

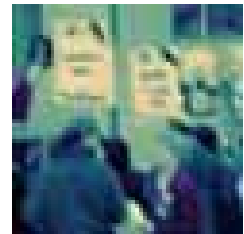
Stakeholder engagement

Stakeholder engagement is the process of communicating with, consulting or involving those who are affected by, or can affect, an organisation, issue or specific activity.

Who are my stakeholders? How do they want to be engaged? What resources will I need? What is the best way to manage the process? How will I know stakeholder engagement has been effective? These are just some of the questions you might have in mind – and that Entec can help you to answer.

Although the focus may be different, stakeholder engagement is equally important to public and private sector organisations. We know that stakeholders can vary significantly for each situation and there are lots of different ways to engage them. We are able to draw on our expertise and previous successes to develop tailored and effective engagement activities that will add value to your projects and decision-making processes.

This capability statement sets out our thoughts on stakeholder engagement and what it might mean for you, and outlines our ability to support you. If you require further information or an informal chat about your requirements, please call us on 0800 371733.



Capability statement



Entec is one of the UK's largest environmental and engineering consultancies. Our technical and business skills are dedicated to delivering strategic, technical and engineering solutions which bring commercial benefit to customers at home and overseas. This know-how is based on over 60 years' consulting experience in the public and private sectors.



Certificate No. EMS 69090

Certificate No. FS13881

Entec operates a Quality Management System in accordance with the latest requirements of the international standard BS EN ISO 9001 and an Environmental Management System compliant with BS EN ISO 14001. Both are audited by BSI Management Systems.



Stakeholder engagement

What's it all about?

Good relationships with regulators, customers, employees or the communities in which you work are important. At Entec we believe that stakeholder engagement is key to building and maintaining these relationships.

We use the term stakeholder engagement to encompass a range of different approaches, each with a differing level of interaction.

Our work covers different levels of engagement, which can be grouped as follows:

- **Informing people** – communicating and raising awareness using methods such as reports, newsletters and web communications;
- **Consulting people** - getting feedback and gauging opinion, for example through surveys, interviews, focus groups or exhibitions; and
- **Involving people** - more active stakeholder involvement in identifying priorities and determining solutions through workshops, working groups and other interactive methods.

In some cases, we recognise that a greater level of involvement may also be possible and desired. This would include working in partnership with stakeholders and involve activities that are stakeholder-led in their design, management, delivery and evaluation.

Who are my stakeholders?

Every organisation has stakeholders. In the broadest sense, stakeholders can be described as anyone who is affected by, or can affect, an organisation, issue or specific activity. Stakeholders will be different for different organisations – and for different issues or activities. Depending on the situation, your stakeholders could include anyone from statutory authorities to local residents. They may also be employees, boards, members or existing working groups or networks.

Why involve stakeholders?

There is a growing recognition and expectation in both the public and private sectors that stakeholders should have greater involvement in an organisation's activities. The 'business case' for stakeholder engagement draws on both legal requirements and guidance, and also the value that can be realised by the organisation in engaging its stakeholders.

For example, by gaining a deeper understanding of stakeholder views, you can identify and address issues early on, minimising risks to your organisation and processes. Subsequent decisions or outcomes will be more likely to reflect stakeholder priorities and expectations, increasing the chances of long term acceptability and success.



Stakeholder engagement

Meeting specific needs

There are many different reasons why you may be considering stakeholder engagement. Whatever the reason, Entec can help.

Are you seeking to...

...meet the requirements of new legislation?

In recent years several pieces of legislation have been introduced which set out a requirement for stakeholder engagement. We are able to review the requirements and draw on our expertise and previous experience to advise you on effective ways forward. Examples include:

- Strategic environmental assessment (SEA)
- Catchment flood management plans
- The new planning framework

...secure successful community involvement?

It is increasingly recognised that successful development, planning and service delivery are dependent on the meaningful involvement of local people. We have considerable experience in supporting clients in, for example:

- Developing engagement strategies and policies
- Building relationships and trust in processes
- Involving people in land management, waste management and conservation programmes

...provide information or raise awareness?

Many organisations want to raise awareness of their activities or communicate information about a particular issue. This can be for both internal and external purposes. Entec's experience in this area includes:

- Production of environmental and sustainability reports for businesses
- Production of advocacy reports and good practice guides
- Design and production of effective and creative communication materials

...make decision-making more effective?

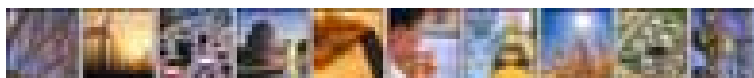
In some cases, more active involvement is sought from key stakeholders with a specific interest or expertise in a particular issue to aid the decision-making process. Examples of where Entec has supported clients include:

- Selection and development of indicators for sustainable development
- Best practice reviews and prioritisation of key issues and actions for industry
- Active involvement of stakeholders in visioning and shaping of strategies

...build understanding and facilitate change?

There is increasing recognition of the need to involve employees within business processes, and of the benefits that can be realised in terms of change management, employee development and building morale. Entec can support you by:

- Advising on internal communications and delivering training and other participation programmes
- Involving employees in identifying priorities and opportunities for change
- Initiating and developing partnerships, networks and working groups



Entec's stakeholder engagement services



Entec has a proven track record in designing, managing and delivering stakeholder engagement programmes and activities. These have been applied across a wide range of disciplines and levels.

Our team

Our stakeholder engagement team combines practical skills in the facilitation of stakeholder events, technical knowledge of strategic requirements and effective methods, and a sound background in sustainability issues. Our team is supported by colleagues with specific expertise in a wide range of environmental disciplines.

Our capabilities

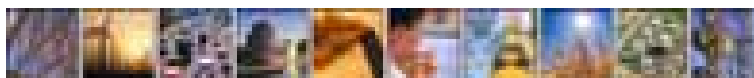
We aim to add value to your projects, decisions and processes. We are able to draw upon a vast array of previous experience and emerging best practice to develop approaches that are tailored to your specific requirements. We can support you in:

- Identifying your stakeholders and helping you to understand their views and expectations;
- Helping you to build and/or maintain relationships and trust;

- Developing and evaluating stakeholder engagement policies and strategies;
- Developing and delivering engagement programmes and specific stakeholder activities, including:
 - Providing advice on and developing communication and information material such as reports, leaflets, press articles and exhibitions;
 - Undertaking qualitative research through methods such as surveys, interviews and focus groups to ascertain views or gather feedback; and
 - Managing and facilitating stakeholder events such as issue/working groups and workshops.
- Designing and delivering training programmes in stakeholder engagement; and
- Researching and testing best practice and providing advice.

Case studies

The following pages demonstrate Entec's capabilities in stakeholder engagement; providing example case studies of our previous experience. ►



Hampshire Material Resources Strategy: Stakeholder Engagement Hampshire County Council, Portsmouth City Council, Southampton City Council and Project Integra

*Facilitating a
major consultation
process on waste
management options*



Entec managed and facilitated a major stakeholder engagement process, enabled by Hampshire, Portsmouth and Southampton Councils and Project Integra (the municipal waste management partnership in Hampshire), with community representatives from all sectors about how the area should deal in the short, medium and long terms with materials that currently end up as waste, as well as how to meet the demand for new ones (mainly aggregates). The work led to the publication of a document called 'More from Less' setting out the stakeholder vision for materials management as part of an overall Material Resources Strategy (MRS) for Hampshire.

The philosophy was to consider all material as a resource including materials discarded as waste in the household, at the workplace and through industrial and commercial processes. The MRS approach proposed that materials be managed as individual resource streams (plastics, paper, glass, etc) rather than as mixed streams managed according to their origin (household waste, commercial waste, etc). Specifically, the community vision was intended as the primary reference point to guide and integrate the production of the statutory joint minerals and waste development framework; the development of plans for managing municipal waste; and the implementation of societal change in terms of how waste is viewed.

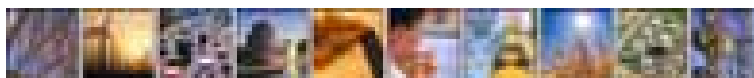
As the development of the MRS concept was to be driven by stakeholders, the authorities were looking for an innovative approach to the engagement process.

Using an in-house managed database, Entec developed a dialogue process that involved the identification and recruitment of over 1000 stakeholders, preparation of briefing material for stakeholders and facilitation of stakeholder meetings. The provision of technical information in a format accessible to a non-technical audience was a key aspect of the project.

Consultation was carried out via a series of seven main workshops and approximately 30 'off-line' sessions (addressing each resource stream) over a period of 15 months. Each workshop was attended by approximately 120 stakeholders and over 350 individual stakeholders contributed to the vision, principles and strategic objectives for the MRS as well as issues associated with identifying and locating

future resource management facilities. Consensus checking on stakeholder views was carried out and feedback from all meetings provided to council officers to assist with the development of the MRS.

Entec also provided significant technical input into the process. Specifically, Entec was tasked with providing technical advice and support to stakeholders and officers on existing and future resource / waste arisings, recycling and residual waste. Entec also advised the authorities on the evaluation of potentially suitable waste management options for the MRS and took the lead in the evaluation process.



Draft Master Plan Public Consultation Bristol International Airport

Entec is providing a range of planning and environmental services to support the development of a Master Plan for the expansion of Bristol International Airport. A key part of Entec's work has been the design and delivery of a public consultation process on the airport's draft Master Plan.

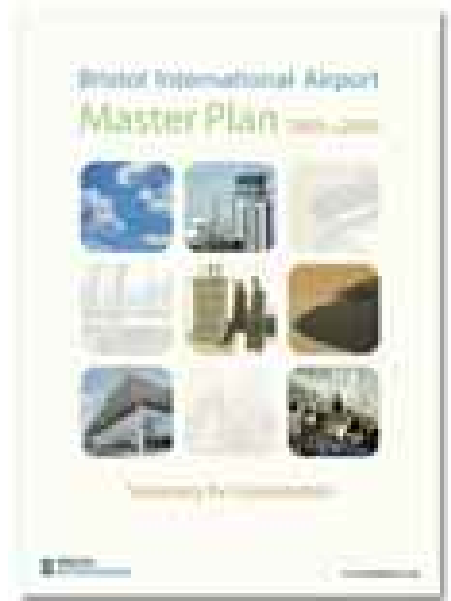
Expansion of the airport will increase the number of flights and passengers and result in increased car parking facilities, extension of the existing terminal and construction of a hotel and administration building. An initial consultation carried out in early 2005 to consider the principles of the proposed development raised a number of issues, including noise, air quality, visual impact, encroachment into the Green Belt and surface access.

Entec used the findings from the initial consultation to help draw up a strategy for more widespread community consultation on the draft Master Plan and subsequently, delivered the consultation and analysed responses. The consultation used a variety of methods to make information available and to invite comments from as wide an audience as possible. These included

the production of technical and summary documents, holding public exhibitions and running a key stakeholder workshop.

Entec drafted and designed a non-technical summary of the draft Master Plan that provided information on the development proposals and the likely impacts of the airport's expansion. The summary was distributed to around 25,000 local households, sent to key stakeholders and made available on the internet, in local libraries and on request from Bristol International Airport. The main 168 page draft Master Plan document was also designed, desktop published and professionally printed.

To provide more detailed information and allow people to discuss the proposals and their likely impacts, Entec organised and ran a series of four exhibitions in local villages. Entec managed the exhibition logistics, designed and produced exhibition materials (including a 3D computer animation of the proposed development) and, alongside Bristol International Airport employees, staffed the exhibitions. A fifth exhibition in Bristol city centre also served to highlight



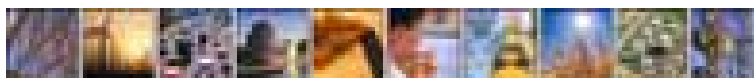
the draft Master Plan to people from a wider area. The exhibitions were attended by over 700 people.

Entec also arranged and ran a key stakeholder workshop with over 30 representatives from businesses, environment groups, statutory consultees, regional government, parish councils and local authorities. The workshop provided the opportunity to discuss the expansion proposals and potential impacts and to provide suggestions for how Bristol International Airport could best mitigate negative effects and enhance positive features of the development.

Overall, the consultation received more than 1,000 responses. By analysing these responses, together with the findings from the key stakeholder workshop, Entec was able to help Bristol International Airport gain a better understanding of people's concerns and opinions relating to the proposed expansion of the airport. The outcomes of the consultation will be considered by Bristol International Airport in finalising the Master Plan and subsequently, in submission of a detailed planning application for the proposed expansion.



Designing, delivering and analysing a major programme of community consultation

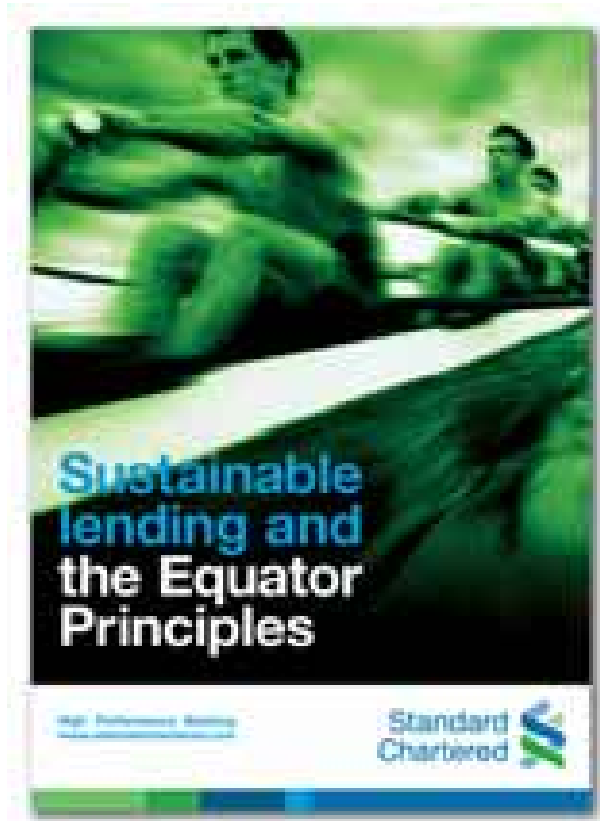


Stakeholder Involvement in Corporate Responsibility Standard Chartered Bank

Standard Chartered Bank has a history of over 150 years in banking and is in many of the world's fastest growing markets. It has an extensive global network of over 1200 branches in 56 countries in Asia Pacific, South Asia, the Middle East, Africa, the UK and the Americas. The bank employs almost 44,000 people representing 89 nationalities.

Standard Chartered Bank views corporate responsibility as an opportunity to differentiate itself in a competitive marketplace. Whilst pursuing its business goals, it is critical for the bank to understand and respond to the views of its stakeholders, including employees, shareholders, non-governmental organisations, interest groups, socially responsible investors, research institutions and international organisations such as the World Bank.

In 2005 Entec was asked to provide advice and support to Standard Chartered in engaging stakeholders to help inform its programme on corporate responsibility and corporate responsibility reporting. Entec identified and held interviews with over 30 stakeholders. A discussion guide and response framework were developed to aid interviews and to ensure consistency of approach.



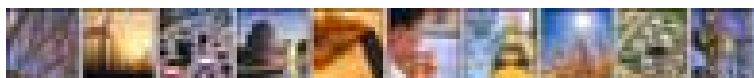
*Engaging
stakeholders in
the corporate
responsibility
agenda*

Interviews elicited stakeholder views on the major corporate responsibility issues for an international bank like Standard Chartered, the strengths and weaknesses of Standard Chartered's approach to addressing these issues, feedback on the Bank's first corporate responsibility report, and the type of information that should be contained in future reports.

Analysis of the discussions enabled Standard Chartered to identify core sustainability themes including social and environmental risks in lending; climate change and the environment; responsible selling and marketing; and diversity within the workplace. The information gathered was also used by Standard Chartered to inform future corporate responsibility

reports; ensuring that they communicate effectively, directly address stakeholders' key concerns, and raise awareness of Standard Chartered's work.

Gaining a better understanding of their stakeholders and their interests has also helped Standard Chartered to develop a forward plan for their engagement activities, with more specific external and internal communication campaigns. The bank is now focusing its work on the core sustainability themes with the overall aim of publishing a sustainable business plan towards the end of 2006. Entec continues to work with Standard Chartered to help develop this plan and continue to build its stakeholder engagement programme to gain a more global reach.



Producing Statements of Community Involvement Dover and Sevenoaks District Councils

*Helping local
authorities to deliver
the community
involvement
commitments of the
new planning system*



Entec has been commissioned to undertake several projects to support local authorities in developing their Statement of Community Involvement (SCI). The SCI document is a requirement of the new planning system, forming part of local authorities' Local Development Framework. It sets out how the local authority will involve the community in the preparation and development of future planning policy and in dealing with planning applications.

In a recent project, Entec supported Dover and Sevenoaks District Councils in developing their draft SCIs. The two councils are in the process of reviewing their existing Local Plans with a view to developing Local Development Frameworks and are working together to optimise learning and resource efficiency. Reflecting the purpose of the SCI, Dover and Sevenoaks District Councils are committed to involving the community in developing the document.

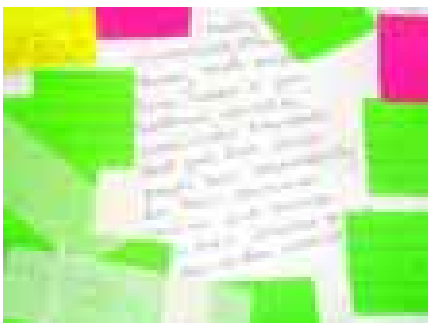
- workshops with parish councillors to gain their views and discuss their role in supporting community involvement in local development.

The workshop participants were asked to identify what makes community involvement effective for them, their priorities for community involvement in planning and how they wish to be involved in the new Local Development Frameworks and planning applications. The views of the interviewees and workshop participants were used to shape the SCIs in terms of both content and presentation, ensuring that the resulting documents reflected community priorities and expectations.

Subsequently, the councils have made the draft SCIs available for wider consultation with the community as part of the formal process. The comments received are being used to shape the final SCI document, which will be submitted for independent examination and formal adoption. Once adopted, the councils will be required to fulfil the commitments set out in the SCI in all future planning activities.

As such, Entec developed the draft SCIs through a process of active community involvement, in line with community involvement principles. This involved:

- interviews with individuals representing a range of interests (e.g. health, business) and also individuals with experience of community involvement;
- two community workshops with a range of participants representing the views of statutory consultees, local businesses, service providers, residents and developers; and



Employee Involvement and Communication of Health and Safety in the Construction Sector Health and Safety Executive

*Best practice
examples of employee
involvement in health
and safety, and how
health and safety
can be effectively
communicated*



The Health and Safety Executive (HSE) provides advice and guidance to employers about how health and safety hazards can be managed in order to safeguard the health and safety of employees and the public. This guidance may be provided through the HSE web site, in technical research reports or concise, user-friendly guidance booklets. The research and development of such guidance is often commissioned externally. Entec has assisted HSE in developing a number of such documents.

This project investigated the extent of employee involvement and current approaches for communicating health and safety. A telephone survey was conducted across a sample of construction companies in the UK. The survey highlighted the extent to which employers involve their workforce in health and safety management and the methods by which they achieve this, as well as highlighting the range of methods used to communicate

health and safety issues. A number of organisations demonstrating best practice approaches were identified, including small as well as large organisations. Interviews were conducted with a range of stakeholders in each organisation, such as health and safety professionals, senior management and employees. These discussions formed the basis of case studies demonstrating how health and safety can be more effectively managed through employee involvement in decision making and effective communication.

The case studies will be launched on the HSE 'Working Well Together' web site and published as part of HSE's 'Contract Research Series', providing valuable advice to employers seeking to improve their health and safety performance.



Evaluating Methods for Public Participation Environment Agency

Entec was commissioned to carry out a study into the techniques that the Environment Agency could use to increase participation by stakeholders, with respect to licence applications. Entec formed a team with PDA International and the University of Birmingham to meet the needs of the Agency.

Traditional stakeholder engagement techniques entail distribution, and feedback on, printed material. In some cases stakeholder engagement can extend to presentations and discussions at public meetings. Newer methods include two-way communications processes such as consensus building and citizens' juries. The study developed an approach to licence application consultation using the principles of these newer methods and compared the effectiveness of that method with a more traditional approach.

Considerable work was carried out to identify various stakeholder issues through a simulated stakeholder engagement exercise with the public and through an Agency workshop in which minds were concentrated on the stakeholder concerns of community groups, planning authorities, developers and special interest groups. The result has been a detailed exploration of stakeholder perceptions, reasons for those perceptions and considerations in co-ordinating dialogue around issues of concern.

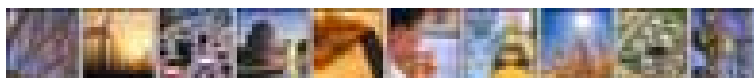
The study will inform the development of the Agency's policy and practice on stakeholder engagement and produced training material and guidance on the use of the techniques by the Agency.

The study has included:

- a review of current and emerging stakeholder participation and consultation techniques;
- a trial of an innovative stakeholder participation and consultation technique;
- the collation of the experiences of Agency staff in stakeholder participation; and
- the compilation of best practice and training materials for the Agency, regarding stakeholder participation and consultation for licence applications.



*Defining the Agency's approach to
stakeholder engagement in relation to
licence applications*



Stakeholder engagement

Sample client list

Bedfordshire Authorities Waste Partnership
Bristol International Airport
Business in the Community
Defence Estates
Department for Environment, Food and Rural Affairs
Dover & Sevenoaks District Councils
Dow Corning
Environment Agency
Envirowise
Gloucestershire County Council
Greater London Authority
Hampshire County Council
Health & Safety Executive
Knowsley Strategic Partnership
Office of the Deputy Prime Minister
Ryedale District Council
Severn Trent
Standard Chartered Bank
Strategic Rail Authority
South Derbyshire District Council
UK Atomic Energy Authority (UKAEA)
UK Water Industry Research (UKWIR)
Waste Partnership for Buckinghamshire



Entec

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