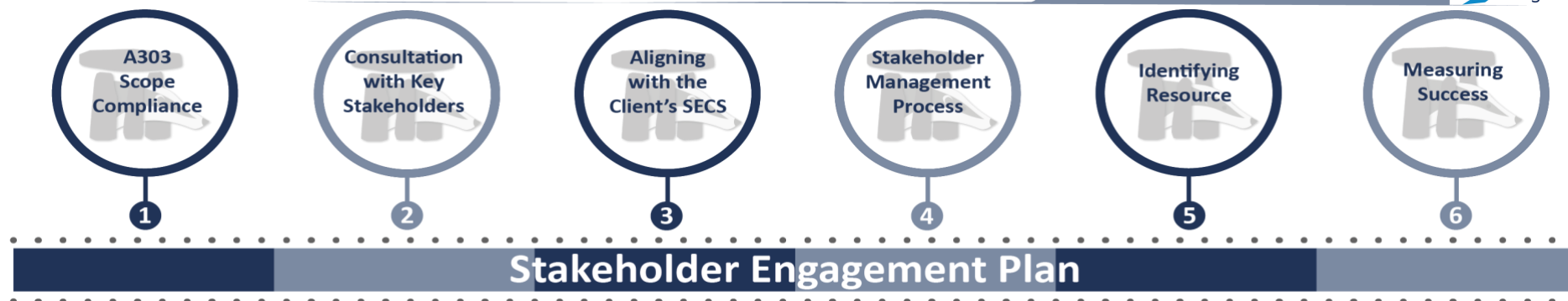


## Stakeholders and Communities | QS-17A | Outline Stakeholder Engagement Plan

1. Your *outline stakeholder engagement plan* shall include the following information as a minimum:
  - 1.1. a schedule which summarises the documents and matters that will require consultation with key stakeholders;
  - 1.2. the timeframes that will be allowed for consultation and agreement with key stakeholders, with particular regard to the detailed design stage;
  - 1.3. an explanation of how the *outline stakeholder engagement plan* supports The Client's Stakeholder Engagement and Communications Strategy (SECS);
  - 1.4. your stakeholder management process, including:
    - 1.4.1 how you will manage commitments which have been made to key stakeholders as part of the DCO, including via the working groups and the Stakeholder Design Consultation Group;
    - 1.4.2 how you will engage with, and consult, affected landholders and agricultural businesses.



## 1. Outline Stakeholder Engagement Plan

This plan outlines how we will engage and consult with key stakeholders during the detailed design and construction of the scheme to ensure their interests are included in the scheme design (**V2P7 2.1.9**). We continue to build upon *the client's* established aims and objectives (**S5 SECS**) with the aim of facilitating '*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.*'

BADGER's Community Relations Manager, highly experienced in stakeholder management, community relations and communications, is a key member of the dedicated Communications Team (**V2P7 1.1.3**), working with discipline leads and the *Client's* Communication Team, to ensure the Stakeholder Engagement Plan (SEP) is submitted to the *Project Manager* for approval within 12 weeks of the starting date (**V2P7 2.1.1**).

The following key references have been used to ensure alignment of BADGER's SEP with *the client's* Stakeholder Engagement and Communications Strategy:

### STAGE 1: A303 Scope Compliance

Scope Requirements	BADGER Compliance Process Documents
--------------------	-------------------------------------

V2P1 S251 Customer	<ul style="list-style-type: none"> <li>Customer Delivery Plan</li> <li>Customer Service Standards</li> </ul>
V2P1 S252 Customer Focus	<ul style="list-style-type: none"> <li>Customer Liaison Process</li> </ul>
V2P1 S253 People Strategy	<ul style="list-style-type: none"> <li>Inclusion Action Plan</li> <li>Employment and skills Plan</li> </ul>
V2P1 S295 Behaviours	<ul style="list-style-type: none"> <li>Behaviour Maturity Plan</li> </ul>
V2P1 S680 Training and competence	<ul style="list-style-type: none"> <li>Training Plans</li> </ul>
V2P1 S850 Meetings	<ul style="list-style-type: none"> <li>Monthly progress meetings</li> <li>Monthly progress report</li> </ul>
V2P1 S865 Communications	<ul style="list-style-type: none"> <li>Stakeholder Engagement Plan</li> </ul>
V2P1 S900 Working with <i>the client</i> and others	<ul style="list-style-type: none"> <li>Project Information Services Steering Group</li> <li>Co-ordination and co-operation with <i>the client</i> others</li> </ul>
V2P1 S2900 Collaborative behaviours	<ul style="list-style-type: none"> <li>Behavioural science training</li> <li>BADGER Leadership Training</li> <li>DISC Profiling</li> <li>Collaboration framework management system</li> </ul>
V2P1 S2905 Leadership	<ul style="list-style-type: none"> <li>BADGER Leadership Strategy</li> </ul>
Annex E Continual Improvement	<ul style="list-style-type: none"> <li>Improvement and Innovation Plan</li> <li>Lean Strategy</li> </ul>



Annex K Key Persons Schedule	<ul style="list-style-type: none"> <li>Capability / experience of BADGER leadership team and wider project team</li> </ul>
V2P7 1.1 Overarching principles and staffing	<ul style="list-style-type: none"> <li>BADGER Communications Team</li> </ul>
V2P7 2.1 - Stakeholder Engagement Plan	<ul style="list-style-type: none"> <li>Stakeholder Engagement Plan</li> </ul>
V2P7 2.2 - Community Relations Plan	<ul style="list-style-type: none"> <li>Community Relations Plan</li> </ul>
V2P7 2.3 – Internal Communications Plan	<ul style="list-style-type: none"> <li>Internal Communications Plan</li> <li>A303 Intranet and App</li> <li>Behavioural training Programme</li> </ul>
Appendix 1/3 V3 Communication	<ul style="list-style-type: none"> <li>Internal Communications Plan</li> <li>Stakeholder Engagement Plan</li> </ul>
A303 Customer Plan	<ul style="list-style-type: none"> <li>Stakeholder Engagement Plan</li> </ul>
Stage 5 - SECS	<ul style="list-style-type: none"> <li>Stakeholder Engagement Plan</li> </ul>
Stage 5 – SECP	<ul style="list-style-type: none"> <li>Stakeholder Engagement Plan</li> </ul>
6.3 OEMP Table 3.2b	<ul style="list-style-type: none"> <li>BADGER Leadership Team</li> <li>Stakeholder Design Consultation Group (SDCG)</li> <li>Stakeholder Engagement Plan</li> </ul>

The Community Relations Manager meets with the *Project Manager* (**V2P7 2.1.3**) and the *Client's* Stakeholder Engagement Team within 2 weeks of mobilisation to establish strong working relationships, understand the stakeholder landscape and the risks and concerns to be considered (**V2P7 2.1.4**). The SEP builds on committed stakeholder objectives made by the client (**S5 SECS 3.2.2**) and throughout scheme development and defines these as relevant for the construction stage:

- Maintain good working relationships to ensure timely stakeholder input and consultation
  - BADGER work closely with all key stakeholders via established working groups including the Stakeholder Strategic Board (SSB) and Benefits Steering Group (BSG) which meet quarterly (**Stage 5 SECP 9.4.2**), and the

Communications Working Group, meeting on a regular basis to share information, progress updates and ensuring all design commitments are met (**V2P7 2.1.2**). This ensures all detailed design and construction works are adequately consulted on and communicated and any issues raised by stakeholders and communities.

- Ensure the scheme accommodates stakeholder needs and/or aims as far as is reasonable and practical
  - Our stakeholder lead is embedded into the project leadership team to ensure stakeholders needs and concerns are raised at the appropriate level and timely consultation and communication of change or key milestones is programmed appropriately.
- Secure more vocal advocacy – especially at scheme milestones
  - We work closely with the Client's Press Team (**S5 SECS 13.4**) to establish strong relationships with local media and news outlets. We share interesting and novel developments at regular intervals and invite them to site at key milestones especially around archaeology and tunnelling activity.
- Avoid or minimise concerns being raised going forward
  - We are an open and local team that work on the ground with communities and stakeholders. We recruit locally to ensure trust and open dialogue. We implement strong systems that monitor sentiment including the client's community feedback tool ECHO (**S5 SECS 10.3.1**) and social media monitoring to judge the sense of feeling in the community and amongst stakeholders.

## 1.1 STAGE 2 – Documents and matters requiring consultation with key stakeholders

BADGER plan all communications in the form of an Internal Communication Plan, which outlines a clear, consistent approach to consultation with key stakeholders and landowners (**V2P7 2.1.2**) and supplements the SEP. In accordance with these plans, the



team engage and manage stakeholders and landowners in a number of ways, tailored to the needs of the specific stakeholder.

*The client* has established a Stakeholder Design Consultation Group (SDCG) (**SECP 9.4.4**) that it consults with in relation to the specific areas of the detailed design as it is being developed. We have representation on the SDCG and ensure all necessary consultation takes place and the material required to facilitate consultation is produced in an easy-to-understand way, including:

- The baseline position and what will change
- SDCG scope of influence for each matter
- Constraints and challenges to deliver the proposal/option
- The impacts of each proposal and/or option
- The benefits and disbenefits of each proposal and/or option
- How decisions on the final outcome will be made

We consult the SDCG on the emerging Detailed Design during the process of its development. This is secured through regular monthly meetings of the SDCG or frequencies as appropriate to the needs of the project or stakeholder group (**V2P9 2.4.5**).

BADGER work with the Landscape team to establish a Landscape Steering Group (LSG) that is engaged from the outset (**OLEMP 3.1.1 / ES Appendix 8.26**). The LSG is made up of Natural England, National Trust, RSPB, Wiltshire Council, Landowners (via Agricultural Liaison Officer where appropriate) and any other key stakeholders deemed appropriate by the Client. The LSG have an independent advisory role and are consulted throughout the detailed design to assist in understanding the key stakeholders' broader objectives and how the scheme can assist in the delivery of those. At the earliest opportunity it is essential to agree and confirm the role, remit, governance and the scope of their influence on the Scheme.

The key stakeholder groups have a deep understanding of the site and its landscape context. We work proactively with them to utilise this knowledge to the betterment of the scheme. All stakeholder engagement and outcomes are captured on our Stakeholder

Engagement register. This facilitates the sharing of good practice across all stakeholders.

By involving other key stakeholders in the consultation process, the matter or document, and ultimately the scheme, will have a greater acceptance and advocacy amongst stakeholder groups.

As a result of BADGER embedding the Heritage Stakeholders into the project the SDCG will be giving a seat at the table in terms not only on acting as a consultee at detailed design stage but also in terms of an enhanced working relationship after scheme completion as the new assets and their operation move into business-as-usual. (**TQ5D2.1**, led by our Project Director)

BADGER will consult the SDCG on the external appearance of the following (**OEMP, 4.5**) as part of the detailed designed:

- Signing and signaling at the new Longbarrow junction (Work No.1C(ii)); and
- Flyover, signing and lighting at the Countess junction (Work No.1H(iv)).

A summary of all matters and documents requiring consultation during the Detailed Design phase stipulated through the DCO process (**OEMP, 4.5**) are detailed overleaf in Figure 1.

BADGER will ensure that detailed design is carried out in accordance with the DCO (**DCO, Pt 1, requirements, 3.**) and that any amendments to design are made this information made available in electronic form for inspection by members of the public.

BADGER will use and maintain the existing website/CommonPlace and a page comprising:

- a) The Consultation Information
- b) The minutes of any meeting of the SDCG insofar as it relates to the Consultation Information
- c) The summary required by paragraph 4.5.15.



Figure 1: Table of matters and documents requiring consultation

Category	Document / Submission Title	Consultees									Other relevant parties - Secretary of state	Time (working days)														
		Wiltshire Council	Historic England	National Trust	English Heritage	Environment Agency	HMAG	Emergency Services	Natural England	SDCG		Notice of submission period	Acceptance for review	Consultation Period 1	SDCG review in advance of SDCG meeting	SDCG meeting	Contractor's Design Package update following SDCG meeting	Project Manager review and issue of comments	Design Package update period 1	Consultation period 2	Project Manager review and issue of comments	Design Package update period 2	Agreement by Others period	Pre-design technical approval	Contractor design period	Detailed Design acceptance
Category 1	CEMP	X	X	X	X	X					X															
	Heritage Management Plan	X	X				X																			
	Site Specific Written Schemes of Investigation	X	X				X																			
	Archaeological Method Statements	X	X				X																			
	Emergency Preparedness and Response Plan	X		X		X		X			X					X										
	Ground Movement Monitoring strategy	X	X				X									X										
	Landscape and Ecology Management Plan	X	X	X		X			X																	
	Aboricultural Mitigation Strategy	X		X																						
	Invasive Non-native Species Management Plan									X						X										
	Noise and Vibration Management Plan	X	X	X												X										
	Noise Insulation and Temporary Rehousing Plan	X																								
	Soils Management Strategy	X	X			X	X									X										
	Water Management Plan (to include Flood Risk Management Plan)	X		X		X										X										
	Groundwater Management Plan	X				X			X							X										
	Site Waste Management Plan					X										X										
	Materials Management Plan					X										X										
	Traffic Management Plan	X	X	X						X	X															
	Handover Environmental Management Plan	X	X	X						X		X														
Category 2	Handover Plan for the De-Trunked Roads	X																								
	Local Roads Detailed Design	X																								
	London Road Junction Works Design	X																								
	Stonehenge Road Monitoring Scheme	X																								
	A345\London Road Junction Monitoring Scheme	X																								
	Bulford Monitoring Scheme	X																								
Category 3	External appearance of tunnel service buildings	X	X	X	X						X															
	Portal Structures	X	X	X	X						X															
	Retaining Walls within the WHS	X	X	X	X						X															
	Green Bridge Four	X	X	X	X						X															
	All gating, signage and fencing within the WHS	X	X	X	X						X															
	Longbarrow Junction signing & signalling	X	X	X	X						X															
	Countess Junction Flyover, signing, signalling and lighting	X	X	X	X						X															
	Public rights of way within the WHS	X	X	X	X						X															





## 1.2 Timeframes for consultation and agreement with key stakeholders

As a minimum the SDCG are consulted on each part of the Detailed Design prior to the commencement of construction of that part (**OEMP 4.5.6**). The SDCG meet on a monthly basis or as otherwise agreed during key stages of the Detailed Design development with our appropriate technical teams and stakeholder lead in attendance. SDCG members are to provide written feedback within three working days of the meeting and we will support Highways England to provide collated feedback and meeting notes within a further 2 working days. Following this, we will help Highways England to provide a summary report within a further 13 working days.

### Alignment with A303 Management Plans and meetings

We commit to continuing the weekly design development workshops (known as 'solutions Tuesdays') to enable ongoing discussion with statutory and technical stakeholders where specific questions and concerns related to aspects of the design can be considered in detail and potential solutions agreed.

As well as engaging and consulting with the SDCG, BADGER consult with the Public Archaeology and Community Engagement (PACE) Steering Group (**SECP 12.4.1**) for each relevant matter.

The Construction Environmental Management Plan (CEMP) is revised as necessary during the construction phase by the BADGER team (**OEMP 1.1.11**), in line with the principles of the OEMP. Each revised CEMP is consulted on by the relevant stakeholders.

Towards the end of the construction phase BADGER submit a final version of the CEMP and its associated Landscape and Ecology Management Plan (LEMP) (**OEMP 1.1.12**) for the operational and maintenance phase of the Scheme, in the form of a Handover Environmental Management Plan (HEMP) to Wiltshire Council for approval, in consultation with the relevant stakeholders.

For all matters requiring consultation, we work in line with the Highways England Design Package Category consultation and acceptance review periods (**V2P9 Table 2.5**). We consider when carrying out consultation what external factors may impact on the timeframes and make suitable alterations to ensure a fair opportunity for consideration and feedback.

We capture all feedback from consultation activities through our Track Record Consent & Engage process ensuring there is a clear and robust audit trail of all decisions made. Decisions made are fed back to consultees in a timely manner with a clear explanation.

## 1.3 STAGE 3 - Aligning with the Client's SECS

Our Community Relations Manager works alongside the discipline leads ensuring stakeholder engagement is given a voice and concerns raised by stakeholders are escalated where appropriate in line with the key engagement and communication objectives for each stakeholder group (**SECS 3.2**). Throughout the project our stakeholders develop strong expectations about how we engage and communicate with them.

Moving into this next phase, we elevate this approach to:

- Ensure the story of the project is captured and shared, focussing on how stakeholders have been involved in its success. Project progress is captured via case studies published via newsletter and the scheme website and where appropriate social media channels.
- 'Digital first' (but not 'digital only') approach (**SECP 6.1.4**) so information is easily accessible in any situation e.g., issue digital newsletters via social media platforms and display on community information boards.
- Encourage our stakeholders to be advocates for the project in their own areas of influence (**SECP 5.2.3**). Work with local communities to establish who supporters are.



- Identify, manage and mitigate risks by inviting early conversations and interventions with our stakeholders
- We will identify supportive third parties, helping and motivating them to publicly promote it. **(SECP 9.4.1)**
- Tell Highways England's story of safety, customer service and delivery **(SECP 10.6.2)** through positive media coverage.
- 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. **(SECP 15.8)**

## Stakeholder Engagement Opportunities

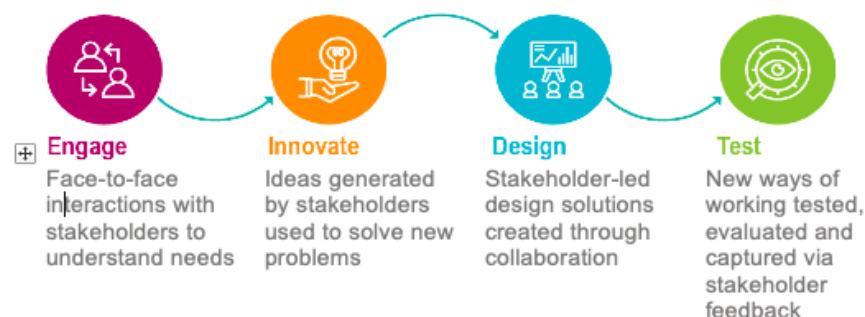


Figure 2: Stakeholder Engagement Pillars

Our process for engagement is based around the four pillars in Figure 2 and align with *the client's* Stakeholder Engagement and Communications Strategy, focusing on the opportunities around reputation, community engagement and project reach **(SECP 2.2)**:

- **Reputational** – our approach to collaboration with stakeholders and communities ensures reputational risks are minimised. This is achieved with open dialogue through the stakeholder steering group, having a strong community presence and a local team working alongside the construction teams to capture feedback and respond in line with stakeholders and local communities' requirements. When we look at issues that arise, we will ensure

stakeholders are engaged to find solutions and that we are aligned to the decisions made during the DCO

- **Community engagement** – targeted engagement within local communities and delivering on project milestones is critical to building relationships, trust and credibility
- **Project reach** – maximising milestones to share positive project updates with a wider global and nationwide audience. Achieved by working tirelessly with *the client's* press team to build a strong catalogue of 'good news' case studies that capture the hearts and minds on a global stage through a narrative of preserving archeology and safeguarding the integrity of the stones.

## 1.4 STAGE 4 - Stakeholder Management Process

Team BADGER's Stakeholder Engagement will start at Preferred Bidder Stage with the early deployment of our CMR. It will continue during the Detailed Design and Construction of the scheme building on established relationships and ensuring commitments and agreements are maintained. As we move into the new phases, we re-evaluate and refresh these relationships and embed new post-pandemic ways of working for example virtual meetings and digital engagement **(ITPDV4 11.1)**. **(TQ5D2.3)** led by our Project Director and Stakeholder Manager.

We identify any new stakeholders that we need to work closely with for the successful delivery of the scheme. We engage with established groups, confirming with them how they want to be involved as the project progresses, ensuring support is maintained and opposition is minimised. We plan communications using the BADGER Communication Plan which is distributed to the project team, and we set up stakeholder communications channels (consultations, workshops etc.) ensuring the relevant stakeholders are informed. Regular communication with our stakeholders helps them to fully understand project progress and how their input can be valuable going forward. With such a level of interest and influence we regularly monitor and report on stakeholder activity and any emerging issues and risks.



## Lean Stakeholder Management

We deliver stakeholder management (**V2P7**) using the principles of lean, delivering the requirements and strategic objectives as efficiently and effectively as possible to ensure achievement of programme (**V2P1 3**).

Our stakeholder management system and processes use digital tools to deliver stakeholder value that ensure:

- value streams of all stakeholder processes have been mapped and value adding activities are identified and optimised
- critical interactions and interdependences are identified and opportunities for minimising non-value adding activity and eliminating waste are identified and realised.

Planning, design and construction takes account of *client* requirements to:

- continually evaluate stakeholder needs with formal feedback
- ensure stakeholders are represented at senior leadership and project team level
- integrate planning/design/construction teams
- identify and quantify priorities of all stakeholders not just those impacted by the scheme
- ensure stakeholder needs are translated into common goals that are communicated and understood by integrated planning/design/construction teams and create a collaborative environment that aims to meet those goals
- ensure information systems are easily accessible and compatible with stakeholder communications and analyse needs

## Key Risks

Our Stakeholder Management Process supports management of the following identified key risks as a minimum (**SECP 2.2.2**):

- **Opposition:** We closely monitor social media and press to gain intelligence around potential activity. We establish open

dialogue and ensure protest and campaign groups are provided with all community relations material developed for the scheme.

- **Reputational:** We embed communication points within the programme of works ensuring all construction impacts are shared with adequate notice to stakeholders
- **Programme/costs:** We keep the client stakeholder team informed so timely messaging to stakeholders and the public is managed and choreographed to limit negative impacts in the event that the programme meets with challenges
- **Lack of engagement and communications:** We produce a suite of printed and digital communications (**see community relations plan submission QS-17B**) to update communities and ensure any mis-messaging is rebuffed.

## STAGE 5 - Identifying Resource

We assign Stakeholder Relationship Managers to each key stakeholder tasked with canvassing and advocating stakeholder needs at project level. They ensure that stakeholders are heard and can influence the delivery of the scheme.

These roles are key to building strong and effective relationships as stakeholders have a consistent contact championing their needs throughout project delivery.

For all Nationally Significant Infrastructure Projects (NSIPs) we:

- Prioritise staff continuity around engagement.
- Employ local staff who know and care about the local area, allowing them to better understand the place and its communities and build a rapport with them.
- Understand that no project will always get it right first time – it is best to be open, admit mistakes and learn from them.
- Are up front about what we know at the time, even if this involves transparency that we do not yet have the full picture of.
- Are available when stakeholders have concerns and issues.

## Team Structure

The lead role in the delivery of communication and stakeholder management will be the Community Relations Manager, they will be





responsible for the overall strategy, management of the team and working close with the client team. Within BADGER's team structure will be two designated stakeholder managers responsible for relationships with key stakeholders (Wiltshire Councils, Statutory Environmental bodies and the SCDG). These roles will flex with the demands of the project. BADGER will also recruit an Agricultural Liaison Officer, a crucial role in managing relationships with landowners, tenants, agricultural business and other agricultural stakeholders. This role will be filled by an experienced and local person who has strong communications skills and who is well versed in agricultural matters.

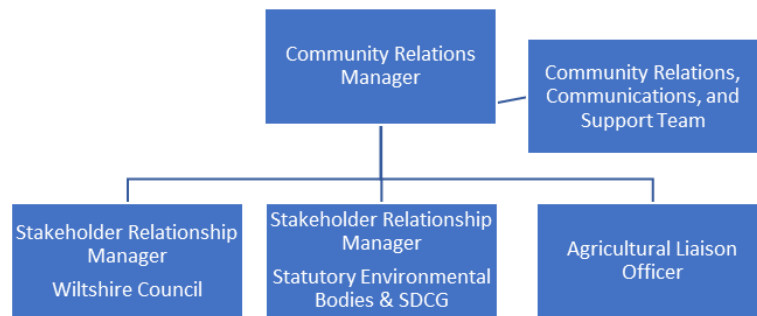


Figure 3: Stakeholder/Community Relations Team Structure

The above team will be supported by a communications team and community relations team who will be responsible for timely messaging and communication with the public and customers, working closely with the client team.

It will be essential that the Community Relations Manager is party to senior level discussions to ensure there is a clear chain of communication between the project, stakeholders and customers.

The Community Relations Manager will be a known and visible member of the team, known to stakeholders, the client team, the design team, the construction team and the community.

## STAGE 6 – Measuring Success

How the result of successful stakeholder engagement and communication will look for the A303 is described in Figure 4. **(SECS 4.1)**

In collaboration *the client Project Manager* within 4 weeks of mobilisation BADGER produce a set of draft KPIs that are measurable and align with the SECS. KPIs are reported fortnightly or as agreed with *the client Project Manager*. We survey stakeholders on a quarterly basis to inform our stakeholder satisfaction report. This report identifies areas for improvement and celebrate success.

Stakeholders					
Key	Local Communities	Road Users	Special Interest and Campaign Groups	Worldwide audience	Equality, diversity and inclusion
Fully engaged stakeholders who attend regular meetings and feedback on all consultation and become advocates of HE as an authority who are trusted and follow best practice, even if they are not in agreement with all plans	Are fully informed of all activities taking place and trust HE to be considerate and to communicate well and understand the benefits of the scheme even if they do not support it. Using local newsletter updates we will myth bust and share well in advance works taking place and respond to negative feedback quickly	Are informed well in advance of disruption and understand fully why temporary disruption is beneficial to them longer term and trust that HE will communicate well and are working towards improving their journeys.	The importance of the heritage and global interest in the stones is shared regularly via social media and numerous media outlets in a positive manner reassuring groups that HE value the area and are working to preserve heritage and to safeguard the stones	Press articles are published in global publications endorsing the work the HE are doing to ensure the integrity of the stones and surrounding heritage and the scheme acts as a enabler to uncovering further archeological findings and sharing discoveries with the world	Providing Diversity and inclusion training to all team members. Ensuring at all times there are no barriers to employment delivering the scheme and diversity is celebrated publicly and a diverse workforce who embrace inclusive behaviours and that is acknowledged by communities and stakeholders

Figure 4: Success factors

### 1.4.1 Managing commitments made to key stakeholders

Effective management of commitments made to key stakeholders in the DCO is a strategic necessity **(V2P7 2.1.2)**. BADGER will manage this process through timely, open, two-way communication. Commitments will be met, with actions and developments recorded, including areas for further consultation to meet regulatory and planning requirements. We will ensure that all statements of common ground and commitments made through the DCO process are managed and logged so that the project team have easy access to this information.

Design commitments made to key stakeholders **(OEMP Table 3.2b)** affecting Cultural Heritage **(ES Chapter 6)**, Landscape & Visual,



Biodiversity and Noise & Vibration (**ES chapter 9**) are managed through regular consultation with the relevant parties.

To create trust, demonstrate transparency and achieve the best results, we will:

- Use technology to keep commitments and achieve success by using **Track Record Consent & Engage** (Figure 5) digital platform to manage interactions with commitments made to stakeholders and landowners (this will be complementary to the client's CRM system and not duplicating).
- Continuously communicate and update all stakeholders affected over the course of a project through timely, open two-way communication – communication methods are accessible, easily understood, timely, reliable and accurate.
- Track communications in a detailed and time-based manner - implementing Highways' England's Customer Relationship Management system (Connect) to record and capture communications (**SECP 5.2.12**) alongside Track Record Consent & Engage Keep detailed records of project milestones and impactful events – opportunity to secure more vocal advocacy. (**SECP 9.2**)

Track Record Consent is a cloud based digital solution for managing permissions from people and organisations affected by a project.

It helps keep projects on top of approvals and statutory requirements.



Automated upload of various consents, requirements and approvals



Management reporting, gap analysis and bespoke statistical report delivery



Simple to use workflows for each type of consent



Scheduling and notification of KPI deadlines, objections and approvals



Single database of all consenting information and requirements



Web portal to monitor day to day progress and performance



Fast, secure access for all delivery partners

The stakeholder management solution Track Record Consent & Engage ensures we stay on track with commitments by centrally managing all communications regarding the impact their initiatives have on communities. In addition to easing the burden and risk associated with manual tracking commitments, Track Record Consent & Engage records stakeholder issues, interests, and concerns, manages the assignment of tasks and generates project reports that demonstrate commitments have been met.

Track Record Consent & Engage ensures that all communications related to each specific commitment are archived. As a result, there is a consistent, historic digital record of what has transpired regarding promises to stakeholders even if team members or stakeholder representatives change over time.

BADGER will also ensure that the working group structure already set up by the client is engaged and informed about the progress of commitments made. The groups that will be engaged throughout the project are those highlighted detailed below (**SECP 9.4.4**). We will provide updates through the Community Relations Manager to the client. The Community Relations Manager will also facilitate attendance of specialist project team members as appropriate.

- |  |   |
|--|---|
| ■ Local Community Forum                | ■ Stakeholder Strategy Board                                    |
| ■ Benefits Steering Group              | ■ Biodiversity Working Group                                    |
| ■ Heritage Working Group               | ■ Local Economy Working Group                                   |
| ■ Land Interest Forum                  | ■ Communications Working Group                                  |
| ■ Connecting Communities Working Group | ■ A303, A358, A30 Improvements – Local Authority Steering Group |

And the following Advisory and Technical Working Groups:

- |   |   |
|---|---|
| ■ SDCG  | ■ HMAG  |
| ■ Scientific Committee  | ■ Environmental Group                         |
| ■ Traffic LA Liaison Group  | ■ Safety Control Review Group                 |
| ■ Public Archaeology and Community Engagement (PACE) Steering Committee | ■ UNESCO/ICOMOS Engagement Group              |
|   | ■ Tunnel Design and Safety Consultation Group |

Figure 5: Track Record Consent



The Community Relations Manager will ensure consistency of messaging and provide the client and groups with the most up to date information and feedback concerns to the project team.

### 1.4.2 Engaging landowners and agricultural businesses

Directly affected landowners and neighbours play an essential role in helping us achieve our programme. Our team review and collate all communications made prior to contract award with landholders and key stakeholders to ensure full understanding of commitments and previous agreements.

In line with how we manage commitments as a whole, we will use Track Record Consent to firstly log all commitments made to landowners and agricultural businesses through the DCO process and through statements of common ground and track compliance throughout project delivery, this system will be the key reference and tracking database for the team. Each communication with a landowner where a commitment is discussed will be logged and available to the project team with actions allocated where appropriate.

We will keep landowners and agricultural businesses informed about potential impacts, changes and developments and manage expectations accordingly, mindful of commitments made (**V2P7 2.1.2**). Figure 6 below shows the minimum notice periods for all impacts and changes clearly communicated to our most affected neighbours through letters, email and/or text notifications (as decided by the landowner/business) (**V2P9 Table 2-5**):

Activity	Notice period (minimum)
New phase of works begins/restarts	7 days
Night works	5 days
Noisy works	5 days
Emergency works	Immediate
Impact to access	7 days

Access to land required	As agreed with stakeholder but no less than 7 days
-------------------------	--

Figure 6: Communication with landowner minimum notice

An Agricultural Liaison Officer (ALO) is integrated into the project team, responsible for the communication with landowners and occupiers running agricultural businesses likely to be affected by the scheme (owner/occupiers) and their agents (**OEMP Table 2.1**). The ALO will be experienced in agricultural matters and be able to communicate with confidence.

Each directly impacted landowner and resident will link with the ALO or an alternatively appropriately trained member of the project team. The ALO:

- Is the main point of contact with the landowner/resident
- Understands previous issues, concerns and any commitments/agreements made
- Agrees methods of communication, e.g., email, phone, text
- Shares direct contact details and appropriate out-of-hours details
- Agrees regularity of communication
- Acts as an advocate for the resident during project decisions
- Understands areas of the stakeholders' interest and information requirements
- Determines and support delivery of long term/legacy benefits the project could offer that stakeholder.

All communication with landowners is recorded within *the client's* CRM system, Microsoft Dynamics 365 (**V2P5 3.5**) within two days of the meeting or other communication. Actions are entered into our track record consent & engage system, assigned to the appropriate team member and tracked by the stakeholder team to ensure an auditable flow of information. On a quarterly basis landowners and agricultural businesses are asked to give feedback on the communication and engagement they are receiving and their feedback forms part of the stakeholder satisfaction report.