

PAS 11007:2019

Stakeholder engagement for infrastructure projects – Specification



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Foreword

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Use of this document

Presentational conventions

The provisions of this PAS are presented in roman (i.e. upright) type. Its requirements are expressed in sentences in which the principal auxiliary verb is "shall".

Commentary, explanation and general informative material is presented in smaller italic type, and does not constitute a normative element.

Where words have alternative spellings, the preferred spelling of the Shorter Oxford English Dictionary is used (e.g. "organization" rather than "organisation").

Requirements in this PAS are drafted in accordance with *Rules for the structure and drafting of UK standards*, subclause J.1.1, which states, "Requirements should be expressed using wording such as: 'When tested as described in Annex A, the product shall ...'". This means that only those products that are capable of passing the specified test will be deemed to conform to this PAS.

Contractual and legal considerations

This publication does not purport to include all the necessary provisions of a contract. Users are responsible for its correct application.

Compliance with a PAS cannot confer immunity from legal obligations.

0 Introduction

The success of any activity can be positively influenced by a proactive and inclusive approach to meaningful engagement with stakeholders. Engagement with stakeholders can encourage their input, enhance their knowledge and secure their buy-in to potentially enrich desired outcomes.

0.1 Context

The infrastructure of a nation or organization has an enormous influence on social and economic prosperity, in addition to health, safety and environmental considerations. Infrastructure projects create assets that enhance the environment and stimulate economic growth through improved productivity. The planning, construction/implementation, maintenance and indeed decommissioning phases of such projects might affect different stakeholders to varying degrees and at varying times.

This PAS provides a framework for organizations with business or organizational challenges that are dependent on, or enhanced through effective stakeholder engagement, with the objective of achieving more effective outcomes. Stakeholders can be both from within the organization, or from a range of external parties, with direct or indirect involvement. Not engaging effectively with stakeholders can lead to failure, or result in sub-optimal outcomes for some or all parties.

Societal, economic and environmental value can be achieved by more systematic and better engagement with stakeholders throughout the various phases of infrastructure projects, rather than limiting their involvement to the final stages when it is invariably too late to effect beneficial change.

0.2 Purpose

This PAS:

- Primarily, promotes an awareness of the significant risk to achieving the desired outcomes if the project instigator or any organization working on the project in the supply chain fails to understand and take into account the needs and expectations of those affected by the project;
- Provides a framework to support the identification and realization of the value outlined in 0.1 and described in Annex A, ensuring that it is maximized for the project instigator, and the greatest number of stakeholders;
- Defines a process-based approach for organizations to proactively engage with and secure the involvement of stakeholders (i.e. not overall consent), ensuring they have the necessary capabilities to do so. It also includes a description of the inputs, outputs and objectives at each stage of the overall process;
- Provides requirements (including guidance) for the effective management of stakeholder relationships and expectations on infrastructure projects, at both organizational and project level. This includes the operational processes necessary to implement those requirements and deliver improved outcomes; and
- Can be tailored in its application to suit all types of organizations delivering individual projects, programmes or portfolios of work, or delivery of service(s) as appropriate, regardless of size or complexity.

0.3 Considerations

The value to be derived from the use of this PAS can be assessed from the perspective of any organization instigating the project, its customers (through improvements or reduced risk to the project) and the affected stakeholders (see Annex A).

Any organization that wishes to effectively deploy this PAS should have in place processes, competencies, resources, skills and knowledge at a corporate level to facilitate and enable effective deployment (see Annex B).

When deploying this PAS the organization should consider and take into account any regulatory and other requirements (including internal) to which the organization subscribes.

NOTE These could include any applicable planning, legislative, data protection, contractual and regulatory requirements or policies, whether corporate or governmental.

Users of this PAS should be able to articulate to stakeholders the beneficial outcomes expected from undertaking the project, just as importantly the adverse outcomes in not undertaking the project, and the impacts on stakeholders both positive and negative during the implementation phase. Outcomes should be understood by the organization on a 'whole-life' basis.

This structured and disciplined approach is necessary to ensure consistency, predictability and repeatability in the way that organizations engage with stakeholders. It also leads to a common vocabulary which provides a framework for comparison of performance across and between organizations.

Figure 1 describes a lifecycle model for engagement with stakeholders which also forms the basis of the structure of this PAS; Figures 2 to 7 describe the structure of each clause and the input to and output from the implementation of the requirements of the respective clause.

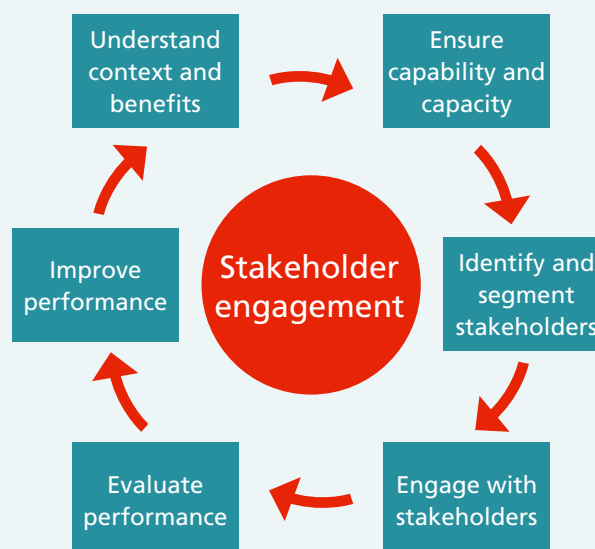
NOTE As described in Figure 1, the lifecycle of engagement is iterative but not necessarily sequential. The method and success of engagement should be continually reviewed and any necessary adjustments made to the process.

The objectives of the various stages are shown in Table 1.

Table 1 – Lifecycle process objectives

Stage	Objective
Understand context and benefits	To assess challenges and opportunities to determine how they can be supported by an inclusive approach to working with stakeholders in order to create value and achieve desired outcomes.
Ensure capability and capacity	To ensure that the organization possesses the necessary skills, knowledge and attitude to effectively engage with stakeholders in order to realize the benefits identified, including the necessary resource and tools to support it.
Identify and segment stakeholders	To gain an awareness about the different categories of stakeholders involved in projects, their needs and expectations, and ensure that the appropriate attention and effort is provided that creates the greatest value for the greatest number of those involved.
Engage with stakeholders	To define the approach necessary to fulfil the requirements of this PAS in order to deliver the value and benefits identified through the implantation of Annex A.
Evaluate performance	To undertake meaningful measurement of performance and understand the nature and consequences of any performance gap.
Improve performance	To review and gain an understanding of current performance levels and ensure that the organization's processes are designed and implemented in a manner that enables continual improvement on a sustainable basis incorporating lessons learnt.

Figure 1 – Stakeholder engagement lifecycle



1 Scope

This PAS specifies requirements for establishing processes at both an organizational and project level, for effective engagement with stakeholders in connection with projects, programmes, portfolios, and/or services that impact on the environment, society and economy.

NOTE 1 Annex B illustrates the relationship within this PAS between organizational capabilities at the corporate level and those required for implementation at the project/programme/portfolio and service levels.

These requirements support the key elements of the processes necessary to enable successful implementation through:

- Leadership – responsible executive;
- Competence – individuals with the necessary experience, skills and qualifications;
- Design – a precise set of the major steps necessary;
- Documentation – accessible and usable via the Stakeholder Engagement Plans (SEPs);
- Tools and systems – necessary to support performance;
- Measurement and audit – to provide assurance of benefits realization and compliance;
- Continual improvement – incorporating experience and feedback gained by the organization.

This PAS may be applied by organizations or groups of organizations of all sizes involved in the implementation of any phase within the lifecycle of a project and/or service regardless of scale.

NOTE 2 The approach outlined in this scope is intended to provide a more effective way of working and help to build a more inclusive and collaborative environment that opens the way to create enhanced performance and value. Annex A provides an example of the various lifecycle phases of a project.

