



CONSTRUCTIONS COMMUNICATIONS PLAN

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**Prepared by:
FOCUS 4/LEBLAQ JV**

FINAL

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1 APPROVALS

Approval of this Construction Communications Plan indicates an understanding of the purpose and content described in this document. By signing this document, each individual agrees that work should be initiated on this plan and necessary resources should be committed as described herein.

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2 EXECUTIVE SUMMARY

The IRPTS is deemed to be the answer to road gridlock and is poised to inject dynamism into public transportation system through an integrated network that will make its form easier from a user point of view. The integrated modal network is designed to promote the use of the passenger transport system in Polokwane.

The City of Polokwane has made progress towards the formulation of a responsive transportation network that will recognise mobility needs and improve the current spatial coverage. The Polokwane Integrated Rapid Public Transport System (IRPTS) being developed is designed to improve public transport efficiency.

With the project entering the critical construction phase there will be enhanced visibility of the project, which will invariably attract attention across the broad spectrum of “affected stakeholders and interest groups”. While the Construction phase presents an opportunity to pervade the market with positive IRPTS messages that encourage buy-in, the actual construction by its nature also brings in risk factors such as labour issues, traffic disruptions, quality delivery, cost escalations and site incidents that could derail or cast a negative light on an already highly charged project.

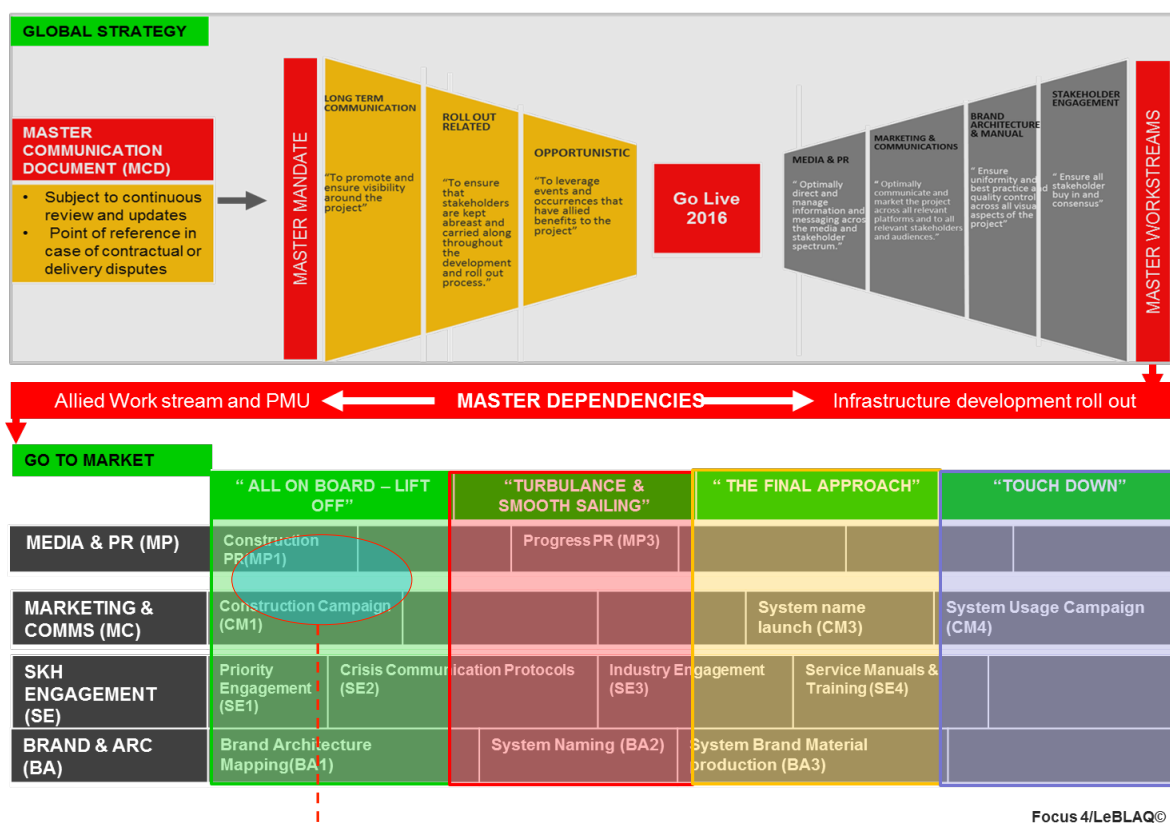
Keeping all relevant stakeholders especially the public, and those directly affected by the construction is of critical importance not only in fostering cooperation and buy-in but also in terms of promoting the overall project.

The Construction Communication Plan has taken into consideration the overall Polokwane IRPTS Communications and Marketing Plan, communication risk factors (as per the Crisis Communication Protocol developed) and the infrastructure construction and roll-out plan as per the 2016 Go-Live milestone. In so doing, the construction communication strategy and plan will seek to ensure that information regarding the infrastructure roll out is optimally communicated in manner that not only serves the core objective of keeping stakeholders informed but also promotes the IRPTS and helps to minimise the communication risk factors associated with the infrastructure roll out especially from a traffic and business access disruption standpoint.

The Construction Communication Strategy and Plan will mirror the infrastructure construction roll out and will be updated and adapted throughout the full period.

2016 Go Live Marketing and Communications Overview

Polokwane IRPTN Integrated Communications and Marketing Framework



As illustrated above, the Construction Communication Strategy and Plan should not be viewed or implemented in isolation. The context and messaging of it should take into consideration the short and long term objectives and implications; all allied work streams and the various other interventions taking place, i.e. key stakeholder consultations, infrastructure work streams and the overall Polokwane 2030 vision development programmes.

3 A PERSPECTIVE – Constructing in a Live Urban Transit Environment

"Tell me what you are doing so that I know what you are doing"

Carrying out any urban infrastructure development programme is always a challenge at the best of times, however, when it is being undertaken in a live public transit environment it poses an even bigger challenge.

Disruptions to normal population flows, concerns for public safety and normal business operations all add to inherent technical challenges of operating in a non-green field environment. Adequate forward planning is critical in managing these

dynamics and ensuring the best possible implementation roll out. Adequate planning also ensures that such projects are delivered on budget and time.

Adequate communication regarding the roll-out however, ensures accommodation and understanding of the necessary disruptions and at a higher level promotes buy-in and appreciation for the project not only in terms of eventual benefits but the efforts, resources and expertise being deployed to deliver the project.

For construction communication to be effective, the golden rules to be followed include:

- **Ensure the overall roll out and envisaged timeframes are outlined up-front to all stakeholders:** This enables stakeholders to not only get an appreciation and understanding of the project but allows them to structure and plan long-term contingencies on their part.
- **Communicate disruptions clearly and timeously:** This allows for short term implementation of contingency measures by affected parties.
- **Communicate general progress regularly:** This not only keeps all stakeholders in the loop and promotes transparency but also lends credibility to the project. An added benefit of regular progress updates also enables stakeholders to map out and adjust their contingency plans accordingly and most importantly helps to manage expectations and minimise project disgruntlement backlash risk.

“If you don’t tell me what you are doing I won’t know what you are doing”

4 OBJECTIVES

The objective of the Construction Communication Strategy and Plan is to primarily:

- Inform all relevant stakeholders about the infrastructure roll out especially around Phase 1a.
- Promote buy-in of the project and cooperation from stakeholders during the infrastructure roll out.
- Keep all stakeholders adequately informed about all disruptions (road closures, traffic diversions, services disruptions, etc.) and progress and challenges.
- Help to support the mitigation of risks from a communications standpoint as per the crisis communications scenario’s outlined in the communication crisis protocol

Critical in achieving the above objectives will be ensuring that all communication is clear and simple and that appropriate media and communication channels are employed.

The messaging should also be in line with the overall brand objectives of the Polokwane IRPTS project.

5 THE APPROACH AND CREATIVE PLATFORM

In order to optimally communicate to all stakeholders, it is important that communication is framed within the greater visionary context of the Polokwane IRPTS. This will help create an emotive connection accommodative of the messaging especially since most of it will be asking people to be patient and understanding whilst the project disrupts their daily lives and business.

Messaging Context:

“We are not just digging up and closing roads and diverting traffic – this is part of what it takes for us to deliver a world class IRPTS service and build a better city and life for all – Please bear with us”

Key rationale of messaging context:

- Highlights the bigger picture
- It is empathetic
- Acknowledges the inconvenience caused
- Helps to position the Polokwane Municipality as a delivery focused organisation

6 TARGET AUDIENCES

Though there is a wide range of stakeholders who have an interest in the IRPTS, for purposes of the current phase, the IRPTS construction phase, a number of critical stakeholders come to the fore in terms of priority communication as per the figure below.

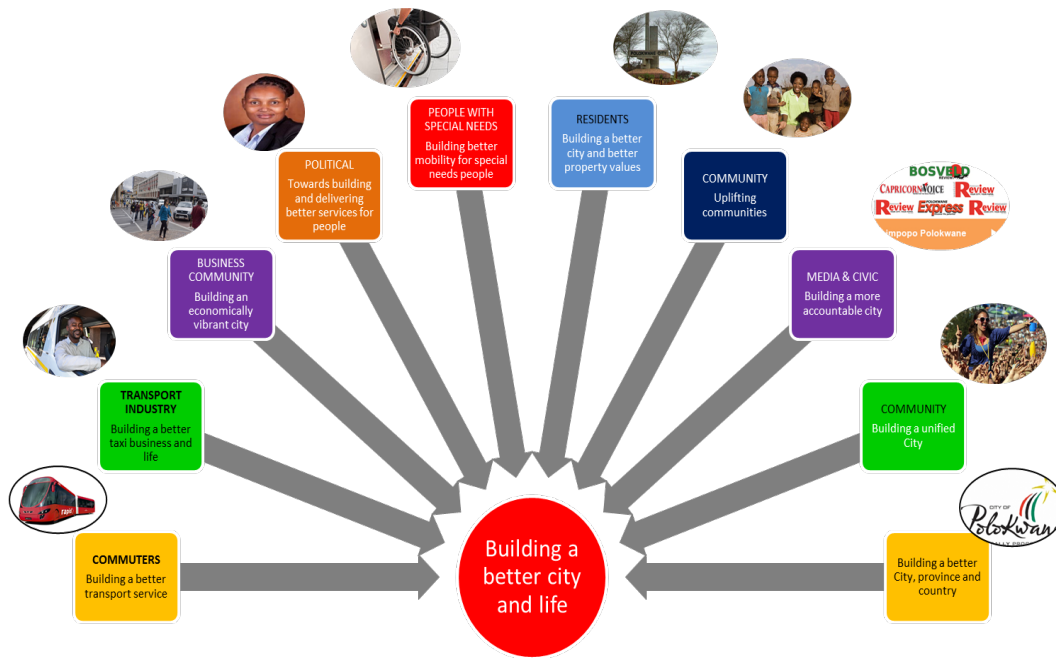
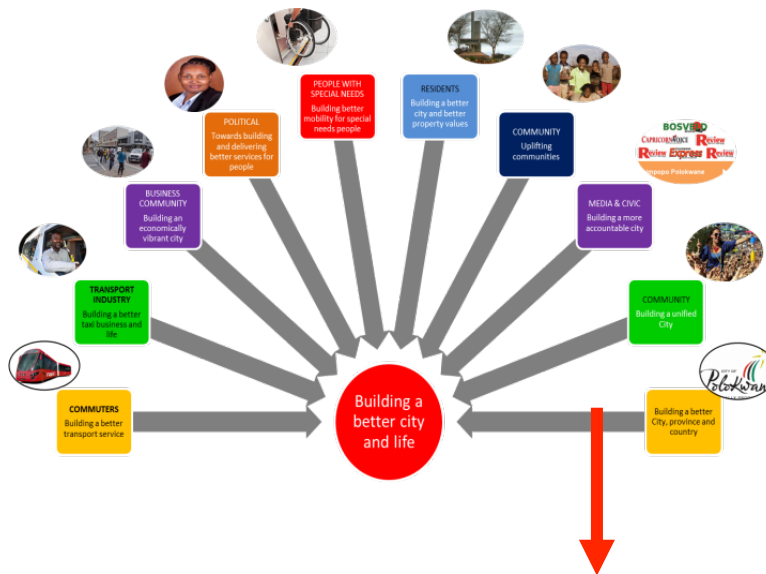


Figure 1: Messaging Context Matrix

The messaging context matrix aligns the key messaging to the different key stakeholders. It is important to demonstrate and put in context what the development means to them personally. This approach will, hopefully help to put everything in context and put a human element to the project.

Figure 2: Key stakeholder Communication Content



Stakeholder	Priority Content	Mediums
• Commuters and drivers	• Road disruptions and closures	• Radio (live reads and spot announcements). National

<ul style="list-style-type: none"> • Business Community • Transport Operators • Residents and communities • Police and other government and municipal service providers 	<ul style="list-style-type: none"> • “New” – road signage • Possible inconveniences and alternative plans and coping mechanisms • Time frames 	<ul style="list-style-type: none"> • & Community Radio Stations; Thobela FM, Capricorn FM, Radio Turf, Moletsie FM, Energy FM • Print Community Newspapers; Polokwane Observer, Capricorn Voice, Review Weekender, Polokwane Express. • Leaflets, posters and newspaper inserts • Direct Letters (business owners) • Billboards • Electronic and social media (Facebook, twitter) • Mobile Text Messages
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Table 1: Communication Platforms

7 MEDIA AND CREATIVE CONCEPTS EXECUTION

7.1 PRINT MEDIA CAMPAIGN

7.1.1 COMMUNITY NEWSPAPERS

The Polokwane construction print media campaign and all the other platforms will be given the name ***Polokwane IRPTS Construction Calendar***. This calendar will be incorporated into all of the identified publications and will come out or be published once at the beginning of every month from October 2014 - June 2015. The Calendar will be a full page in full colour insert that will be used and kept by Polokwane residents for reference regarding the IRPTS construction sites, affected routes and road closures. This will enable commuters to plan alternative routes to avoid delays.

Changes to scheduling and format will be made throughout the course of the campaign as construction sites changes and routes change.



Figure 3: Conceptual
Illustration: Road closure map

7.1.2 BILLBOARDS

Polokwane Municipality billboards will be utilized to make commuters aware of the IRPTS Construction that will be taking place within the city. The billboards will not have the construction calendar on them as this will not offer commuters enough time to gather the information. Polokwane municipality billboards will however house notifications (captions) to make people aware of the construction taking place within the city e.g. *'Polokwane IRPTS Construction Underway Apologies for Inconvenience Caused'*.



7.1.3 FLYERS AND POSTERS

Flyers and posters will be distributed throughout the City and around. The format and design of these will be the same as that of the newspaper design to create relations and link the concept.

The purpose or goal of this campaign is to link the various media platforms together presenting it as one holistic campaign. Same print design same colours and same wording.

7.2 ELECTRONIC MEDIA CAMPAIGN

7.2.1 RADIO

National and local radio stations will be utilised to create awareness and will be imperative in our communication approach as they directly reach more commuters. The Polokwane IRPTS construction will directly affect the City of Polokwane's traffic due to road closures, construction and improvements. One opportunity is to sponsor radio traffic reports. The sponsorships will contain an opening billboard "***The Polokwane IRPTS Construction Calendar***" followed by a 30-second report on construction sites, affected areas and where to expect road delays.



With a budget in consideration, the City of Polokwane will not be sponsoring all the traffic reports. Specific peak times have been identified that will ensure that the message is received at the right times.

Scheduled radio spot times and advertisements will run concurrently on the following radio stations **(DRAFT SCHEDULE to be confirmed)**

- Thobela FM
- Capricorn FM

- Radio Turf
- Energy FM

Monday – Friday

Time	Description
06:30*	Live read
07:30*	Live read
08:30*	Live read
15:30*	Live read
16:30*	Live read
17:30*	Live read

All radio spots will run concurrently on the above-identified radio stations with the campaign name “**Polokwane IRPTS Construction Calendar**” used as the opening and closing billboards.

7.2.2 MOBILE VARIABLE MESSAGE SIGNS

Message signs will allow for a more direct approach in making commuters aware of construction as these mobile signs will be placed alongside affected routes with messages making people aware of construction underway or impending. These are beneficial as the messages can be changed using a PC, laptop, tablet or smartphone and have no maintenance cost as the system is free to operate and also uses solar energy.



Figure 4: Illustrative Concept - Mobile Variable Sign

7.2.3 MOBILE TEXT MESSAGES

Figure 5: Illustrative concept



A database of Polokwane residents and stakeholders has been created and this will be utilised to inform all persons on that database when they can be able to get a copy of the ***Polokwane IRPTS Construction calendar*** in their respective community newspapers. This will be done by sending SMS's a day before the publications are released. As such bulk SMSs will be sent out once a month from November 2014 - June 2015.

7.2.4 SOCIAL MEDIA PLATFORMS

The Polokwane IRPTS Facebook and twitter pages will be used as updates in informing individuals on Polokwane construction sites.



Figure 6: Social Media Platforms

8 ASSUMPTIONS

The Plan enjoys full support of the Client and its primary stakeholders: The successful implementation of this plan depends to a large extent on the support of the client and its primary stakeholders. Ancillary departments such as water, energy should be on-boarded to ensure cooperation.

Timeous Monthly Construction Calendar Updates: The respective contractors will share the calendar with the MarCom stream on time.

Monthly Construction Calendar Updates: The Monthly Construction Calendar updates are accurate and approved timeously.

9 CONSTRAINTS

There are a few foreseeable constraints that may affect the enforceability of this Construction Plan:

Information Unavailability/Readiness: It is important that accurate information regarding roadworks is promptly available to allow for timeous placement in various media platforms. It is possible that this may not always be possible due to changes in the construction calendar as a result of unforeseen variables including weather,

labour related disputes etc. The monthly Construction calendar should be sufficiently pliable to allow for these changes.

10 SUCCESS INDICATORS

While a few success indicators will show that the Plan is succeeding in creating awareness around the construction taking place in Polokwane. The success indicators include:

- Visibility in Polokwane
- A seamless communication response flow
- Speed of information release
- The campaign reaching a large number of people
- Less to no complaints from affected stakeholders
- Fewer media queries

11 RISKS

There are a few risks where Construction Communications is concerned including:

- Communication of inaccurate information
- Inconsistencies in information communicated
- Delayed Communication
- Communication vacuum
- Unauthorised personnel unwittingly commenting to the media
- Media publishing incorrect information

12 MONITORING AND EVALUATION

As is standard practice where plans are concerned, monitoring and evaluation (M&E) will be undertaken during the Construction stage. This will assist in making timely interventions towards the realization of the set objectives. Using the determined indicators as per figure below, both successes and failures will be evaluated. The success indicators will also help understand what worked and what did not and will contribute towards the review of the Construction Communications plan.

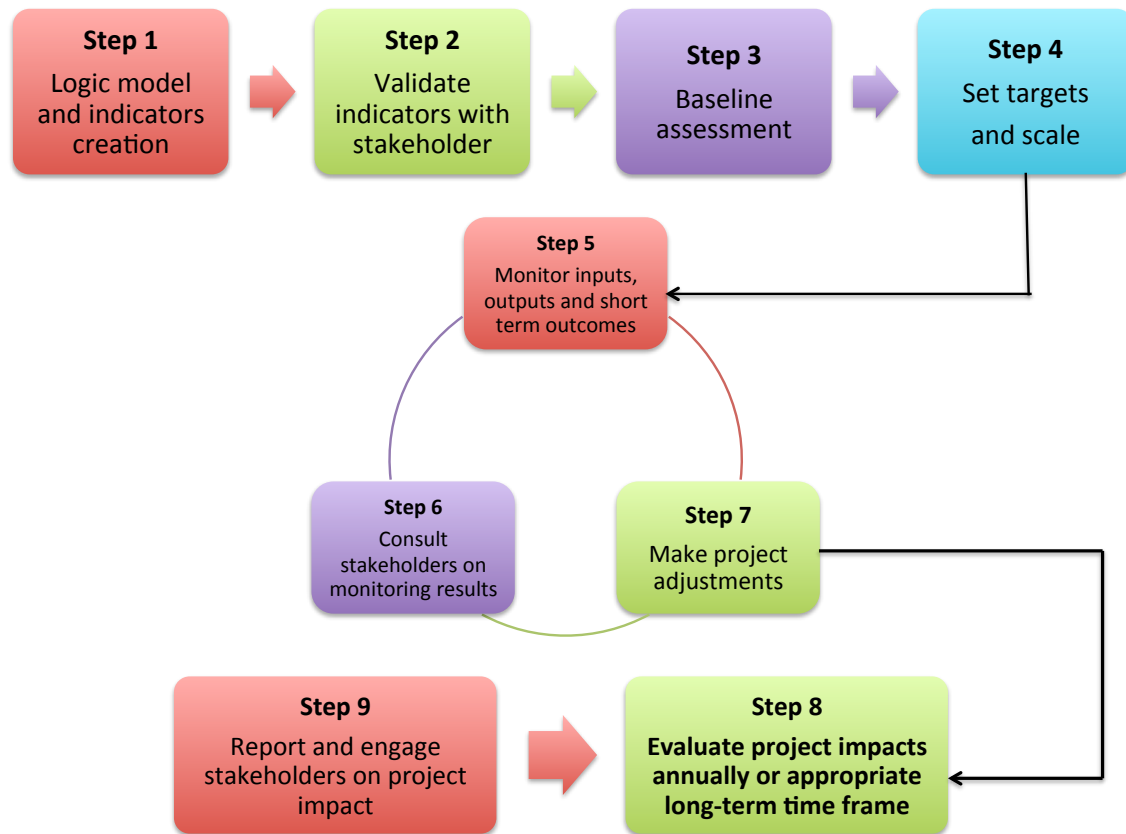


Figure 7: M&E Model

13 CONCLUSION

A good plan is the one that is constantly reviewed and updated. The plan will be updated periodically to ensure that it is responsive to the construction communication requirements. The first month of implementing this plan will provide valuable insights that will guide the rest of the construction period.

14 COST IMPLICATIONS

14.1 "LIFT OF" COSTS

LINE ITEM	Description	Unit Price**	Quantity	Sub-Total	Vat	TOTAL
Polokwane Express Newspaper	Full page colour insert	21 340,80	1,00	21 340,80	-	21 340,80
Capricorn Voice Newspaper	Full page colour insert	19 612,20	1,00	19 612,20	-	19 612,20
Review Weekender Newspaper	Full page colour insert	17 687,97	1,00	17 687,97	-	17 687,97
Polokwane Observer Newspaper	Full page colour insert	5 200,00	1,00	5 200,00	-	5 200,00
A5 Flyers	Full colour single sided on 115gsm gloss	0,37	4 000	1 300,00	-	1 300,00
A1 Posters	Correx board full colour + 4 eyelids	107,62	500,00	47 200,00	-	47 200,00
Thobela FM	Traffic Sponsorship + 30 sec read	43 902,00	4,00	175 608,00	24 585,12	200 193,12
Capricorn FM	Traffic Sponsorship + 30 sec read	320 838,87	1,00	320 838,87	44 917,44	365 756,31
Radio Turf	Traffic Sponsorship + 30 sec read	15 000,00	1,00	15 000,00	-	15 000,00
Mobile variable message signs	Trailor sign road traffic	46 000,00	1,00	46 000,00		46 000,00
Billboards (Municipality)						84 000,00

SUBTOTAL **669 787,84 93 770,30 823 290,40**

HANDLING FEES **66 978,78**

TOTAL **823 290,40**

14.2 MONTHLY “MAINTENANCE COSTS

LINE ITEM	Description	Unit Price**	Quantity	Sub-Total	Vat	TOTAL
Polokwane Express Newspaper	Full page colour insert	21 340,80	1,00	21 340,80	-	21 340,80
Capricorn Voice Newspaper	Full page colour insert	19 612,20	1,00	19 612,20	-	19 612,20
Review Weekender Newspaper	Full page colour insert	17 687,97	1,00	17 687,97	-	17 687,97
Polokwane Observer Newspaper	Full page colour insert	5 200,00	1,00	5 200,00	-	5 200,00
A5 Flyers	Full colour single sided on 115gsm gloss	0,37	4 000,00	1 300,00	-	1 300,00
Thobela FM	Traffic Sponsorship + 30 sec read	43 902,00	4,00	175 608,00	24 585,12	200 193,12
Radio Turf	Traffic Sponsorship + 30 sec read	15 000,00	1,00	15 000,00	-	15 000,00
Energy FM	Traffic Sponsorship + 30 sec read			22 500,00		22 500,00
Mobile variable message signs	Trailer sign road traffic	46 000,00	1,00	46 000,00		46 000,00
Billboards (Municipality)						
SUB-TOTAL				324 248,97	45 394,86	348 834,09
HANDLING FEES						32 424,90
TOTAL						348 834,09

** INDICATIVE PRICES PENDING FINAL QUOTES AND ABILITY OF SUPPLIERS TO PROVIDE

*** BREAKDOWN ATTACHED AS PER RATE CARDS