Stakeholders – Quality Principles

Who is your Client? Who are your other stakeholders e.g. Clients Customers, General Public, Ofwat, Environmental Agency, Investors? What are their needs? Don't under or over deliver.

What / Who are Stakeholders?

- A stakeholder is an individual, group or organisation who can be affected by, or affect an organisations activities.

- Examples of typical project stakeholders:

  - Investors
  - Local Authorities
  - Clients
  - General Public
  - Clients Customers (bill payers)
  - Regulators (e.g. Environmental Agency, HSE, Ofwat etc.)
  - Other (Employees, JV Partners)

Stakeholder Needs:

Stated needs

- Stated needs are direct requirements, typically written or verbal. It is important to identify what we are expected to deliver and how we are going to achieve it.

Implied needs

- Implied needs are those that are suggested but not directly expressed e.g. a neighbour to a site who doesn't want to be bothered by large amounts of noise and dust.

Determining Stakeholder Needs:

Client:

- Read the contract or works order to understand the technical specifications and the aims and objectives of the project.

- Key Performance Indicators (KPIs) are a good indicator of identifying what is important to the client.

- Schedule regular meetings with the client and any other required stakeholders to keep them informed and involved with the project throughout.

General Public / Neighbours:

- Nobody wants to have their home life disrupted by works happening close by. Communicate with the public / local communities to ensure appropriate measures are in place and that they remain informed.

- Where required consider extra measures to ensure nuisance (noise, dust traffic, visual impact etc.) is kept to a minimum.

- For best practice implement the Considerate Constructors scheme.
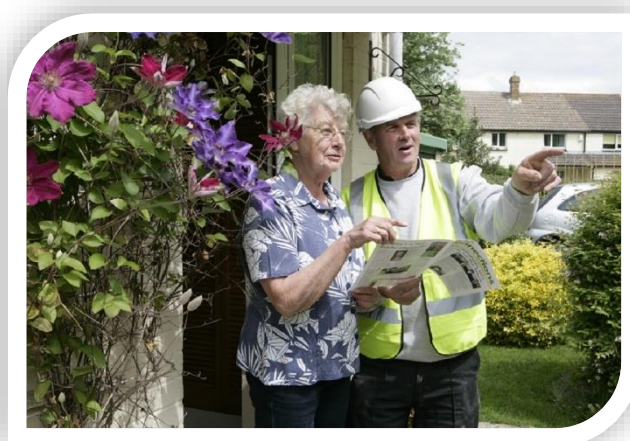
Investor:

- Understand the contract including any penalties for late completion etc.
- Understand the aim and objectives of the investment.

HSE / Environmental Regulators:

- Ensure you are familiar with the required Health, Safety, Environmental and Employment laws / requirements. If unsure, contact a member of the SHEQ team for assistance.
- Follow and keep up to date with changes in company processes, as these incorporate legislative requirements.
- All company processes can be found on The MWH Treatment Way (located on Connect).

Ofwat:

- Producing a high standard of work whilst taking the appropriate consideration for the public enables us to assist the client in obtaining positive Ofwat Service Incentive Mechanism (SIM) scores. SIM Scores are explained here and affect our clients funding, and therefore indirectly impact MWH Treatment.

Failure to meet needs

Failure to meet Stakeholder needs can result in;

- Dissatisfied Clients and Customers and even lead to formal complaints
- Additional costs
- Loss of business
- Breach of contractual or legal obligations, carrying penalties

Over Delivery

Similarly, over delivery of work for stakeholders (or favours) carries its own risks including increased risk of potential SHEQ incidents (increased number of hours, more likelihood of unplanned work) as well as carrying commercial risks for the project (over budget, missed deadlines due to workload etc.).

In 2017 we had a number of accidents caused by unplanned 'favours' for Stakeholders. For more information on the risks associated with scope change, see CDTT13-01 Change Management.

Key Points

- **Identify your stakeholders – both can affect and will be affected by.**
- **Understand their needs – including implied. Don't make assumptions!**
- **Don't under or over deliver.**

An organisation that does not have the ability to satisfy its stakeholders defeats the purpose of its existence

Questions

Q1: Can you think of potential stakeholders for your site / project / area of work?
Q2: Name 3 consequences of failing to meet stakeholder's needs?

MWH TREATMENT

Stakeholders – Quality Principles

REGISTER OF ATTENDEES

Delivered By: (name / job title)	
Project No.:	
Project Name:	

Name (print)	Sign	Date