

PUBLIC RELATIONS | COURSE BROCHURE

Community Relations and Social Licence to Operate

5 days | Classroom training | English

SMART HORIZON

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Course content

Why attend

Organisations in sectors such as energy, mining, infrastructure, manufacturing and real estate depend on the trust and acceptance of the communities around them. This course explains how to build and maintain a social licence to operate through effective community relations, stakeholder engagement, grievance management and social investment. Participants learn stakeholder analysis, engagement planning, communication with local communities, managing conflict and measuring social impact, applying the methods to realistic project scenarios.

Projects can be delayed, cost more or even be stopped when community concerns are not handled well. This course gives you the tools to engage communities early and honestly, manage expectations and build lasting relationships that support your organisation's operations.

Professional Problems This Course Is Designed to Solve

• Difficulty translating subject knowledge into practical workplace decisions.
• Inconsistent approaches to the activities covered in the course outline.
• Lack of a structured plan for applying and reviewing new skills.

Course methodology

The course uses case studies from different sectors, stakeholder mapping exercises, engagement planning workshops, grievance role plays and development of a community relations plan.

Course objectives

By the end of this course, participants will be able to:
• Explain the concept of social licence to operate and its business value
• Identify and analyse community stakeholders and their concerns
• Plan and conduct meaningful community engagement
• Establish effective grievance mechanisms
• Design social investment programmes that create shared value
• Measure and report community relations performance



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Target audience

This course is suitable for:
- Community relations and stakeholder engagement officers
- Public relations and corporate affairs professionals
- Project managers of infrastructure and industrial projects
- Sustainability and CSR managers
- Government relations professionals

Target competencies

Participants will develop competencies in:
- Stakeholder analysis
- Community engagement
- Grievance management
- Social investment
- Conflict resolution
- Social impact measurement

Course outline

Day 1: Social Licence to Operate

09:00–09:54	What a social licence to operate means
09:54–10:48	Business risks of poor community relations
10:48–11:00	International standards and expectations
11:00–11:30	**Coffee break**
11:30–12:12	International standards and expectations (continued)
12:12–13:06	The role of trust and legitimacy
13:06–14:00	Exercise: Assessing social licence risks

Day 2: Understanding Communities and Stakeholders

09:00–09:54	Stakeholder identification and mapping
09:54–10:48	Community profiling and social baselines
10:48–11:00	Vulnerable groups and inclusion



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11:00–11:30	**Coffee break**
11:30–12:12	Vulnerable groups and inclusion (continued)
12:12–13:06	Expectations, interests and concerns
13:06–14:00	Workshop: Community stakeholder map

Day 3: Engagement and Communication

09:00–09:54	Principles of meaningful engagement
09:54–10:48	Engagement methods and timing
10:48–11:00	Communicating technical information to communities
11:00–11:30	**Coffee break**
11:30–12:12	Communicating technical information to communities (continued)
12:12–13:06	Working with local leaders and organisations
13:06–14:00	Role play: A community information meeting

Day 4: Grievances and Conflict

09:00–09:54	Designing grievance mechanisms
09:54–10:48	Handling complaints and disputes
10:48–11:00	Managing activism and opposition
11:00–11:30	**Coffee break**
11:30–12:12	Managing activism and opposition (continued)
12:12–13:06	Rebuilding trust after incidents
13:06–14:00	Case study: Resolving a community dispute

Day 5: Social Investment and Performance

09:00–09:54	Creating shared value
09:54–10:48	Designing social investment programmes
10:48–11:00	Monitoring and measuring social impact



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11:00–11:30	**Coffee break**
11:30–12:12	Monitoring and measuring social impact (continued)
12:12–13:06	Reporting to stakeholders
13:06–14:00	Capstone: Community relations plan

The timings provided are estimates and may vary depending on the number of participants and the discussions taking place during the sessions. They are indicative only and do not constitute a binding commitment.

Dates, venues and fees

Current published course plans. Fees are per participant in EUR, excluding unconfirmed taxes.

Venue	Start date	End date	Fee (EUR)
Barcelona Confirmed dates	9 Nov 2026	13 Nov 2026	**€2,840.-**
Online Confirmed dates	9 Nov 2026	13 Nov 2026	**€1,250.-**
Istanbul Confirmed dates	16 Nov 2026	20 Nov 2026	**€2,650.-**
Online Confirmed dates	16 Nov 2026	20 Nov 2026	**€1,250.-**
Amsterdam Confirmed dates	7 Dec 2026	11 Dec 2026	**€2,540.-**
Online Confirmed dates	7 Dec 2026	11 Dec 2026	**€1,250.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Singapore Confirmed dates	14 Dec 2026	18 Dec 2026	**€2,820.-**
Online Confirmed dates	14 Dec 2026	18 Dec 2026	**€1,250.-**
London Confirmed dates	4 Jan 2027	8 Jan 2027	**€2,450.-**
Online Confirmed dates	4 Jan 2027	8 Jan 2027	**€1,250.-**
Dubai Confirmed dates	18 Jan 2027	22 Jan 2027	**€3,150.-**
Online Confirmed dates	18 Jan 2027	22 Jan 2027	**€1,250.-**
Frankfurt Confirmed dates	1 Feb 2027	5 Feb 2027	**€2,650.-**
Online Confirmed dates	1 Feb 2027	5 Feb 2027	**€1,250.-**
Vienna Confirmed dates	8 Feb 2027	12 Feb 2027	**€2,940.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	8 Feb 2027	12 Feb 2027	**€1,250.–**
Kuala Lumpur Confirmed dates	15 Feb 2027	19 Feb 2027	**€1,450.–**
Online Confirmed dates	15 Feb 2027	19 Feb 2027	**€1,250.–**
Paris Confirmed dates	1 Mar 2027	5 Mar 2027	**€2,860.–**
Online Confirmed dates	1 Mar 2027	5 Mar 2027	**€1,250.–**
Istanbul Confirmed dates	15 Mar 2027	19 Mar 2027	**€2,650.–**
Online Confirmed dates	15 Mar 2027	19 Mar 2027	**€1,250.–**
Amsterdam Confirmed dates	5 Apr 2027	9 Apr 2027	**€2,540.–**
Online Confirmed dates	5 Apr 2027	9 Apr 2027	**€1,250.–**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Rome Confirmed dates	12 Apr 2027	16 Apr 2027	**€2,450.-**
Online Confirmed dates	12 Apr 2027	16 Apr 2027	**€1,250.-**
Singapore Confirmed dates	19 Apr 2027	23 Apr 2027	**€2,820.-**
Online Confirmed dates	19 Apr 2027	23 Apr 2027	**€1,250.-**
London Confirmed dates	3 May 2027	7 May 2027	**€2,450.-**
Online Confirmed dates	3 May 2027	7 May 2027	**€1,250.-**
Dubai Confirmed dates	17 May 2027	21 May 2027	**€3,150.-**
Online Confirmed dates	17 May 2027	21 May 2027	**€1,250.-**
Frankfurt Confirmed dates	7 Jun 2027	11 Jun 2027	**€2,650.-**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	7 Jun 2027	11 Jun 2027	**€1,250.–**
Rome Confirmed dates	14 Jun 2027	18 Jun 2027	**€2,450.–**
Online Confirmed dates	14 Jun 2027	18 Jun 2027	**€1,250.–**
Kuala Lumpur Confirmed dates	21 Jun 2027	25 Jun 2027	**€1,450.–**
Online Confirmed dates	21 Jun 2027	25 Jun 2027	**€1,250.–**
Paris Confirmed dates	5 Jul 2027	9 Jul 2027	**€2,860.–**
Online Confirmed dates	5 Jul 2027	9 Jul 2027	**€1,250.–**
Istanbul Confirmed dates	19 Jul 2027	23 Jul 2027	**€2,650.–**
Online Confirmed dates	19 Jul 2027	23 Jul 2027	**€1,250.–**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Amsterdam Confirmed dates	2 Aug 2027	6 Aug 2027	**€2,540.-**
Online Confirmed dates	2 Aug 2027	6 Aug 2027	**€1,250.-**
Singapore Confirmed dates	16 Aug 2027	20 Aug 2027	**€2,820.-**
Online Confirmed dates	16 Aug 2027	20 Aug 2027	**€1,250.-**
Cape Town Confirmed dates	23 Aug 2027	27 Aug 2027	**€1,890.-**
Online Confirmed dates	23 Aug 2027	27 Aug 2027	**€1,250.-**
London Confirmed dates	6 Sept 2027	10 Sept 2027	**€2,450.-**
Online Confirmed dates	6 Sept 2027	10 Sept 2027	**€1,250.-**
Dubai Confirmed dates	20 Sept 2027	24 Sept 2027	**€3,150.-**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	20 Sept 2027	24 Sept 2027	**€1,250.–**
Frankfurt Confirmed dates	4 Oct 2027	8 Oct 2027	**€2,650.–**
Online Confirmed dates	4 Oct 2027	8 Oct 2027	**€1,250.–**
Cape Town Confirmed dates	11 Oct 2027	15 Oct 2027	**€1,890.–**
Online Confirmed dates	11 Oct 2027	15 Oct 2027	**€1,250.–**
Kuala Lumpur Confirmed dates	18 Oct 2027	22 Oct 2027	**€1,450.–**
Online Confirmed dates	18 Oct 2027	22 Oct 2027	**€1,250.–**
Paris Confirmed dates	1 Nov 2027	5 Nov 2027	**€2,860.–**
Online Confirmed dates	1 Nov 2027	5 Nov 2027	**€1,250.–**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Istanbul Confirmed dates	15 Nov 2027	19 Nov 2027	**€2,650.-**
Online Confirmed dates	15 Nov 2027	19 Nov 2027	**€1,250.-**
Amsterdam Confirmed dates	6 Dec 2027	10 Dec 2027	**€2,540.-**
Online Confirmed dates	6 Dec 2027	10 Dec 2027	**€1,250.-**
Singapore Confirmed dates	13 Dec 2027	17 Dec 2027	**€2,820.-**
Online Confirmed dates	13 Dec 2027	17 Dec 2027	**€1,250.-**



Course content

Plan your next step

Dates, availability, exact venue, taxes, inclusions and payment terms require written confirmation. This brochure is not a quotation, registration, booking confirmation or visa invitation. Participants receive a Smart Horizon certificate of attendance; programmes are not externally accredited and do not award a professional qualification or designation. Confirm arrangements before booking travel.

For group or in-house training, contact our learning team to discuss your objectives and delivery arrangements.

Contact Smart Horizon

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