HIGHWAY INFRASTRUCTURE WORKS STAKEHOLDERS COMMUNICATION PLAN

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Contents

Document Information

Title	Highways Infrastructure Works Stakeholders Communication Plan
Product Number	IAMF 014
Author	James Wallis
Description	This communication plan provides an overview of how we intend to communicate and engage with key stakeholders and local communities in relation to preparing policies or delivering works for highways infrastructure that is under the responsibility for the London Borough of Newham. .

Document History

Version No.	Status	Author	Date	Changes from Previous Version	Checked and Approved	Date
01	Draft	SM/JW	Aug 23			
1.01	Final	SM/JW	Dec 23	Cabinet	PG	Dec 23
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1.   Introduction

This communications plan provides an overview of how the Highways and Sustainable Transport team can effectively communicate and engage with stakeholders regarding changes to highways, including:

- Policies and strategies (e.g. Local Implementation Plan, Sustainable Transport Strategy, Cycling Strategy)
- New infrastructure works (e.g. Low traffic neighbourhoods, cycle infrastructure, corridor projects)
- Behaviour change (e.g. healthy school streets, 20mph streets, promotion of cycling)
- Maintaining assets (e.g. annual planned maintenance programmes, infrastructure asset types managed by Newham Highways, Winter Service Plan)
- Evaluating projects and services (e.g. feedback on service delivery, levels of service, targets and performance measures)

The main purpose of this communication plan is to provide information on:

- stakeholder groups that may need to be engaged.
- types of communication tools that can be used.
- an approach to evaluating the 'scope' of the project, to help define the stakeholder list and select appropriate communication tools.

There is a range of policies, plans or schemes that need to be prepared or delivered as part of the highway infrastructure programme. Therefore, a tailored communication plan will be agreed for different streams of works to consider the information that needs to be communicated, to select the most appropriate communication tools and to define the key stakeholders and communities that should be engaged with.

2.   Stakeholders

The term 'stakeholders' refers to anyone with an interest or 'stake' in a potential policy or scheme. These are the people and groups who should be made aware of the council's proposals, be given the opportunity to express their views, and have their views taken into account. Stakeholders must be engaged at an early stage, long before any decisions are made, so that their feedback can be taken into account.

Each project will involve engaging a different combination of stakeholders, which will depend on who is likely to be impacted by the project. Project managers should consult with an engagement officer, and with the Traffic Order Management team and legal team if necessary, to identify the required and relevant stakeholders to engage.

This section provides a list of stakeholders, which are categorised by stakeholder type. Stakeholders may belong to more than one category. A spreadsheet containing this list with contact details is available as an internal document. This list in this document is not exhaustive, and is subject to change. We invite officers to add to the list and make updates as appropriate.

2.1.   Internal stakeholders

These are, by definition, stakeholders that are required by law to be engaged. The list of statutory stakeholders will vary depending on the scheme. The list of statutory stakeholders identified in this section is for Traffic Orders, in which the order is 'likely to affect traffic on a road in Greater London which is included in the route of a London bus service' or 'where it appears to the authority that the order is likely to affect the passage on any road of ambulances or fire-fighting vehicles.'

- Freight Transport Association
- London Ambulance Service
- London Fire Brigade

- London Metropolitan Police
- Road Haulage Association
- Transport for London
- Adjoining local authorities (if applicable)

2.2. Elected members

Elected members need to be aware of highways proposals so that they can communicate their views to the project team, inform their constituents, and be able to answer questions from their constituents. Elected members include:

- Mayor of Newham
- Cabinet member(s)
- Ward councillors
- Other councillors

2.3. Internal stakeholders

These are individuals or teams within Newham Council that may be impacted by the project, or could offer feedback or support for the project.

- Highways and Sustainable Transport Services
  - o Network Management
  - o Planned Maintenance
  - o Reactive Maintenance
  - o Transport Policies and Programmes
  - o The above could be consulted internally via the Technical review Board
- Other council services
  - o Community wealth building (a.k.a. regeneration)
  - o Neighbourhood teams
  - o Parking
  - o Parks
  - o Passenger Transport (IBU)
  - o Planning
  - o Pollution team

- o Project managers for other projects that could be affected
- o Public health

2.4. Other public sector organisations

These are other public sector organisations that may be impacted by the project, or could offer feedback or support for the project. Newham Council often works in partnership with other public sector organisations. These include, for example:

- Greater London Authority

  - o London Legacy Development Corporation

  - o Transport for London

  - o Royal Docks Team

- Neighbouring boroughs (LB Redbridge, LB Barking and Dagenham, RB Greenwich, LB Tower Hamlets, LB Hackney, LB Waltham Forest)

2.5. Road / street user groups

- These are groups that represent typical road / street users, including pedestrians, cyclists, taxis, coaches, freight, etc. This list is not exhaustive.

- Confederation of Passenger Transport

- Cycling UK

- Go Ahead London

- Licenced Taxi Drivers Association

- Living Streets

- Logistics UK (formerly FTA)

- London Travel Watch

- Newham Cyclists

- Road Haulage Association

- Royal Mail

- Stagecoach

2.6.   Community stakeholders

These are local people and organisations that could be affected by a scheme based on their geographical proximity to the scheme. Officers should carry out a 'stakeholder mapping' exercise to identify these stakeholders. This involves a desk-based search for all organisations and groups in the area. We also recommend walking around the affected area and noting any potential stakeholders, and sourcing identifying local relevant stakeholders from local ward councillors. Community stakeholders typically include the following (this list is not exhaustive):

- Businesses (e.g. shops, laundrettes, restaurants, etc.)

- Business groups (e.g. Business Improvement Districts, Newham Chamber of Commerce, etc.)

- Developers

- Educational facilities (e.g. nurseries, schools, colleges, universities, etc.)

- Health facilities (e.g. doctors surgeries, clinics, care homes, hospitals, etc.)

- Landowners

- Places of worship (e.g. churches, gurdwaras, mosques, temples, etc.)

- Public facilities (e.g. community centres, libraries, leisure centres, etc.)

- Residents

- Residents' groups (including online groups – e.g. Facebook, WhatsApp, etc.)

2.7.   Groups representing protected characteristics

According to the Equality Act 2010, there are nine 'protected characteristics,' meaning that it is against the law to discriminate against anyone because of these characteristics. These protected characteristics are: age, gender reassignment, being married or in a civil partnership, being pregnant or on maternity leave, disability, race including colour, nationality, ethnic or national origin, religion or belief, sex, and sexual orientation.[2] As part of the stakeholder engagement process for a proposed policy or scheme, it is important to consult with groups representing protected characteristics, as policies or schemes could impact groups of people in different ways.

- Groups representing young people

- 2-3 Degrees

- Ambition Aspire Achieve (AAA Zone)

- Aston Mansfield

- Community centres that cater to young people

- Forest Gate Youth & Community Centre

- Newham Community Project

- Newham - Youth Empowerment

- Newham Youth for Christ

- Nurseries and schools

- States of Mind

- Young People's Action Group

Groups representing older people

- Age UK East London

- Mornington Hall Care Home

- Re-engage

- Subco Trust

Groups representing people who are pregnant or on maternity leave

- Alternatives Trust

Groups representing disabled people

- Better Together

- Bikeability Trust

- Carers First

- Compass Wellbeing

- Disability Rep Forum

- Enabled Living Healthcare

- Rights & Equalities in Newham

- Hopeful Futures

- Mind in Tower Hamlets and Newham

- Newham Carer Centre

- Transport for All

Groups representing people according to sex

- Family Point

- London Black Women's Project

- Maa Shanti

- The Magpie Project

- The WI (Women's Institute) – Forest Gate

- Women on the Frontline Ministries

Groups representing people according to race including colour, nationality

- Action for Community Development

- Mummy's Day Out

Groups representing people based on religion or belief

- Places of worship

2.8.   Utility companies

Utility companies must be consulted for any schemes that involve potentially disrupting the physical infrastructure for utilities including gas pipes, electricity cables, broadband and telephone cables, water pipes and sewers.

- Gas – British Gas, UKPN

- Electricity (e.g. National Grid, E.ON Next, etc.)

- Telecoms – BT Group, etc.

- Water – Thames Water, etc.

3.   Communication tools

3.1.   Introduction

This section includes information on the communication tools that can be used by the Highways team to inform and engage with stakeholders on projects. The term 'communication tools' refers to any form of digital or printed method, and in-person event used to exchange information and ideas with stakeholders.

Each communication tool has its own benefits and limitations, and a combination of different communication tools can be used for each project to share information and to engage with specific stakeholders.

When selecting communication tools, the Highways team should make sure that project information and the engagement process are accessible and inclusive for a variety of stakeholders.

Key considerations for accessibility and inclusivity are included here:

- **Straightforward language & visuals** - Use Plain English, non-technical language, infographics and images to make information clearer.

- **Variety of formats** - Information is/ or can be made available in printed and digital formats, or shared in-person.

- **Accessible versions -** Information leaflets are/ or can be made available in Easy Read, text only, large print, BSL, audio versions and in other languages.

- **Interactive events –** Events are held both in-person and online, at different times of the day/week, and in-person events are held locally in the project area. More information on creating accessible events can be found here. It is important to consider accessibility barriers for both in-person and online events.

- **Stakeholder needs** – Select communications tools with the target stakeholder's needs in mind. Some stakeholders may have limited time to dedicate or limited previous knowledge on the project (e.g. general public) and will prefer a high-level overview of the project, while others will require more detailed and/or technical information (e.g. statutory stakeholders)

Depending on the project scale and budget it may not always be possible to respond to the accessibility and inclusivity considerations described above. In these instances, information can be provided in specific formats on request e.g. an online survey can be sent as a printed version, or an in-person meeting /telephone call can be arranged if a stakeholder cannot access information online.

3.2.   Branding

The council has a distinct brand identity, which should be used consistently across all communication materials. Please refer to the latest brand guidelines and templates provided on the Newham Intranet.

3.3.   Types of communication tools

This section includes a list of communication tools categorised by format; name of tool; why it's useful; and a high-level indication of cost and resourcing needs.

The list of communication tools aims to help the Highways team with:

- identifying the suitable communication tool/s for the information they are trying to convey;
- using a combination of formats, considering accessibility and inclusivity;
- considering costs and resources for the selected communication tools, to inform the overall project planning.

There are no requirements to use specific communication tools, however it is important for stakeholders to have good access to information and an opportunity to participate, as appropriate.

Please note that if your project includes a Traffic Order(s) then there is a statutory consultation process that must be followed. More information can be found in Appendix A – What needs traffic orders.

The table below only includes high-level information on each communication tool. The Highways team can seek the support of the Highways engagement team and Corporate Comms to select the appropriate communication tools, to prepare event plans and to develop content for materials.

This list of communication tools is not exhaustive or prescriptive. The Highways team is encouraged to use new and innovative communication tools as they become available, if these share information more effectively and/or support the engagement process, providing that the necessary approvals are in place.

Format	Communication Tool name	Why	Cost & resources needed

In-person/ digital	Cabinet member/s briefing	Ensure that the relevant portfolio holder/s support the project launch and planned comms activities.	Low
In-person/ digital	Ward member briefing	Ensure that the relevant ward members, local to the area or who have expressed a specific interest, are aware of the project and planned comms activities.	Low
In-person/ digital	Stakeholder meeting	Discuss specific project issues/ priorities with stakeholders and share detailed information (e.g. technical drawings, traffic data, engagement responses).	Low
Digital	Council website	Create a central information point for the project that can easily be updated, as required.	Low
Digital	Council intranet (internal website)	Share project information internally and increase staff participation.	Low
Digital	Team inbox	Provide a digital contact point for the project.	Low
Digital	Customer Service Centre	Provide a telephone contact point for the project. The Customer Service Centre can share key project information and redirect calls, as required.	Low
Digital	Social media	Provide instant project updates and make key announcements.	Low

Digital	Council newsletter (external)	Announce project launch and share information at key project milestones. Sign-up is required for the newsletter, and recipients include residents and the general public.	Low
Digital	Council newsletter (internal)	Announce project launch and share information at key project milestones. The newsletter is sent to all council staff.	Low
Digital	Newham Co-create	Provide a digital engagement platform, including online surveys and a project timeline.	Low
Digital/ printed	Surveys	Gather information from stakeholders for the project. Surveys can include questions to help identify local issues, level of support for the project objectives and an opportunity to inform the project outcomes.	High
Digital / Printed	Press release on council website	Wide-reach announcement of project launch and key milestones. May also get picked up by external newspapers.	Low
Digital/ Printed	Information leaflet	High-quality visual documents with infographics, images and illustrative plans to communicate information more clearly.	High
Digital/ Printed	Accessible information leaflet	Easy Read, BSL, large print, text only, audio and translation services to make information more accessible.	High

| Printed	Letters	Post letters to key affected stakeholders so that they receive information directly.	Low
Digital	E-mail update	Provide regular updates and make key announcements to a stakeholder mailing list.	
Printed	Large-scale boards at location e.g. on lamp column or construction fence	Share key information and updates at the project location to increase visibility.	High
Printed	Traffic management signs	Provide advanced warning signs for any changes to pedestrian or vehicular movements.	High
In- person	Door-knocking	Directly engage with businesses and/ or residential properties to share information / gather feedback.	High
In-person/ digital	Community workshop	Share project information and allow stakeholders to inform design development and share ideas e.g. through a group discussion/ activity or Q&A session.	High
In-person/ digital	Project presentation	Share project information, respond to questions/concerns and consider any suggestions for the project.	High
In-person	Drop-in event	Engage with a wider range of key affected stakeholders at a community facility in the project area (e.g. library	High

		or leisure centre), who may not proactively engage with the project otherwise.	
In-person	Pop-up event	Hold an event at or near the project location to increase participation of stakeholders likely to be most affected by the project changes.	High

4. Project scope evaluation

The list of stakeholders and communications tools in chapters 2 and 3 is relatively exhaustive. It is unlikely that any one project would consult all of the aforementioned stakeholders and use all aforementioned communications tools. The project manager, working with the engagement officer, should evaluate the 'scope' of the project in order to identify an appropriate list of stakeholders with whom to engage, and an appropriate list of communication tools to use, in order to balance cost, speed and efficiency with thoroughness and inclusion. By 'scope' we are referring to, in a general sense, the size and complexity of a project. Generally, the larger the scope, the more stakeholders and communication tools should be used. This means that projects with a larger scope will require more cost and time to appropriately engage stakeholders.

The table below provides a summary of factors that the project team should consider in order to evaluate project scope, which will inform the depth of stakeholder engagement and communications approaches.

Smaller scope		Scope category		Larger scope
Small area	←	Geographical area	→	Large area
Marginal change	←	Scope of change	→	Significant change
Highly experienced	←	Council experience delivering similar schemes	→	Inexperienced
Uncontroversial	←	Likely level of controversy	→	Highly controversial
Temporary	←	Permanence	→	Permanent
Few	←	Number and profile of statutory consultees	→	Many
Short timescale	←	Timescale for implementation / disruption	→	Long timescale
Low	←	Likely cost	→	High

Few	←	People and vehicles passing through scheme area	→	Many
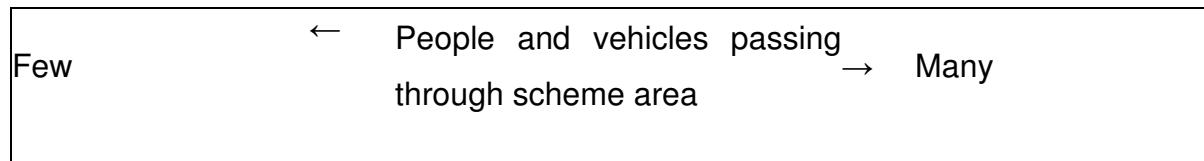
Once the project team has evaluated the project scope, they should create a communications plan to prepare stakeholder engagement. A communications plan should identify, based on project scope:

- Stakeholders to be engaged

- Communications tools to be used

- Communications timescale, budget, and staff resource/responsibilities

A communication plan template is available as an internal document.

Appendix A – What Needs Traffic Orders

Traffic Management Orders (TMOs) or Traffic Regulation Orders (TROs) are documents which regulate changes to (and enforcement of) moving traffic, parking or waiting restrictions. 'TMOs' are primarily used in London with 'TROs' being used outside London.

Main Legislation

- The **1984 Road Traffic Regulation Act** sets out what TMOs can be used for

- The **Local Authorities' Traffic Orders (Procedure) (England and Wales) Regulations 1996** sets out the procedure which we, the Council, **must** follow. *Failure to follow the process could lead to the Council being legally challenged in the High Court.*

- The **Traffic Signs, Regulations and General Directions 2016** governs the size, style, wording and other permitted variants of all road markings and traffic and parking signs.

Other Legislation

- The **Highways Act 1980** allows for advertising physical measures such as Speed Humps by public notice

- The **Road Traffic Act 1988** covers other road markings, such as Yellow Box markings

- Some TMOs also need to be advertised under additional legislation (e.g. Electric Vehicle bays require this for the installation of their charging apparatus)

Permanent TMOs

- Advertise a Notice of Proposals detailing the effect of the TMOs.

- This compulsory Notice may include street notices and begins the statutory (21 day) consultation period, when the public may object or make other representations

- Council officers must consider and outline any such objections or representations in a report (a recommendation is given to either install, modify or abandon the proposal/s)

- Install the relevant lines and signs (permits may also need to be issued)

- Advertise a 'made' Notice and 'Make' the TMO/s under the relevant Section(s) of the 1984 Act and bring it into effect. This must happen within two years of the date the Notice of proposals is advertised

- Write to anyone who made an objection which has not been upheld with the reason why their objection was not upheld

Experimental TMOs

- Carry out statutory consultation with the Police, etc.

- Consider any feedback and if necessary modify the proposal/s

- Install the relevant lines and signs, etc.

- Advertise the Notice of Making (Section 9 of the 1984 Act) for the ETMO

- A minimum seven day period must then elapse before the ETMO comes into force

- A six month period follows, during which any member of public can make representations or object to the ETMO being made permanent

- Consider all comments at the end of the six month period in a report (recommending if the scheme should be made permanent, modified, or removed

- If the scheme is modified a further six month period will follow the advertising of the modification to allow for further representations or objections

- If being made permanent, advertise a new 'made' permanent Order under the relevant Section of the 1984 Act (from 6 months to 18 months, after the original 'made' Notice).

- Write to anyone who made an objection which has not been upheld with the reason why their objection was not upheld

NOTE: ETMOs have a maximum period of 18 months. Therefore, if the scheme is to be modified, there is less time to consider any objections and arrange for reports etc before making the scheme permanent

- Prior to and during the TMO processes, any 'informal' engagement (e.g. with local councillors, residents and businesses) is down to each team to consider and undertake.

- Other changes such as traffic calming, raised tables, etc are authorised by the Highways Act 1980 and there is a legal requirement under the Act to advertise the changes via a public notice.

- Pedestrian (zebra, etc.) crossings do <u>not</u> need a TMO, but need to be advertised by public notice.

- Some changes such as a cycle track or a with flow cycle lane do not have any legal requirement to advertise them (note the difference between a cycle lane and a cycle track). However - it is best practice and our adopted procedure to advertise these items in a public notice if any of the changes mentioned above are also part of the scheme. This gives the public a greater transparency of the overall project.

The processing and advertising of TMOs and Public Notices should not be seen as just a formality or 'that bit at the end of the process'. Failure to comply properly with the procedures could lead to legal challenges in the High Court.

In Newham, our established procedure is to have any scheme approved through the use of Cabinet Reports and/or Officer Key Decision (OKD) Reports and Non Key Decision (NKD) Reports.

We cannot begin any TMO work until these reports have been approved and in the case of Cabinet and OKD reports, when the call-in period has expired. (The call-in period is five working days).

The process is generally as follows: (blue = scheme engineer, green = TMO team)

- Draft NKD/OKD/Cabinet report (send to various officers, Legal and Finance for comment/ approvals).

- The 'call in' period runs (if appropriate). Add to TMO program (if not already done)

- Send final approved report drawings (see below) to TMO team (time period depends on engineer).

- TMO team draft relevant Orders (typically six weeks but varies, depending on queries, quality of submissions and workload)

- Book and advertise Public Notice (one to two weeks)

- Engineer to post copies of public notice on site

- Consultation period is three weeks (unless over a holiday period or under 'other' legislation)

- Engineer engages with any objectors to try to resolve the objections

- If objections are received and not resolved, then a further NKD report is needed to consider any unresolved objections (two weeks – depending on number of responses and the engineer drafting the report)

- NKD report gets approved (variable timing, dependant on Councillor availability, etc.)

- Advise TMO team when the scheme should be completed

- Install scheme (timescale is variable and should include 'as-built' inspection)

- TMO Team advertise 'made' Notices and 'make' Orders

- TMOs come into effect and scheme is enforceable

Therefore, the typical processing period to bring in a permanent TMO could be three months.

This varies, depending on the quality of the documents submitted to the TMO team and any queries.

Drawings should be clearly labelled and easily understood as they will be available for inspection by members of public. They must show existing and proposed restrictions as well as dimensions to identifiable points of reference such as nearby junction kerb-lines or common property boundaries.

Ideally plans should be A4, to scale and oriented north. Other details such as maximum height of raised tables and the gradient of ramps on and off raised tables will be needed.

The following list shows what should be advertised under TMOs and/or Public Notices. All of these should be clearly shown on the drawings.

This list is not exhaustive - Please check with the TMO team if you are unsure.

Changes to or new parking bays, waiting restrictions, loading restrictions	Traffic Management Order
Speed limits	Traffic Management Order
Turning movements - Left turn, right turn	Traffic Management Order
No Entry	Traffic Management Order
Prohibition of vehicles/motor vehicles	Traffic Management Order
Width or weight restrictions	Traffic Management Order
No Stopping/No Waiting except Taxi rank/bay	Traffic Management Order
Mandatory Cycle lane - contraflow	Traffic Management Order
Raised table/road humps	Public Notice
Copenhagen crossing	Public Notice
Pedestrian crossing (all types zebra, etc.)	Public Notice
Signalised crossing (not zebra, etc.)	Public Notice
Kerb build-outs as part of traffic calming	Public Notice
Kerb build-outs (not traffic calming)	Public Notice
Other traffic calming measures	Public Notice
Bus Stop/Stand & Bus Clearway	No requirement
Mandatory Cycle lane – with flow	No requirement
Cycle track	No requirement
Yellow box junction	No requirement
School keep clear marking	No requirement

***Note – if any of the items which have no requirement to advertise (or are just advert by public notice) affect any existing parking arrangements then TMOs will be needed for those changes