MS 7 - Stakeholder Management and Communications

Introduction

This Method Statement sets out the Contractor's planned stakeholder management and communications activities for the pre-planning, Works and Services Periods of the Contract and contains the sections set out below.

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1. Part 1: Communications plan

1.1. Objectives

1.1.1. Engaging and consulting with all stakeholders

The Contractor will comply with the following paragraphs of Schedule 2 (Output Specification) of the Contract:

- paragraph 6.7.1.b: the Contractor shall develop and implement a proactive communications plan which identifies the likely concerns of stakeholders during the Works Period and will take all appropriate steps to mitigate these concerns (section 1.8 of this Method Statement);
- paragraph 18.1.b: the Contractor shall develop and implement a proactive communications plan that will include identification of likely concerns during the Services Period and will take all appropriate steps to mitigate these concerns (section 1.9 of this Method Statement); and
- paragraph 18.1.c: the Contractor shall develop and implement a proactive communications plan that will include details of any consultation to be undertaken and how the results will be used (Part 1 of this Method Statement).

1.1.2. Aims of the Contractor's communications approach

All communications issued by the Contractor will seek to reaffirm the credibility of the Contractor and the Authority and emphasise the benefits of the solution. The Contractor's communications approach will:

- raise awareness, understanding and recognition of the need for the Facility and the benefits that the solution will bring;
- continue to strengthen stakeholders' understanding of recovery from Waste as part of the 4 Rs (reduce, reuse, recycle, recover);
- demonstrate support for the Authority by taking responsibility for residual household Waste locally;
- foster collaborative relationships with stakeholders by ensuring clear channels of communication;
- demonstrate that the Contractor is committed to being a good neighbour by listening to peoples' concerns and responding in a timely and appropriate manner;
- neutralise fears and concerns through dialogue and openness;
- build trust between the Gloucestershire community and the Contractor;
- encourage dialogue with the local community around the Site to understand concerns over perceived negative impacts of the Facility and any associated mitigation; and
- invite ongoing feedback from stakeholders and conduct structured consultations at appropriate milestones, as defined in this Method Statement.

1.2. Stakeholders

1.2.1. Identification of current and future stakeholders

The Contractor will comply with the following paragraphs of Schedule 2 (Output Specification) of the Contract:

- paragraph 3.1: the Contractor shall design the Facility for the Site and obtain Planning Permission for the Facility at the Site;
- paragraph 6.7.1.a: the Contractor shall put in place and operate throughout the period up to the Services Commencement Date, as specified within Part 2 (Services Method Statements) of Schedule 3 (Service Delivery Plan) of the Contract, a communications plan which identifies those members of the community(ies) and stakeholders likely to be affected by the Works; and
- paragraph 18.1.a: the Contractor shall develop and implement a proactive communications plan that includes the identification of stakeholders in order to deliver targeted engagement with stakeholders. The Contractor will continue to carry out detailed identification of stakeholders, ensuring that all citizens within Gloucestershire have the opportunity to become informed and engaged with the Project.

1.2.2. Identification of stakeholders

Any stakeholder who makes contact with the Contractor will be invited to provide their details for inclusion on the stakeholder database. Examples of contact received may include telephone calls, emails, letters, meetings and attendance at exhibitions. In addition, prior to Financial Close, the Contractor will have undertaken its own research into relevant stakeholders for the Project, a summary of which is set out in Table MS 7.1 below.

Residents	Residents in Gloucestershire (adults)
	Young residents in Gloucestershire, Gloucestershire's Children and Young People's Strategic Partnership (CYPSP), Young Gloucestershire
	Residents within a 2.5km radius of the Site and representative organisations
Businesses	Businesses within a 2.5km radius of the Site, for example, Blooms Garden Centre
	Low carbon businesses and entrepreneurs in Gloucestershire
	Gloucestershire First Partnership
Local government and delivery partners	Gloucestershire Waste Partnership
	Gloucestershire County Council (GCC) members and officers
	Cheltenham Borough, Cotswold District, Forest of Dean District, Gloucester City, Stroud District, and Tewkesbury Borough Councils' members, communications/waste management staff and their contractors

	Local MPs and MEPs
	Parish councils
	Neighbouring authorities
	Gloucestershire County Council waste education team
Minority and frequently excluded groups	GlosREC, Mencap, Age UK, Disabled Go, Gloucestershire County Association for the Blind and other organisations representing minority and frequently excluded groups
Media	GCC, Gloucester City, Cheltenham Borough, Cotswold District, Forest of Dean District, Stroud District, and Tewkesbury Borough Councils' magazines and websites External media Print: Gloucestershire Media, Gloucestershire News, Dursley Gazette, Evesham Observer, Quedgeley News, Stroud News and Journal, Gloucestershire Standard, Western Daily Press, Gloucestershire Gazette, Gloucester Citizen, Gloucestershire Echo, Stroud Life Radio: BBC Radio Gloucestershire, Gloucester FM, Forest of Dean Radio, Stroud FM, Television: BBC Points West, ITV Online: This Is Gloucestershire, online versions of print media, waste industry news sites such as letsrecycle.com and MRW.co.uk
Community and voluntary organisations	Gloucestershire Association for Voluntary and Community Action (GAVCA)
	Cotswold Centre for Voluntary Services, Stroud Civic Society, Stroud Rotary Club
Pressure and environmental groups	Stroud Valleys Project, Gloucestershire Friends of the Earth, Cotswold Conservation Group, Gloucestershire Environment Trust, Gloucestershire Wildlife Trust, Gloucestershire Environment Partnership, CPRE Gloucestershire, Gloucestershire Rural Community Council, Gloucestershire RSPB, Transition Stroud, Quedgeley Area Conservation Association (QACA), Gloucestershire Naturalists' Society, Stroud Rambling Club, GlosAIN, GlosVAIN, SWARD
Educational organisations	All Gloucestershire schools (infant, junior and secondary), colleges/universities, adult education establishments in Gloucestershire

Table MS7.1 - Relevant stakeholders (to be reviewed on a continual basis post Financial Close)

Individuals and groups wishing to join the stakeholder database will be invited to provide further information about themselves, for example their location and relevant involvement in the above organisations (if any). This information will enable the Contractor to compile an accurate profile of stakeholders and identify where further engagement is needed. All information will be held in accordance with the DPA.

1.2.3. Target groups

Prior to Financial Close, the Contractor will have adopted an inclusive approach, ensuring that those who commonly experience barriers to participation have the opportunity to declare an interest and become involved in the Project. This approach will ensure the Contractor is operating in accordance with the public sector equality duties under the Equality Act 2010. Further details of the Contractor's social management commitments are provided in Part 3 of this Method Statement.

The Contractor will maintain open channels of communication with all political stakeholders, in particular those representing residents and businesses close to Javelin Park (including those within the parishes and districts of Quedgeley, Haresfield, Morton Valence, Standish, Hardwicke, Stroud, Gloucester City and Gloucestershire County Council). Members of Parliament will also be regularly updated, particularly local MPs and south west region members of the European Parliament.

The Contractor will identify and engage with community spokespersons and individuals with historical involvement in environmental issues in the area, encouraging them to become advocates for the Project.

The Contractor will develop and maintain communication and dialogue with stakeholders who may object to the proposals. The focus of engagement with these individuals will be to listen to and to understand their objections, to ensure the individual is provided with the facts and in particular to provide information to correct any misconceptions they may have in relation to the Project.

The Contractor will continue to target the closest neighbours to the Site with specific communications to accommodate their needs. The Contractor will build upon dialogue starting from the first public exhibition and will ensure that neighbours' views are taken into consideration in the development of the Planning Application.

During the Works Period, the Contractor will contact local conservation groups and community groups active in the county to seek their involvement in the development of the Visitor Centre and wildlife area.

The Contractor will use local media to reach individuals who are traditionally hard to reach and/or engage with, such as parents with school-age children, single professionals and older people living in rural communities. Throughout the Contract Period, the Contractor will work closely with the local media in accordance with the media protocol agreed with the Authority (see Appendix MS7.2 to this Method Statement).

The Contractor will develop its dedicated website www.ubbgloucestershire.co.uk to enable further engagement with the Project and communicate messages to other hard to reach groups, such as the 11 to 19 age group and those who were unable to attend the pre-planning public exhibitions. The first pre-planning public exhibition was held over a period of four (4) days and evenings and the second over three (3) days and evenings, thereby ensuring that people had the opportunity to attend outside of normal working hours.

The Contractor will maintain the website throughout the Project and amend the information according to the phase of the Project. During the Services Period the website will be used to provide environmental data and information about operational performance. Through the website, media and direct correspondence with stakeholders, the Contractor will maintain open channels of communication throughout the life of the Contract to ensure that information about the Facility is widely accessible and available to interested parties.

1.2.4. Stakeholder management database

The Contractor will utilise the bespoke database of stakeholder information developed specifically for this Project. Any data, intelligence and information gathered will be held on the system and recorded in such a way that can be used throughout the engagement programme. The database will be used to improve targeting of groups, and enable specific messages to be addressed to distinct audiences.

The Contractor shall invite all stakeholders expressing an interest in the Project to provide their comments or suggestions. Any issues arising, such as concerns about emissions or traffic or visual impact, will be identified within that stakeholder's individual record. The Contractor will then analyse stakeholders according to their areas of interest, geographic location and organisation that they represent, thus enabling the Contractor to recognise patterns of stakeholder interest and to target communications accordingly.

As the Project progresses and more stakeholders are added to the database, it will evolve into a comprehensive user-friendly resource that both the Authority and the Contractor can use to develop networks, interest groups and targeted messaging.

The stakeholder database shall be used to log enquiries, comments, complaints and compliments received in relation to the Services. This information shall be fed into the Management Information System (MIS) to enable the Contractor and Authority to track response times, issues raised and any other information relevant to the performance of the Services (see MS5 ABC (Contract Management and Management Information System) for further information).

All feedback from the community, direct and indirect (such as through the media and social networking sites), will be monitored by the Contractor during the pre-application and determination periods for the Planning Application and Environmental Permit application. Prior to Financial Close, the Contractor will have taken into account all comments received from the community up to the submission of the Planning Application and will have addressed areas of stakeholder concern in its statement of community involvement.

Stakeholder identification will be an agenda item in all relevant interactions with the Authority. The Contractor will respond to stakeholder contact in accordance with the Authority's Requirements and the Contractor's customer care procedures set out in Part 2 of this Method Statement.

1.3. Key messages

1.3.1. Key messages

In order to achieve the Contractor's aims of the communications programme, key messages will include those described in Table MS7.2 below.

Headline	Messages
The Facility addresses the national need to sustainably manage Waste and complies with the Joint Municipal Waste Management Strategy	Global need to reduce carbon and tackle climate change through effective management of Waste. Consistent with national policy to recover value from Waste that cannot be recycled.

Headline	Messages
The Facility provides a county-wide solution	Embracing the 4Rs of reduce, reuse, recycle, recover. Reducing the carbon footprint of Waste. Integrated solution to meet the county's Waste management needs now and into the future. Tried and tested technology used across the EU. Generate the equivalent electricity demand of 25,000 homes. Generating renewable power and replacing the need for fossil fuels. The Facility has been enabled to generate combined heat and power (CHP).
The Facility meets local Waste management needs	Dealing with Waste generated by households and businesses in Gloucestershire that cannot be recycled. Protecting council tax payers from rising Landfill costs.
We are listening	We are continuously seeking feedback from our neighbours and other stakeholders within the County and invite comment through a range of channels.
The Facility will deliver recycling, recovery and energy from waste that would otherwise go directly to Landfill	The Facility will: • increase Gloucestershire's renewable energy production by over 50%; • generate enough electricity to power half the homes in the District of Stroud; • divert over 92% of Contract Waste from Landfill; • produce around 30,000 tonnes of sustainable aggregates; and • recover around 3,000 tonnes of metals, enough to build over 6,000 Javelin Planes throughout the life of the Contract.
The design of the Facility is sympathetic to the characteristics and local history of the area.	The proposed design will ensure that the Facility: • is a place with its own identity; • is adaptable to technological change; • has attractive, safe and fully accessible spaces; • screens operations from outside the Site, particularly to the east; • mitigates against visual impact through careful selection of materials and colours;

Headline	Messages
	• uses sustainable urban drainage systems (SUDS) with the drainage design; • avoids disturbance for the local community through noise bunding and off-road queuing; • enhances the stream and wildlife corridor; and • has a BREEAM rating of 'Very Good'.
Efficient technology that protects the environment and human health	The Contractor's technology will deliver: • high environmental performance. • low emissions. • high energy and recyclate recovery. • diversion of Waste from Landfill. The Contractor's technology will be reliable, established and robust and allow for a changing Waste stream.
A range of benefits for the local community	The Contractor will deliver a successful apprenticeships programme throughout the Works and Services Periods. The Contractor will offer a 100% job interview guarantee for Gloucestershire residents who meet the job criteria. The Contractor will advertise jobs locally through a wide range of channels to ensure local residents have access to jobs created. The Contractor will create work experience placements for local students to support the development of the future workforce. The Contractor will work with voluntary associations to enhance the Waste management and climate change benefits of volunteering programmes.
A multipurpose Visitor Centre available for community use	The Visitor Centre and wildlife area will add value for all members of the community. Educational tours, courses and workshops on the 4Rs, climate change and sustainability. Space for community meetings and events, wildlife and outdoor amenity. Business network events and meeting spaces. Annual community arts show and science challenge.

Table MS7.2 - Key messages of the communication programme

1.3.2. Likely stakeholder concerns

Prior to Financial Close, the Contractor will have engaged with stakeholders through two (2) public exhibitions held in partnership with the Authority to understand key concerns and aspirations, in particular of those living nearby the Site. The statement of community involvement accompanying the Planning Application will have detailed all of the stakeholder communication activities undertaken, the feedback received from stakeholders and how the Planning Application has taken this feedback into account.

Likely concerns, and the Contractor's approach to addressing these, are detailed in the table below (Table MS7.3).

Likely concerns	Contractor's communications approach
Impact of traffic, particularly HGVs causing pollution and congestion, with unsociable hours of delivery and use of unsuitable local roads (for example through villages)	Communicate the Contractor's approach to traffic management, demonstrating sociable hours of delivery to avoid rush hours and routing agreements to avoid local villages; invite and respond to feedback
Potential increases in noise caused by traffic and Facility process	Communicate the Contractor's approach to noise abatement, demonstrating the limits within which noise will be maintained; invite and respond to feedback
Potential increase in dust generated by activities on Site	Communicate the Contractor's approach to managing dust; invite and respond to feedback
Negative impact on local environment caused by litter from the Site	Communicate the Contractor's 'Considerate Constructor's Standards' to stakeholders as well as the Contractor's ongoing commitment to local environmental quality, demonstrating that the area is kept free from litter and fly-tipped Waste to (within ten (10) metres of the Site boundary) at least a Grade B classification as per the Defra Code of Practice on Litter and Refuse; invite and respond to feedback
Light pollution caused by security lighting on Site	Communicate the Contractor's approach to lighting, demonstrating that sensitive receptors will not be affected; invite and respond to feedback
Potential impacts on human health	Demonstrate that the Facility is being operated to a high safety standard and within the Waste Incineration Directive (WID) limits; invite and respond to feedback
Potential increases in odour and vermin	Communicate the Contractor's approach to managing the potential for odour and vermin, demonstrating how the Contractor will ensure such issues do not arise; invite and respond to feedback

Likely concerns	Contractor's communications approach
Impact on quality of life, countryside amenity, and the character of the broader landscape	Communicate to stakeholders how the Contractor will implement considerate construction and how potential impacts will be managed; invite and respond to feedback Communicate to stakeholders how the design of the Facility is sympathetic to the characteristics and local history of the area.
The transport and disposal of air pollution control residues (APC Residue))	Communicate to stakeholders how the Contractor will ensure the safe transport and disposal/treatment of APC Residue; invite and respond to feedback

Table MS7.3 – Likely stakeholder concerns and the Contractor's approach to addressing them

The Contractor will continue to use technical expertise and facts to inform stakeholders and address misinformation.

1.4. Tools

This section details the generic tools that shall be used by the Contractor to communicate with stakeholders throughout the Project, including:

- monitoring and responding to stakeholder feedback;
- community liaison group (CLG);
- proactive and reactive media relations;
- crisis management; and
- promotional activities.

Phase-specific communications activities are detailed in Part 1 of this Method Statement, including consultations, the newsletter, the dedicated website and site visits.

Tools related to customer care, such as satisfaction surveys, are described in Part 2 of this Method Statement, Customer Services Plan.

1.4.1. Monitoring and responding to stakeholder feedback

The Contractor will maintain accurate electronic records of all stakeholder feedback received including letters, emails, telephone calls, face-to-face meetings and media articles. The Contractor will continue to work closely with the Authority to make sure that any stakeholder feedback, including feedback related to the Planning Application, is shared on a regular basis, including any follow up action or response provided, in accordance with paragraphs 6.8.1 and 18.1 c) of Schedule 2 (Output Specification) of the Contract. The Contractor shall respond to stakeholder feedback in accordance with the Customer Services Plan, as detailed in Part 2 of this Method Statement.

The Contractor will develop a series of factsheets specifically relating to planning, the Works Period and the Services Period to enable efficient and effective responses to queries and concerns. These factsheets will be published on the dedicated website alongside detailed FAQs. The FAQs will be updated as necessary and will form the basis for the majority of responses.

The Contractor will keep in contact with key stakeholders as required via telephone calls and email in order to maximise feedback in relation to community satisfaction. All forms of contact will be recorded in the stakeholder database in accordance with the DPA.

1.4.2. Community liaison group (CLG)

In accordance with paragraphs 6.7.1 c) and 18.1 f) of Schedule 2 (Output Specification) of the Contract, the Contractor shall set up and maintain an active CLG.

At the first meeting of the CLG, the Contractor shall consult members on the terms of reference for the group, which as a minimum shall include the following commitments:

- membership does not imply support for the Project;
- the purpose of meetings is to share information and engage in balanced discussions about the issues regarding the Project, without prejudice to people's positions;
- members will be expected to discuss the issues with other members of their community not sitting on the CLG;

- the CLG will meet quarterly or as appropriate and in agreement with its members, during the Works Period and first Services year, with the frequency during the remaining Services Period to be determined (but no less than twice a year);
- the Contractor will coordinate and facilitate the first three (3) meetings. At the third meeting, the group will be asked to elect a chairperson. This will be made clear in the terms of reference and at the start of each meeting;
- the chairperson shall work with the Contractor and its advisors to ensure that the relevant information is provided at the meetings;
- members shall agree and respect rules of behaviour in the terms of reference;
- during the meetings information will be recorded to form the basis of the report for that meeting; draft reports will be circulated to attendees for review before being published online by the Contractor;
- the Contractor shall arrange CLG meetings for a suitable time and for a suitable duration to maximise attendance of members;
- size of the group: minimum two and maximum 30 (excluding UBB project team representatives) to allow for effective discussions unless otherwise agreed by the CLG;
- observers will be present in an observation capacity only and if they have any questions these must be addressed through the chairperson or facilitator;
- reports from meetings will be made available to the public online as well as circulating them to interested parties; and
- feedback on the efficacy of the meeting will be sought from members at the end of each meeting.

Terms of reference for the CLG shall be reviewed on the request of the Contractor or members, and as a minimum once per year.

At the first CLG meeting the Contractor shall seek the views of those interested in becoming members on how best to ensure that membership represents a cross-section of the community.

1.4.3. Proactive media relations

The Contractor will deliver an ongoing and proactive media relations programme throughout the Contract Period. All media-related activities will be undertaken in accordance with the media protocol agreed with the Authority.

The Contractor will be proactive at all times in terms of engaging with local journalists and publicising the agenda of the Facility as much as possible.

The Contractor shall provide a trained media representative who will be skilled in media relations and familiar with all aspects of the development of the Facility to proactively engage with all media channels, with the back-up of a team of experienced communications and media professionals. A point of contact for the Authority will be available on a twenty-four (24) hours per day basis and will be able to respond to out-of-hours media enquiries as appropriate.

To establish ongoing media relationships, the Contractor will:

- identify the key individuals in both reporting and editorial teams of broadcast and print media and establish relationships with individuals;
- establish the Contractor as open, accessible and professional and develop a basis for the best possible opportunities for balanced and fair coverage of the key issues;
- continue to work with reporters to create good journalism and a high-profile platform for key messages;
- provide named contacts and well prepared spokespeople who can deliver accurate and informed key messages;
- work with the media to place the issues in front of the public, through stories, supplements, features, broadcast discussions and phone-ins;
- agree an annual media relations plan with the Authority and its partners; and
- analyse the amount of media coverage and its positioning in terms of positive/negative/neutral throughout the development of the Facility and through the Services Period.

Working with advocates

The Contractor will work with advocates identified through research and engagement within the community to promote the Facility, as appropriate. The Contractor will liaise with advocates to promote consistent messages amongst local networks.

Micro media engagement

The Contractor will provide relevant micro media including parish and town council newsletters, newsletters produced by community organisations, trade groups and faith organisations with relevant articles or 'question and answer' features, providing a platform for open discussion and embedding the message at this micro level. The Contractor will also provide this opportunity for local community radio stations. The Contractor will distribute multi-media press packs with up-to-date information on the Project, including written press releases, video footage and audio clips and images (where available and as appropriate for the target demographic), enabling accurate information to be portrayed to the media and other interested parties in a dynamic and engaging format.

1.4.4. Reactive media relations

In response to contact from the media, the Contractor shall follow the protocol set out below.

- Clarify the information required by the journalist in order to ensure that the request is fully understood.
- In instances where the request is for information that is already in the public domain, provide an immediate answer and inform the Authority.
- In instances where the request is for information that is not already in the public domain, the Contractor will confirm what the deadline for the enquiry is; inform the Authority of the request and draft the response for Authority sign-off and send the agreed response to the journalist prior to the enquiry deadline (whenever possible).
- Keep a record of all journalists who have expressed interest in the Project using the stakeholder database, and record all press enquiries and responses.

- If the Contractor cannot help the journalist with the required information they will suggest alternative contacts, such as the Authority, and offer to pass on the enquiry to the Authority when appropriate.

In all correspondence with the media, proactive or reactive, the Contractor will deliver positive messages about the Project and present information in a positive light.

1.4.5. Crisis management

In the case of Emergency, the Contractor will contact the Authority and relevant emergency services immediately and implement its Emergency plan. In instances where nearby residents and businesses need to be alerted, such as a fire or explosion, this will be undertaken in accordance with the Authority's civil emergency plan. The general manager shall assess the Emergency situation and order activation of the crisis management protocol and procedures to be followed. The head of Emergency (HE) will have overall responsibility for the Facility during times of Emergency unless the emergency services assume control.

1.4.6. Communications crisis management protocol

- The Contractor's crisis management plan implements an immediate briefing for the Authority, including waste management, health and safety and communications teams in accordance with the media protocol.
- A holding statement pre-agreed with the Authority will be provided to relevant media outlets, establishing a single point of contact for future enquiries.
- The CLG chairperson and relevant elected members will be contacted to receive an initial briefing.
- Designated communications contacts from the Contractor and the Authority will liaise to agree a detailed joint statement as required.
- The joint statement will be issued to elected members and other officials, the media and local residents (where appropriate).
- All media enquiries will be directed to an agreed, designated communications officer. All other Personnel, board and committee members shall be professional and helpful to the media by referring them to the spokespeople, but shall not speak to the media, nor provide any information.
- All comments shall be guided by professionalism and transparency, and will serve to mitigate the crisis while reinforcing the role of the Contractor and the Authority.
- "No comment" is never an acceptable response. If an answer is unknown or cannot be immediately answered, the communications contact shall make note of the question, tell the inquirer they will have to revert to him/her, and do so. If the question cannot be answered due to a policy (such as sharing Personnel information) the inquirer will be informed of this.
- Personnel matters will remain confidential subject to Legislation and Guidance.
- Whenever possible, responses will be proactive, responsive, and action-oriented.
- Further statements will be developed and issued according to the media protocol, as required.

1.4.7. Crisis management procedure

The Contractor shall be responsible for actioning the procedure set out below.

- Assemble the crisis management team, consisting of:
  - the Contractor's communications specialist, responsible for ensuring that all tasks are completed;
  - the Contractor's spokesperson, who will answer all media and other enquiries;
  - the Authority's communications manager and spokesperson; and
  - other key stakeholders as appropriate, for example the Environment Agency.
- Assess the situation to determine the facts including:
  - determining the appropriate response/action;
  - creating a plan of action for internal and external communications;
  - developing factual and detailed messages reflecting the status of the crisis, the Contractor's response, and, if possible, proactive steps to resolve the situation;
  - preparing talking points and providing a script for the member(s) of Personnel receiving incoming telephone calls;
  - determining if a press release, web and/or voicemail update is necessary; and
  - assessing what resources are required to manage the crisis (for instance, mobile phone availability, press conference needs, on-location resources – such as signs, a lectern, visual displays).
- Public disclosure:
  - begin placing telephone calls to critical internal audiences, including Personnel, the Contractor's board and/or legislators;
  - begin media and other external audience outreach, using press releases if appropriate;
  - evaluate message effectiveness as the situation progresses by monitoring media and public reactions;
  - implement methods for updating key audiences with ongoing information; and
  - distribute post-crisis communications.
- Evaluate the overall crisis communications efforts by assessing media and public reactions and provide a written briefing to the Authority on its efficacy and any lessons learnt.

1.4.8. Reactive public relations

The Contractor shall monitor editorial coverage, letters and electronic communications, such as blogs, and, when appropriate, shall respond appropriately, promptly and courteously. Criticism, questions and misinformation about the Facility and/or Services (calculated or otherwise) in the media shall trigger a response from the Contractor. All statements and responses shall be agreed with the Authority prior to release.

1.4.9. Promotional communications activities

In accordance with paragraph 18.1 e) of Schedule 2 (Output Specification) of the Contract, the Contractor shall develop and implement a proactive communications plan which shall include promotional activities to raise waste awareness.

The Contractor will assess the calendar of community events in Gloucestershire and will agree with the Authority a list of appropriate events, as outlined in the Table MS7.4 below, that will be delivered by the Contractor throughout the Contract Period.

Theme	Opportunity to raise awareness	Activities
Environment	4Rs	Exhibition area in the Visitor Centre will inform visitors about sustainable waste management Media messaging will focus on the importance of the waste hierarchy The Project website will inform users about the 4Rs and the role of the Facility in achieving sustainable waste management
	Climate change	Exhibition area in Visitor Centre will inform visitors about the role of sustainable waste management in reducing the impact on climate change Media messaging will include clear explanation of how the new Facility will reduce the climate change impacts of waste management The Project website will explain the links between sustainable resource management and climate change
	Outdoor education zone	The outdoor education zone will provide opportunities to raise visitors' understanding of the need for sustainable resource management Outdoor activities will provide visitors with a greater understanding of their role as 'earth stewards' and the importance of reducing the impact of climate change
	Wildlife zone	The wildlife zone will be used to inform visitors about the biodiversity of Gloucestershire and the need to protect this Activities will inform visitors about habitat conservation and the impacts of climate change on wildlife

Theme	Opportunity to raise awareness	Activities
Education	Exhibition area	Exhibition area in the Visitor Centre will inform visitors about sustainable waste management and its role in reducing the impact on climate change Materials will include information on where resources come from and how they can be preserved and managed more efficiently for the future Environmental features of the design of the Visitor Centre will be on display to increase opportunities for raising awareness
	Viewing platforms	The viewing platforms in the Visitor Centre will enable visitors to better understand the Waste processing activities that take place within the Facility Being able to see significant volumes of Waste will help to inform visitors of the need to reduce Waste and conserve resources
	Courses and Workshops	Courses and workshops will be developed to engage groups and stakeholders throughout Gloucestershire on waste management and climate change issues (see Part 4 of this Method Statement).
	Apprenticeships	Apprentices will be directly recruited by the first-tier supply chain, including all partners involved in the construction joint venture
Arts	Art space and gallery	Art on the theme of waste management and climate change will be on permanent display at the Visitor Centre Competitions for school children and other members of the community will encourage the consideration of our responsibilities to sustainable resource management and to reducing our impact on climate change
	Workshops	Community workshops (see Part 4 of this Method Statement) will be developed with local partners to enhance opportunities for Gloucestershire residents to develop artistic skills, focusing on the themes of sustainable resource management and climate change Workshops will be informative and inspiring and will encourage participants to appreciate sustainability issues from a community perspective
	Annual community arts show	An annual community arts show may be hosted either at the Visitor Centre or at alternative venues throughout Gloucestershire The theme of the show will focus on sustainable resource management and climate change issues Media coverage of the show will be encouraged to enable broader messaging

Theme	Opportunity to raise awareness	Activities
	Use of space by theatre groups	Theatre groups will be able to use the Visitor Centre for rehearsals and performances (see Part 4 of this Method Statement) Theatre groups will be encouraged to develop performances focused on sustainable resource management and climate change issues
Science	Mentoring	The Contractor will provide mentoring for an agreed number of students each year from across Gloucestershire Mentoring will enable students to understand how science works in industry and gain an appreciation of the science behind waste management and associated climate change issues
	Apprenticeships	The Contractor shall offer science-based apprenticeships and work placements to improve the calibre and professional understanding of future scientists in the waste management and climate change fields
	Courses and workshops	The Contractor will host courses and workshops at the Visitor Centre and through outreach activities to explain the science behind waste management and associated climate change themes. (See Part 4 of this Method Statement)
Community	Community hall	The Visitor Centre will be available for use by groups and organisations for any suitable activity (see Part 4 of this Method Statement). Whilst activities will not be restricted to waste management and climate change themes, the meeting space will provide an informative venue where people can learn about these issues and find out how to get involved in associated community activities.
	Workshop space	The workshop space in the Visitor Centre will be available for groups and organisations to book (see Part 4 of this Method Statement). While workshop themes will not be restricted to waste management and climate change, these will be prioritised and encouraged.
	Volunteering opportunities	The Contractor will use the Visitor Centre, Project website and outreach activities to encourage volunteering for a sustainable Gloucestershire. The Contractor will promote volunteering opportunities that contribute towards sustainable resource management and reduction of climate change impacts. The Contractor will work with voluntary associations to enhance the waste management and climate change benefits of volunteering programmes and will help develop links and opportunities throughout Gloucestershire The Contractor will provide volunteering opportunities at the Visitor Centre and through outreach activities.

Theme	Opportunity to raise awareness	Activities
Business	Business education programmes	The Contractor will work with local agencies to facilitate business education programmes based on the following themes: • maximising low-carbon business opportunities; • lean production, material substitution and waste reduction; • sustainable construction, the recycling industry, sustainable procurement and retail supply chains, recycling in the workplace. Participants at business education events will be charged as set out in section 4.4 of this Method Statement.
	Supply chain opportunities	The Contractor will engage with its supply chain to bring about greater awareness and understanding of waste management and climate change issues The Contractor will promote sustainable resource management and climate change awareness through engaging with its supply chain (see Part 3 of this Method Statement, Social Management) and will work with suppliers to improve their understanding and performance in these areas Apprentices will be directly recruited by the first-tier supply chain, including all partners involved in the construction joint venture
	Javelin Park	The Contractor will promote Javelin Park as a prime area for low carbon business growth via press releases, the dedicated website and business events The Contractor will engage with its business neighbours (such as Blooms Garden Centre), to raise awareness and understanding of the sustainable waste management activities taking place at the Facility and the associated supply chain opportunities these afford
Broader Campaigns	Food waste	Sponsoring/facilitating FareShare South West in setting up a community food network in Gloucestershire Cookery workshops to minimise waste – Love Food Hate Waste Change4Life workshops (food sustainability in the 21st century) Grow local, buy local support
	Workplace	Slim your work bin – waste reduction and healthy eating in the workplace breakfast and lunch meetings 'On your bike' promotions 'Walk to work/school' weeks

Theme	Opportunity to raise awareness	Activities
	Public events	Sustainable Gloucestershire exhibition Environmental fair, green science fair, recycling and energy fair A 'fair scavenger hunt' for environmental facts on exhibition stands at fairs All-species parade, earth parade, children's earth parade Environmental maze - put choices at each junction and dead ends at choices that would lead to unsustainability Choice pledges - people sign an Earth Day pledge Grocery bags on Earth Day - schoolchildren decorate reusable bags which are then distributed by local grocers Tree planting days on the Site and around the county Household hazardous waste collection - informs householders to minimise hazardous waste contamination of residual waste Environmental Hero Awards Unwanted seedling giveaway - for example, at a farmers' market Free text subscriptions for weekly eco tips

Table MS7.4 –Opportunities and activities that will be discussed with the Authority

The Contractor will work with the Authority to determine which of the above suggested events would be most appropriate in each annual communications plan. The Contractor will work in partnership with the Authority to deliver the broader campaigns such as the 'Environmental Hero Awards' and a 'Recycling and Energy Fair'. School events will be run in partnership with the Gloucestershire County Council Waste Education team.

1.4.10. Publication of documents

- The Contractor shall publish all available public documents, reports and information using a variety of formats in recognition of the fact that people acquire information through a range of media. This includes the Planning Application and all supporting documentation.
- The Contractor will publish all public documents and reports in PDF format on the dedicated website and make all such documents available for publication by the Authority. The Contractor will provide printed copies of all documents to the Authority and will maintain an up-to-date publicly available library of documents at the Visitor Centre. Where appropriate, and in agreement with the Authority, the Contractor will also make printed copies available at libraries and community centres. Furthermore, the Contractor will distribute information via direct mail and email to those individuals and organisations that have elected to join the distribution list, as well as to all residents and organisations within a pre-defined distance of the Facility (in agreement with the Authority).

- The Contractor will distribute information to members of the CLG and other key stakeholders as appropriate, unless otherwise requested. Relevant information will be made available at every public event which the Contractor participates in or hosts.
- The Contractor will provide information in large print, Braille or other languages on request.

1.5. Resources and management

1.5.1. Managing the communications plan

The Contractor will implement the communications plan following agreement with the Authority and other delivery partners, and any changes to the communications plan will be made with the Authority's approval in accordance with paragraph 18.2 of Schedule 2 (Output Specification) of the Contract.

Throughout the Works and Services Periods, the plan will detail monthly activities, including the purpose of each task, clearly delineating responsibility and resources against each calendar Month. The communications plan will be reviewed on the following basis:

- Monthly review of communications activities by appropriate members of Personnel and reporting of any relevant stakeholder and CLG activities to the Authority within the Monthly Service Report.
- Annual review, including responsibilities and resources
- A three (3)-yearly rolling medium-term communications plan

The Contractor will also hold regular communications team meetings with the Authority (at a frequency to be mutually agreed) to share the outputs of the reviews, discuss feedback and plan for future activities as outlined in MS 5E (Contract Communications Plan).

The monthly review of communications activities will include:

- the communications plan, ensuring that it continues to promote realistic expectations and responds to stakeholder interest;
- communication channels, ensuring that the Authority and the Contractor decision makers are able to identify risks, state problems, share information, and implement solutions;
- stakeholders, ensuring that key stakeholders are informed of the latest indicators (such as deliverables achievement status, overall Project progress and available resources vs. planned activities);
- team collaboration, ensuring that the communications team has access to the necessary systems and technologies which establish and maintain effective in-house communications; and
- review of communications activities, including the number of events attended, number of visitors to the Visitor Centre, number of stakeholders directly engaged with, and amount of media coverage (whether positive/negative/neutral).

The Contractor will assess outputs from the reviews to identify areas for development, actions, the allocation of resources and benchmarks and targets. The annual communications plan will be agreed with the Authority at least two (2) months prior to each

new financial year. The stages which will be applied to develop the Contractor's communications plan are as set out below.

- Develop the aims and objectives of the communications plan.
- Refine the stakeholder identification and mapping.
- Identify the existing and new community leaders and networks.
- Analyse the existing opinions and messaging.
- Develop the key messages.
- Determine stakeholders' communications needs.
- Identify the required communications events.
- Determine the method and frequency of each event.
- Allocate resources to communications events.
- Implement an evaluation schedule.

1.5.2. Staffing and resourcing

At all times during the Contract Period, the Contractor will maintain a clear and central point of contact with the Authority. Where the Contractor is using experienced specialist advisers, they will report to the Authority through the Contractor. Any member of Personnel who could come into contact with children and/or vulnerable adults as part of their role will be required to undergo Criminal Records Bureau (CRB) clearance.

The communications manager will have overall responsibility for communications, and will be the day-to-day point of contact for the media, the public and the Authority in relation to all public relations and communications issues. The communications manager will have the primary responsibility of implementing the Contractor's communications plan and managing all relevant engagement activities.

The communications manager will be supported by external communications advisers and also by other relevant Personnel, as required. Individuals employed in these roles will be of a senior level and the Contractor will ensure that the individuals have prior experience of public relations and handling sensitive communications. These individuals will be available to the Authority, as required, with specific support to be provided during sensitive periods in the Contract, such as during the first year of the Services and during times of crisis. They will also be involved in key liaison activities, such as facilitating the CLG, dealing with key interviews with the local media and hosting visits to the Site.

The Contractor shall continually review its staffing levels and will ensure that the appropriate resources are made available to manage stakeholder engagement activities and deal with any general issues concerning the Services.

The Visitor Centre shall be managed by the communications manager, who will have responsibility for supervising the operations of the Visitor Centre and managing visitors to the Facility. When visitors have requested a tour of the Facility, the communications manager may be assisted as necessary by other relevant members of Personnel.

For detail regarding the communications manager responsibilities please refer to MS 5D (Personnel).

1.6. Phase-specific communications activities

1.6.1. Prior to planning submission

This section 1.6 describes the activities carried out by the Contractor from the first round of public exhibitions prior to submission of the Planning Application, including the Contractor's approach to design (prior to announcement of preferred bidder), up to January/February 2012.

1.6.2. Prior to announcement of preferred bidder

Prior to announcement of preferred bidder status, the Contractor participated in engagement and consultation activities with a range of stakeholders and in two (2) public exhibitions at Javelin Park, providing detailed information to stakeholders on the need for the Facility, the proposed technology, the design of the Facility, how impacts will be managed and the broader benefits for the community. The Contractor also invited feedback from stakeholders and incorporated outcomes into the proposal and statement of community involvement.

Prior to announcement of preferred bidder status, the Contractor developed and had approved by the Authority the items set out below.

- Materials for the two (2) public exhibitions at Javelin Park.
- Frequently Asked Questions.
- A media pack.
- A presentation, non-technical summary and other briefing materials for key stakeholders including the Authority, district and borough councils, MPs and MEPs.
- A dedicated website: www.ubbgloucestershire.co.uk
- A dedicated email account: info@ubbgloucestershire.co.uk
- Press release announcing preferred bidder status.
- A statement of community involvement that met the Authority's requirements.

1.6.3. Post announcement of preferred bidder

Communications were, and have continued to be, conducted through presentations, the "contact us" facility on the dedicated website, email and letters to ensure that all stakeholders have the opportunity to participate in dialogue with the Contractor. The Contractor supported all dialogue with appropriate online information and leaflets/briefing packs, ensuring that stakeholders understood the background, need, benefits and broader implications of the Project. The Contractor consulted with the Authority and its delivery partners to ensure that all dialogue with stakeholders were conducted in a meaningful and timely manner. The Contractor issued a press release regarding the announcement of preferred bidder status, following Authority review. Media relations shall be maintained by the Contractor throughout. The Contractor offered presentations and briefings to all relevant stakeholders as agreed with the Authority.

1.6.4. Preparation phase

Prior to Contract award, the Contractor met the pre-planning submission timetable below.

- First public exhibitions – July 2011

- Submission of Final Tenders – October 2011
- Second public exhibitions – November 2011
- Announcement of preferred bidder status – December 2011
- Submission of Planning Application – January 2012

The communications plan for this phase was delivered on a county-wide basis with natural concentration in the areas surrounding the Javelin Park Site.

Prior to Contract award and during the preparation phase, the Contractor prepared all materials, continuing to track stakeholder and media activity and attitudes and attended pre-application meetings with statutory stakeholders as required.

The Contractor monitored responses made by statutory consultees and made the Authority aware of statutory consultee responses promptly. The Contractor identified any critical issues raised within the consultee responses and developed an appropriate mitigation strategy to address issues raised. This involved written dialogue, meetings or the provision of additional information as appropriate. The Contractor made the Authority aware of any communications between the Contractor and the statutory consultees promptly.

The Contractor worked with the Authority to finalise and agree the consultation protocol and the consultation strategy. The outreach programme has been prepared, including setting up the stakeholder database, initial stakeholder profiling/mapping and media analysis. The Contractor agreed the final programme of engagement and key messages with the Authority, and drafted and obtained approval for an internal question and answer document and public frequently asked questions (FAQs) document.

The Contractor produced briefing notes and a non-technical summary of the Project, and a stakeholder information pack containing FAQs and other relevant information relating to the Contractor and the Project.

Following approval from the Authority, all web content has been confirmed and the Project website has been designed to be ready to go live on a date to be agreed with the Authority. The Contractor ensured that exhibition boards and handouts were drafted, approved and printed and ensured that the enquiries management system was in place and ready to use from consultation launch.

1.6.5. Activities during the preparation phase

Prior to Contract award and following the submission of Final Tenders, the Contractor continued to undertake the activities set out below.

- Reactive media and stakeholder monitoring.
- Responding to letters, the telephone hotline and email enquiry system.
- Launching and updating the website with information and documentation as appropriate.
- Updating the stakeholder database.
- Organising visits to reference facilities for key stakeholders in agreement with the Authority.
- Iterative design and assessment feedback.

- Following up actions from community forum/CLG meetings for example focus groups and Site visits.
- Liaising with the media as appropriate and in agreement with the Authority in accordance with the media protocol.

1.7. Post planning and permitting submissions

This section 1.7 details the Contractor's approach to communications following submission of the Planning Application and Environmental Permit application, including the period up to and following Contract award to planning determination and issuing of the Environmental Permit to operate.

1.7.1. Media relations

The Contractor's media relations strategy following announcement of preferred bidder status and submission of the Planning Application and Environmental Permit application has:

- provided a developing and ongoing narrative to the 'story' of the proposed Facility (to support the Planning Application and Environmental Permit process), and understand and respond to any other narratives that develop with regard to the proposed Facility;
- demonstrated a commitment to openness and engagement;
- provided a platform for answering questions and concerns ; and
- increased the promotion of waste management issues and activities in the region and supported the Authority's messaging.

This has been achieved through the distribution of a media information pack with images, quotes and facts about the Project, Q&A features and the provision of information in partnership with the Authority on the 4Rs.

The Contractor has been proactive at all times in its media relations strategy, openly offering to participate in local, national and trade media coverage of the Project. The Contractor's approach has also ensured that all contact with the media has been in agreement with the Authority. Where the Authority did not wish the Contractor to make direct contact with the media, the Contractor respected this restriction.

Prior to Contract award the Contractor distributed a media pack to all local and trade press and issued a press release on announcement of preferred bidder status. This was followed up by the offer of a presentation for local press, providing opportunities for discussion and rapport building.

Throughout the period from submission of the Planning Application and Environmental Permit up to issue of the Planning Permission and the Environmental Permit and during Works Period, the Contractor will deliver a series of press releases giving information about progress and responding to stakeholder feedback.

The Authority in consultation with the Contractor has developed a media protocol (see Appendix MS7.2 to this Method Statement) and has ensured and will continue to maintain a rapid rebuttal system to address any issues and/or negative media inquiries, with a dedicated spokesperson assigned who will be trained in dealing with the media. The Contractor shall at all times work in partnership with the Authority to build relationships with the media and to respond to requests for information and this will be undertaken in

accordance with the media protocol (Appendix MS7.2), through which the responsibilities below have been agreed.

The Authority will lead on enquiries relating to:

- the procurement process, Project timeline, Waste Core Strategy, Joint Municipal Waste Management Strategy, Site ownership, and the ultimate Contract;
- previous public and stakeholder consultations undertaken;
- pre-planning consultation process (the first and second exhibitions); and
- the existing Javelin Park community forum and Gloucestershire Waste Partnership.

The Contractor will lead on enquiries relating to:

- pre-planning consultation content (the first and second exhibitions);
- the Planning Application;
- the Environmental Permit;
- technical content of the Project - Site proposals, technology and construction; and
- Facility operation.

1.7.2. Other general communications activities

Following announcement of preferred bidder status and submission of the Planning Application and Environmental Permit application, the Contractor launched an intensive stakeholder engagement programme. The programme of activities ensured that stakeholders had sufficient information and the opportunity to give feedback and have questions answered regarding the Contractor's proposals.

During this period, the Contractor worked closely with the Authority to respond to information requests from stakeholders. A stakeholder engagement protocol (see Appendix MS7.1 to this Method Statement) has been agreed with the Authority for responding to queries in a timely and consistent manner.

In agreement with the Authority, the Contractor will publish press releases and quarterly newsletters throughout the planning and permitting determination phase, deliver the key messages and highlight relevant events. The newsletters will provide a platform for raising awareness of minor changes to the Planning Application and Environmental Permit application which may be necessary during the planning and/or permitting determination process and throughout the life of the Contract. Engagement with statutory consultees for the Planning Application and Environmental Permit application is described in section 1.6.4 of this Method Statement.

The programme of activities set out in Table MS7.5 below has been informed by and has built upon the engagement activities already undertaken in partnership with the Authority, some of which are reflected in Table MS7.5.

Approach	Proposed activities
Stakeholder events	In recognition that there are a significant number of organisations in the wider Gloucestershire public, the Contractor will offer a series of meetings, presentations and briefings including:

Approach	Proposed activities
	• individual member and officer briefing sessions arranged for the Authority, Stroud District Council, Quedgeley Parish Council, Hardwicke Parish Council and other councils (as agreed), with supplementary sessions for those not able to attend the original event; • briefings for all local MPs and MEPs; • invitations for individual presentations to business, environmental and community organisations; and • full media briefings, as required.
Community activities	The Contractor will carry out outreach work to help raise awareness of the Project, including public events and using the Javelin Park Community Forum (in agreement with the Authority). In addition, the Contractor will offer, through the dedicated website and its meetings with district councils, to meet with other stakeholders throughout the county on request. The Contractor will seek to advertise this through the 'Community Notice Boards' on the Authority's website, as well as through the district councils' websites and newsletters.
Site and exchange visits	Prior to Financial Close the Contractor arranged a visit to another of its other facilities so that representatives could see the technology in operation first hand. The Contractor also offered to arrange for exchange visits for specific groups if required and appropriate, for example, the Authority's planning department and committee.
Stakeholder information pack	The stakeholder information pack will contain a catalogue of information documents including: • briefing notes tailored to the audience (for example, councillors, residents) covering Project details, need and benefits; • FAQs; and • information on visual impact, air quality, noise, odour, ecological, traffic impacts, selection of the site and the choice of technology choice.
Website	The Contractor will create a website specific to the Project. This will develop naturally to hold a full library of reference information, updates, news stories and contact details. The website will include basic information with further detail being added as the Project evolves. The website will be designed to be accessible and continually updated to maximise search engine faculties. Links will be established to the Contractor's members' websites (such as Urbaser and Balfour Beatty) and to the relevant sections of the Authority's website. The Contractor will inform the Authority when it makes updates to the Project website.
Newsletter and leaflets	The Contractor will produce a quarterly newsletter providing updates on the proposal, forecasted activities and other topics relevant to the Project. These will be designed to be attention grabbing and informative. The text will be written in a simple, clear and understandable manner and will include a description of the Project and its benefits to the community and the environment. Prior to release, the Contractor will share these newsletters with the Authority's communications team for approval. The Contractor will make public information available in additional formats (for example, large print) on request.

Table MS7.5 - Proposed activities

1.7.3 From determination to award of Planning Permission and Environmental Permit

The media protocol (Appendix MS7.2) shall remain in place, and be updated in agreement with the Authority, throughout the planning and permitting determination phase and up to award of the Planning Permission and the issue of the Environmental Permit.

The Contractor shall remain proactive at all times, continuing to meet with stakeholders and responding to information requests from the public and the media (in accordance with the media protocol Appendix MS7.2).

Further details can be found in WDP 1 (Planning and Permitting), which considers the Contractor's approach to minimising the risk of delaying determination of the Planning Application and Environmental Permit, and/or officer recommending refusal of Planning Permission and/or issue of the Environmental Permit.

1.7.3. Appeal and Judicial Review Challenge

The Contractor will continue to engage pro-actively with interested parties (be they opposed to or supportive of the proposals) to ensure that any issues raised are made in full knowledge of the correct facts and not based upon rumour or presumption. This process will be carried out through direct engagement with the relevant parties, through public forums such as public meetings or through invites to events (for example, parish meetings/local liaison committees).

1.8. Works Period

The Contractor will work with the Authority to review the media and stakeholder engagement protocols in preparation for Site mobilisation. The Contractor will adhere to the Considerate Contractors Scheme during the Works Period. The Contractor shall also ensure that the telephone helpline, safety procedures and site safety notices are all in place prior to the commencement of Works.

Throughout the Works Period, the Contractor will conduct ongoing dialogue with the Authority, key stakeholder groups and the broader public. This dialogue will invite feedback from the community on particular issues such as:

- impacts (real and perceived) of the Works;
- public perception of Waste management and other sustainability issues;
- uses for the Visitor Centre;
- content of outreach activities (for example, schools programmes); and
- accessibility of information.

The Contractor will proactively approach parties who may be effected by the Works to gain feedback on the effectiveness of the environmental controls.

The Contractor shall liaise with key local media outlets in agreement with the Authority to deliver a three (3) year feature starting with the first 'spade in the ground' and culminating in the inaugural opening.

Throughout the Works Period, the Contractor shall use the media to help promote awareness raising events such as roadshows and exhibitions. Radio interviews will be offered to key local broadcasters and a press day will be held at a suitable local venue.

The Contractor will continue to employ the communication tools established during the pre-planning phase of the Contract in order to deliver the key messages and invite feedback from stakeholders (see Table MS7.6 below). The Contractor will review and update these approaches at least annually throughout the Works Period.

Engagement approach	Benefits and uses
Works Period meeting room that is suitable, fit for purpose and well maintained to accommodate visitors to the site	• Host the Authority and other visitors in a safe environment. • Provide information about the Works and the Facility/Services, including need, benefits, timeline of activities, Considerate Constructors Scheme, and apprenticeships scheme.
Online resources	• The Contractor will maintain the dedicated website to inform stakeholders about the Project, the Facility's role and the Visitor Centre. • The Contractor will provide educational resources on sustainable resource management and associated sustainability issues for use in the classroom and at home. • The Contractor will use online tools to invite feedback and encourage participation in awareness raising activities and consultations.
Hotline and email enquiry system	• The Contractor will maintain the hotline and email enquiry system, ensuring that responses are sent in accordance with the Customer Services Plan. • The Contractor will use the hotline and email responses to invite feedback and encourage participation in awareness raising activities and consultations.

Newsletter	• The Contractor will publish a quarterly newsletter with updates and information. This will be likely to include:
	  ◦ the need for sustainable waste management and how individuals can contribute to sustainable resource management;
	  ◦ annual customer satisfaction survey results;
	  ◦ broad participation in awareness raising activities and consultations; and
	  ◦ promotion of the Visitor Centre as a community asset.

Engagement approach	Benefits and uses
Outreach activities	• The Contractor will deliver roadshows, presentations, briefings and community workshops. • The Contractor will attend county-wide and local events, assemblies and community forums. • The Contractor will use face-to-face opportunities to raise awareness and encourage participation in other activities and consultations such as those of the Recycle for Gloucestershire Schools programme.
Information leaflets	• The Contractor will publish up-to-date information leaflets in electronic and paper format in order to inform people of sustainable resource management, the role of the Facility, changes to operations that may affect local people, awareness raising activities and consultations.
Meetings	• The Contractor will meet, as appropriate, with the local, district, ward and county members, MPs and MEPs and provide briefing notes to ensure they have accurate and up-to-date information. The Contractor will review this on a quarterly basis as part of the review of the stakeholder database. • The Contractor will attend meetings on request with other key stakeholders such as residents and schools close to the Site to discuss the Project and encourage participation in awareness raising activities and consultations.
Press releases	• The Contractor will issue reactive and proactive newsworthy press releases with regard to the Works Period and support or lead on media campaigns about green lifestyles and sustainability.
CLG meetings	• The Contractor will facilitate and participate in regular CLG meetings to ensure that two-way dialogue with local representatives continues and informs the Project. • The Contractor will publish CLG meeting reports on the dedicated website to enable members of the public to access the same level of information as CLG members have.
Promotion of the Visitor Centre	• The Contractor will promote the Visitor Centre for use as a community venue, attraction, public amenity, wildlife habitat and educational resource (see Part 4 of this Method Statement). • The Contractor will encourage visitors to provide feedback and to participate in awareness raising activities and consultations.

Table MS7.6 - Approaches to engage Gloucestershire's stakeholders

The Works stages set out below will be undertaken.

- Site establishment, including welfare facilities.

- Commencement of construction of the Facility and Visitor Centre.
- Installation of boiler equipment.
- Commissioning.
- Official opening.

At each of these stages, the Contractor shall ensure that its communications reflect the current works and raise awareness of the activities taking place. Messaging will include giving people advance notice of works taking place on Site and identifying events/times which may cause inconvenience in the local area, for example noise, dust, vibration, over-sized vehicles on the road.

At each stage, the Contractor shall deliver the following activities:

- update the website to reflect the current stage of Works;
- produce a press release detailing the activities, and demonstrating how potential impacts will be managed or mitigated; and
- produce an article in the dedicated newsletter.

During the Commissioning Period, specific communications will be required to ensure local residents are informed of the activities taking place. Messaging in the run-up to the Commissioning Period and up to the official opening of the Facility shall include:

- what commissioning is and why it is needed;
- what will happen and how the Contractor will be testing the Facility; and
- how the Contractor will be ensuring the health and safety of those living and working nearby, particularly in relation to emissions.

The Contractor shall raise awareness in advance of the official opening of the Facility and Visitor Centre. Community forum/CLG members, residents and businesses within 2.5 km of the Site and key stakeholders shall be contacted directly via an appropriate method (including letter, email or leaflet). The Contractor shall update the website appropriately, ensuring that all customer care functions are operating fully. The Contractor shall publish an edition of the dedicated newsletter with information about the official opening, the technology and how people can make contact with the Contractor.

The Contractor shall invite journalists, key stakeholders and local residents and businesses to a tour of the Facility and Visitor Centre, and shall publish a press release following the event to further raise awareness of the start of the Services Period.

1.9. Services Period

Throughout the Services Period, the Contractor will work closely with the Authority to deliver an ongoing proactive media relations programme.

The Contractor will utilise specific opportunities for engagement and dialogue provided by the different stages of the Services Period. Table MS7.7 (below) sets out the scheduled activities for the first year of the Services Period.

Annual communications activities	
Visitor Centre	The Contractor will host organised visits to the Visitor Centre, continually promoting its use as a community venue, attraction, public amenity, wildlife habitat and education resource.
Outreach activities	The Contractor shall offer informative talks and seminars to stakeholder groups as identified in Table MS7.1. The Contractor will attend roadshows, presentations, briefings and community workshops as appropriate.
Online resources	The Contractor will update the dedicated website and social media outlets with details and pictures of the inaugural ceremony, operational information, launch of the Visitor Centre and planned outreach activities.
Hotline and email enquiry system	The Contractor will ensure that all relevant Personnel are fully trained and have up-to-date information in relation to the Services and the Visitor Centre, as appropriate. The Contractor will respond to enquiries in accordance with the Customer Services Plan.
CLG	The Contractor will facilitate CLG meetings quarterly or as appropriate (in agreement with its members) during the first year of operation, with the frequency during the remaining period of operation to be determined (but no less than twice a year). The CLG will discuss operational matters, the Visitor Centre and outreach activities.
Newsletter	The Contractor will issue at least three (3) newsletters with details and pictures of the official opening, operational information, launch of the Visitor Centre and planned outreach activities.
Media	The Contractor will issue regular press releases covering the official opening, the success of early operations and Visitor Centre/outreach activities. The Contractor will also issue a media pack and briefing to local journalists. The media pack will include information about the Facility, FAQs and high resolution images of the Facility.
Information leaflets	The Contractor will publish up-to-date information leaflets in electronic and paper formats to inform people of sustainable resource management practices, the role of the Facility, changes to operations that may affect people, the Visitor Centre and planned outreach activities.
Meetings	The Contractor will meet with the local, district, ward and county members, MPs and MEPs as appropriate and provide briefing notes on operations, the Visitor Centre and planned outreach activities. The Contractor will attend meetings as appropriate with other key stakeholders to discuss the Project and encourage participation in awareness raising activities and consultations.
Customer satisfaction survey	At the end of quarter 3, the Contractor will carry out a customer satisfaction survey online and through the newsletter, as described in Part 2 of this Method Statement. The Contractor will review the Year 2 Communications Plan in quarter 4 taking feedback in relation to Year 1 into account.

Table MS7.7 – Scheduled activities in the first year of the Services Period