



Marine Management Organisation



Enhancing Stakeholder Engagement

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Marine Office (Planning) South West



ENVIRONMENT

ISO 14001
CERTIFIED



QUALITY

ISO 9001
CERTIFIED



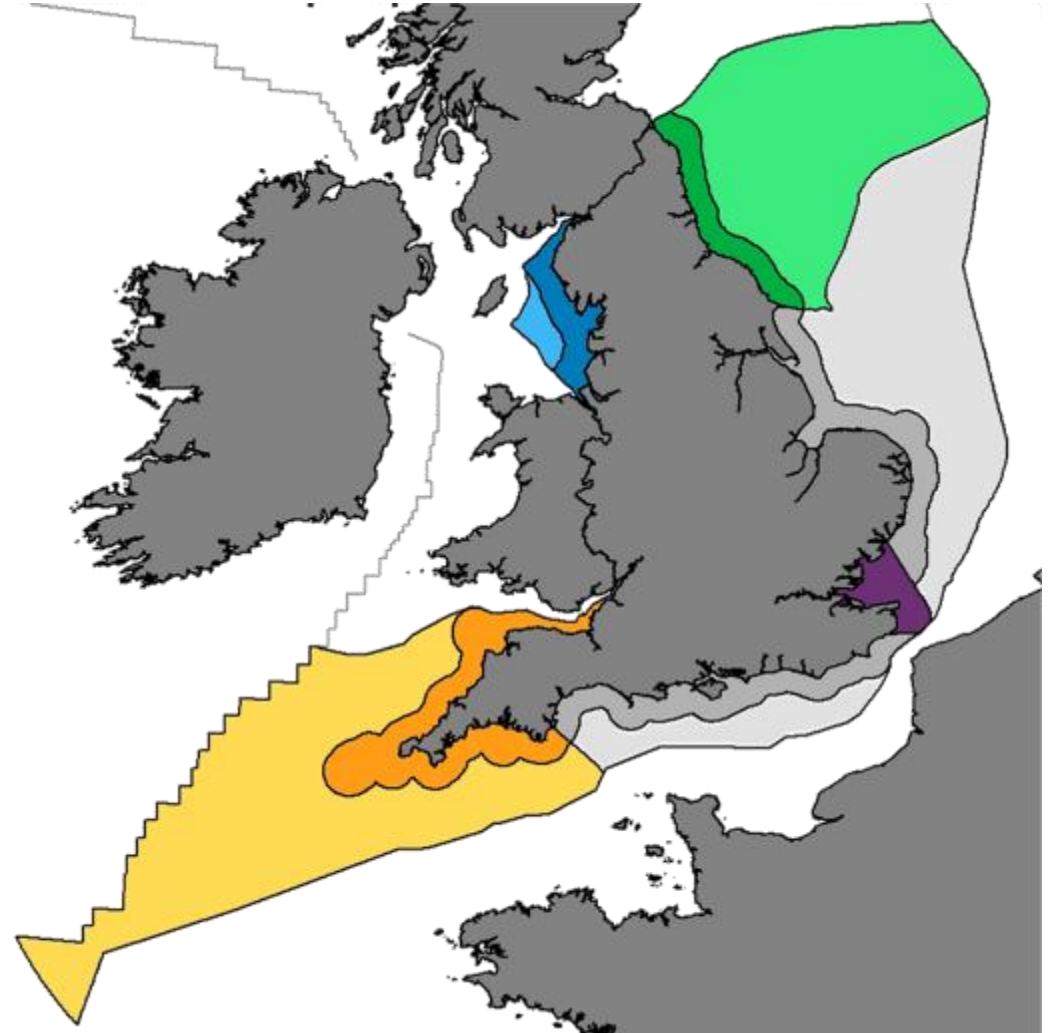
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Stakeholder Engagement in the SW

STATEMENT OF PUBLIC PARTICIPATION

- Required by the MaCAA 2009
- Published in July 2016
- How and when we will engage
- Transparency
- Formal start of the SW planning process
- Revisions must be approved by Sec. of State



Stakeholder Engagement in the SW



We Will:

- Involve people early
- Engage at appropriate times & effectively
- A “one size fits all” approach will not work
- Respect diversity of people and lifestyles
- Be clear in purpose & timing
- Explain how views are taken into account
- Make documents publicly available
- Communicate using plain English

Engagement in the SW

Face to Face



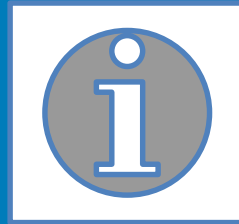
Meetings

Bespoke workshops

Consultation events

Stakeholder events

Digital



Gov.uk website

Social media

Webinars

Videos / Animations

Blogs

Direct



Email

Newsletters

Questionnaires

Consultations

How can we be more effective?

Stakeholder Engagement in the SW

01

INTEREST GROUPS

e.g. Fisheries, cabling,
NGO's, aggregates, ports

03

DELIVERY PARTNERS

e.g. CEFAS, NE, JNCC,
Crown Estate, IFCA, HE

02

BORDERING NATIONS & ADMINISTRATION

Welsh Government

04

PUBLIC AUTHORITIES

e.g. Local Authorities,
Queens Harbour Master

Who are our
stakeholders?



Stakeholder Engagement in the SW

PAST ENGAGEMENT

Statement of
Public
Participation

2016
2016

SW Launch Event

Call for Issues
and Evidence

2016
2016

Issues and Evidence
Workshops

Iteration 1 Workshops

2017
2017

Cause and Effect
Workshops

Iteration 2 Workshops

2018
2018

Summer
Engagement
Webinars

Enhancing Stakeholder Engagement

EMMF FUNDED PROJECT (MMO1152)

01

Investigate stakeholders...

Awareness,
Understanding,
Experience and
General views of...

Past
communication
and engagement
in marine
planning.



Enhancing Stakeholder Engagement

EMMF FUNDED PROJECT (MMO1152)

02

Investigate stakeholders...

Drivers, motivations and general ability to...

Engage both in current and future contexts.



Enhancing Stakeholder Engagement

EMMF FUNDED PROJECT (MMO1152)



39

TELEPHONE INTERVIEWS

General public, planning authority, port, IFCA, conservation, research

32

ONLINE SURVEYS

Qualitative data focused on drivers and motivations for engaging or not engaging

Stakeholder Engagement in the SW

	Commercial SME	Environmental	Planning	Commercial
Drivers	Commercial Interests	High to ensure env. protection	Business need	Minimal
Motivation	High but in a limited way (specific interests)	Passive. More observation	High	Minimal without clear relevance
Ability	Time-poor	Time poor and limited finance	Engagement encouraged	Few barriers. Special interest
Knowledge	Focus on end results and consequences	Majority optimistic. Opposite when close to ports	High. Process well understood	
Support	Doubts around implementation. Feeling of env. bias	Majority satisfied	General satisfaction	



Hard to reach Stakeholders

STAKEHOLDERS LOOK FOR 'RELEVANCE'

01

Some stakeholders saw relevance in terms of 'threat or opportunity' i.e. commercial / environmental

02

The meaning and purpose of the plan is a barrier to some, as it is not always clear

03

Smaller commercials (ports & harbours) expressed anxiety stemming from uncertainty of the consequences

04

Fisherman felt workshop invites were poor at making relevance clear so many did not attend.

Responsibility...

01

Expectation for the MMO to consult in a way that suits stakeholders – not the other way round

Misunderstanding

02

Misconception that the plan will, in detail, describe what you can and cannot do – not that the plan is strategic

Awareness

03

Only 2 interviewees were aware that the plan would not damage the status quo. Also limited use/awareness of MIS

Involvement

04

"It's frustrating not being able to show how my input has been used... I can't justify taking the whole day to attend without any feedback."

Challenges

What is relevant, is different for every stakeholder

Need to understand the consequences of the plan

Make MIS more user friendly

Make engagement more accessible (cost)

Make the information more accessible (jargon)

Transparency around data and opinions



Recommendations: Broadening Reach

B1

USING EXISTING STAKEHOLDER NETWORKS

- More than 90% of respondents share info with other people
- These 'networks' could be used to reach further and more effectively
- Identify most 'influential' stakeholders
- Build upon existing work on Champion stakeholders and track these networks to measure engagement.

Recommendations: Broadening Reach

B2

CULTIVATE A PARTNERSHIP NETWORK

- Recognise the value of stakeholders as advocates or partners
- Create an advocate proposition
- Provide partner resources
- Visual recognition in the form of branding
- Provide media assets
- Best practise guides for specific industries/sectors



Recommendations: Broadening Reach

B3

MEANINGFUL AND PERSONAL PLANNING EXPERIENCE

- More effectively reach hard-to-reach stakeholders
- Focus messages on specific, regional issues
- Publish digital/offline material to address direct audiences
- Help make meaningful connections with marine planning
- Increase the mix of communication channels



Recommendations: Broadening Reach



Department
for Environment
Food & Rural Affairs

B4&5

MORE THAN ENFORCEMENT + RELATIONSHIP TO OTHER AGENCIES

- Negative enforcement and licensing experiences colour peoples view of planning
- Clarify the differences and where roles overlap
- Build on trust, openness, transparency & forward thinking
- Which agency is responsible for what?
- Leads to uncertainty about their ability to influence or make a difference to the process



Maritime &
Coastguard
Agency

Recommendations: Sustaining and Deepening Engagement



SD1

DIRECT 'IN THE MOMENT' FEEDBACK

- Continue to provide feedback forms but must go further
- Run 10-15 minute feedback sessions to review: pre-workshop expectations, workshop structure and facilitation
- 'In the moment' workshop feedback otherwise lost

Recommendations: Sustaining and Deeping Engagement



SD2

BESPOKE TECHNICAL WORKSHOPS

- Bespoke consultations with technical stakeholders
- Another example of moving away from one size fits all
- Targeted discussions of sector specific issues
- Recommendation is to do this alongside standard engagement and not instead or separately.

Recommendations: Sustaining and Deepening Engagement



SD3

IMPROVED ACCESS TO INFORMATION

- Online portal for published info praised
- However, access to info relevant to interests is difficult
- Search facility would be ideal: Sector, Date, Raised by, Location, Response
- Show clear reasons for the not including any evidence
- Demonstrates transparency and that the issue has been considered

Engagement Next Steps

- Iteration 3 is being planned as we speak:
 - Mixture of methods e.g. workshops, webinar
 - Communication: earlier and clearer
 - Start implementation conversation early
- New and improved version of MIS in development
- New stakeholder evidence database
- Cross border and hard to reach stakeholder work with the coastal partnerships





Summary

- **Aim: Enhance Stakeholder Engagement**
- **Understanding, experience, drivers, motivations**
- **One size does not fit all**
- **We have already implemented changes**
- **More will come**
- **Get in touch for more info**

Get in touch...

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