

QS-17B Outline Community Relations Plan

2. Your outline community relations plan shall include the following information as a minimum:

2.1 an explanation of how the outline community relations plan supports and aligns with The Client's SECS;

2.2 the methods, frequencies, channels and materials which will be used to engage with, update and inform local communities with regards to the works, project progress and disruption, including the use of:

2.2.1 meetings and forums;

2.2.2 newsletters and community relations materials;

2.2.3 digital material;

2.2.4 the information centre;

2.2.5 media and publicity



1. Outline Community Relations Plan

Introduction

This document outlines our proposals for working in and with the local community during the Detailed Design and Construction of A303 Amesbury to Berwick Down as required in QS-17B. It is closely aligned to **QS-17A**.

2.1 Alignment with the Client's SEC Strategy

The Outline Community Relations Plan (CRP) will be a natural extension of the Clients Stakeholder Engagement and Communication Strategy (SECS), updated for Project Stage 5

The aim of the plan will be to “facilitate the smooth, efficient delivery of the scheme in a way that protects and enhances Highways England’s reputation for delivering complex infrastructure projects, especially in a heritage context”. **(3.1.2 SECS)**

It will use the same groupings to categorise key stakeholders and plan engagement that supports and enhances the existing relationships identified within the plan. The plan will identify opportunities to engage with:

- Key Stakeholders
- Road Users
- Local Communities, including residents, businesses, groups and organisations
- Special interest and campaign groups
- UK and worldwide audiences
- Equality, Diversity and Inclusion

Importantly, it will fulfil the requirement at 3.2.8 of the SECS – CRPs are to be in place for the specific purpose ensure that local communities are kept fully informed about the progress being made on the scheme and for Highways England and its project team to be seen as good neighbours.

2.2 Engaging, updating and informing

The way that a project is seen by its customers and communities can determine whether the project is seen as successful. A robust and strategic community relations programme will help to ensure the success of the project. Through all of the methods and activities outlined in this proposal, we will:

- Work collaboratively with local communities on any opportunities to input into the design and construction planning to give local communities a vested interest in the outcomes of the scheme
- Identify early potential risks and issues that could impact the programme or reputation of the scheme and implement mitigation and management strategies
- We aim to go beyond the aims of the Armed Forces Covenant to promote and **offer long term employment opportunities linked to an individual career development and training programme. (TQ2D2.4)** led by our Community Relations Manager (see Annex A)
- Foster a sense of ‘being a good neighbour’ amongst the workforce and ensure appropriate workforce behaviours
- Continuously share information that is timely and relevant to manage expectations to avoid a communications vacuum and allowing myths and miscommunications to prosper
- Deliver a legacy programme which leaves positive and lasting benefits to the local communities. This will be delivered via our CMR, through an investment in time, money and resources into mitigation measures via discussion with local communities and action groups. This will be either through temporary accommodation works or via initiatives delivered during the works period from a community investment fund. **(TQ2D2.5)** led by our Community Relations Manager.
- Raise the profile of the scheme locally, regionally and nationally through media and publicity events and community relations programmes.

Throughout the project, our engaged stakeholders and communities have developed strong expectations about how we will engage and communicate with them. Moving into this next phase, we will elevate this approach to:



- Ensure the story of the project is captured and shared, focussing particularly on how local communities have played a pivotal role in shaping its success
- Aim to achieve a 'digital first' (though not 'digital only') approach so information is sustainable, easily updated and accessible in a range of situations
- Encourage our stakeholders to be the story tellers of the scheme and become clear advocates for the project in their own areas of influence
- Identify, manage and mitigate risks by inviting early conversations and interventions within our local communities
- Enhance the profile of our stakeholders and local communities as partners in the successful delivery of the scheme
- Embrace and encourage the interest of local, regional, national and international press
- Continually measure our effectiveness with our stakeholders and local communities by seeking ongoing feedback and allowing a frank and open forum for criticism and comment.

The following sections outline the methods, frequencies channels and materials which will be used to engage with, update and inform local communities with regards to the works, project progress and disruption. It will detail the use of:

- Meetings and forums
- Newsletters and community relations materials
- Digital Material
- Information Centre
- Media and publicity.

In all of our communication with local communities, we will ensure:

- All communication will be timely, relevant and appropriate for its intended audiences.
- Information about the project will be easily available.
- All information available on channels maintained by the project team or The Client will be accurate and up-to-date.
- All communication will be appropriately branded
- All communication will be accessible.

The delivery of the CRP will be the responsibility of the Community Relations Manager. We will appoint a suitably trained and qualified team of engagement and communication specialists reporting to the Community Relations Manager to support the successful delivery of the plan.

2.2.1 Meetings and forums

Building on the successful engagement undertaken for the project to date, we will continue to support established groups to help the Client deliver communication and engagement.

The use of these groups will strengthen relationships and create local advocates and support for the project. They will also be a valuable source of local intelligence, allowing us to understand, in detail, community sentiment towards the programme and subsequently implement risk and issue mitigation and management strategies.

We will:

- Support Highways England to continue to engage with the established groups and forums, defined in the Figure 2 of the SECS, providing secretariat support as required.
- Meet with Highways England, at an interval deemed appropriate by them, prior to each group and forum to establish the agenda and determine information to be shared and ensure all previous actions are closed.
- Continue discussions with forum members and working groups outside of established meetings as appropriate to progress matters relating to the detailed design and construction of the scheme and close out any issues or concerns. The Local Community Forum is one where more direct contact and involvement is expected.
- Ensure key project team members and disciplines are available for meetings as deemed appropriate according to agenda.
- Ensure all engagement activity with these groups and forums is recorded in the established CRM system.



- Contribute to and participate in other groups and committees as deemed appropriate by the Project Manager.

We will conduct 'Meet the team' evenings, giving local communities opportunities for direct access to project staff and decision makers. This will help to strengthen the sense of community obligation for the project team as well as provide local community members with the opportunity to discuss issues and concerns.

Site visits and tours

Given the wide interest expected in this project, we will facilitate site visits and tours for key stakeholders and organised visitors. We will:

- Determine a schedule of stakeholder visits in agreement with the Project Manager. These will be aligned to the Stakeholder Engagement Plan.
- Provide training to key project team members to facilitate tours.
- Ensure site visits comply with site HSE regulations.
- Determine a programme of events, particularly associated to project milestones. Event plans will be provided to the Project Manager a minimum of three months ahead of each event. There will be a minimum of four major events over the construction period, including start of construction and the completion of each section.
- Provide equipment, facilities and site transportation for up to 30 visitors at least once per month until delivery of the tunnel boring machine, and twice per month following, on a schedule to be determined by the Project Manager and the Client.

2.2.2 Newsletters and community relations material

A suite of communication information will be regularly provided to local communities to engage with, update and inform about the works, project progress and disruption.

All material developed will be suitable for public domain, accurate and up-to-date at the time of publication and approved by the Project Manager. Content of community relations materials will be

used to show progress, reiterate key messages, and help to address potential issues or miscommunications. Content will provide greater detail around how the project is addressing known issues of concern including traffic management, noise and air pollution, heritage and preservation issues and use of innovative technologies. All proposals for additional collateral to meet the communication needs of the project will be agreed with the Project Manager and the Client's Communication Team. We will:

- Produce quarterly newsletters. Newsletters will be produced in both print and digital formats and be compliant with Highways England's Design System. In the development of the newsletter, we will meet with the Client's Communication Team two months prior to scheduled distribution with proposals for content and agree a governance structure with the Project Manager. The newsletter will be full colour, image led, and a minimum of four A4 pages. Following approval, we shall print one-thousand copies on 120gsm paper and deliver to up to 10 distribution points selected by the Project Manager. With a growing uptake of digital material, we will review the number of paper copies required after each run with the Project Manager to minimise waste and support the projects carbon agenda and the Client's 'digital first' agenda.
- Produce, erect and maintain a minimum of four information panels at locations determined by the Project Manager, adjacent to pedestrian routes. Each of the panels will be a minimum of one metre squared and content will be easy to read, up-to-date, and contain details relevant to the area where the panel is located. Content proposals will be provided to the Project Manager and will be reviewed monthly or as deemed appropriate by the Project Manager. Daily checks for graffiti or unauthorised content will take place and any such material removed within twenty-four hours.
- All printed material will contain QR codes that link back to the project website for audiences to easily access more information.
- Collateral can often be seen as a keepsake. We will develop a Milestone/Memory book to capture key moments, stories,



memories and photos. This will be a commemorative book, with glossy photos and highlights, given to each member of the workforce, Client team and Group/Forum as a keepsake of their involvement in the project.

2.2.3 Digital material

Our tailored and localised approach will allow the community the freedom to choose the timing and the type of content they see, ensuring our materials reach the widest possible audience. We will:

- Manage Social Media campaigns including proactive and reactive posts in agreement with the Project Manager.
 - At a minimum, we will supply a monthly schedule of:
 - At least two proactive posts that will be predominantly image or video led for the current A303 Stonehenge Community pages.
 - Weekly posts for specific channels that will be created for local communities to help with the flow of important information related to local activities, construction and traffic information. By separating these channels, major profile building options will not be lost in the day-to-day delivery of the scheme.
 - Additional posts as requested by the Project Manager.
 - All posts will be appropriate for all social media channels.
- Keep the scheme's website updated. We will conduct a formal review monthly and archive old material. On a weekly basis, we shall determine and implement any updates to reflect project progress and relevant community information related to construction and disruption, including a Log and Track Fault Page to provide informative customer focused information that is easy to navigate. It acts as a digital reporting tool to report issues, faults or feedback through location via a map. Reports are visible to others, allowing customers to add to existing reports. **(TQ2B2.1)**, led by our Community Relations Manager. All updates shall be approved by the Project Manager unless otherwise agreed. In agreement with the Project Manager and working with the Client team, we will continually look for

opportunities to improve the website for users and customers, including consideration of interactive options, new technology and feedback mechanisms.

- Use of Iboxcomms a web-based booking system for letter drops, using a bespoke online mapping tool to plan the relevant area by radius, post codes or physically drawing margins on a map. This allows us to issue local resident notifications with short notice, improving customer satisfaction through minimised disruption, improving our performance when dealing with an issue which may cause disruption. **(TQ2B2.1)**
- Use of our 'Community Hub' approach as a means of updating both local communities and road users of the impacts of any works. For local communities impacted by the works, BADGER will incorporate specific elements of our 'catch all' portal within the community, via our Community Hub. **(TQ2B2.1)**
- Employ the services of an approved professional photographer and aerial video company. The company will produce ground progress images (no less than 300) and aerial photography (from the same height and angle) each week. We will prioritise the use of local services as much as reasonably possible.
- Install time-lapse cameras at a minimum of six locations as agreed with the Project Manager, capturing an image every ten minutes.
- Commission a local, professional photographer to capture significant events and milestones – at least one per quarter - as agreed with the Project Manager. A minimum of 30 photos will be made available on the day of the event and 50 photos within five working days after.
- Ensure all photos and videos are of high quality and suitable to be used in a film format to be rendered as 4k.
- Collate, catalogue and archive videos and photos on a secure server, with sharing capabilities for the Client to access. All images will be GIS based, labelled and searchable by date, content, activity or location.
- Produce, as far as possible, all communication materials in digital format.



Quick and easy access to project information through digital forums will be one of the key mechanisms to engage communities. This is particularly vital in reaching hard-to-reach groups. To support digital innovation for the project we have identified additional opportunities to reach wider audiences and provide information and activities relevant to the project.

- Installation of live web cams at key locations for public the public to access and view progress.
- A digital noticeboard containing up to date traffic information, site progress and key activities.
- Interactive gaming technology with simulation games and learning tools.

2.2.4 Information centre

A publicly accessible information centre will be established near to the scheme with up-to-date information for local communities with regards to the works, project progress and disruption.

The information centre will be open between 9am and 5pm Tuesdays to Saturdays and staffed by a minimum of two trained members of the project team. We will:

- Identify a minimum of three potential locations, through consultation with key local stakeholders, within two miles of the site boundary for the selection of the Project Manager.
- Design the centre ensuring full accessibility compliance with kitchen and toilet facilities.
- Gain appropriate planning permissions for the centre to be active from three months after the access date to six months after the completion of section 3 or as agreed with the Project Manager.
- Develop all display materials for the centre. Material will be focussed on the works and its construction, appropriate for public domain and approved by the Project Manager including:
 - fixed display boards offering key information
 - a graphic based timeline reflecting activities and milestones
 - a simplified, large-scale, fully annotated plan of the works

- audio visual and interactive displays
- 3D models:
 - A 1:5000 scale model of the works.
 - A 1:100 (minimum) model of the tunnel boring machine.

All display material will be updated as and when required and formally reviewed once a month to ensure it remains accurate and current.

In light of the current pandemic and the evolving way people engage with projects, the centre will be replicated virtually. This virtual room will feature interactive displays, walk throughs, videos and animations to showcase all the display material otherwise available physically. This will also offer a greater reach to areas beyond geographical boundaries and particularly target those hard-to-reach groups. The proximity and availability of an information centre presents opportunities for additional community and education activities.

Our Information Centre design will be collaborative with local community members, and opportunities for community use beyond the project will be integrated through a co-design process. A wall of the information centre can be dedicated as a community space to share stories and photos about the local area and how the landscape has evolved through photo memories of the Stonehenge landscape. This type of activity will also support the delivery of the Public Archaeology and Community Engagement (PACE) programme as part of the Detailed Archaeological Mitigation strategy (DAMs).

The centre will be enhanced as an education centre, with full WIFI accessibility and facilities for classes and visits. It will feature simulated games and a schedule of ticketed 'speaker' events. (TQ2D1.2 and be managed by our Community Relations Manager).

2.2.5 Media and publicity

Local, regional and international press will play an integral role in setting the perceptions of the project and the Client. To manage this



so that the reputation remains positive, a full, integrated media management plan will be devised in collaboration with The Client's Press Team. The Press Team will have all final sign-off of any press activity and hold the relationships with media outlets.

To engage with, update and inform local communities with regards to the works, project progress and disruption, we will:

- Immediately refer all media enquiries to the Project Manager and The Client's Press team. We will provide a response to any media enquiries as soon as practicable and no later than four hours following a request unless otherwise agreed with the Project Manager.
- Provide four key project team members with media training to act as spokespeople for the scheme to respond to reactive media requests. The trained spokespeople will be used at the discretion of The Client's Press Team.
- Provide access to all areas of the works and facilitate filming and documentary production for an average of one (1) day per month from the starting date to the completion of section 3, as required by the Project Manager. A trained member of the project team will be made available to supervise production and film crew. A media trained project spokesperson will be available to the film crew at the request of the Project Manager.
- Monitor local, regional and national press to understand sentiment, identify trends and assist in the early identification of potential risks and issues. Where we deem a miscommunication has happened, we will provide the Press Team with a suggested response.
- Provide a monthly schedule of activities or milestones that may generate media interest. We will support the Project Manager and The Client's Press Team to draft content for opportunities deemed appropriate by the Project Manager.
- Maintain a current and accurate log of approved messaging. The document will be reviewed, updated and approved quarterly and shared with The Client's Press Team.

- Work with the construction teams to ensure all traffic management information protocols are followed and that information provided is adequate and timely.
- All sub-contractors and suppliers will be compliant with the media management plan and will notify the Community Relations Manager immediately about any media requests or opportunities.
- Attend regional events and festivals, including Pagan festivals, at the discretion of the Project Manager, profiling the scheme and interest areas (e.g., heritage preservation)
- Work with the Client to establish a programme for Highways England's Mobile Engagement Van to be present in local communities, to be staffed by members of the Project Team.
- Provide logistical and traffic management support to English Heritage to support their schedule of events.
- Facilitate a Tunnel Boring Machine (TBM) naming competition in collaboration with the Client.
- Undertake major publicity events including:
 - Milestone events such as first/halfway/last day of tunnelling.
 - Blessing ceremony and St Barbara feast day (patron saint of tunnelling).

These events will feature in the schedule of events mentioned under the Site Visits and Tours section of this submission.

In addition, we will seek to undertake a minimum of two additional publicity events that further enhance the profile of the scheme and make use of the tunnel or near completed sections. These could include concert events or sound recordings in the tunnels. Any proposals will be developed in agreement with the Project Manager. (TQ2D2.3) led by our Community Relations Manager.

2.3 Complaints and enquiry management

We will establish a Project Contact Centre that aligns with the Client's Customer Contact Centre, to collate, manage and address feedback and enquiries about the scheme.



Our A303 Community Projects Hub (virtual) is designed to maximise Community Benefit initiatives to support Highways England in delivering Scheme objectives and ensuring **partners and stakeholders will be integrated appropriately into the Scheme**. This will be part of our **system for managing complaints and enquiries. (TQ2D2.1)** led by our Community Relations Manager.

The Project Contact Centre, in collaboration with the Project Manager and the Clients Communication Team, will establish a working protocol outlining procedures and service level agreements to ensure a seamless interaction between the Client's Contact Centre and the Project Contact Centre. The protocol will ensure the requirements of the Client's Complaints Procedure can be adhered to, including:

- Training on how to interact with customers
- Holding statements
- Categorisation and scaling of enquiries
- Timeframes for responses according to their categorisation
- Language and tone
- Pre-empting follow up questions
- Logging and reporting

We will aim to respond to the enquiry at the first point of contact with the Client's Customer Contact Centre. Where a response cannot be immediate, we will respond within 24 hours if requested by the Project Manager or three days under other circumstances. Such details will be outlined in the established protocol.

The Project Contact Centre will use Dynamics 365, or other software as deemed appropriate by the Project Manager, to ensure it aligns with the Client's Customer Contact Centre and provides easy integration, enquiry management and task allocation. Each key discipline lead and dedicated area representatives will be provided with access and training to be able to manage enquiries in line with the protocol.

The Project Contact Centre will be staffed on a rostered basis by trained project team members. Refresher training to these members of staff will be given every six months. Specific inductions and briefings will be given on any emerging risk or issue that is likely to trigger a higher number of customer enquiries.

The Project Contact Centre will be contactable twenty-four hours a day, seven days a week.

An updated set of Questions and Answers will be maintained in a shared data environment and accessible to the Project Contact Centre, the Project Manager and the Client's Communication Team and Customer Contact Centre. The document will be easy to navigate and contain up-to-date and accurate information about the project, works and construction. This will be checked weekly by the Community Relations Manager and offered monthly to the Project Manager for a formal review and approval.

Regular reporting on complaint numbers and trends will help inform risk management procedures. Our success measure will be based on 90% on-time responses.

2.5 Managing the workforce in the community

The influx of a large workforce will have an impact on areas around the scheme. The project must be aware of its impact on the local community and that we manage these impacts. We will:

- Produce a Workforce Management Plan as part of the CRP.
- The plan will detail:
 - The content and delivery of communication campaigns across the workforce including 'being a good neighbour'.
 - Community volunteering programmes and incentives for workforce involvement.
 - Logistics planning including accommodation and transportation requirements to minimise community impact.
 - Inductions and training for all site staff, including sub-contractors, on community relations requirements.
 - Success indicators.



- Risk and opportunity identification processes and mitigation and management activities.
- Review and assess the efficacy of the plan each month through a senior leadership review. This will be done through a dedicated meeting where community risks and issues associated with the workforce are addressed, complaints and feedback received are reported, previous activities are evaluated and future activities are planned.
- Establish a workforce network to roll out key community relations messages and initiatives. The group will be organised and chaired by a senior member of the project team and be supported by the Community Relations Manager.

To manage the impact of accommodation and logistics for the workforce, we will:

- Work with local accommodation providers to establish what provisions are available for temporary accommodation arrangements. Local accommodation must be able to provide the short, medium or long-term arrangements.
- If it is detrimental to use the local supply chain, erect accommodation facilities at alternative locations and subject to planning consent. We will look at supporting local landowners through potential temporary lease options or establish legacy infrastructure that can be used by the local community beyond the life of the project.
- Use local companies as much as possible in the provision of local accommodation services such as catering and cleaning.
- Establish ride sharing programmes or use shuttle buses to transport workers to and from accommodation hubs.

In addition, we will survey local businesses and organisations quarterly to gain insight into community sentiment around the workforce and develop ideas and activities that encourage cohesion.

We will work with local companies and organisations to develop incentive programmes to encourage employees to participate in

local activities and spend in local communities. This could include ideas such as discount gym membership or restaurant vouchers.

2.6 Community Relations training

All members of the Community Relations Team will understand the communities they are working with, particularly the demographics, cultural sensitivities, health and wellbeing issues and how these aspects influence the community's opinion of the project. The Team will ensure the wider project team remains cognisant of their responsibilities to local communities and customers.

A training programme will be rolled out across the workforce based around the principles of 'being a good neighbour'. Other than training and inductions already mentioned in this submission, and in agreement with the Project Manager, we will undertake the following training and inductions to ensure our workforce remains actively involved in the promotion of positive and effectual community relations.

- All new staff and sub-contractors will undergo a community relation and communication training session as part of their induction process. The session will cover:
 - Understanding the local community and local area
 - Appropriate conduct when working in the community
 - Understanding the project's impact in on the local area
 - Using social media in relation to the project
 - Customer enquiry procedures and service expectations
 - Interacting with photographers and film crew
 - Raising communication risks and issues early
- Posters will be placed in welfare facilities and shared spaces, emphasising key points from the induction training. These posters will be refreshed every six months.
- Community Relations based training will be featured at all team stand downs or toolbox talks monthly. Topics will reiterate what is learned in induction or be relevant to current risks and issues.
- Site team supervisors will be briefed on any matter that arises and potential community risks or issues, or in advance of key



milestones. Site supervisors will be given additional training around identifying community risks and issues and how to report on and manage issues.

In addition, we propose a series of community led information sessions and speaker sessions from community leaders to the workforce. Such sessions would provide first-hand testimonials on the project impacts and benefits the local community. These sessions would also seek to encourage positive workforce interaction and involvement in local community life.

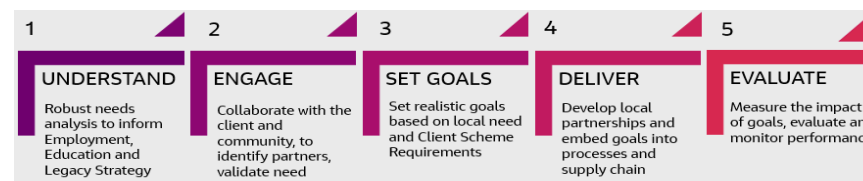
2.7 Legacy and education programme

Aligned to the A303 Scheme Objectives and Scope Compliance we will build on the Inclusion Action Plan (IAP), Employment, Skills Plan (ESP), Skills Gap Analysis (SGA) and Community Relations Plan (CRP) to develop a strategic, needs based approach to legacy benefits on the A303. Our Legacy Plan (LP) will be led by the Community Relations Manager and will become a golden thread through everything we deliver, built into our Project Execution Plan and become part of our culture. By focussing on creating and inclusive and customer driven culture, we will deliver tangible benefits and lasting legacy, appropriate to the scale of this investment. We will:

- Appoint Legacy Champions and Education Liaison Officers, to manage, record and evaluate our approach, feeding into Community Relations Manager
- Base the LP on local need, A303 objectives, and the outputs of the IAP, ESP, SGA, CRP to be complete 16 weeks after award, allowing 4 weeks to consider the outputs of other plans
- Embed a consortium wide approach, driven via supply chain engagement, targeted procurement and staff incentives
- Identify suitable measurement frameworks to evaluate the social value created and drive continuous improvement
- A collaborative annual evaluation of the LS, providing a report, lessons learnt and continuous improvement year-on year plan

- Equality, Inclusion and Diversity (EDI) will become the guiding principle that drives our LS, each activity and programme will prioritise individuals from underrepresented groups. We will track our engagement with these groups and seek external third-sector support to help connect with harder to reach groups to deliver our programmes. We will repeat our diversity analysis annually to ensure our approach remains relevant and make necessary adjustments over a long project.

Experience tells us that we achieve more for society when we work closely with our clients and communities to ensure our programmes and activity align to local need. To maximise collaboration, we will adopt the 5-Step approach below:



To be truly effective and meet the needs of the community, we must conduct a robust needs analysis:

- Using the Community Insights Tool to map the socio-economic, diversity and employment data along the route to enhance the outputs of the EDIT tool and IAP.
- Use the outputs from the ESP and SGA to ensure outreach activity aligns with future employment opportunities and prepares diverse groups to apply for these roles.
- Conduct a Legacy Stakeholder map and engage Local Authorities and community groups to understand regional priorities using the Benefits Steering Group to validate outputs.
- Using the data and insight gained from a robust needs analysis we will develop three action plans, that together create the LP that supports the overall legacy strategy developed by Highways England:

Employability Plan – as detailed in **QS-18A**.



Education Engagement Plan – this will centre around the delivery of the A303 STEM and Community Outreach Academy – a framework for learning and development that will establish and deliver long-term social, educational and economic benefits beyond the construction period. The A303 Academy will be led by a qualified and experienced professional reporting into the Community Relations Manager. It will be planned as a programme comprising several phases continuing through the design, construction, and maintenance of the scheme and linked directly to education curriculum. **(TQ2D1.1)** led by our Community Relations Manager, our A303 STEM and Community Outreach Academy partners with local organisations and Wiltshire Council to merge activities and investment so as to ensure the local population has access to knowledge about STEM careers and the pathways to access these. In particular this proposal goes beyond the generic issues that may arise from the scheme so it can focus on how we engage with local community initiatives that have a focus on:

- Supporting local economic growth (parts of East Amesbury that rank highly in national deprivation measures)
- Supporting assisted living
- Supporting environmental improvement initiatives.

(TQ2D2.2, TQ2D3.4) led by our Community Relations Manager.

Our A303 STEM and Community Outreach Academy goes beyond the scope to partner with local organisations and Wiltshire Council to merge activities and investment (where relevant and mutually beneficial) into one powerful STEM programme with a **minimum** offer of 50 units of STEM educational/career engagement (500 events / workshops / presentations) to be outlined within the Employment and Skills Plan. We will dedicate a **full time Educational Professional** (either a qualified teacher with experience of delivering STEM subject matter or a professional with relevant STEM delivery experience) for the duration of the project.

Within this initiative we will also include:

- Identification of individual BADGER leaders/ supervisors to join the national STEM Ambassador Programme, to support the aim to bring STEM subjects to life. This will become part of individual and team performance management targets.

Legacy Plan – As part of this plan we will:

- Provide funds (capped at £100,000) to contribute to legacy projects within the community. Funds will be spent following a set of criteria. The criteria will be drafted by the Community Relations Manager in collaboration with the Client and be reflective of the needs articulated through local plans and community reports.
- Consider each request for use of the funds against the criteria established. The Community Relations Manager will appoint a suitable member of the workforce to work with the applicants to determine logistics requirements, consents, programme and budget. Where appropriate, any design or construction requirements will be undertaken by the workforce.
- Both the inputs and outputs of our A303 STEM and Community Learning Platform will bring both short and long term legacy benefits beyond the construction period as a result of BADGER's actions. **(TQ2D3.1)** led by our Community Relations Manager.
- A STEM education centre will be funded for a period of 3 years following the completion of construction works. All STEM resources generated during the project will be gifted to both those educational establishments involved and all STEM sessions will be recorded for future use through the National STEM directory of resources.
- BADGER will with the WHS Partnership Panel to contribute to realising their aspirations and objectives which are included within the **Exploring the World Heritage Site and Beyond – Landscape Access, Sustainable Transport and Tourism Strategy** report, commissioned by WHS and



completed by ARUP **(TQ2D3.2)** led by our Community Relations Manager.

- BADGER will work with local authorities/community organisations during construction to develop further physical infrastructure legacy works to improve local connectivity. We will track the dynamic development of new settlement patterns flowing from both the Army Rebasing Programme and the possible urban expansion of Amesbury under the Wiltshire Core Strategy to ensure our legacy is appropriate for the community that we leave at the end of the works period. **(TQ2D3.3)** led by our Community Relations Manager.

Our Action Plans will be embedded in our Project Execution Plans to gain visibility and drive performance.



Annex A

As part of our focus on the Armed Forces and Care Leavers and Covenants we will undertake the activities below (1-4) so as to capture this valuable experience and skills to bring to the A303 Project of recognised leadership and experience. We would anticipate a high up take on this offer as it would offer a new career direction for those leaving the Armed forces. The Armed Forces will be fully integrated into BADGER's Leadership Development Opportunities. (See TQ5A1.2)

1. We will make contact with the Institution of Royal Engineers to offer employment and secondment opportunities.
2. We will work with the Army's Regional Resettlement Centre, Tidworth, so as to target our offer to local current and future need.
3. We will engage with the existing military welfare and support services network in Tidworth and throughout the community impacted by the project to advertise all available roles. This would further support the Armed Forces so that the families of military personnel are also given an opportunity to apply for available roles.
4. We will engage with existing local Care Leavers welfare services so as offer support BEFORE young people leave the care system when they are at greatest risk of becoming invisible to the world of employment.

We will establish an **A303 Military and Care Leavers Career Transition Partnership Programme** to support the Armed Forces, their families and Care Leavers. We will offer **long term positions, tangible and specific training/ re-training programmes**, not simply short placements as **an aspirational programme** for



families of serving armed forces personnel, former members of the armed forces and those leaving the care system.

All our vacancies will be open to Armed Forces and their families and those leaving care. Many roles will be required across the project which we expect these community groups to be well qualified to fulfil, for example:

- Engineers
- Logistics staff and managers
- Catering staff and managers and workforce
- Security staff and managers and workforce
- Administration managers and leaders



All roles will also form part of our supply chain contracts in terms of specific commitments to this proposal.

Selection

To support recruitment we will offer:

- Competitive remuneration packages
- A personalised training/ re-training programme based on career aspirations
- Pension schemes
- Private healthcare
- Social club membership
- Adoption of all EDI principles

We will offer support for CV writing, letters of application and interview techniques.

All BADGER employment vacancies will be informed to Wiltshire Council and the Army Resettlement Personnel.

BADGER will guarantee an interview for any vacancies to any applicants from the Armed Forces.

We will conduct a deep dive into local demographics and needs to ensure we offer positions that fit the needs of the area. This will ensure any measurement of our success in this area includes a local economic and employment criteria.

Retention

- To support the Armed Forces and Care Leavers Covenants we will offer long-term opportunities, built around individual career development plans demonstrating an exemplary EDI culture.
- In order to demonstrate a **full understanding of current and future needs**, by working with the Career Transitions Partnership we will include necessary support systems and procedures (e.g. flexible working hours, mentoring, access to mental health support providers)

- We will work through the Career Transitions Partnership to provide information of the project scope and timeline and **all** vacancies for inclusion on their Tidworth Career Transition Workshops throughout the duration of BADGER's programme.