STAKEHOLDER ENGAGEMENT

At Black & Veatch, we believe that effective stakeholder engagement is paramount to the successful delivery of projects.

Our experience includes consulting on proposed projects with statutory and key stakeholders as well as the local community.

We have managed many consultation exercises for both the public and private sector, some of which have involved a multi-faceted approach including:
- Newsletters
- Consultation documents
- Mail-drops
- Questionnaires
- Interviews
- Posters
- Workshops
- Public exhibitions
- Web sites
- Local newspaper articles

We are very familiar with using a wide range of communication tools tailored to the needs of the project and the community and analysing the results received from them.

Stakeholder engagement and effective consultation is critical for projects, and we work successfully for our clients to develop appropriate stakeholder engagement strategies. Some examples of our extensive and long-running experience in engaging with stakeholders are set out below.

SELECTED PROJECT EXAMPLES

ENGAGEMENT PLANNING
Our experience has demonstrated that spending time on stakeholder engagement early on in the decision making process encourages buy-in and avoids objections later, thus saving time and money in the long run. At project commencement, we prepare a communication plan that includes key internal and external project contacts and the mechanisms for engagement with each to be agreed with the client.

UKRAINE SUSTAINABLE ENERGY LENDING FACILITY–STRATEGIC ENVIRONMENTAL REVIEW | EBRD
We have developed, and are implementing, a large-scale, high-profile Stakeholder Engagement Plan. We have held meetings with 51 consultee organisations in several towns during the scoping stage to gather baseline data and consultee views on likely implications of renewable energy opportunities in Ukraine. A web site has been developed with published documents available in two languages. Stakeholder engagement will continue for the remaining project stages through a series of public meetings, interviews and workshops with consultees.

ENVIRONMENT AGENCY PROJECTS
We routinely produce a tailored stakeholder engagement plan on all of our flood risk management strategies and projects that we deliver on behalf of the Environment Agency. We consider these plans to be living documents and update them as the project evolves.

THAMES WATER UTILITIES LTD
As part of our five-year framework of projects designing and implementing upgrades to water utilities assets, we produce a customer experience communication plan for each project.

NEWSLETTERS AND CONSULTATION DOCUMENTS
We are aware that most stakeholders will not want a significant amount of technical information. We are very experienced in using clear, non-technical terminology to explain complex issues in a way that meets the needs of the target audience.

SOUTHERN FELIXSTOWE COASTAL DEFENCES | Environment Agency
Black & Veatch produced a series of newsletters for local residents and traders informing them of the development of the project and the status of construction.

OXFORD FLOOD RISK MANAGEMENT STRATEGY | Environment Agency
Black & Veatch worked with the Environment Agency to develop a simple and easy to understand consultation document.
QUESTIONNAIRES AND INTERVIEWS

NIKOPOL BIOMASS (STRAW) CHPP, BULGARIA | EBRD
We produced an Environmental and Social Impact Assessment of a proposed 46 MW CHPP including stakeholder identification, a stakeholder engagement plan, socio-economic surveys and project information disclosure.

COASTAL CHANGE PATHFINDER | West Somerset District Council
Black & Veatch worked with the small community of Porlock Weir, in Somerset, to develop community-led adaption measures to the increasing coastal flood risk. We interviewed key members of the community and developed a mock newspaper article of a “disaster” event in the future as an innovative communication tool to convey the likely changes affecting the community. The article was based on technical information and analysis but was also designed to engage the community. Following this, we ran drop-in sessions to develop an action plan suited to the locality and to seek input and feedback.

WEB-BASED CONSULTATIONS
Black & Veatch has the experience and capabilities to design, implement, host and maintain a web site and operate consultation exercises.

MAPPING ACCESS LAND IN ENGLAND
We undertook a five-year mapping and consultation exercise on behalf of the Countryside Agency, using innovative GIS solutions and web technologies. We developed a web site that dynamically created maps from user-provided location information. The web site received more than 35 million hits and was used extensively by consultees submitting comments. We also operated a national helpline and held 118 roadshows around the country.

SUFFOLK ESTUARINE STRATEGIES
Black & Veatch is undertaking a major review of the flood defence strategy along the Suffolk coast for the Environment Agency. To support the consultation process, we set up a web site to inform the public of the major issues and processes that the Environment Agency will be following in determining the strategies for the estuaries in Suffolk. We also provided an online interactive means of public consultation.

PUBLIC MEETINGS AND WORKSHOPS
Black & Veatch has trained facilitators who are experienced in designing and running engagement workshops and are able to use skills and techniques to ensure multi-stakeholder participation and conflict management.

BRISTOL NORTHERN RELIEF MAIN | Bristol Water
We managed the statutory environmental liaison for the relief main that passed through four planning areas. We coordinated a series of meetings with district and parish councils, Natural England, landowners and interest groups to reach agreement over EIA requirements, mitigation and enhancements. The clear communication of environmental protection measures to consultees resulted in a statutory EIA not being required.

SEVERN TIDAL POWER | DECC
Black & Veatch led the management of the environmental studies input to the feasibility study of tidal power generation in the Severn Estuary. As part of this, we undertook technical workshops to bring together members of the wider scientific community and key stakeholders, thus ensuring issues and information were incorporated into the development of the study. We organized and implemented a programme of up to three workshops for each environmental topic, of which there were 16. Attendees at the technical workshops included regulators, representatives of interest groups, local authorities and businesses.

SEASALTER TO GRAVENEY DEFENCES | Environment Agency
Black & Veatch organised a public exhibition to communicate this flood risk management project to stakeholders. This included posters advertising the exhibition and a “letter-drop” of invitations to more than 700 members of the local community. In addition, we produced a series of information panels explaining the need for the project, details of the works required, and implications of the project and associated works for the local community.

DONNA NOOK MANAGED REALIGNMENT | Environment Agency
Black & Veatch was responsible for providing materials and attending a series of public exhibitions and facilitated workshops. We also attended a number of Parish Council meetings to address their concerns and questions, and answer community queries, both individually and through producing fact sheets and bulletins.

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