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ICHEME
SCHEDULE 24: STAKEHOLDER MANAGEMENT AND COLLABORATION

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1. ~~STAKEHOLDER ENGAGEMENT REQUIREMENTS~~STAKEHOLDER ENGAGEMENT REQUIREMENTS

The requirements of this Schedule shall be applied in a proportionate, risk-based and collaborative manner. The purpose of stakeholder management, communications control and collaborative working is to protect the Purchaser's statutory, reputational and community interests, support effective delivery of the Works, promote early issue resolution and maintain clear external messaging. These requirements are not intended to duplicate the Contractor's internal management systems or require unnecessary intervention in routine delivery activities.

1.1 Stakeholder Management

The Contractor shall obtain the prior written approval of the Project Manager before any communications are issued or published by the Contractor or its Subcontractors that relate to the Contract or the NLHPP Programme, including (without limitation):

1.1.1 All communications issued publicly by the Contractor referring to the Works and/or the NLHPP Programme, on social media or digital platforms such as websites.

1.1.2 Any letters to local residents that may be required in the execution of the Contract.

1.1.3 Any updates or information relating to the Works.

1.1.4 Any images that may be taken by the Contractor or taken of the Contractor on the Site, or the EcoPark or areas surrounding the Site where the Site is visible.

Any feedback or enquiries made by the local community or residents received by the Contractor or its Subcontractors about the Works or the NLHPP Programme and what is being undertaken should be passed onto the Project Manager in writing with contact details.

Routine operational communications issued in accordance with pre-approved templates or protocols may be issued without further approval, provided they are notified to the Project Manager.

1.2 Stakeholder Engagement Plan

The Contractor shall prepare a plan (the "Stakeholder Engagement Plan"), to be submitted to the Project Manager for approval within 4 weeks after the Effective Date, setting out its approach to engaging with stakeholders on the NLHPP Programme. The Contractor shall ~~submit an updated~~review the Stakeholder Engagement Plan ~~to the Project Manager for approval on the date falling 12 months after the date of approval of their initial Stakeholder Engagement Plan and thereafter whenever the Project Manager instructs and in any event at no less than at subsequent 12 monthly intervals for the duration of the Contract. The Project Manager need not approve a Stakeholder Engagement Plan (including any revised Stakeholder Engagement Plan) that does not meet~~at least annually and update it where there has been a material change in stakeholder interfaces, communications risks, project phase, community impacts or the requirements of ~~this section 1.2~~the Purchaser. Except where the update materially changes public-facing communications protocols or stakeholder commitments, revised plans shall be submitted for review and comment rather than approval.

The Stakeholder Engagement Plan shall clearly identify internal communication channels (between the Project Manager and the Contractor) and external (between the Contractor and Relevant Stakeholders (as defined below)).

The Stakeholder Engagement Plan shall clearly identify the rules and modes of communication for the Contractor with the Project Manager and with Relevant Stakeholders, with reference to clause 23.4A of the Conditions of Contract.

1.2.1 For the purposes of this Schedule 24 *Stakeholder Management and Collaboration*, the term "Relevant Stakeholders" means, for the NLHPP Programme all local political bodies, central and local politicians, the Operator and Statutory Bodies. A list of the main Relevant Stakeholders, with which there is regular communication is set out below.

- ~~1.2.1.1 the~~The Operator (LondonEnergy);
- ~~1.2.1.2~~ Lee Valley Heat Network (Energetik);
- ~~1.2.1.3~~ Environment Agency;
- ~~1.2.1.4~~ Greater London Authority;
- ~~1.2.1.5 the north~~North London boroughs of Enfield, Haringey and Waltham Forest;
- ~~1.2.1.6~~ Thames Water;
- ~~1.2.1.7~~ Canal and River Trust;
- ~~1.2.1.8~~ Lee Valley Regional Park Authority;
- ~~1.2.1.9~~ UK Power Networks;
- ~~1.2.1.10~~ Cadent Gas;
- ~~1.2.1.11~~ BT; and
- ~~1.2.1.12~~ National Grid.

The Contractor shall comply with the approved Stakeholder Engagement Plan in the performance of the Works.

1.3 Collaboration on Stakeholder Engagement

The Contractor shall identify a nominated individual to manage all external correspondence and liaise with the Project Manager and Purchaser's communication representative who is responsible for reviewing and approving external communications on the Contractor's behalf. Where third party agencies are engaged by the Contractor to carry out all or part of the Stakeholder Engagement Plan, a single point of contact should be allocated to carry out the objectives set out in the Stakeholder Engagement Plan.

~~Monthly meetings will be carried out with the parties responsible for fulfilling the Stakeholder Engagement Plan to provide regular progress and monitoring updates to the Purchaser.~~

Meetings shall be held at a frequency proportionate to current stakeholder risk, planned external communications and upcoming community impacts. Meetings may be replaced or supplemented by written updates, dashboards or communications logs where these provide equivalent visibility.

The Purchaser's designated communications representative is the NLHPP Communications Manager~~:~~. The Project Manager shall provide the relevant contact details for this representative and shall keep such details up to date, including notifying the Contractor of any replacement of the representative.

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2. COMMUNICATIONS ~~REQUIREMENTS~~REQUIREMENTS

2.1 External Communications

All draft press releases, external communications, hand-outs, and all similar materials, and any photographs for publication, and any similar materials relating to the NLHPP Programme or any part of the Works shall be submitted to the Project Manager for approval prior to issue or release. The Contractor shall not issue any such material without the prior written approval of the Project Manager.

The Project Manager shall respond to communications submitted for approval within the period stated in the Stakeholder Engagement Plan or, where no period is stated, within a reasonable period having regard to the urgency and nature of the communication. Routine communications issued using pre-approved templates shall not require further approval unless they relate to a material change, incident, complaint, disruption or reputationally sensitive matter.

The Contractor will be required to attend public meetings organised by the Project Manager, at the Project Manager's request, for the purpose of presenting (to local residents, local schools, councillors, administrators and property owners) the general organisation of the Site, the points of contact, the periods during which the Works will take place.

The Contractor will be required as part of its obligation to comply with the Code of Construction Practice to inform stakeholders of forthcoming workings or disruptions to normal construction activity that impact the local area around the Site. The Contractor shall give a minimum of two weeks' advanced warning of forthcoming activities where formal external communications are necessary.

2.2 Correspondence

The Contractor shall develop a correspondence management plan within 4 weeks of the Effective Date, for review and approval by the Project Manager and the Purchaser's communications representative. The correspondence management plan will relate to all external correspondence, including complaints, and should be developed considering the following principles:

2.2.1 The Contractor shall maintain a register and file for all correspondence as specified above, which shall be accessible to the Project Manager and the Purchaser's communications representative at all times.

2.2.2 All correspondence between the Project Manager and the Contractor or the Contractor and Relevant Stakeholders in relation to the Works or the NLHPP Programme shall be numbered consecutively in accordance with a system to be approved by the Project Manager as part of its approval of the correspondence management plan.

2.2.3 All correspondence shall be signed by the Project Manager or Contractor and submitted in PDF format.

2.2.4 Any agreement made between the Parties as a result of informal communication, either spoken or written, must be formally confirmed using the method set out in the correspondence management plan.

2.2.5 All timescales for response should be set out according to the type of incoming correspondence and responses to complaints should be acknowledged within 24 hours and a response made within 5 Business Days, following approval by the Project Manager. Any incoming complaint should be alerted to the Project Manager or the Purchaser's communications representative within 24 hours of receiving the complaint.

2.2.6 All individuals responsible for carrying out the correspondence management plan should be listed within the correspondence management plan. A single point of contact should be set out if third party agencies are engaged to fulfil the requirements of the correspondence management plan on behalf of the Contractor.

2.2.7 Monthly meetings should be carried out with the parties responsible for fulfilling the correspondence management plan to provide regular progress and monitoring updates to the Purchaser.

3. COLLABORATIVE ~~WORKING REQUIREMENTS~~WORKING REQUIREMENTS

The Contractor's collaborative working system, including, but not limited to, collaborative working plans and relationship management plans (both as described in this Section 3), shall form part of the Works.

The Contractor shall submit all necessary information and documentation to the Project Manager for the fulfilment of the required collaborative working standards.

The Contractor shall deliver the Works in accordance with collaborative working best practice, ~~in accordance~~aligned with the principles of ISO 44001 Collaborative Business Relationships, and ~~in accordance~~aligned with the Core Behaviours ~~(~~as defined in Table 1~~)~~.

The Contractor shall ensure that its Subcontractors support and apply the collaborative working ~~approach of its Subcontractors also complies with the requirements of ISO 44001~~principles set out in this Schedule to the extent relevant to their role and scope.

Table 1

Core Behaviours
Openness: Parties must be honest in their dealings with each other, open to feedback, and must commit to creating a culture of openness that encourages everyone to proactively share information, and to raise and discuss issues directly as opposed to ignoring or denying them. **Behaviour Descriptions (Criteria)** O1 Communicates openly and honestly O2 Proactively shares information that can benefit other individuals or Parties to progress towards Works outcomes O3 Takes time to make sure everyone has the information they need to perform their roles effectively O4 Carefully explains the reasons why, when information cannot be shared, and willing to change this position to increase openness whenever possible O5 Seeks and provides constructive feedback, including across organisational boundaries O6 Visibly uses feedback to make decisions and drive change O7 Explicitly challenges any lack of openness O8 Builds transparency into process and decision making
Self-Awareness & Awareness of Others: Parties and individuals must commit to understanding their own personal and organisational strengths and limitations, as well as understanding the concerns, intentions and motivations of other Parties and the culture and context of other Parties. **Behavioural Descriptions (Criteria)** A1 Provides clarity regarding programme Roles & Responsibilities inside and outside of their organisation A2 Recognises the objectives of other parties and seeks ways to help maximise their achievement A3 Takes visible steps to adapt the usual ways of working to meet a shared goal A4 Actively listens to other parties and respects opinions of others

A5 Demonstrates continuous personal development through actively raising individual self-awareness, especially at leadership level A6 Represents the objectives of their organisation appropriately within the Works context
Forward-Looking: Parties must behave in a manner that contains forward planning and is considerate and accommodating of the schedules and priorities of one another. Parties must take a forward-looking approach that does not dwell on past issues that have been resolved, or conflicts of delivery methods, other than ensuring that past lessons are learnt so as to maximise the effective delivery of the services across the NLHPP Programme. **Behavioural Descriptions (Criteria)** F1 Actively seeks information about the schedules and priorities of other parties, and incorporates these into own planning F2 Plans ahead and identifies clashes, risks or concerns, communicating these sensitively F3 Moves on quickly from issues and conflicts of delivery methods F4 Pre-empts potential issues and raises early warnings F5 Implements lessons learnt to maximise effective delivery of the Works F6 Regularly re-emphasises the vision of what success of the Works looks like F7 Encourages team members to see mistakes as learning opportunities F8 Takes a strategic approach in preparation for and in response to early warnings F9 Prevents past issues from affecting Works progress or quality
Constructive Conflict: Parties must use problem-solving methods that promote a collaborative atmosphere and avoid fostering covert, overt, conscious or unconscious enmity, conflicts or point-scoring against other Parties. Parties must respond to differences in perspective positively, and actively harness the opportunities these differences present, for improvement to the Works and progress towards desired outcomes. The Purchaser seeks to create a relationship which enables conflict to be resolved at the lowest and most informal level possible, and to avoid the use of formal dispute resolution procedures in the Contract unless absolutely necessary. Nonetheless, the processes set out in clause 46 of the Conditions of Contract (Disputes) will apply should the Parties be unable to resolve a particular conflict in the manner envisaged by these collaborative working requirements. **Behavioural Descriptions (Criteria)** C1 Invites and welcomes constructive criticism and differing views C2 Behaves honestly and openly about disagreement C3 Prioritises time, appropriate people and presence to discussing disagreement C4 Responds to conflict with curiosity as opposed to defensiveness C5 Listens to the other party(s) points of view C6 Participates in efforts to find solutions C7 Offers creativity or innovation for a resolution C8 States clearly what is and is not acceptable, personally and to the organisation C9 Compromises and is flexible in order to progress C10 Visibly rejects / discourages adversarial behaviour and commercial opportunism

3.1 Purpose

~~3.1.1 This section of the requirements outlines the Purchaser's requirements for collaboration.~~

3.1.1 The collaborative working requirements in this Schedule are intended to support effective delivery of the Works through transparency, early identification of issues, constructive challenge, timely decision-making and collaborative problem solving. These requirements are not intended to duplicate the Contractor's management systems or transfer responsibility for design, construction, quality, programme management or delivery of the Works from the Contractor.

3.1.2 These requirements are applicable to all activities that the Contractor undertakes under the Contract.

3.1.3 The Purchaser recognises the importance of building collaborative relationships with the supply chain as a key enabler to the effective delivery of innovative and sustainable Works outcomes.

3.1.4 The Purchaser defines collaboration as 'Business relationships that are formed by committed organisations that maximise joint performance, deliver mutual objectives and create additional value'.

3.1.5 The Purchaser recognises that collaboration does not result solely from the implementation of systems and operating models alone, as such the Contractor is required to: provide strong leadership, demonstrably align its behaviour with the Purchaser's values; and engage with the wider supply chain as necessary to achieve collaboration as defined above.

3.1.6 The Purchaser actively encourages collaboration throughout the whole supply chain to ensure sustainable business relationships and performance; the Purchaser expects to supply to the Contractor an annually reviewed NLHPP Programme wide collaboration strategy. The Contractor shall ensure that the Contractor's Collaborative Working Plan (as detailed in section 3.3 of this Schedule 24) is updated to reflect such strategy. The principles set out in the project wide collaboration strategy will be consistent with the requirements of this Schedule 24.

3.1.7 The Purchaser's collaboration approach is aligned to ISO 44001, with the potential to gain future certification, as an indicator of effective business relationships.

3.1.8 The Purchaser is responsible for integrating and replicating collaboration practices, at its discretion, across its supply chain.

3.1.9 The Contractor develops and complies with the documents as set out below, in accordance with its obligations under this section of this Schedule 24.

3.1.10 ~~The~~ Contractor shall ~~provide~~ensure appropriate ~~behaviour specialists to advise and support their project team, both during preparation of the required documents, and as necessary during the delivery of the Collaborative Working Plan.~~capability and resources are available to support the effective implementation of the collaborative working requirements.

3.2 Relationship Management Plan

~~3.2.1 In accordance with the best practice described in ISO 44001: Part 2 Guide to Implementation, the Contractor shall ensure that it:~~

3.2.1 The Contractor shall ensure that it:

a) appoints a senior executive responsible for collaboration within four weeks of the Effective Date;
b) develops a Relationship Management Plan, which is capable of evolution during the Contract, specifically completing details of the implementation of the following stages~~, in accordance with ISO 440001~~:

i. Working together;
ii. Value creation;
iii. Staying together; and
iv. Exit strategy activation.

3.2.2 The Purchaser shall provide a template Relationship Management Plan for the Contractor to complete.

3.2.3 The "Relationship Management Plan" is a plan which defines the strategic approach to the partnership between the Purchaser and the Contractor. In its contribution to the Relationship Management Plan, the Contractor shall describe:

3.2.3.1 how the Contractor will recruit and select for, induct, develop and evaluate the required skills and competencies, including the Core Behaviours, of appointed individuals that shall be involved in the delivery of the Works. The Contractor shall be responsible for ensuring that they assess collaborative working capability when appointing individuals to their project team; and how relationships will be developed on the above basis with Subcontractors (without prejudice to the Contractor's other obligations in Schedule 7 Subcontracting) and Small and Medium Enterprises (SMEs) throughout the supply chain, and Relevant Stakeholders as required.

3.2.4 Within eight weeks of the Effective Date, the Contractor's senior executive responsible for collaboration shall produce a complete Relationship Management Plan and submit this plan to the Purchaser ~~for approval~~, in accordance with the procedure described in Schedule 2: Documentation.

3.2.5 The Relationship Management Plan shall identify practical arrangements for issue escalation, behavioural intervention, dispute avoidance, decision-making and relationship monitoring.

3.2.6 ~~3.2.5~~ The Contractor's senior executives shall participate in workshop events, organised by the Purchaser, for the purpose of validating the Relationship Management Plan and achieving a mutually agreed approach to the relationship, as described in the Relationship Management Plan. Following ~~the approval of such plan by both Parties~~agreement of the Relationship Management Plan, the Contractor shall ~~comply with such Relationship Management Plan~~implement and maintain the agreed arrangements.

3.2.7 ~~3.2.6~~ The Contractor's senior executives shall participate in workshop events during the Contract, for the purpose of reviewing the relationship and mutually agreeing any updates to the Relationship Management Plan. ~~These workshops will be no more than once a year~~Workshops shall focus on strategic relationship matters.

lessons learned, barriers to collaboration, opportunities for improvement and unresolved escalations.

3.3 Collaborative Working Plan

3.3.1 The Contractor shall submit a Collaborative Working Plan to the Project Manager ~~for approval~~ as part of the Project Execution Plan defined in Schedule 2, within eight weeks of the Effective Date. ~~Thereafter, it will be reviewed and updated by the~~The Contractor shall review the Collaborative Working Plan at least every six months ~~as a minimum, being available for inspection as and when requested by the Project Manager~~and update it where required to reflect material changes in interfaces, delivery risks, stakeholders, organisation or lessons learned. The Contractor shall comply with its approved Collaborative Working Plan in the performance of the Works.

3.3.2 The Contractor's Collaborative Working Plan shall, as a minimum, outline activities which:

a) detail how a co-ordinated and consistent collaborative approach shall be developed with the Purchaser, other contractors and other third parties;
b) establish and maintain collaborative teams, engaging with its Subcontractors of any tier and SMEs throughout the supply chain, of any tier and other third parties as required; and
c) defines its approach for the identification, analysis, mitigation and management of risks associated with collaboration.
d) Collaborative risks shall focus upon matters capable of materially affecting programme, cost, quality, safety, commissioning, operational readiness or stakeholder outcomes.

3.4 Collaborative Working Group

The Contractor shall provide a suitable representative to join a NLHPP Programme wide Collaborative Working Group, meeting ~~monthly~~at a frequency agreed by the Parties having regard to the stage of the Works, current collaboration risks and Programme priorities, to support the delivery of the Purchaser's NLHPP Programme wide Collaborative Working Plan; and to disseminate relevant information about collaborative working into the Contractor's organisation on a routine basis. Each meeting shall focus on actions, lessons learned, barriers to collaboration, unresolved issues and matters requiring escalation.

3.5 Collaborative Working Senior Review

The Contractor's senior executive responsible for collaboration along with other senior representatives of the Contractor, as appropriate, shall attend and engage in discussions with senior representatives of the Purchaser, and other partners, for the purposes of strategic review and evaluation of collaborative working across the NLHPP Programme. These meetings will be held no more than quarterly. Senior reviews shall focus on strategic risks, relationship health, unresolved escalations, major interfaces, opportunities for value creation and improvements to Programme delivery.

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