Technical co-ordination group																
1. CTC																
2. Gateshead transport department – Engineers and Cycling Officer																
3. Gateshead Cycling Forum																
4. Living Streets																
5. Newcastle Transport department – Engineers and Cycling Officer																
6. Newcastle Cycling forum representatives																
7. Newcastle Cycling Campaign reps																
8. Newcastle Disability Forum																
9. Nexus																
10. Sustrans																
Stakeholder group																
1. Age UK																
2. Bus operators (Stagecoach, GO Northeast)																
3. CTC																
4. The Cycle Hub Ltd.																
5. Cycle Centre shop																
6. Elders' Council																
7. Edinburgh Bike Coop shop																
8. Friends of the Earth North East																
9. Gateshead College																
10. Gateshead Cycle Forum																
11. Halfords																
12. John Boste Youth Centre - Walker																
13. Kids Kabin - Walker																
14. NewcastleGateshead Local Enterprise Partnership																
15. Living Streets																
16. M. Steel cycles shop																
17. National Trust Inner City Youth Project																
18. Newcastle College																
19. Newcastle and Northumbria Universities Estates																
20. Newcastle and Northumbria Universities Students' Union																
21. Newcastle and Northumbria Universities Volunteer groups & societies																
22. Newcastle CVS																
23. Newcastle Cycling Campaign																
24. Newcastle Cycling Forum																
25. Newcastle Disability Forum																
26. Newcastle YMCA																
27. Newcastle Youth Parliament																
28. NE1																
29. Northumbria Police																
30. NHS Foundations Trust																
31. Recycle"Y"Bike – Byker																
32. Ride Cycles shop																
33. Saddle Skedaddle																
34. Scratch Bikes																
35. Start cycles shop																
36. SureStart																
37. TORG – Transport Operations Research Group (Newcastle University)																
38. Transition Newcastle																
39. West End Women and Girls																
40. West End Youth Enquiry Service																