Stakeholder Engagement Plan Training Course: Community Consultation, Grievances and Lender Reporting

11 – 15 January 2027
Vienna

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Programme Summary

Stakeholder engagement plan development is the subject of this one-week training course for project directors, operations leaders and community and finance liaison managers, ending in a stakeholder engagement plan with a lender reporting pack for one asset. Infrastructure teams often answer communities, authorities and financiers separately, so promises, grievances and performance figures drift apart. The programme moves from stakeholder mapping to disclosure and consultation, grievance handling, lender and investor reporting and a joined plan. Mars Training Centre UK delivers this programme on the stakeholder engagement plan to mixed-organisation cohorts.

The Business Case

Roads, power schemes, water systems, ports and operating facilities all depend on the consent of neighbours and the confidence of those who fund them. When consultation records, complaints and performance reports are kept apart, delays follow and financiers lose trust in the data. Leaders who run one engagement record can show what was promised, what was heard and what was delivered.

- Delay from Community Opposition: Falls when affected groups are consulted early and their concerns are tracked to closure.
- Grievance Resolution Time: Shortens when complaints follow a set route with a named owner.
- Financier Confidence: Rises when reports match site records and risks are disclosed on time.

Principles and Evidence Base

- Stakeholder Engagement Plan Structure: Identification, disclosure, consultation, grievance mechanism, resources and monitoring, applied in Sessions 1 to 3 to build the plan.
- Power-Interest Grid: Ranks stakeholder groups by influence and concern, applied in Session 1 to set engagement priority.
- Grievance Mechanism: A stated route for receiving, recording and closing complaints, applied in Session 3 to a working procedure.
- Lender and Investor Reporting: Performance against plan, risk disclosure and handling of financier questions, applied in Session 4 to a reporting pack.

Intended Participants

- Project directors who answer for consent, access and community relations on capital works.
- Operations leaders who manage neighbours, contractors and authorities at running sites.
- Community and social performance managers who run consultation and complaint routes.
- Finance and investor liaison managers who report asset performance to lenders and owners.

Typical settings include transport authorities, utilities, energy developers and port and airport operators.

Learning Outcomes

1. Participants will be able to construct a stakeholder map and rank groups by influence and concern.
2. Participants will be able to design a disclosure and consultation schedule for each project phase.
3. Participants will be able to evaluate a grievance procedure and diagnose where complaints stall.
4. Participants will be able to prioritise engagement effort against delay and reputation risk.
5. Participants will be able to construct a lender report that matches site records and states risks plainly.
6. Participants will be able to justify a stakeholder engagement plan to a project board.

Programme Structure

Day 1: Stakeholder Engagement Plan Foundations and Mapping

Who is affected by the asset, and who can change its course?

- Stakeholder Register
- Power-Interest Grid
- Affected Group Profile Sheet
- Engagement Objectives Statement
- Plan Structure Checklist

Day 2: Disclosure and Community Consultation

What do affected groups need to be told, and how are their views recorded?

- Information Disclosure Schedule
- Consultation Method Selection Table
- Meeting Record Template
- Vulnerable Group Access Check
- Commitments Register

Day 3: Grievance Handling and Issue Tracking

How does a complaint travel from first contact to closure?

- Grievance Mechanism Procedure
- Complaint Intake Form
- Escalation Ladder
- Issue Tracking Log
- Closure and Feedback Record

Day 4: Lender and Investor Reporting

What do financiers need to see, and does it agree with the site record?

- Performance Against Plan Report
- Risk Disclosure Statement
- Financier Question Log
- Report-to-Site Reconciliation Check
- Monitoring Indicator Set

Day 5: Stakeholder Engagement Plan for One Asset

Do the earlier tools join into a plan and reporting pack that a board can approve?

- Applying the Session 1 Power-Interest Grid
- Testing the Session 2 Commitments Register
- Checking the Session 3 Issue Tracking Log
- Reading the Session 4 Performance Report
- Completing the Stakeholder Engagement Plan and Reporting Pack

Methodology

The programme uses case analysis built on prepared material for two assets, one a transport corridor under construction and one an operating utility site. Participants map stakeholders, trace complaints, draft a lender report and defend their plan to peers acting as a project board and a lender.

- Suggested activity: Ranking twelve stakeholder groups and agreeing who needs face-to-face consultation.
- Suggested activity: Tracing one complaint through the escalation ladder and finding where it stalled.
- Suggested activity: Reconciling a lender report with the site issue log and correcting the gaps.

Capstone Output

Each participant completes a stakeholder engagement plan with a lender reporting pack for one asset. It holds a stakeholder map, a disclosure and consultation schedule, a grievance procedure, a commitments register and a reporting template. At work it briefs the project board and guides the first year of engagement.

Frequently Asked Questions

Is stakeholder engagement plan training suitable for leaders who have not written one before?

Yes. The stakeholder engagement plan is taught through prepared cases and templates. The programme assumes responsibility for communities, operations or reporting, but no earlier experience of writing an engagement plan.

Which structure does a stakeholder engagement plan rest on in this programme?

A stakeholder engagement plan rests on identification, disclosure, consultation, a grievance mechanism, resources and monitoring, with the power-interest grid used to rank groups.

How is the plan from stakeholder engagement plan training used at work?

You use the stakeholder engagement plan to brief a project board, agree consultation and complaint routes with teams, and prepare lender reports that agree with site records.

How does a stakeholder engagement plan differ from a programme on corporate investor relations?

A stakeholder engagement plan concentrates on communities, grievances and asset reporting to financiers, while a corporate investor relations programme concentrates on listed company disclosure, messaging and investor meetings.