MURPHY

WORLD-CLASS INFRASTRUCTURE

INTRODUCTION TO COMMUNITY ENGAGEMENT

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Lower Thames Crossing –Meet the Bidder Day

INTRODUCTION

This is a quick guide to Community Engagement which contains some essential pointers for team members working on projects with a public facing aspect. This guide is particularly aimed at live project delivery including both small- and large-scale projects.

Community Engagement Leads (CEL) are integral members of a project delivery team. Depending on the size of your project, this may be a standalone role or a combined function e.g., a site supervisor or a project manager may be taking on a few different roles.

Public and government pressure towards public and private projects has increased in the last decade. The CEL will often play a pivotal role, and they may also take on tasks or support other team members who are dealing with internal and external communications, Skills, Education and Employment (SEE), Equality Diversity and Inclusion (EDI), Social Value (SV), and legacy. Their role often consists of a broader blend of skills and capabilities, but it always comes down to engaging with stakeholders and communities.

For the purposes of this handbook, the CEL role will be the focus.

From the smallest to the largest projects, the common thread is that people, communities, and society will be impacted during the delivery with many conflicting aspects to consider keeping a project on target as well and honour pre-agreed budgets.

Overarching goals for project teams

- Plan ahead with the Project Delivery Team (PDT) including Supply Chain Partners (SCP) to avoid impact → be proactive
- Be available with to the public → have approachable project teams
- Be honest – transparent – explain the bigger picture – open two-way conversation → build trust
- Do what is best for the community and the project → collaborate and compromise
- Instil the good neighbour messages in the delivery teams → mutual respect
- Leave a positive and sustainable legacy for the communities in which we operate → empower communities

HS2 – sapling donations and planting with local schools

PRECONSTRUCTION PHASE

What is preconstruction?

Preconstruction is the period between winning and signing the contract, and the construction works starting; it is the planning or project preparation phase.

As with most things to do with community engagement, preparation is key. Therefore, there are three important things to do in the preconstruction phase:

1. Understand what is expected – the scope
2. Identify key stakeholders and start stakeholder mapping
3. Undertake community impact assessments

It is crucial to build up a good relationship with your client from the outset and understand the deliverables, your project area and define clearly who does what.

Understand what is expected – the scope

Make sure that you understand the contractual scope which will cover all the deliverables in the contract. Your performance will be monitored and measured against this. Establish who will do what with a RACI chart. This is a smart way to break down the workload and get full clarity is by breaking it down task-by-task. RACI stands for Responsible, Accountable, Consulted, Informed and it is a useful tool to allocate tasks to various parties working together on a project. The example below shows a division of tasks:

Example of RACI chart to allocate responsibility for specific tasks

Key Activities R-responsible A-accountable C-consulted I-informed	Contractor Community Engagement Lead/team	Client CE Lead	Clientt/Contractor Interface Manager	Client Senior Community Engagement Director	Client Helpdesk/Public Response Team	Subject Matter Expert	**Comments**
Lead on creation of engagement plans and subsequent revisions (as required)	**R**	**C**	**C**	**C**	**C**		
Support, guide and facilitate the creation of engagement plans	**C**	**R/A**	**C**				
Formally assure and sign off local engagement plans	**C**	**C**	**C**				

Identifying key stakeholders and stakeholder mapping

Knowing your audience will put you in a better position to tailor a more effective engagement / communications strategy. Check with your client and organise a knowledge handover with them around existing relationships that developed during the planning stage or prior to the contractors mobilising the works. This early task could save a vast amount of time and money later on in the project.

HS2 – Hoarding artwork with community input in Birmingham

Case study: evidencing how early engagement with stakeholders can impact programme and cost

On the HS2 Early Works project in Birmingham, we introduced our Utility Team to key stakeholders 18 months before we started major utility diversions works. Stakeholders included Birmingham City Council (BCC), the Bullring shopping centre, National Express West Midlands bus operator, and Business Improvement Districts (BIDS) Birmingham. We achieved the following results through our early engagement:

1. Our works were planned to avoid negative impact on the Bullring e.g., for Black Friday and Christmas shopping peak period
2. The BIDS Birmingham team assisted us in cascading information to all the retailers in the city centre to inform them e.g., of changes in delivery routes or access arrangements. They became the single point of contact for us to talk to and address concerns from the retailers which made engagement easy.
3. We also aligned our programme of works with BCC to combine works on roads and avoid clashes like needing to work on the same pavement or road at the same time.
4. We avoided disrupting National Express West Midlands bus routes during September and October, the bus operator’s busiest revenue month for when all the students sign up for their annual travel passes. This helped them achieve their annual revenue streams.

The four points above prove that setting up early conversations, incorporating feedback into the way we planned works built good working relationships and kept stakeholders on board. It also avoided costly delays to our delivery programme.

Community Impact Assessments (CIA)

When conducting a CIA you will get to know your project delivery area and the communities around the work site that will be directly impacted. To be a successful CEL, you need to start thinking about what will happen on the ground before your team even puts a site office in place.

Start by talking to the construction delivery team so they can explain all impacts they foresee - i.e., visual impact, noise, vibration, dust, traffic, diversions, loss of green areas, demolitions etc. Each of these activities will impact the community in some way. Simple low-cost actions include:

- Desktop research is your first step to understand a community. On google maps you can immediately see e.g., shops and venues that paid for advertising. It is advisable to zoom in several times on Streetview, and look out for the corner shops, the community hall, the local charities, etc. who did not pay for advertising. Then you can start a simple spreadsheet to populate with names to save on work later.
  - **NOTE:** Due to GDPR restrictions, some clients will not be able share their stakeholder database with you. This is why it is best to store information as you go during the research phase. This will also then help you to cascade this information to other people in the project team.
- To understand the population profile in your project area make use of free data available on the government website www.data.gov.uk and www.census.gov.uk these will allow you to check statistics around age profiles, employment, social background, gender, cultural backgrounds etc.
  - **NOTE:** The dynamic is different in an urban vs rural environment. If you work in an area of regeneration with high unemployment and pockets of deprivation where people don't have access to PC or laptop or people don't speak English, the messaging and communication channels will need to be hard copy, community champions, and through community halls or charities. Whereas, for example in a business park you would be able to cascade information through the park management team in one single email. Another example is if you work in an affluent area with a lot of highly educated people who are opposed to the project, it is not out of the question for them to take legal action if they feel they are not communicated with properly. In that case you may need to organise more than the usual number of information events, drop ins, presentations for residents' committees, and the project engineers should be in attendance to answer questions. Ultimately, remember that building trust with the community will avoid time and cost overruns.
- In the early stages organise a visit to the general project area including the village and the local road network etc. Once the land for the project is legally in the temporary possession of the delivery team you can organise a site walk over with various people in the wider team – for example, a safety person, construction manager, engineer, environmental person, traffic consents manager etc. They will each have a different professional angle on what impact the project will have and they will give you great and varied insights.
  - **NOTE:** Visiting the site is crucial to see road layouts, traffic bottlenecks that exist prior to the works, access to properties, business set ups for deliveries, bin collections, bus routes, potential impact on places of worship, schools, hospitals, nursing homes, airports, train stations, funeral halls, crematoriums, conference venues, shopping centres, housing estates, other construction projects, homeless shelters, etc.

- Another way to build local relationships is by tapping into the business community. Check if you can make an appointment or pay membership to local branch of Federation of Small Businesses (FSB) or Chamber of Commerce. This can also be done at a later stage. Looking on the local council website will also give you insights e.g., who the local councillors are and what their views are on the project. Following that you can search social media channels and local online media outlets for news articles about these representatives as they may have commented on the project you are working. It will also give you an idea who the voices of influence are in the area.

Early insights gathered from desktop and on-the-ground research will be very useful for the project design team, logistics team and construction delivery team and the community team. You can flag them with your client while, in parallel, the various aforementioned disciplines can refine design, change method statements, apply for extra consents at the earliest possibility to stay on programme and avoid costly overruns. The term for this is 'mitigate by avoidance'.

Creating a community engagement plan

Once you have followed all the previous steps in this chapter, you can start putting your engagement plan together.

At this stage, you should liaise with the client team to understand their preferences around what engagement methods you should use as well as the frequency. This then becomes part of your engagement plan which the client will sign off. The engagement plan will usually contain some or all the chapters below, and will be updated regularly as the project progresses:

1. Scope of works
2. Stakeholder mapping
3. Issues/risk analysis
4. Engagement objectives - tactics – channels
5. Key messaging and reactive statements
6. Action plan – rolling look ahead action tracker of all planned activities
7. Measurements and evaluations KPIs and SLA as per contract
8. Social value (if not requested in a separate document)
9. Organisation, responsibilities, contact details and call out procedures
10. Reporting

CONSTRUCTION PHASE

Being the face of a project - adopting a winning attitude – top tips

- Construction projects can bring out strong reactions in people – don't take it personally.
- Everything on a live construction project is always subject to change – don't forget to include that in your communications.
- Don't try to solve all problems on your own – escalate early if you think something will become an issue
- Every construction manager or site worker is your eyes and ears on the ground, your ally, and your champion – involve, respect, and thank them
- You won't change every stakeholder's mind – if you encounter people who are opposed to the project or have strong opinions, just stay professional and keep good records in case they are needed for evidence at a later stage
- Ensure the team on the ground understand and abides by the commitments you give to stakeholders
- Manage stakeholder expectations – think about the long-term consequences of agreements put in place
- Speak up if you think the community will not accept the way the works will impact them in the way your delivery team proposes these – put yourself in their shoes

Engagement – proactive is the magic word

An CEL is the face of a project and the relationships they build will help the project teams to deliver on social value. There are four key types of communication which we will cover below:

1. **Inform** proactive engagement
2. **Consult** proactive engagement
3. **Involve** proactive engagement
4. **Respond** reactive engagement

INFORM Proactive engagement

Before works start, you must inform stakeholders of what is coming and get the correct balance of detail – answer the questions why? Who? What? Where? When? How? – and use the appropriate method of communicating these details, for example, via face-to-face events, door knocking, social media, emails, and mailshots.

BEST PRACTICE approach – door knocking – highest quality of proactive engagement

The CEL in the project construction delivery team must also build internal relationships with the construction site supervisors and the crews working on the ground. In essence, the site team are the eyes and ears of the CEL on the ground and will also often be the first contact people have with the project. They will also be key in accompanying you to deliver a works notification leaflet or knock on the doors of directly affected households to explain the impact of the planned works on their daily routine.

The construction site team member will then as a result build a rapport and can proactively act to help a stakeholder if there is an issue caused by our works. Once the relationship is established, and positive, the site crew member can deliver a message on his/her own on the CEL's behalf if there is a time pressure to get the information out. Face-to-face interaction is the highest quality of proactive engagement you can offer any stakeholder. Depending on your client's communication preferences, this is normally complemented by emails notifications, social media messaging, advance notice road signage, vlogs, web content, etc.

HS2 – site walkover with Age UK to explain works to local community

CONSULT Proactive engagement

During the planning and delivery phases, it is important to get feedback from the community as the design is being refined as this will get their buy-in and input.

HS2 - Artist impression of the new road layout near Birmingham Airport vs work in progress

CONSULT Case Study – proactive consultation on traffic lights installation in rural village (Ufton – Warwickshire – HS2 Early Works)

Most projects have full planning permission in place, but it is also possible for this to evolve during construction and an extra planning permit needs to be obtained. For example, we modified the layout of a roundabout in a rural village to make it safer and improve the traffic flow. The side effect of this improved flow was the anticipation of more traffic passing through the village.

To mitigate against this, we proposed an extra pedestrian crossing in the village. We proposed four different locations and held several consultation meetings over a period of 12 months with the client, the parish council, the local authority, the directly affected households and businesses and residents' committees to consult them on what their preference was and eliminate the proposed options to get one preferred option that ticked all the boxes.

All parties collaborated to achieve a solution that was safe to design and build, accessible for all, acceptable to the local authority from a maintenance point of view and without adverse effect on residents and trade for the local shops.

NOTE: Never consult with stakeholders on planning permission that has already been granted while delivering the works. Stakeholders will often see the introduction to the contractor or a conversation with a CEL as an opportunity to put their grievances around the planning process across and try to re-negotiate. A simple rule to remember is that obtaining a planning permission is a strict, logical, and technical process assessed by an independent body that grants a legally binding permission to go ahead with the works. If in doubt, check with the consents team or project director.

INVOLVE Proactive engagement

The UK Government's Social Value act PPN06/20 which was updated in 2020, has changed the landscape for state funded projects. A much larger emphasis is now put on leaving a legacy and ensuring that money spent by the state is flowing back into local communities through jobs, involving local businesses, carbon reduction and creating a sustainable legacy.

In this context 'involve' means that while your project construction team and supply chain partners are working on a project you will either get targets to deliver social value or you will decide based on your own company targets and strategies, that you want to leave a positive impact into the community that outlasts the project delivery. This can be through STEM programmes, staff volunteering days, community events, job fairs or any initiatives to improve lives and create ownership in a community.

The social value legacy is not the responsibility of the CEL or the dedicated social value champion for the project, instead it is the entire team. Therefore, it is important to clearly map out who does what, how it is captured, measured, and reported on so that as the CEL you are not left with total responsibility.

Involving communities is an opportunity to win hearts and minds in the communities, even if they are not in favour of the project. It is best practice to give back what you can to the community that you are often negatively impacting throughout the works e.g., with road works and diversions or large long term construction activities that create noise, vibration, dust and other inconveniences.

INVOLVE Case Study – How to turn a negative into a positive

On the HS2 Early Works project we had to remove a lot of hedges and trees, including ancient woodland. The tree cutting process involved mulching branches into wood chip and cutting bigger branches into smaller pieces. As a result of our early research, we were aware of allotments in the village and a local forest school. We contacted them and offered wood chip as well as wood stools for the school and helped them rebuild their community garden.

In one case we asked a local sculptor to use several tree trunks to carve out animal species that had been spotted in the area of the works e.g., owls, foxes, and rabbits. We donated these sculptures to the schools in the vicinity. This created a positive change in dynamic towards the project and the staff working on the project and it helped us deliver the works on time.

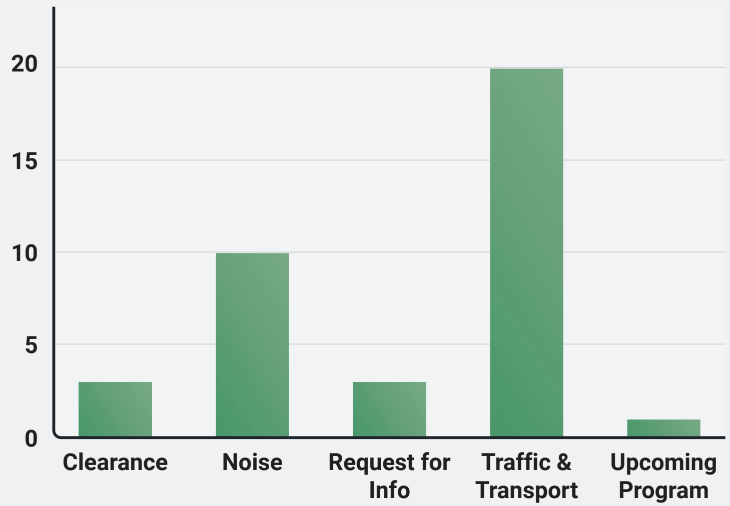
Wood chip and tree trunk sculptures donation to local school

RESPOND Reactive engagement

At the start of a project, agree with the client CEL which communication channels are appropriate for communicating with stakeholders if this wasn't already stipulated in the contract. These channels normally include phone, email, post, social media channels. In some cases, there will be a dedicated project office members of the public can visit. Once the channels are agreed, make sure the details are including in all communications e.g., newsletter, posters, event flyers, social media posts a sign on the hoarding, etc. This ensures the public knows how to contact the project with enquiries or complaints when things go wrong e.g., if you failed to inform, or something happened on site that did not go to plan.

When/if there is a problem, it is crucial to act swiftly decisively and fix it thoroughly. Quick fixes can be good as an initial solution to address immediate concerns. However, the problem needs to be evaluated properly and permanent solutions need to be put in place to avoid recurring problems and complaints.

Agree a clear action plan with the construction site team to come up with a lasting solution for a problem raised e.g., if a diesel generator causes noise disturbance in a residential area look at replacing it permanently with a super silent generator, move the generator away from residences, turn it off when not needed, put noise screening around it. And don't forget to apologise if you or your team were wrong. It will earn you respect and trust.



Measuring complaints by category

RESPOND - Case Study – relationship management and quick actions help close queries quickly

During the decommissioning of a gas mains near a museum and a university, the client helpdesk received a call from the University's Dean who reported a strong gas smell. He was nervous that they would need to evacuate the campus. The Helpdesk escalated the call to the contractor's CEL who then contacted the team on site. They acted immediately and after a thorough investigation we were able to reassure stakeholders that there was no leak but that the smell came from decommissioned pipes that were dug up.

The site supervisor visited the university and the museum to explain this in person. The swift action reassured all stakeholders within less than 30 minutes. This example is proof that building good internal relationships between the CEL and site construction teams works very well in reactive situations as well as proactively informing stakeholders about upcoming works. This is especially relevant if the client has KPIs or penalty clauses around timelines for the resolution of queries and complaints.

Managing change

In a perfect world everything within a construction project (including the project scope) would be planned out thoroughly, and everything would go according to that plan. However, this is not realistic as there are various internal and external factors that can affect projects, resulting in some elements needing to change.

Some projects are more straightforward than others e.g., building a structure on a single site is impactful but affects a smaller group of stakeholders. Whereas other projects, such as HS2, which span across various towns and villages, have emerging scopes. This means that the planning and design happens as the project progresses and your PDT refines early plans and design during delivery. In any case, you must be prepared to manage and respond to any changes, and this also includes managing expectations relating to changes with both the client and stakeholders.

Different types of change

During the construction phase, contracts must be agile to allow for some change to scope etc. For your role, try and keep up to date with the project's scope and ask to be informed as soon as possible about any changes. As any changes to the scope may have impacts on time (month, quarter, seasons), cost, quality, and the programme of when works can be delivered.

Important rules of thumb are that communities don't like change and they don't like surprises. There are two sides to change on a project for a CEL to consider:

1. **Scope changes** that impact the timelines or methods on how to deliver the works
2. **Mindset changes** which are related to how the stakeholder perceives changes in their routine as a result of the works

A big part of your role as a CEL is to navigate these inevitable changes and communicate them in a timely manner to keep the communities on board and keep the project delivery moving. You will act as a conduit of information between the PDT and the community and will negotiate change and requests from the community and stakeholders around impact reduction during the works.

A few examples on change could look like on a project can be found below:

- If your own KPI with the client was to send out an advance works notification 14 days prior to works starting and the date for traffic management changed from what was first planned, it may affect your own deliverables if you were not kept informed.
- If a subcontractor needed to extend a road closure and carry out additional works but this was not communicated to you, you may be criticised for not updating the local residents and businesses and it may have a negative impact on the organisation/project's reputation.
- A design for constructing a road crossing has changed which may have a significant impact on the local community in terms of the additional works required, length of time for works to be completed and an increase in noise disruption – which would all need to be managed properly.

Tips for managing change:

- Make sure you are included in relevant project meetings to stay informed and updated.
- Build good relationships with the planners and project team members and ensure your deliverables are included in the programmes where appropriate.
- Manage expectations by never promising anything in a works notification or a conversation with a stakeholder without including a caveat statement to allow for change e.g. 'all works are subject to consent, site and weather conditions' and/or 'dates are subject to change'.
- Forewarn stakeholders that things may change depending on the type of project. As a change in design also has an impact on how the works will be delivered the work.
- For road closures and major diversions, ensure you are on site on the day that the change is installed. The traffic management specialists who set up the barriers are normally on hand to slightly move a barrier or adjust something e.g. to help access and egress. There is always some initial tweaking to help motorists and affected parties adjust to the new road layout and adjust to their new routines and time managements to get to work, school drop offs, shopping trips, etc. Depending on how good the proactive communication 'INFORM' process has been you could have a high or low volume of enquiries and complaints. If you are working on a large project which has a helpdesk, it is advisable to create a script for the helpdesk team to close queries or signpost people to the information channels. New road layouts normally settle within one or two weeks.

MANAGING CHANGE – Case studies – Tram project in Dublin harbour

Design changes can occur based on what happens on site. One extreme example of this was when a construction site team accidentally broke through the roof of a historic culvert which nobody told them about. The location of the incident was close to the driveway of a large office block with an underground carpark. The culvert was built hundreds of years before to help regulate the flow of a river in an old harbour area.

Fixing this problem included extra work to initially secure and then redesign and build a new culvert roof to match the historic character. This added months to the programme and meant that the team needed to build the solution in a phased approach to allow access and egress to the office block. This incident was difficult at the start, but good communication got the team and the stakeholders through it. Weekly site meetings to discuss progress were key to the successful outcome.

Diversion at Dublin Harbour

Increase acceptance by messaging around change with the end result in mind

Stakeholders often complain that they only receive information on the facts of what will happen without context. If you can explain why something is needs to be done or what the positive outcome is for them at the end of the works, you increase the buy-in and acceptance in the community and a higher tolerance to cope with change.

A win-win situation for stakeholders often occurs when the project includes an upgrade of their immediate environment or local amenities, for example:

- Straightening of a road which is an accident black spot
- Adding a boardwalk with footpath and cycle lane to a bridge upgrade
- Upgrading utilities or street lighting in a historic area

The term used for this is 'betterment'. This is where the local authority negotiates with the project developer or government department that they are allowed to go ahead with the works but as part of the deal they need to offer a higher standard solution e.g., shabby concrete tiles replaced with granite paving to add or restore the character of the street. Or while the utilities are dug, they also use the opportunity to separate foul and storm sewer pipes which means that the local authority does not have to do this at a later stage. In all these examples the works can be long and will have a negative impact, but the residents and stakeholders will get a better end product.

Capturing good news stories and case studies

Producing case studies to illustrate best practice is ironically also best practice for construction projects. There are multiple purposes for case studies, including:

- Logging best practice efforts from the team or individual team members builds a sense of pride in the work they deliver and is good for team morale – provides a physical output that can be looked back on. The case studies can be celebrated with the entire team e.g., during a project town hall meeting, on internal messaging apps e.g. Yammer, or as part of the monthly progress report.
- The internal comms teams in your own company and the client team area always looking for good news stories to include in their internal staff newsletter or post on the intranet.
- Sharing best practice with the client gives them a chance to shine. Especially on government projects, the clients will share this with the CEO, the relevant government departments and elected representatives e.g., MPs and Ministers.
- A client may decide to log best practice in a learning library, share it with other projects or create new industry standards which your team has helped to create. Logging best practice as you go will save you having to 'scramble' at the end of the project when some people have already left.
- Best practice case studies can be used to enter for and win industry awards for your team.

- Best practice on a current project can win more work for your team. The case studies can be used in work winning responses. Topics for case studies that are becoming increasingly important for work winning are:
  - Social value and Equality, Diversity, and Inclusion (EDI) – include examples of legacy, community projects and benefits, donations of plant, labour or materials to local charities, fundraisers , staff giving back days, STEM activities, etc.
  - Innovation e.g., modular construction, MMC (Modern Methods of Construction).
  - ‘Project firsts’ or thought leadership.

The Latif Foundation Christmas donation

Small claims

If you are working on a large construction project there may be a provision made for any physical damage caused by the works. The damage could be to a utility main, excess dust falling on a resident’s property, or damage to a vehicle such as its windscreen or tyres. Whatever the damage or request for compensation, a procedure must be in place to handle these requests. A solution may be to rectify the problem internally or provide a financial offer to settle the compensation claims.

The CEL may be responsible for investigating compensation claims. Your employer may have legal responsibilities under the client contract or under the Considerate Constructors Scheme (CCS) for processing any claims for damages and compensation.

It is standard that the Commercial and or Procurement Team deal with the financial side of settling the claim. They handle the insurance policies for the project and will be able to negotiate with the insurance broker and issue a cheque to pay damage or organise a bank transfer.

NOTE: Never go on your own to meet a stakeholder to investigate a claim. Take someone with you as a witness and/or as a technical expert. There are two reasons for not going on your own. Firstly, you need a witness of the discussion so your words can’t be twisted by the stakeholder afterwards. If there is only two people in the room, it is your word against theirs.

In a worst-case scenario where a claim leads to a legal case, it is best to have a witness to confirm your statement. Secondly, from a safety point of view it is better to attend a stakeholder meeting with two people. Damage claims can upset stakeholders or make them angry and put you in an unnecessary unsafe situation if you are on your own. At the same time, don’t bring more than one person or the stakeholder could potentially feel intimidated.

Systems and reporting

Systems: There are several systems that can be used for community engagement. Ideally a logging and management system to capture all the community engagement interactions, complaints and enquiries will be set up and used from the pre-mobilisation phase of the project. Microsoft Dynamics is a very robust customer service logging system, however, is a bit more expensive. The ideal scenario is that your team is given access to the client systems so all the information around stakeholder interactions and query handling is logged in one place.

This will help when core staff members are off ill or are leaving a project. A client may ask you to be vetted before they give you access to the stakeholder records on their portal. This is linked to GDPR rules.

Reporting: As part of a project, you will be asked to provide regular performance information. Monthly progress reports are standard when working on a construction project and this will usually include an element of reporting on the previous months' work as well as highlighting milestones for the month ahead.

Most organisations will have a template that you will need to complete each month. It could comprise some or all the following information:

- Number of engagement meetings that took place
- Number of works notifications and newsletters issued
- Number of queries handled (none should be closed out and none still open)
- Social value statistics e.g., staff giving back days, STEM projects, job fairs, etc.
- Press coverage of the project e.g. around community initiatives, or negative reactions from local media etc.

Reports often work well if you can put it in a table format or a dashboard to give an 'at a glance' overview for board members and clients to receive this and immediately understand it.

Public projects and personal data protection

Two important acts and legislations around transparency in the community engagement space to understand are:

- Freedom of Information (FOI) Act 2000 (FOI)
- General Data Protection Regulations (GDPR)

Read the above to avoid problems around the transparency of a project and subsequently teach your team to be vigilant in how they speak to stakeholders and write communications etc. Make use of existing parent company or JV partner's processes with your team and the client on how to deal with FOI and GDPR.

A few golden rules for the entire project construction team and supply chain partners:

- Pick up the phone or have a face-to-face discussion. It is better to be more direct and will result in higher quality communication. It also avoids leaving a paper trail that can be used against you.
- Never write anything in an email that you are not happy to see printed in a newspaper.
- Be courteous at all times - never use foul language in email or any written format.
- No matter how angry or frustrated you are, don't put in writing. If you write an email while angry, save the draft and revise it the next day. Sleep on it. Your perspective will be different the next day.

Freedom of Information (FOI)

The Freedom of Information Act (FOIA) was created as a public "right of access" to information held by public authorities. Citizens have the right to see recorded information held by public authorities.

The FOIA provides this access in two ways: firstly, public authorities are obliged to publish certain information about their activities; and secondly, members of the public are entitled to request information from public authorities.

Anybody can request information from some public authorities, including:

- Government departments, devolved administrations, public bodies, and committees
- Local councils
- Schools, colleges and universities
- The NHS - including hospitals, GPs, dentists, pharmacists, and opticians
- Publicly owned companies
- Publicly funded museums, galleries, and theatres
- The police and fire services

Requests can be made in the name of an individual or an organisation, this includes a corporation, partnership, or public interest group. This mechanism is often used by journalists or to research news angles.

Action groups that are against a project also regularly use FOI to fact check and to fuel suit their campaign agenda. Normal citizens or stakeholders who feel their complaint has not been responded to in the appropriate manner, can also put in an FOI request directly. Some stakeholders even put in an FOI request via their local MP.

General Data Protection Regulations (GDPR)

It is important to protect stakeholder privacy and to comply with the General Data Protection Regulations (GDPR). Think about the stakeholders' point of view when you ask for, or hold, their personal information on a project database. It also covers what subscribers are asked to help keep their information up to date.

When setting up databases for the project, consider creating a special stakeholder section on the database that can only be accessed by CEL and authorised, trained staff who have signed all legal documents and are trained and fully cognisant of the data protection and GDPR rules.

As well as limiting access on databases, it is wise to involve the parent company legal team to ensure you protect your team against any breaches. Special permissions for data access are normally organised by your IT team. As administrators of the system, they will be able to link permissions to the relevant user profiles.

LMJV Project Team

POST CONSTRUCTION PHASE

Closing a project is an integral part of the project plan, as the closing out process does not begin at the end of the project, but at the very early stages during the mobilisation planning phase. Construction projects work towards a completion date from the day they sign the contract. Although client deliverables vary depending on the nature of the client and the project, there will be common themes, such as:

- Is all the relevant documentation completed and submitted on the relevant platforms?
- Have all Key Performance Indicators (KPIs) been adhered to?
- Have all necessary handovers (where relevant) been undertaken to a satisfactory standard?
- Are engagement records completed and filed?
- Have the final local area engagement plans been updated and approved by the client ahead of the conclusion of the project?
- Has all other relevant collateral been created to document the project's legacy - e.g., case studies?

Gathering feedback

Feedback from both internal and external stakeholders is a useful exercise to be carried out at all stages of a project, especially in the post-construction phase. Gathering feedback will allow a project team to assess the strengths and weaknesses of activities. When considering specifically community engagement, feedback is key in understanding the attitudes of stakeholders and the levels of advocacy towards a project. The post-construction phase provides an opportunity to reflect on the actions and initiatives used and then at how they benefited or impacted the project and its stakeholders.

Lessons learned

An essential part of the post-construction phase is carrying out a robust lesson learned process. Not only is it important to acknowledge the achievements of a project, but it is also important to look back to inform best practice for future work and ask 'how can we improve?'. This will drive innovations and best practice forward.

It is standard practice to hold lessons learned sessions with the team at the end of each important milestone of a project but also at the completion of the project. The lessons learned can become a report with retrospective collateral that comprehensively documents the findings and outcomes which form a part to deliver best practice for future projects. This is arguably the most important activity in the post-construction phase.

Closing out the project

Ensuring the that all the necessary paperwork and documentation is submitted and filed/uploaded to the relevant systems is a key part of the post-construction phase.

For the community engagement function, the required documentation will vary depending on what is outlined in the scope and the commitments made in the project plans submitted to the client. It is during the wrap up phase that you will hand back the stakeholders to the client or the next contractors team. Knowledge handover sessions are a good way to conclude this commitment.

Otherwise, you could be asked to write an overall closing report with best practice, innovation, lessons learned all in one place. The report could also include collating evidence that a planning condition was fulfilled or a stakeholder request was successfully completed. Especially for state funded projects there will be a close out and evidence paper trail needed.

The document control teams between contractor and client will be to ones who close out the official documentation and virtual evidence boxes. It is advisable that you start preparing your close out documentation which is required under the contract at least 6 months before you leave the project. It is also wise to collate evidence during the term of the project to avoid staff members moving on to other projects or employers and leaving gaps in evidence. This could have an impact on a project close-out bonus payment.

A final audit will be necessary to confirm that all the mandatory documentation has been submitted to ensure the successful closure of a project as per the requirements from the Project Plan or Project Initiation Document.

Rewarding team members

GLOSSARY OF TERMS

Glossary of Terms	
Project Delivery Team (PDT)	The construction of a structure or infrastructure project involves an entire Project Delivery Team (PDT) with architects; designers; engineers; experts in finance, safety, environment, CE, SEE, EDI, administration and supply chain partners (SCP) with their sub-contractor partners who all working together to meet the needs of the Client. These construction professionals are brought together for a specific construction project and then disbanded once construction is complete. The size and composition of the project team will vary depending on the extent of the capital design, the construction budget, and the various facets of the project
Supply chain partners	Supply chain partners for a construction project are network of multiple SMEs who supplies specialist services or products needed for the delivery of the project which the core project delivery team is not able to deliver with in-house resources. SCPs offer full-service solution for sourcing, quality control, and logistics. The term partners, rather than suppliers, refers to the collaborative approach, expertise, trust and drive to get the project delivered safely on time and on budget. The SCP form part of the project delivery team (PDT)
Client Community Engagement Lead (CCEL) /team	The client will have a dedicated CEL resource with the overall responsibility to engage with the public and ensure that the contractor with its project delivery team adheres to what was part of the engagement set out in the planning permission and the contract agreement between the client and the contractor delivering the work.
Client/Contractor Interface Manager (CIM)	A client or contractor interface manager acts as a go between various parties (e.g., local authorities, consenting bodies, government, utility providers, roads authorities etc.) who are working in a same area and may have an overlapping interest to access work sites or road space. The interface managers main task is to ensure the PDT is compliant with all regulations and find solutions on how all parties can operate in collaboration and progress their individuals works programmes.

Glossary of Terms	
Client Helpdesk/ Public Response Team	The Helpdesk or public response team on a project is normally set up as a hotline for smaller projects or a call centre for bigger projects or institutions e.g. National Highways, Network Rail, National Grid, HS2 etc. This team will be the first point of contact for a member of the public with a project or organisation. They will get a variety of calls that could range from enquiries, claim for payment of land use to complaints about live works. They will filter the calls and send the relevant ones to you. There is normally a set timeline for you to go back with a initial holding response or a response. -
Subject Matter Expert	Subject matter experts are people who have a special skills or knowledge on a topic. This can be engineering, carbon reduction, electromagnetic fields, noise, archaeology or any expertise that is needed on the project. In some instances, it may be necessary to include them in your communications planning. They can also assist you to attend meetings with stakeholders and help address questions or concerns in line with their expertise

Abbreviations	
Community Engagement Lead (CEL)	Community Engagement Lead CEL works on behalf of the client to proactively engage and inform residents, businesses and communities and third parties who are directly or indirectly impacted by the project. On smaller projects the CEL will be one person. Bigger projects , especially linear infrastructure like power lines or rail projects which span a larger geographical area, will require a team which will be led by a CEL
SEE	Skills, Education and Employment
EDI	Equality Diversity and Inclusion

Abbreviations	
SV	Social Value
SCP	Supply Chain Partners
RACI	Responsible, Accountable, Consulted, Informed
BIDS	Business Improvement Districts
FOI	Freedom of Information (FOI)
GDPR	General Data Protection Regulations (GDPR