

Stakeholder Engagement Project Resources

Pattern Ref. No. [P0006]

[A corporate approach to engaging residents threatened to derail the Swindon Area Signalling Renewal Project]

<i>Our Patterns are observed, repeated behaviours that affect stakeholder engagement</i>	
Memorable Name:	Pressing the Flesh
Author:	Spencer Hobbs
Author contact details:	Spencer.Hobbs@networkrail.co.uk
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Pattern Reference no.	(e.g. P0006)
Linkages with SE principles:	
Key Words:	Poor engagement, negative perception, refused access, delay
Subject Terms:	Engagement, empathy, negotiation
Cross references with Tools:	
Context <i>[In one or two sentences, capture the following: sector, budget, duration, number of employees directly involved and project life cycle phase.]</i>	
Project scope: Network Rail sponsored 4 year, £75m re-signalling project (entailing the installation of new signals, related equipment and converting this so it is controlled from a new computer based system in a centralised signalling centre) covering 44 miles of route along the Great Western railway line and up to 250 operatives on site undertaking the works.	
Problem <i>[In a few sentences summarise the <u>repeated behaviour</u> impeding stakeholder engagement]</i>	
The project team had to access several line-side areas along the route that had been sold off by Network Rail (NR). Poor stakeholder management by previous Network Rail project teams (e.g. poor engagement, communication, reliance on letters and emails to inform residents of impending works and not taking the time to address their concerns) had meant several of these landowners held a negative perception of the organisation and refused NR access and use of their land therefore potentially threatening the project programme and increasing costs due to delays.	
Intervention(s) <i>[Was/were there (an) intervention(s) to address the problem? If so, what was done?]</i>	
Yes, I encouraged my project team to utilise face-to-face meetings with such residents (via public consultations and site meetings) to actually engage, empathise and speak directly with them. We always strove to address their concerns and keep them informed of impending project works and tried to undertake the works so their was limited impact on the residents.	
When negotiating access to one particularly difficult landowner's land, upon establishing that he once served in the armed forces I therefore arranged for one of our engineers (who also happened to be ex forces) to engage with the resident and undertake negotiations on the project's behalf.	

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Outcome(s) *[What was/were the result(s) of the intervention(s)?]*

The above example was a successful approach as the landowner in question went from a position of initially not wanting to negotiate access with Network Rail to eventually agreeing to give us the required access to his land.

Such an approach to stakeholder engagement with all line-side residents meant we expedited the resolution of all such land access disputes, thus saving the project time and money by reducing potential delays to the programme.