

A417 MISSING LINK

COMMUNITY ENGAGEMENT PLAN

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1 Introduction

1.1 Purpose of this document

- 1.1.1 This document sets out how Kier will engage with stakeholders during detailed design and construction of the A417 Missing Link scheme (Stages 5 and 6), including activity to thank, celebrate and promote the start of the main construction phase.

1.2 Scheme overview

- 1.2.1 The A417/A419 is a strategic route between Gloucester and Swindon that provides an important link between the Midlands/North and South of England. The route is an alternative to the M5/M4 route via Bristol. The section of the A417 near Birdlip, known as the 'Missing Link', forms the only section of single carriageway along the route and is located in the Cotswolds Area of Outstanding Natural Beauty (AONB).
- 1.2.2 In 2014, the Department for Transport (DfT) announced its five-year investment programme for making improvements to the strategic road network (SRN) across England. This scheme is one of more than 100 schemes identified as part of the first Road Investment Strategy (RIS1) 2015-2020^[i]. Funding for delivery of the scheme has been confirmed within the second Road Investment Strategy (RIS2)^[ii], which covers the period between 2020 and 2025 and was published on 11 March 2020.
- 1.2.3 This scheme to upgrade this section of the A417 to dual carriageway, in a way that is sensitive to the surrounding AONB, would help unlock Gloucestershire's potential for growth, support regional plans for more homes and jobs, and improve life in local communities.

1.3 Scheme vision and objectives

- 1.3.1 The scheme vision is for a landscape-led highways improvement scheme that will deliver a safe and resilient free-flowing road whilst conserving and enhancing the special character of the Cotswolds AONB; reconnecting landscape and ecology; bringing about landscape, wildlife and heritage benefits, including enhanced visitors' enjoyment of the area; improving local communities' quality of life; and contributing to the health of the economy and local businesses.
- 1.3.2 In order to deliver this vision, the following scheme objectives have been set:
- Safe, resilient and efficient network: to create a high-quality resilient route that helps to resolve traffic problems and achieves reliable journey times between the Thames Valley and West Midlands as well as providing appropriate connections to the local road network.
 - Improving the natural environment and heritage: to maximise opportunities for landscape, historic and natural environment enhancement within the Cotswolds AONB and to reduce negative impacts of the proposed scheme on the surrounding environment.

^[i] Department for Transport (March 2015), Road investment strategy: 2015 to 2020, accessed 29 January 2020, <https://www.gov.uk/government/publications/road-investment-strategy-for-the-2015-to-2020-road-period>

^[ii] Department for Transport (March 2020), Road investment strategy: 2020 to 2025, accessed 11 March 2020, <https://www.gov.uk/government/publications/road-investment-strategy-2-ris2-2020-to-2025>

- **Community & access:** to enhance the quality of life for local residents and visitors by reducing traffic intrusion and pollution, discouraging rat-running through villages and substantially improving public access for the enjoyment of the countryside.
- **Supporting economic growth:** to facilitate economic growth, benefit local businesses and improve prosperity by the provision of a free-flowing road giving people more reliable local and strategic journeys.

1.4 Scheme description

- 1.4.1 The scheme would provide 3.4 miles (5.5km) of new, rural all-purpose dual carriageway for the A417. The new dual carriageway would connect the existing A417 Brockworth bypass with the existing dual carriageway A417 south of Cowley. The new dual carriageway would be completed in-line with current trunk road design standards. The section to the west of the existing Air Balloon roundabout would follow the existing A417 corridor, but to the south and east of the Air Balloon roundabout, the corridor would be offline, away from the existing road corridor.
- 1.4.2 The scheme would include a new crossing near Emma's Grove for walkers, cyclists and horse riders including disabled users, which would accommodate the Cotswold Way National Trail. A new junction would be incorporated at Shab Hill, providing a link from the A417 to the A436 (towards the A40 and Oxford), and to the B4070 (for Birdlip and other local destinations).
- 1.4.3 A new 37m wide multi-purpose crossing would provide essential mitigation for bats and enhancement opportunity of ecology and landscape integration. The public would also further benefit as the crossing would accommodate the Gloucestershire Way and provide an improved visitor experience.
- 1.4.4 A new junction would be included near Cowley, replacing the existing Cowley roundabout, making use of an existing underbridge to provide access to local destinations. The use of the existing underbridge would allow for all directions of travel to be made.
- 1.4.5 The current A417 between the existing 'Air Balloon roundabout' and 'Cowley roundabout' would be detrunked for its entire length. Some lengths of the existing road would be converted into a route for walkers, cyclists and horse riders including disabled users. Other sections would be retained as lower-class public roads, maintaining local access for residents. Some of the route would provide Common Land.

1.5 Aims and Objectives

- 1.5.1 The aims and objectives of this plan are to:
- Be open and transparent
 - Maintain clear channels of communication and regular forums
 - Set expectations and provide reassurance
 - Take a 'no surprises' approach to communication and keep customers and stakeholders informed and updated at all times
 - Continue to work collaboratively with stakeholders and maintain trust
 - Celebrate and raise awareness of all the good things the project is doing, e.g. social value and environmental protection.
 - Continue to reiterate the benefits of the scheme

- Use advocates and third party channels to amplify messages
- Inspire and educate the next generation through educational outreach programme
- Utilise innovative and cost-effective communications tools to deliver key messages and promote the benefits of the scheme
- Protect and enhance National Highways' reputation

1.6 Desired Outcomes

1.6.1 Through communication, we want stakeholders and customers to know that:

As an Integrated Project team, we have a clear vision for the future of the A417 and how we all plan to deliver this unique project in an Area of Outstanding Natural Beauty (AONB) It's important that we all understand the importance, and the necessity of delivering a project of national significance. We are visitors to the area and as such, we take our communities and customers on the journey and endeavour to keep everyone informed about the works and processes taking place.

As a team, we will show understanding and respond to any concerns raised regarding the project, the strategic network in the region, the southwest and safeguard the reputation of National Highways. We actively listen to feedback and invite suggestions on how we can work together to minimise disruption to road users. Above all else, we create safer working environments for customers, road users and our teams.

We appreciated that we are custodians of the network, acting in the long-term national interest with integrity and pride.

1.6.2 We want customers and stakeholders to feel that:

- We have listened
- We are always striving to improve and deliver a network that meets the needs of customers
- National Highways and its workforce are working hard to improve the Strategic Road Network (SRN)
- together, together we will improve local journeys and although road users may experience some temporary disruption, they will benefit from better journey experiences in the long-term
- Kier Highways and National Highways welcomes feedback and acts on it appropriately

1.6.3 We want customers and stakeholders to:

- support the delivery of the scheme
- embrace new ways to deliver by difference and innovation, while challenging conventions
- act as advocates for the scheme and the organisation
- direct any concerns they have directly to us rather than to open, wider forums
- work with us to address concerns pro-actively
- to understand that we are visitors to their area and want to work with them to successfully manage the project and reach an achievable, agreeable outcome

1.7 Key Audiences

1.7.1 External stakeholders include:

- The Emergency services
- Road users and wider public
- Business Parks, Major retail outlets and supermarkets
- House Builders
- Road Haulage Association
- Freight Traffic Association
- Regional haulage companies
- Gloucestershire/Staverton Airport
- Various travel organisations such as Trivago, booking.com, Expedia etc to post information on their websites regarding works for visitors holidaying in the area
- Local stakeholder networks - business users and industry, roadside recovery operators
- Leisure travel services and operators. Tourist attractions & sporting venues – football/rugby/cricket clubs etc
- Conferencing venues
- Media and transport commentators
- Vulnerable drivers – disabled, older age groups and parents with young children
- Major event facilities (Cheltenham Racecourse, Cheltenham Festival of Science)
- Resident associations
- Schools and colleges
- Rail operators
- Bus operators
- Taxi operators
- Coach operators
- Major employers
- Hoteliers on the network
- Residential areas/communities, residential homes
- Visitor economy organisations and tourist attractions
- roadside recovery operators
- Hard to reach groups, especially more mature customers who may not use IT.

1.7.2 Project Specific Stakeholders:

- Gloucestershire County Council Highway Authority
- Parish Councils
- Gloucestershire County Council
- Cotswold Parish Council
- Cotswold District Council
- Tewkesbury Borough Council
- The Environment Agency
- The National Trust
- Natural England
- Historic England
- Cotswold Conservation Board

- Gloucestershire Wildlife Trust
- MP's and local councillors (Sir Geoffrey Clifton-Brown, Alex Chalk, Harriet Baldwin, James Grey, Justin Tomlinson, Laurence Robertson, Mark Harper, Richard Graham; Siobhan Baillie)
- High level hauliers - Gloucester Business Park (Royal Mail, courier companies)
- The relevant local planning and highways authorities
- Cotswold National Landscape
- Emergency services, police, fire, and ambulance,
- Residential areas/communities and Resident Associations
- Neighbourhood Watch

1.7.3 Internal stakeholders include:

- National Roads Telecommunication Services
- Regional Control Centre
- NH Customer Contact Centre - Birmingham
- Major projects communications and customer teams
- Operational Delivery/RMS (DBFO)
- Kier Highways corporate comms team
- Major Projects Portfolio Office
- Media services
- DfT
- Abnormal Loads
- Supply Chain

1.8 Key Contacts

- 1.8.1 Further information about the project can be found at www.nationalhighways.co.uk/a417-missing-link or commonplace <https://a417missinglink.commonplace.is/>
- 1.8.2 All calls and correspondence should be received by the client – National Highways and will be passed to the principal contractor – Kier Transportation
- 1.8.3 Questions relating to the project should be sent to A417MissingLink@nationalhighways.co.uk or contact the National Highways Help Centre on 0300 123 5000.
- 1.8.4 Key project contacts are provided in Table 1-1.

Table 1-1 Key contacts

Role	Name	Contact
Senior Stakeholder Manager	Carolyn Ferguson	carolyn.ferguson@kier.co.uk 07849097044
Project Director	Gavin Jones	gavin.x.jones@kier.co.uk 07599555296
Construction Manager	Mark Sabbato	mark.sabbato@kier.co.uk 07858365348
Pre-Construction Manager	Mark Sheppard	Mark.Sheppard@kier.co.uk 07925641662
Senior Project Manager	Nick Williams	Nick.williams@kier.co.uk 07528979455
Environmental Manager	Claire Elliott	Claire.elliott@kier.co.uk 07543310382

2 Detailed Design Phase

2.1 Proactive stakeholder engagement

- 2.1.1 Throughout detailed design Kier have held monthly forums/meetings to update and consult with key stakeholders on the progress of design. The Design team held a series of workshops to address specific concerns such as structures, environmental, repurposed road, and PRoW's.

Public Information Events (PIEs)

- 2.1.2 Kier held a series of Public Information Events (PIE) throughout detailed design targeting affected communities and hard to reach groups across the network.
- 22 Nov 2022 – The George Public House – Birdlip 2pm – 7pm
 - 23 November 2022 – NSC 2pm – 7pm
 - 24 November 2022 – Brockworth Community Centre 2pm – 7pm
 - 25 November 2022 – Cheltenham High Street – 8am – 4pm

3 Main Construction Phase

3.1 Proactive stakeholder engagement

- 3.1.1 In the two weeks following the start of the main construction phase, Kier will hold monthly forums/meetings to update key stakeholders on up-and-coming activity and closures. These started over a year ago and include all stakeholders, Parish Councils, and businesses in the area. Special attention is paid to National Star College to address the works taking place on their land and to mitigate any disruption to their students.

Public Information Events

- 3.1.2 Kier will hold six Public Information Events which target affected communities and hard to reach groups. These will take place across the network.

- **Monday 25 September** 2 pm – 7pm Shurdington Community Centre
- **Wednesday 27 September** 2pm – 7pm Brockworth Community centre
- **Wednesday 4 October** 2pm – 7pm The Girl Guides Hall, Deer Park, Cowley
- **Monday 9 October** 2pm – 7pm National Star College
- **Wednesday 11 October** – 2pm – 7pm The Royal George pub, Birdlip
- **Monday 16 October** 9am – 4.30pm Cheltenham High Street

- 3.1.3 All PIE's will be advertised via letter drops, websites and email contacts.

Environmental Working Group

- 3.1.4 In accordance with EMP Annex B- Landscape and Ecological Management Plan (HE551505-KIE-ELS-ZZ-RP-LE-000001), Kier shall establish a Working Group to continue engagement on landscape and ecology with relevant stakeholders during the construction of the scheme.

- 3.1.5 The group would meet quarterly during the construction stage through to end of construction to provide independent advice on the development of the landscape and ecological detailed design, construction, and management of the scheme.

- 3.1.6 Members shall include key stakeholders such as:

- County and local authorities,
- District authorities,
- Cotswold National Landscape
- Natural England
- National Trust
- Gloucestershire Wildlife Trust
- National Star College
- Plus, a range of other landscape, heritage wildlife and ecological stakeholders and representatives of affected landowners.

3.2 Deliverables

Table 5-1 includes a list of materials Kier will produce.

Table 3-2 Engagement materials

Deliverable	Materials
DfT	Handling plan
Pre-briefing As we hit milestones along the project timeline, DfT will be kept up to date and report back to ministerial counterparts	- Agenda - Presentation - DFT Handling plan
Press Working with our Clients press team, we can communicate key messages such as preconstruction works, closures and start of main works construction to the wider audience. The press is also invited to join us on site to report newsworthy stories, and VIP visits	- Media call/press release - Press photo - Press reel - Key messages - Lines to take - Invite letter and list
Event The project receives many invites to present works information at events, meetings, Parish Council forums, and out of hours regular briefings with stakeholders, communities, and public groups	- Invite letter and database - Q&As - Presentation - Banners (to National Highways' brand guidelines)
Comms Working with the Client, Kier Transportation keep material up to date, reporting on works information, timelines, and undertakes monthly Comms Working Group teams presentations to aid communications between stakeholder groups. Monthly newsletters are produced for the Client which are circulated widely both internally and externally. Commonplace, our project interactive web site is now updated weekly with works information	- Newsletter - Website update - Stats visual - Timeline - Updated scheme map (high-level)
Stakeholder Engagement Extensive face to face and teams' engagement takes place with Stakeholders. Monthly updates on scheme information and works taking place.	- Email and database - Stakeholder pack - Presentation - Scheme map - Traffic management plans
PIEs All external events such a PIEs are attended by the integrated project team (Client and Kier Transportation) Key personnel are invited so that all Q&A's can be addressed from MOP at that time. All communities are invited to attend to hear first hand about works taking place and how these will affect them, particularly closures and diversions. Kier Transportation team have also undergone sign language training to help aid discussions with our deaf or hard of hearing community	- Banners (dual branded to National Highways' brand guidelines) - Handouts - Scheme leaflet - Animation showing construction phasing - Traffic management plans if widening work commencing (Maps and timeline as above)

3.3 Approach

3.3.1 Kier will take a proactive approach to communication, with the aim of informing, educating, and setting expectations throughout construction. Kier will take a 'no

surprises' approach and continue to work collaboratively and nurture stakeholder relationships.

- 3.3.2 Kier will undertake regular monthly and quarterly comms activity, as well as specific comms activity around key milestones/activity, like road closures and bridge lifts. Kier will also regularly update the CPMP (Q&As, KPB, comms tracker).
- 3.3.3 Kier will use innovative and cost-effective comms tools to deliver key messages and further understanding of the scheme.
- 3.3.4 Kier will engage with hard-to-reach groups, especially more mature customers who may not use IT. Kier will plan to post scheme updates in libraries, large shopping retailers on the network and hold customer surgeries which will be face to face on a weekly basis.

3.4 Regular and ongoing communication

- 3.4.1 Kier will ensure a regular drip feed of information to keep customers and stakeholders informed of up-and-coming work, traffic management and road closures. Through this regular comms activity, Kier will raise awareness of all the good things the project is doing, e.g. social value and environmental protection.
 - Regular press releases
 - Regular social media posts
 - Regular project website updates
 - Regular updates to those registered on Commonplace
 - Regular newsletters (aim for monthly but only if there is something to say)
 - Regular photography/filming, including ariel, to track progress
 - Monthly stakeholder meetings:
 - Project Delivery Panel – technical and delivery focused with specialists
 - Parish Council Forum – attended by affected parish councils
 - Comms Working Group – comms planning with key stakeholder comms leads (aim for monthly but only if there is something to say)
 - Quarterly stakeholder meetings:
 - Strategic Stakeholder Panel – high-level strategic discussions with senior key stakeholders
 - Business Forum
 - Walking, Cycling, Horse Riding (WCH) Forum
 - Transport Forum
 - Quarterly Environmental Working Group
 - Monthly MP update
 - Regular stakeholder and advocate mailings to signpost new information
 - Regular site visits

- 3.4.2 Kier will work with the press and regional comms team and assist with regular press releases, newsletters, website updates, and social media posts. It will be important that the project website and Commonplace updates are aligned.
- 3.4.3 Through this regular communication Kier will showcase the good work Kier are doing on the project, e.g. social value and environmental protection.
- 3.4.4 Kier will use MP connect to issue all significant external correspondence, so it is automatically logged on the system. Kier will also manage all incoming correspondence (received through Kier channels and National Highways' Customer Care Centre) and be on hand to deal with queries and issues quickly, as they arise.
- 3.4.5 Kier will draft all responses and send to National Highways for approval. On approval, Kier will send them to business support for issue via MP Connect. National Highways' business support team will track all responses and provide a status report at weekly comms meetings.
- 3.4.6 To manage expectations and ensure a joined-up approach, a rolling six-month content plan will be developed and agreed. This will detail themes and content for stakeholder meetings and comms updates (including newsletter).
- 3.4.7 Comms activity will be proportionate and vary depending on the milestone or activity. Kier will work with National Highways to put together a mini handling plan for significant activity and will manage all activity, with exception of press, project website and social media, which is managed by National Highways' media and regional comms team with Kier input.
- 3.4.8 Ongoing activity that Kier want to talk about and keep people updated on will be mentioned in regular and ongoing communication.

3.5 Key Messages

- 3.5.1 Over the last eight months Kier have been busily preparing for the main construction phase, which shall commence winter 23.
- 3.5.2 Kier have completed 27 archaeological digs and documented findings, which will later be published and displayed locally.
- 3.5.3 Kier have gone to great lengths to move local wildlife out of construction areas and to protect veteran trees. Tree buffer zones, animal fencing, bat boxes and an artificial badger set have been built and Kier have created new habitats and relocated reptiles and other protected creatures such as badgers and Roman snails.
- 3.5.4 Kier have set up a number of site offices to help reduce construction traffic on local roads and diverted some local public rights of way away from construction areas to keep members of the public safe.
- 3.5.5 During construction, Kier appreciates there may be a short-term temporary impact on the way people access and enjoy the area. However, in the longer term, the scheme will improve safety and journey times, which will benefit the local and regional economy and make the area a more attractive place to explore and visit.
- 3.5.6 The three-year build has been phased very carefully to minimise traffic disruption.

- 3.5.7 Construction has been spilt into two phases. In this first phase, which runs until late 2025, Kier will undertake enabling work, which includes, temporarily widening the A417 on Crickley Hill so that traffic management can be installed at a later date and building a new construction compound off the A436 near the existing Air Balloon roundabout. This work will require some road closures in November and will impact local journeys.
- 3.5.8 In January 2024, Kier will then start to build the new section of road. This will be done offline – so away from the existing A417 and will have minimal impact on local journeys and motorists using the A417.
- 3.5.9 If all goes to plan, traffic will be switched to the new section of A417 in late 2025, signalling the start of phase two and the online build. In this phase, the new section of the A417 will be open and in use, with traffic management and contraflows in place whilst construction continues. This phase will have the most impact on local people and motorists using the A417.
- 3.5.10 Kier are committed to minimising the impact on everyone – keeping the A417 open most of the time, particularly during rush hour and at busy times of the year. Kier will give advance notice of roadworks and road closures so people can plan their journeys and make sure diversions are clearly signposted. Kier will also be on hand if you have any questions.
- 3.5.11 The real challenge during the build will be rat running. Whilst Kier won't be able to stop motorists taking shortcuts to avoid roadworks, Kier will do everything Kier can to discourage this kind of behaviour, for example installing extra signage and running an educational comms campaign. In reality, shortcuts don't save time, especially in this area as local roads often become congested and blocked.
- 3.5.12 The environment is a top priority. Trained ecologists and archaeologists will monitor activity closely to ensure it's done sensitively and appropriately. Kier have set strict carbon reduction targets for construction and will use renewable or low carbon energy generation, low carbon plant equipment, vehicles, materials and construction techniques.
- 3.5.13 Kier want to support the wellbeing of communities both now and in the future and give something back. Through their social value fund, Kier will support local initiatives and community groups.
- 3.5.14 To find out more about the project, the social value fund and up and coming road closures, visit www.nationalhighways.co.uk/a417-missing-link/ or come along to one of the public information events.
- 3.5.15 If you have questions get in touch by calling 0300 123 5000 or emailing A417MissingLink@nationalhighways.co.uk.

3.6 Positive PR and outreach

Awards

- 3.6.1 Kier continue to proactively submit award submissions for the A417 and once works start, Kier will look to capture innovative and best practice examples and forward to the industry leading award's selection committees once they open again at the end of the year. See Appendix 2 for the awards plan.

Educational outreach, skills and training

- 3.6.2 Building on the great work undertaken at the beginning of the year and taking the project out to schools in the local area, Kier will continue to visit and educate younger students regarding the A417 Missing Link, especially around ecology, environmental, archaeology and engineering aspects of the project.
- 3.6.3 Kier will actively support local schemes and local people by engaging with schools and colleges and offering work placements, apprenticeships and graduate opportunities from universities. The first work placements start in July with two local students joining the team for a month to investigate engineering options for further education.

Social value and Designated Funds

- 3.6.4 Working with charitable partners and communities, Kier will look to support Social Value incentives to build on the good work that has already taken place and deliver lasting results for all concerned.
- 3.6.5 As a team, Kier have already contributed to local communities by placing new defibs in hard-to-reach places along the network and supplying GWAAC with a van to collect donations from customers to aid sales in their shops in Gloucester. Kier have supported local parish councils by donating garden equipment for their parishes to enjoy.
- 3.6.6 In addition to this, National Highways' designated Funds initiatives will be promoted across all comms channels.

Innovation

- 3.6.7 Throughout construction, Kier will identify and promote all the good things Kier are doing on the project. Innovative construction practices that will help reduce the scheme's impact on the environment and that benefit communities.

3.7 Protestor planning

- 3.7.1 Several stakeholder protestor action workshops have taken place and the final draft of the Protestor Action Plan (PAP) is being finalised with comments from stakeholders.
- 3.7.2 The PAP includes important contacts, escalation planning and communication planning in the event of protestor action on the network.

3.8 Exemplar project

- 3.8.1 National Highways' wants the A417 Missing Link project to continue to go above and beyond and be innovative in its approach.
- 3.8.2 At present Kier now have an engaging and innovative project comms tools called Commonplace that will:
- generate more useful and meaningful statistics
 - help people visualise the scheme from any given point and provide an immersive driver and recreational experience
 - deliver key messages in a more innovative and engaging way
 - allow people to 'get their bearings' and show the scheme over time

- allow people to see how their individual journeys will be improved
- visually explain construction phasing or a particular activity
- Commonplace also can invite questions from customers and communities which can be responded to by the communications team at Kier Transportation

3.8.3 Kier is exploring different newsletter formats, virtual reality, augmented reality, QR codes, journey planners, and animation.

4 Internal Communication

- 4.1.1 It's important that the business is kept up to date on project progress and that Kier communicate the positive and innovative things that are happening on the project.
- 4.1.2 National Highways' Regional Communications Manager will regularly send innovative and interesting stories to the internal comms team for consideration and potential inclusion in communications issued. Note: Kier has no influence on whether a story is included or not.
- 4.1.3 The Regional Communications Manager will also send out regular summary updates to the project team to keep them abreast of recent comms activity.

5 Operational Project Co-ordination

- 5.1.1 Kier have set up regular coordination meetings with National Highways' operational colleagues and Kier are working hard to coordinate activity and minimise the impact of roadworks on customers.
- 5.1.2 Co-ordination meetings are monthly. These meetings help us plan work and ensure Kier have sight of what's coming up so Kier can communicate information in a timely manner.
- 5.1.3 Kier have agreed to include details of DBFO works in regular newsletters and stakeholder presentations.
- 5.1.4 Road Management Services has added key project contacts to its weekly road bulletin email.
- 5.1.5 Ahead of the main construction phase, Kier will brief the Customer Contact Centre (CCC) and provide latest Q&As and lines to take. They will be updated regularly, especially ahead of potentially disruptive work that could generate calls.

6 Risks and Opportunities

- 6.1.1 There will be a risk register for the project, which will be regularly reviewed and updated.
- 6.1.2 Kier will also regularly review and discuss latest risks and opportunities for the project at the weekly comms call, and it's been added as an agenda item.

Appendix 1: Hard to reach groups

Equality Impact Assessments (EqIA) have been carried out and hard to reach audiences are included in communications to stakeholders and residents as appropriate.

Those on the list include:

- Disabled Ramblers
- Gloucestershire Deaf Association
- Birdlip Primary School
- Gloucestershire Community Foundation
- The Proud Trust

The categories identified are as follows:

- People with disabilities
- Isolated, elderly or vulnerable people
- Young people
- Time constrained/Busy Working people
- Economically challenged people
- Ethnic minorities
- LGBT+
- Holiday homeowners, tourists, and visitors

Kier will liaise directly with identified groups and will post scheme updates in libraries, large shopping retailers on the network and hold customer surgeries, which will be face to face on a weekly basis once they are on site and located in the customer/visitor's centre planned for the project. Mail drop to will also be carried out to residents regarding the works.