

METROLINK

Integrated Transport. Integrated Life.



Stakeholder Communication Plan

February 2024



Revision History

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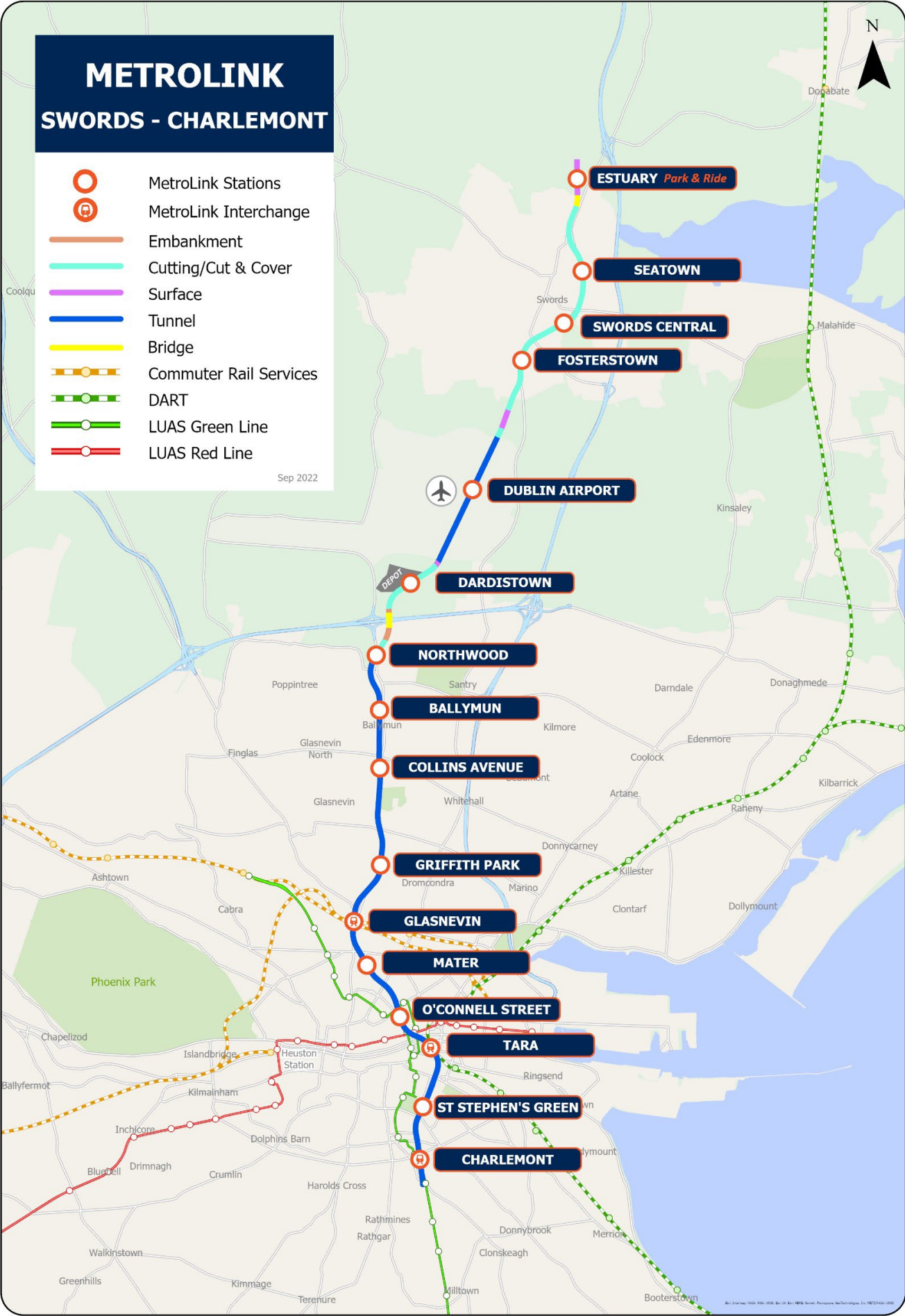
1 Welcome to MetroLink

An undertaking as complex as the construction of MetroLink will pose a huge challenge to all involved in delivery. Transport Infrastructure Ireland (TII) will take responsibility for ensuring that the Contractor puts a Stakeholder Communication Plan in place well in advance of the commencement of any MetroLink construction. This commitment is included in the EIAR, Chapter 5.

The purpose of this draft communications plan is to give a high-level indication of the desired approach to communications during construction which will be pivotal in the successful delivery of the biggest infrastructural project in the history of the State.

A fundamental objective of the MetroLink Team is to create a sense of “buy in” or ownership amongst all those who are involved in the delivery of the project, whether directly involved in the team or indirectly involved from outside the team. In addition to TII, NTA and Government and the various Contractors, there are a range of other professionals in Dublin City Council, Fingal County Council, ESB, OPW and others who will be deeply involved in the project.

It is essential that effective channels are created and maintained to optimize the engagement of all these agencies and to ensure, as much as possible, that they regard themselves as part of the MetroLink delivery team.



2 Traffic

A regular forum, primarily directed towards traffic issues, will be set up to follow the effective Luas Cross City Traffic Forum model. This group will meet on a weekly basis and will include, in addition to the local authority traffic specialists and NTA, transport operators and other service providers as appropriate. The primary objective here is to ensure that as far as possible the city is kept open to traffic movements.

A strong relationship with the local public representatives has been established, and this will be continued with regular briefings and a collaborative approach to dealing with issues as they arise. Team members will be available to the local area committees of Dublin City Council and Fingal County Council.

Many valuable lessons in relation to effective collaboration have been learnt in the delivery of projects like Luas Cross City (LCC) and these lessons will be implemented. For example, a Communications Forum was established and chaired by the then Minister for Transport, Leo Varadkar T.D. at the start of the construction phase of Luas Cross City.

This Forum brought together the agencies, together with business, transport, and other key stakeholders who met on a scheduled basis under the leadership of successive Transport Ministers until LCC went into operation.

This Forum was highly effective in solving problems, providing impetus, and underlining the key strategic importance of the project to the city. Ideally, a similar forum will be established for MetroLink.

3 Stakeholder Engagement Matrix

Stakeholders are the individuals and organizations whose interests may be affected by MetroLink; who need to be considered in achieving project goals and whose participation and support are crucial to MetroLink's success.

Stakeholder analysis has been carried out to identify stakeholders who have a personal stake in MetroLink and analyse their needs. The analysis has been carried out in two stages. The first is the development of a Stakeholder Engagement Matrix. It identifies all project stakeholders and assesses their interest and influence. The aim of the stakeholder analysis exercise is to develop a strategic view of the human and institutional landscape; enable risk identification and response planning; create learning for the project team; ensure key stakeholders are identified and managed accordingly and enable proper allocation of resources and attention to relevant stakeholders.

The stakeholder analysis identifies:

The interests of all stakeholders, who may affect or be affected by the project;

- Groups that should be encouraged to participate in distinct stages of the project;
- Communication planning & stakeholder management strategy during project planning phase;
- Ways to reduce potential negative impacts & manage negative stakeholders;
- To achieve this a capacity/interest matrix has been developed after consultation with the project team and TII leadership.



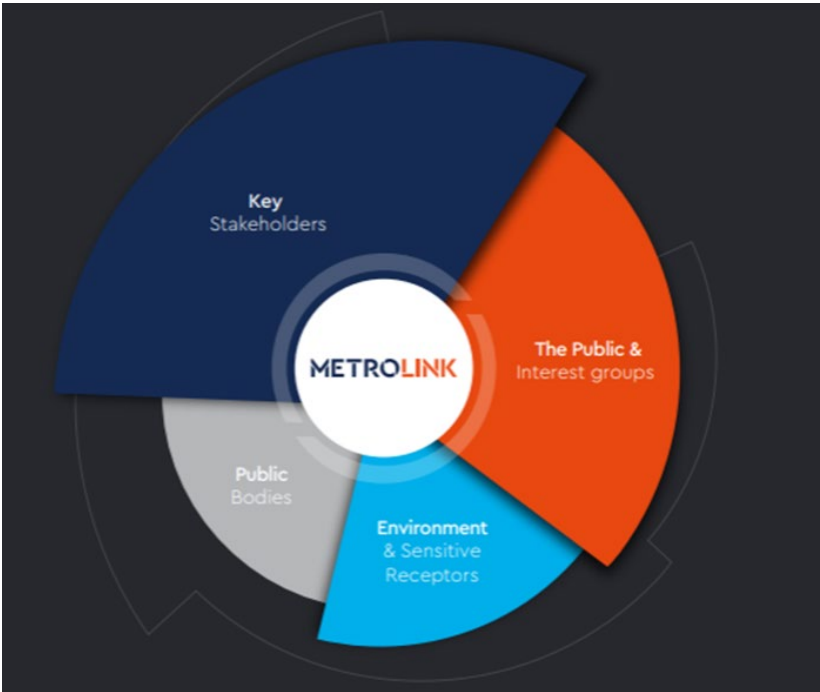
4 Stakeholder Engagement Mapping

The list of stakeholders and affected parties is considerable, and this list has been captured by TII. The list is constantly being updated and this will continue and evolve over time. A Stakeholders Matrix will be part of the Stakeholders Communications Plan.

The purpose of this exercise is to:

- It has been developed after consultation with all TII stakeholder owners.
- Provide clarity for the team and enable management of stakeholder relationships to eliminate any confusion or communication lapses on the part of either TII/ Contractor or the Stakeholder
- Ensure the correct owners are kept fully informed of all communications and events in relation to the stakeholder;
- Ensure that particularly in the case of complex stakeholders the correct relationships are mapped; and that;
- Escalation pathways are clearly mapped in the event of a crisis;
- The Stakeholder Engagement Map is an interactive pdf saved on the intranet so it is accessible to all team members.
- It has been developed after consultation with all TII stakeholder owners.

The list of those charged with delivering the project is also quite considerable and it is essential that a collaborative approach particularly between TII/NTA/Government and reaching out to include key stakeholders such as public bodies, representative groups, business, community groups etc -is fostered from the outset.



**Community
Forums**

**Residents
Associations**

Clinics

Public

**Local Area
Meetings**

Councillors

5 Stakeholder Engagement

Construction is intrusive and can be disruptive, particularly for those who find themselves near the works. Those stakeholders who do find themselves near construction must be given a particular priority. These stakeholders (residents, businesses, community groups, sports clubs, schools etc) will all be included in the Matrix and will require continuous, reliable, and personal management throughout the entire period of construction. For example, measures to limit noise and vibration effects including the use of noise blankets, scheduling construction work to appropriate times of the day and the use of machinery that would limit noise and vibration outputs (e.g. electric generators) are all measures that could have an enormous direct impact on the quality of life of these stakeholders during construction.

It is intended to hold a monthly meeting with local business interests along the route. These meetings provide an opportunity for local business interests to have a direct opportunity to raise issues and get updates on upcoming activities. These regular meetings have proved valuable in allowing local

businesses and the business representative groups such as Fingal Chamber of Commerce, Dublin Chamber of Commerce, Retail Excellence Ireland, and Dublin Town to meet on a regular basis with TII and contract staff members.

In relation to these issues and to ensure coordination between the project team and Dublin City Council's and Fingal County Council's Environmental Health Units (EHU) a notification system will be established to keep them informed of all potentially noisy and out-of-hours working. This process proved to be successful during works on Luas Cross City in managing noise and vibration issues. This is an example of effectively building on lessons learnt.

Construction monitoring and communications in relation to key environmental monitoring information will be available for all parties to view online.

6 Communication Team

The project will have a well-resourced communications team led by a Director of Communications who will be a key member of the project's senior executive team. A significant part of this team's remit is to act as a two-way conduit, listening and responding to stakeholder concerns.

In addition to managing media relations and social media etc the team will include several Local Liaison Officers (LLO). These TII staff members will each have a specific geographical area of responsibility. The LLO will be the "go to" person locally for all local interests in an area. This person will share his/her contact details (including mobile phone) with all local stakeholders and will be the local interface between MetroLink and the local host community. A Local Liaison Officer will be attached to each of the Visitor Information Centres listed below and will take primary responsibility for "hands-on" stakeholder relations in that area, for the duration of construction.

Construction impacts from MetroLink will vary from location to location and from phase to phase of construction. Detailed localised construction plans-including when the tunnel boring machine will be

under a particular area -will be shared with the stakeholders when the contractors programme becomes available.

Each local area will have a location-specific engagement plan and this plan will be implemented by the LLO and shared with the local community using all the communications channels, including local community forums, audio visual tools, TBM videos from other locations etc. It is important to all the communities and stakeholders along the entire route that they are made aware of how construction will impact specifically on their local area. Each of these localised specific community engagement plans will be implemented from the Local Visitor Information Centre and updated systematically as the works move through the phases. In this way stakeholders will be given real time and location specific information in a structured and meaningful way at the appropriate time for them.

7 Visitor Information Centre

The main aim in relation to Visitor Information Centres is to ensure that anyone who needs information regarding the scheme can easily access it, with public information offices established in **Swords, Glasnevin/Ballymun, O' Connell Street and Charlemont**. There will be a dedicated Local TII Local Liaison Officer (LLO) attached to each Centre in a 'boots on the ground' capacity, to engage with residents, businesses, and the public on a daily basis. The LLO will build and maintain effective relationships at a local level. Local stakeholders need to feel that they have a person that they can contact at any time and that the project will engage directly with them. This arrangement proved highly effective in previous schemes.



Figure above: Crossrail visitor's centre

List of stations by Visitor Information Centre:

Swords: Estuary; Seatown, Swords Central and Fosterstown, Dublin Airport

Glasnevin/ Ballymun: Dardistown, Northwood, Ballymun, Collins Avenue, Griffith Park, Glasnevin

O Connell Street: Mater, O'Connell, Tara Street

Charlemont: Saint Stephen's Green and Charlemont.

The following local services will be organized through the local Visitor Information Centre:

- Monthly business and local traders' "drop-in" meetings.
- Visitor Information Centre Services
- Audio visual meeting room for meetings, presentations
- Interactive screens
- Meet or speak with the team
- Host webinars with the experts
- Project information and updates
- Traffic diversion information leaflet and maps
- Regular Community Forums, held on a quarterly basis.
- Meetings with local groups such as residents' associations, schools, community groups, disability groups, sports groups, cycling groups etc.

Projects worldwide of this nature have established visitor centres such as those at Crossrail and HS2 and this concept worked well on the Luas Cross city project. These centres will enable local businesses, residents and anyone who is interested in the project to find further information, have their queries answered and will help to ensure the public are kept informed and advised of upcoming works so they can plan more effectively.

8 Tone of Voice

The Tone of Voice document was produced in Q4 2018. It has been updated and hard copies printed and distributed to all team members and contractors.

The purpose of the Tone of Voice document is to ensure that all communications have a consistent, professional tone that accurately reflects our messaging and standards. It recognises that everyone works in Stakeholder Engagement and is for use in conducting all correspondence:

- Within the organisation;
- Between the organisation and contractors;
- Between the team and stakeholders;
- Between contractors and stakeholders.

It establishes the brand and reputation of MetroLink. It provides specific guidance on tone and style for all communications. By producing this as a hard copy and distributed to individuals it maximises its use as a daily reference document.

The gap between the standard set in the Tone of Voice document and the draft communications from the team will be compared regularly and remedial action taken if necessary.



9 Audiences

While all categories of stakeholder have been identified in the mapping and the communications team will support the project team and leadership in their continuing engagement, the following stakeholder categories are the particular focus of this plan:

- Property owners affected by CPO;
- Property owners and occupiers affected by current and projected works;
- Wider public;
- Elected representatives;
- Residents, community groups and sporting organisations;
- Affected schools and churches;
- Influencers and media;
- Internal TII staff;
- Government departments and relevant agencies.

10 Public Events and Community Gain

These are a vital part of community engagement and encompass a wide range of activities. Events will range from one-to-one meetings with key stakeholders, to group meetings with residents' associations etc and to public drop-in events. These will be organized through each of the LLO's in his/her area.

Community Clinics - Drop-in clinics along the route for members of the public to speak with the team and find out more about the project.

Briefing Sessions - Briefing members of stakeholder groups, including local councillors, TD's, and Senators. A good, honest, and open working relationship with local representatives is an important objective for the team.

Community Gain - Under the various construction TII will make provision to ensure that the appointed contractors work with Local Communities and the Local Authorities to participate in and support local community initiatives.

Community Forums - As mentioned earlier, Forums will be established in publicly accessible locations along the route to give affected residents and businesses the opportunity to raise concerns, discuss their queries, and get more information about upcoming works in their areas.

Schools - All schools along the alignment will be offered visits, talks and general positive engagement across a range of activities from sponsorship to supervised site visits. Students of both genders will be encouraged to develop an interest in science, engineering, construction, and sustainable development through a connection with MetroLink staff who will be presented as role models for the girls and boys.

Universities and Colleges - There will be meaningful engagement with all the 3rd Level institutions on the route. Lecturers and course leaders will be invited to include projects relating to MetroLink on their courses and academic prizes can be sponsored particularly for work that relates to sustainable transportation. Close collaboration should also be developed with the various student groups who are key influencers in many ways.

Independent Expert - There is provision for the services of the Independent Expert (IE) to be continued through construction and this will be taken forward by the team and the LLO will be the first point of contact for issues raised through the Independent Expert.

The communications team will also be a pivotal contact for all queries about the Property Owners Protection Scheme.

11 Tools and Channels

Website

www.metrolink.ie will continue to be the primary source for all public information about MetroLink. Any further reports or announcements will be posted there, and as new imagery becomes available, it will be uploaded to the site.

Phone Line

The phone line **1800 333 777**

Monday to Friday 8.30am to 5.30pm remains operational.

General enquiries are rare.

Most calls are in response to survey letters and number about five per day when surveys are being carried out.

Email

info@metrolink.ie

This is the primary channel for engaging with stakeholders and is monitored by the Stakeholder Communication team. Emails are distributed to relevant team members for action.

In addition to public enquiries, all email communications between the team and stakeholders, are copied to the info mailbox.

All complaints will be logged by TII, captured on the database, responded to promptly and subject to audit control. TII will ensure that protocols are in place for all contractors, sub-contractors, and agents. All issues will be brought to the attention of the appropriate team members for speedy resolution and rapid response.

The Stakeholder Communication Plan which is referenced in Chapter 5 of EIAR will be developed by the Contractor under the control of TII's Director of Communications and TII commits to ensuring that all stakeholders will continue to have access to TII/MetroLink staff throughout the various stages of the project's delivery.

Post

MetroLink, Transport Infrastructure Ireland, Parkgate Business Centre, Parkgate Street D08 DK10





METROLINK

 info@metrolink.ie

 www.metrolink.ie

 1800 333 777

 @metrolink_ie