



Hayling Island Coastal Management Strategy

Stakeholder Engagement Report

Preparing for a resilient future

Document title	Hayling Island Coastal Management Strategy Stakeholder Engagement Report
Version	V4.0 Draft
Date	April 2021
Project name	Hayling Island Coastal Management Strategy
Project number	
Client	Havant Borough Council
Author	Emma Stainer, Coastal Engineer
Date:	29/05/2020
Checked by	Adam Sennitt
Date:	May 2020
Approved by	Sam Box
	May 2020
Date/initials check	

Revision History

Jan 2021	V3	Updated to new CP branding
April 2021	V4	Updated
July 2021	V5	Updated
October 2022	V6	Updated

Contents

Stakeholder Engagement Report	1
1. Introduction	4
1.1 Project Background	4
Figure 1 Location of Hayling Island	4
2. Stakeholder Engagement	6
2.1 Purpose of the stakeholder engagement plan	6
2.2 Principles for effective stakeholder engagement	6
2.3 Barriers to engagement.....	7
3. Stakeholders	9
3.1 Stakeholder Influence	9
3.2 Engagement Methods	9
3.3 Defining Stakeholders	10
3.4 Key messages.....	11
4. Engagement Approach	13
4.1 Engagement Stages.....	13
4.2 Engagement Timeline	14
5. Engagement activities to date.....	17
5.1 Stage 1 – Strategy Launch.....	17
6.2 Stage 2 – Data gathering	18
6.3 Stage 3 – Working together – developing the Strategy	19
6.4 Stage 4 – Engaging with the community.....	22
6.5 Stage 5 –Strategy delivery	23
6. Roles and responsibilities	24
6.1 Project Roles	24
7.2 Review and sign off procedure.....	26
7. Monitoring and Reporting	28
8.1 Communication Meetings.....	28
8.2 Record Keeping	28
8.3 Reporting back to communities.....	28
Appendix 1: Stakeholders	29
Appendix 2: Learning from similar projects.....	31
Appendix 3: Alternative engagement mechanisms.....	32
Appendix 4: Icons.....	34

1. Introduction

This document forms the Stakeholder Engagement Plan for the Hayling Island Coastal Management Strategy. It is a live document that outlines a framework for engagement with project stakeholders throughout the development of the Strategy.

1.1 Project Background

Hayling Island has a population of over 17,000, is located on the south Hampshire coast, within the Borough of Havant and has approximately 38km of coastline.

Being an island community, climate change is one of the largest challenges Hayling Island will face. It poses a significant threat to the economy, environment, health and way of life. Rising sea levels due to climate change are predicted to significantly increase the level of coastal flood and erosion risk on the island.

With no flood defences in place, over 243 residential properties and 92 non-residential properties are currently at flood risk on the island from a 0.5% AEP event. By 2121, with sea level rise and climate change, this figure rises to 3,158 properties at risk from coastal flooding during a similar extreme event and 795 properties at risk from coastal erosion on Hayling Island. Access and egress on and off the island to the mainland via the sole road bridge connection (A3023) is also at risk.

In order to manage these risks into the future, the North Solent Shoreline Management Plan (NSSMP) recommended the need to develop an FCERM Strategy for the Hayling Island Coastline. The plan is to develop an FCERM Strategy for Hayling Island, identifying management approaches for the next 100 years.

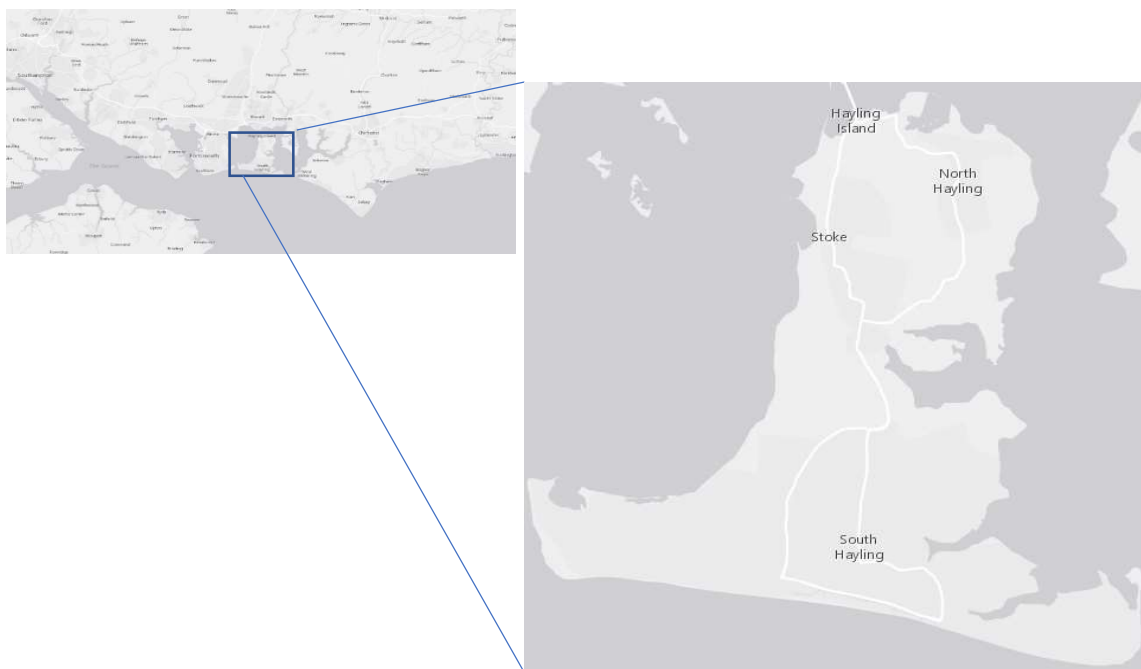


Figure 1 | Location of Hayling Island

In 2019, Coastal Partners on behalf of Havant Borough Council (HBC) developed a Funding and Implementation Strategy (HIFIS) for Hayling Island, as the first step to a full FCERM Strategy. This piece of work, now complete, has enabled us to carry out valuable upfront assessments to support the case towards the development of a sustainable and cohesive Flood and Coastal Erosion Risk Management (FCERM) Strategy to help manage coastal flood and erosion risk around the entirety of Hayling Island for the next 100 years.

Building on the recommendations of HIFIS, the second stage of this work is to develop a full FCERM Strategy, referred to from this point forward as 'The Strategy'.

The aim of the Hayling Island Coastal Management Strategy is to:

- Develop strategic coastal management options for Hayling Island for the next 100 years
- Outline a programme of investment to reduce the risk of coastal flooding and erosion to people living on the island
- Identify the potential funding sources and partners required to deliver that investment programme and be open and honest about where funding is likely to be a challenge
- Incorporate adaptation strategies, as defence improvements will not be possible in all locations
- Be holistic, yet flexible for both people and nature
- Respond to future changes, support sustainable development of the island and take into account predicted sea level rise and climate change
- Make a partnership approach central, between HBC, EA, Natural England (NE), Landowners, businesses and local communities, making sure local needs and priorities are at its core.

2. Stakeholder Engagement

2.1 Purpose of the stakeholder engagement plan

This Stakeholder Engagement Plan [SEP] is a live document that sets out how the people and organisations within The Strategy area will be involved and consulted, during the development of The Strategy. The input received during the consultations will be used to inform the development of The Strategy to ensure that it meets the expectations of as many stakeholders as possible.

Each stakeholder will have a unique view on the use, development and protection of any coastal frontage. They can be a source of indispensable information which can be used to define issues and objectives, steer option development and achieve consensus on a preferred option.

The initial stage of the Stakeholder Engagement Plan is to set out the methodology for proactive consultation. Having a clear methodology will help to ensure that the relevant stakeholders are informed at the right time. Ultimately the aim of The Strategy is to facilitate stakeholder acceptance of the Strategy's preferred options.

Overall Strategic Aims:

We will engage with the local community, businesses and public bodies along, and with an interest in, the Hayling Island coastline:

- to raise an awareness and understanding of coastal flood and erosion risk now and into the future with climate change
- to identify the challenges and constraints
- to identify broader outcome opportunities
- to develop community involvement in the decision-making process for managing our coastline.
- To listen to their comments and concerns.

Engagement will inform coastal management options bearing in mind what is technically feasible, publicly acceptable, economically viable and environmentally acceptable.

Specific objectives of the stakeholder engagement plan include:

- To identify key stakeholders and stakeholder groups, their likely level of interest and their ability to influence the project;
- To identify the most effective methods to disseminate project information throughout the development of The Strategy to ensure regular, accessible, transparent and appropriate consultation.
- To develop a stakeholder engagement process that provides stakeholders with an opportunity to influence and shape The Strategy.
- To provide a basis to build mutually respectful, beneficial and lasting relationships with stakeholders and the wider community.
- To define roles and responsibilities for the implementation of the SEP.
- To define reporting and monitoring measures.

2.2 Principles for effective stakeholder engagement

Effective stakeholder engagement involves interactions between the project team, groups and individuals which provides stakeholders with an opportunity to raise concerns and opinions and ensures that this information is taken into consideration when making Strategy decisions. Stakeholder engagement improves decision-making and delivery of deliverable, accepted Strategy by:

- Managing risk
- Enhancing HBC and Coastal Partners reputation
- Avoiding conflict
- Identifying, monitoring and reporting back on impacts on stakeholders / stakeholder concerns
- Managing stakeholder expectations.

Stakeholder engagement will be underpinned by the following principles:

<i>Commitment</i>	through recognising, understanding, engaging and identifying community issues and concerns early on
<i>Integrity</i>	by engaging in a manner that fosters mutual respect and trust
<i>Respect</i>	by recognising community and stakeholder values, beliefs and interests
<i>Transparency</i>	by providing information and responding to community and stakeholder concerns in a timely, open and effective manner
<i>Inclusiveness</i>	by encouraging broad participation and providing appropriate opportunities for participation
<i>Trust</i>	through open and meaningful communication, respecting community opinions, beliefs and values

2.3 Barriers to engagement

It is important to identify any known barriers to engagement that may affect the successful implementation of the Strategy. The table below highlights the key challenges that are likely to be faced during The Strategy engagement process and sets out some potential mitigation strategies to be considered.

<i>Challenge</i>	<i>Mitigation</i>
Coastal management is a very broad complex subject that cuts across all sectors. Public views can be entrenched and difficult to change.	<ul style="list-style-type: none"> • Use science and fact presented in an accessible and tangible way to non-scientific audiences • Avoid jargon, acronyms and scientific terms Develop clear messages and pertinent visual aids
A sense of consultation fatigue among some stakeholder groups may exist particularly in relation to SMP's and strategies.	<ul style="list-style-type: none"> • Develop clear explanations of what the strategy is, what it aims to achieve and how it differs from an SMP
An uneasy relationship between some stakeholder groups may exist surrounding coastal management issues, spatial planning, coastal access and land use.	<ul style="list-style-type: none"> • Develop a clear understanding of all views and concerns • Use a facilitator if deemed necessary
Coastal management and climate change may be an emotive topic among some stakeholders.	<ul style="list-style-type: none"> • Highlight potential opportunities and long - term visions • Encourage early engagement
Low stakeholder awareness of coastal flood and erosion risk due to infrequency of occurrence.	<ul style="list-style-type: none"> • Highlight current management and preventative measures • Highlight past flood or erosional events
Not all stakeholders have been willing to engage previously	<ul style="list-style-type: none"> • Ensure timely, accessible communication materials and engagement events • Reference customer insight research if available • Investigate new methods for engagement where possible

Challenge

Stakeholders and the public may challenge the lengthy and costly nature of the coastal management process

Face-to-face meeting restrictions due to Covid

Mitigation

- Highlight benefits of the strategic approach and the pitfalls of ad hoc management
- Highlight the importance of protecting life, the natural environment and infrastructure
- Use virtual meetings wherever possible, using Teams

3. Stakeholders

3.1 Stakeholder Influence

Stakeholders *can* Influence:

- Provide background information
- Share ideas, views and aspirations
- Highlight opportunities and issues
- Ask questions and join in discussions
- Help identify new funding streams
- Let us know what's important to them

Stakeholders can *not* Influence:

- The Strategy development process – we need to follow set national guidance on how Strategies are developed
- Change the regulations and standards we need to follow – for example the Habitat's Regulations
- Change the national guidance we need to follow – for example relating to climate change guidance or economics.

3.2 Engagement Methods

In order to meet the expectations of each stakeholder group and needs of the project, a variety of engagement methods will be used at each stage of the Strategy, for different stakeholders, to encourage participation, raise awareness of the study, provide appropriate information for comment during the study and update on progress.

Engagement methods include, but are not limited to:

e-newsletters - People will be invited to provide emails to receive e-newsletters. These will also be available on the project web-page and in hard copy if requested.

Website updates – CP webpages to be updated with all relevant information in a 'storyboard' format. Links to consultation information and questionnaires. HBC website also to include information and links.

Social Media - Use of Social media to consult and engage wider audiences. Social media will be used throughout the project at key stages and when there are events to advertise or input from the public is required.

Questionnaires - A questionnaire will be available for the public to fill out, designed to capture their views and aspirations for the Hayling Island coastline. An online version of the questionnaire will also be made available from the CP website.

Briefings and presentations - Use of forums and meetings to present to key community/resident groups and interested parties, can be face-to-face or virtual. Opportunities being investigated to present to local schools.

Face-to-face / virtual meetings - Project board to be briefed at critical stages of the Strategy development and engagement. Landowner meetings to discuss aspirations and during option development.

Workshops and seminars – Key Stakeholder and Steering Group meetings will be held at key stages throughout strategy development. Other smaller workshops may be required to discuss specific areas.

Exhibitions - The use of manned or unmanned exhibitions in key community hubs such as the library and HBC Plaza reception to publicise the scheme and provide wider information on the project. These will consist of banners / boards and leaflets.

Displays, notice boards and signage - Posters can be displayed at various businesses and community hubs, including the library

Booklets and posters - Project Team with support from Engagement Lead to produce a booklet detailing the rationale for the Strategy and the shortlisted options for each Management Zone.

Press releases - At launch of the strategy, announcing public consultation and at the end of the Strategy. Include quotes from Portfolio Holder, and HBC approval.

Flyers and leaflet drops - These will be distributed around local businesses to inform the community of the Strategy, where more information can be found and details any community events that are planned. The visuals would then be available on the CP website as well as on CP social media pages.

Direct communication via email, telephone and TEAMS - Fielding of questions and queries relating to the project, particularly through coastal.team@havant.gov.uk email address.

This list is not exhaustive and various alternative or novel methods of engagement may emerge as the project progresses, and as the engagement approach evolves and is tailored to each stakeholder group.

It is important to consider previous experiences and expertise gained from communications and collaboration activities for other projects to identify a tailored approach.

Every effort will be made to ensure that all communication is clear, concise and free of technical language. This is particularly important with regards to engagement with the community. Communication materials must be clear on what is being proposed, the reasons for it, the costs involved (financial, environmental, and risk), the benefits of proposed coastal management options, how people can be involved and how they can keep updated on the development of the project.

Covid-19

As a result of Covid-19 and resultant social distancing requirements there has been a shift away from using face to face engagement methods to reduce the spread of the virus. The virus has meant that communities are now relying on the internet more to stay in touch with friends and family and this has pushed organisations to looking at virtual ways to engage. Inclusivity is one of the principles of engagement, so it will be vital to consider the needs of all stakeholders in finding the most appropriate method of engagement.

The actual engagement used may be a combination of traditional methods and online methods but should be discussed with the project team considering the purpose of the communication, stakeholder demographic and timescales.

Where public exhibitions may not be feasible due to Covid-19 Health and Safety concerns, alternative methods for engagement will be considered. These include but are not limited to:

- Un-manned static exhibition at key community hubs
- Online meetings and presentations
- Recorded videos and information
- Virtual exhibitions and digital webinars

Traditional methods for engagement are listed below and should still be considered when identifying the appropriate methods of engagement for each stakeholder group during the life of the project, as well as online methods listed in **Appendix 3**.

3.3 Defining Stakeholders

A stakeholder can be defined as an individual, group or organisation who is impacted by the outcome of a project. They have an interest in the project's success and can have a positive or negative influence on this.

At the onset of a project, a stakeholder mapping workshop is recommended in order to firstly list all potential stakeholders, but also to map out levels of interest and influence on the project. This assists with the mapping and grouping of stakeholders according to their engagement and participation expectations throughout the project.

Stakeholders can be grouped according to association with the project and expectations:

<i>Stakeholder group</i>	<i>Name</i>	<i>Association to the Strategy</i>	<i>Engagement and participation expectation</i>
Group 1 Internal: leading the Strategy	CP HBC EA	Project Board Project Team	Co-decide (power to make decisions)
	AECOM	Consultant	Co-design (power to inform decisions)
Group 2 External: their property/business is directly affected	-	Steering Group Key Stakeholder Group Statutory Stakeholders	Co-design (establish influence and interest in Strategy)
		Project may directly impact lifestyle / business	Discussion (two-way)
Group 3 External: community leaders	Local Councillors Local MP	Community leaders	Consultation
Group 4 External: their property/business is indirectly affected	-	Strategy may indirectly impact their lifestyle/business	Consultation Receive information
Group 5 External: all other stakeholders who do not live/work on the Island but have an interest	-	Stakeholders who have an interest including wider public, education institutions and professionals.	Receive information Awareness of project as it progresses

A stakeholder mapping workshop took place at the Havant Borough Council Plaza with representatives from the project team, environment team, operations team, HBC planning team and AECOM on the 4th February 2019 as part of the Hayling Island Funding and Implementation Strategy phase of the project.

The workshop included activities to map likely known stakeholders according to potential influence and support using a matrix. The outputs from the workshop are included in Appendix 1.

3.4 Key messages

The following key information has been agreed with the Project Manager and will be used consistently in all project communications, internal or external, including press releases, letters to stakeholders, consultation documents, display panels, newsletters, website updates, display boards and informal engagement with stakeholders.

WHO

- Havant Borough Council, through the Coastal Partners, is working to develop a coastal strategy to manage flood and erosion risk along the Hayling Island coastline.
- For more information on the Coastal Partners or the Strategy please visit <https://coastalpartners.org.uk/project/hayling-island-coastal-management-strategy-16/>

WHAT

- To reduce the risks to people, the developed and natural environment from flooding and coastal erosion through the development and implementation of a sustainable strategy that encourages provision of **technically, economically and environmentally** sound defence measures.
- Develop strategic coastal management options for Hayling Island for the next 100 years
- Outline a **programme of investment** to reduce the risk of coastal flooding and erosion to people living on the island

- Identify the potential funding sources and partners required to deliver that investment programme and be open and honest about where funding is likely to be a challenge.

WHERE

- Hayling Island coastal and harbour frontages.

WHY

- The strategy is required to help build sufficiently detailed business cases to attract public flood defence grant in aid monies for on the ground coastal flood and erosion risk management schemes.
- The HIFIS modelling showed that 609 residential properties and 348 non-residential properties are currently at flood risk on the island from a 0.5% AEP event (with no defences scenario). With sea level rise and the inevitable failure of the existing defences (if there is no investment), in 100 years' time, these figures rise to 1830 residential properties and 660 non-residential properties at risk from a similar event.
- In addition, the Island is also at risk of coastal erosion. Over the next 100 years, HIFIS estimates that there are approximately 531 properties at risk of erosion, again mainly in the south of the island. Should the southern frontage erode as projected under a NAI scenario, access to the majority of properties on the Eastoke peninsular would be cut-off.

WHEN

- the Full Strategy development is taking place from June 2020 – Summer 2022.

HOW

- We will work with the community to understand what is important to you.
- Make a partnership approach central, between HBC, EA, Natural England (NE), Landowners, businesses and local communities, making sure local needs and priorities are at its core.
- Incorporate adaptation strategies, as defence improvements will not be possible in all locations.
- Be holistic, yet flexible for both people and nature.
- Respond to future changes, support sustainable development of the island and take into account predicted sea level rise and climate change.

4. Engagement Approach

4.1 Engagement Stages

Stage 1 – Strategy launch

Objectives of engagement during this stage are to promote the Strategy, identify additional stakeholders, understand the community's thoughts on coastal management (through a questionnaire), provide background to the Strategy, introduce and explain what the Strategy is and is not, through a GIS Storymap and key stakeholder and steering group workshops.

Stage 2 – Data gathering

Objectives of engagement during this stage are to gather information from key stakeholders and landowners, to understand their aspirations and opportunities along Hayling's coast.

Stage 3 – Working together – Developing the Strategy

Objectives of engagement during this stage are to share and discuss strategic options and ideas with key stakeholders and Landowners and get feedback to help shape the strategy.

Stage 4 – Engaging with the community

Objectives of engagement during this stage are to share the draft proposals with the wider community and general public and statutory stakeholders and get feedback.

Stage 5 – Strategy delivery

Objectives of engagement during this stage are to disseminate the final strategy to all.

4.2 Engagement Timeline

The proposed timeline for stakeholder engagement is presented below according to project stage. This is the outline agenda and is linked to project milestones as they are achieved. Coloured cells indicate linked activities.

In addition to the engagement listed here, the following methods will be used throughout the project to update as project milestones are reached, and to provide up to date information to stakeholders:

- Social media updates
- Website updates
- Newsletters, e-Newsletters
- Resident letters
- Councillor briefings.
- Frequently asked question guides
- Video briefings

Strategy Phase	Consultation Stages	Stakeholder Task	Stage Objective	Methods	Timing
	Stage 1: Launch	Raise awareness and contact key Stakeholders	<p>Raise awareness and understanding of the strategy with stakeholders and gain initial feedback.</p> <p>Introduce Strategy aim and objectives and liaise with Key Stakeholders</p>	<ul style="list-style-type: none"> • CP to set up Strategy website and StoryMap • Issue press release • Email Key Stakeholders to introduce the Strategy and objectives and to encourage them to express their views on the management of the frontage via a questionnaire, seek information on specific interests or concerns, add identification of broader outcomes and delivery of wider infrastructure. • Set up residents/key stakeholder working group 	July – August 2020

Strategy Phase	Consultation Stages	Stakeholder Task	Stage Objective	Methods	Timing
Strategy Development Phase				<ul style="list-style-type: none"> Hold project steering group meeting #1 to raise awareness and inform of project timeline Hold Stakeholder workshop #1 to raise awareness and inform of project timeline 	
	Stage 2 – Data gathering	Understand aspirations and opportunities	Gather information to feed into option appraisal	<ul style="list-style-type: none"> Hold key stakeholder meetings #2 to understand aspirations and opportunities. Hold landowner meetings to understand aspirations for their land 	August 2020 – February 2021
	Stage 3 – Working together	Input into option development	An opportunity for stakeholders to fully understand the options considered and implications of the strategy and an opportunity for them to comment and provide feedback. To gain understanding and support for the proposals and to build commitment towards its implementation.	<ul style="list-style-type: none"> Hold project steering group meeting #2 - options Hold key stakeholder meeting #3 – options Hold landowner meetings to discuss options Hold project Board meeting #1 – options 	February 2021 – June 2022
	Stage 4 – Engaging with the community	Present proposed draft strategy	An opportunity for stakeholders to fully understand the preferred strategy and an opportunity for them to comment and	<ul style="list-style-type: none"> Hold project steering group meeting #3 – draft strategy Hold key stakeholder meeting #4 – draft strategy 	July 2022 - December 2022


Strategy Phase	Consultation Stages	Stakeholder Task	Stage Objective	Methods	Timing
Final Strategy			provide feedback. To build further commitment towards its implementation.	<ul style="list-style-type: none"> • Hold project Board meeting #2 – draft strategy CP website to host consultation materials • Hold exhibitions within the study area to present draft strategy options to the public in order to gain feedback. Booked for 17th and 19th October 2022. • Issue press release, social media etc to promote events and consultation 	
	Stage 5 - Delivery	Disseminate the final strategy	Direct stakeholders to the completed strategy document and inform of the actions and policy being put into practice	<ul style="list-style-type: none"> • Hold Project Board meeting #3 – final strategy • Press Release 	

5. Engagement activities to date

5.1 Stage 1 – Strategy Launch

Date	Activity	Description
Feb 2020	Website and Storybook	<p>Strategy Webpage updated and FAQs added</p> <p>https://coastalpartners.org.uk/project/hayling-island-coastal-management-strategy-2120/#:~:text=The%20aim%20of%20the%20Hayling,people%20living%20on%20the%20island</p> <p>Strategy GIS story map</p> <p>https://escp.maps.arcgis.com/apps/MapJournal/index.html?appid=0be002f2359e40a282cce1cd33e447aa</p>
29.07.20-06.09.20	Questionnaire1	<p>An online survey was developed to seek the community's views on coastal management of Hayling Island. Responders were asked about their aspirations for the island and issues. The survey was made available for an extended period of time from 29th July 2020 to 6th September 2020. The survey was also sent to over 40 key stakeholders, promoted in the Hayling Herald and via social media. In total 293 responses to the consultation were received.</p> <p>Survey report</p> <p>https://coastalpartners.org.uk/static/media/resources/hicms-survey-report.pdf</p>
03.08.20	Press Release	<p>Press Release</p> <p>..\B9 - Press & Publications\01. Press Releases\Strategy launch press release FINALV4.doc</p>
19.08.20	Key Stakeholder workshop 1	<p>On the 19th August we held a virtual 'Introduction to the Hayling Island Coastal Management Strategy' session. This was a chance for key stakeholders on the island to meet the key project team and hear more about the strategy, in terms of; why do we need a strategy? what will the strategy do? what does the strategy involve? The session also identified the projects programme and next steps.</p>
20.08.20	Steering Group workshop 1	<p>On the 20th August we held a virtual 'Introduction to the Hayling Island Coastal Management Strategy' session. This was a chance for the steering group to meet the key project team and hear more about the strategy, in terms of; why do we need a strategy? what will the strategy do? what does the strategy involve? The session also identified the projects programme and next steps.</p>

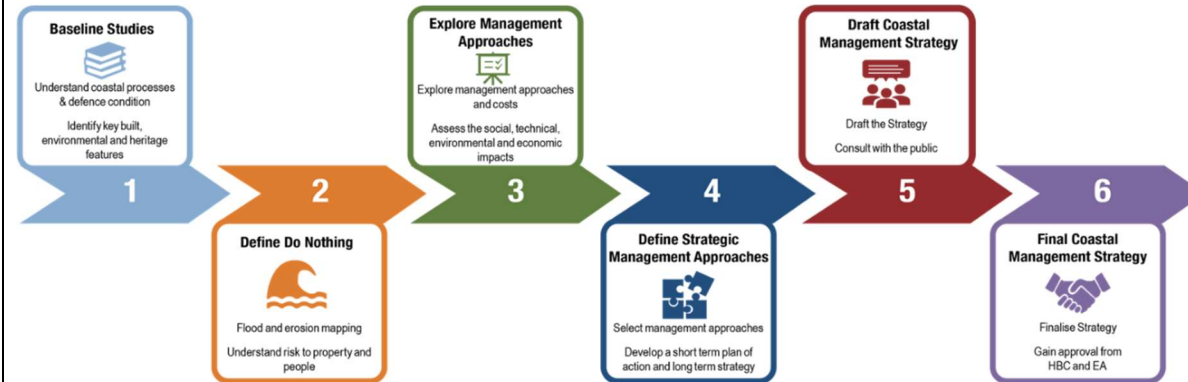
6.2 Stage 2 – Data gathering

Date	Activity	Description
25.11.20	Key Stakeholder workshop 2 – Coast	<p>Two online workshops were held in November 2020 with key stakeholders representing organisations, community groups, and landowners on Hayling Island, focusing on understanding and capturing aspirations, ideas and opportunities for Hayling’s coastal and harbour frontages, today and in the future.</p> <p>The following questions were asked of the group:</p> <p>Aspirations - Imagine there were no financial limitations, what would be your long-term vision / aspirations for this frontage (South coast / Harbour coast)?</p> <p>Opportunities – What other opportunities are there to improve recreation and access, the environment or heritage?</p> <p>Coast Presentation https://coastalpartners.org.uk/static/media/resources/2011-swg2a-coast-v3-reduced.pdf</p> <p>Harbour Presentation https://coastalpartners.org.uk/static/media/resources/2011-swg2a-harbour-v3-reduced.pdf</p> <p>Updated the webpages with a summary of discussions during the workshops. Developed icons for broader outcomes themes.</p> <div data-bbox="779 976 1899 1125">  </div> <p>https://coastalpartners.org.uk/project/aspirations-and-opportunities</p> <p>Q&A from the workshops added to webpage https://coastalpartners.org.uk/project/hayling-strategy-workshops</p>
26.11.20	Key Stakeholder workshop 2 - Harbours	

November 2020 – January 2021	Face to face landowner meetings to understand aspirations for their land	Held meetings with 15 key landowners throughout November, December 2020 and January 2021. The format was a short presentation with the Strategy background, then opening google maps to start an open discussion. A meeting plan was prepared for each meeting with prompt questions, to ensure we got everything we needed and help direct the discussion. Notes were written for each meeting and results were recorded.
January 2021	Landowner email request and questionnaire	9 landowners were provided with an email update and a questionnaire to fill in about their aspirations, flood risk, defences etc. 4 of these didn't respond to the questionnaire, even after extending the date, email and phone contact. Sinah Warren Hotel, Lakeside Coastal Village, Mill Rythe Holiday Village, and Mengham Rythe Sailing Club.

6.3 Stage 3 – Working together – developing the Strategy

Date	Activity	Description
July 2021	Key Stakeholder Working Group meeting 3	<p>An online update meeting was held in July 2021 with key stakeholders representing organisations, businesses, community groups and landowners on Hayling Island. Following an update on project progress from the project team, there was an opportunity for key stakeholders to put their questions to the team.</p> <p>The project team gave a presentation providing a recap on Strategy aims, the strategy process and timeline, before updating on the progress made since the last key stakeholder workshop.</p> <p>Strategy Development process</p>

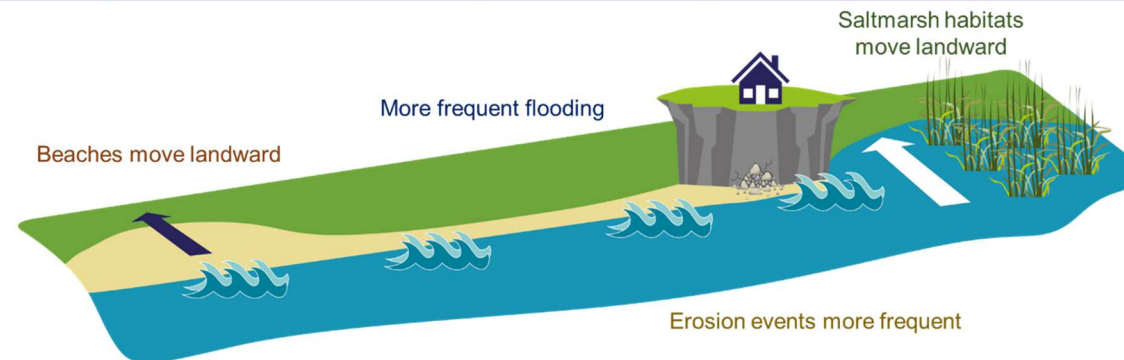


The team also explained how initial stakeholder inputs on options, aspirations and opportunities have been taken into account as the project has progressed.

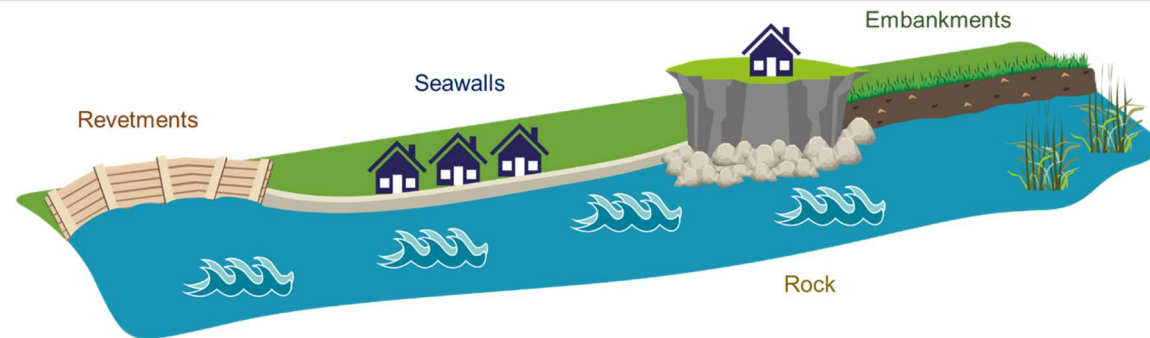
Management approaches

www.coastalpartners.org.uk/coastal-management-approaches

Allowing the coast to evolve naturally, no active management




Controlling natural processes with hard defences



Working with natural processes and reinstating natural defences



		<p>Adapting to a changing environment</p> 
February 2022	Havant Climate Alliance presentation	<p>Members of the project team held a virtual presentation to the Havant Climate Alliance, to talk about how we are preparing our harbours for a climate resilient future. The presentation outlined the current and future climate change and sea level rise risks and the guidance that we follow. This was followed by a talk on the diverse environmental initiatives we are currently working towards within Coastal Partners.</p>

6.4 Stage 4 – Engaging with the community

Date	Activity	Description
May – June 2022	Face to face landowner meetings to discuss draft strategy	Held individual meetings with landowners to provide an update on the Strategy, share the draft coastal management options for their frontage, re-confirm aspirations and gain initial feedback.
July 2022	Steering group draft strategy	Met with the steering group to provide an update on the Strategy, share the draft coastal management options and discuss the next steps.
August 2022	E-newsletter issued	E-newsletter shared with those who are signed up to receive them, providing an update on the Strategy, what the team have been focusing on and highlight the upcoming public consultation period.

September 2022	Stakeholder working group meeting 4	Met with the stakeholder working group to provide an update on the Strategy, share the draft coastal management options, discuss the next steps and upcoming consultation. There was also an opportunity for stakeholders to put their questions to the team.
October 2022	E-newsletter issued	E-newsletter shared with those who are signed up to receive them, providing details on the public consultation period, upcoming exhibition events and updated information on the project webpage.
October 2022	Public consultation launch	Social media posts on Coastal Partners Facebook, Instagram and Twitter pages, then shared to local facebook group pages. Emails to stakeholder group and steering group. Press release on 06 October 2022 and an article included in the Hayling Herald October 2022 edition on page 8 www.haylingherald.co.uk/
October 2022	Draft Strategy questionnaire	Questionnaire made live to obtain feedback on the draft strategy and the options presented. This will be live until December 2022.

6.5 Stage 5 –Strategy delivery

Date	Activity	Description

6. Roles and responsibilities

This section outlines the project governance structure, roles and responsibilities.

The Hayling Island Coastal Management Strategy has an inbuilt governance structure that sets out the roles associated with the governance of the project. A Memorandum of Understanding for the project has been developed to define project roles and responsibilities.

Coastal Partners are responsible for the development and implementation of this Stakeholder Engagement Plan, on behalf of the Client Havant Borough Council (HBC).

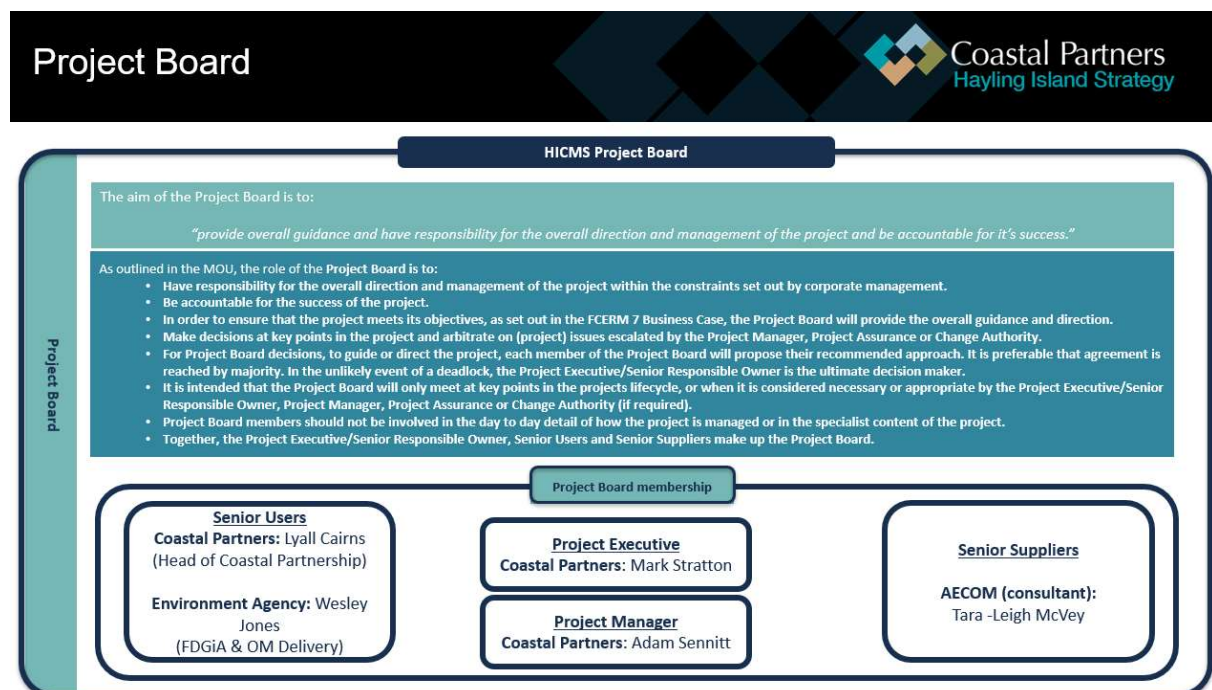
This section sets out the preliminary structure for governance of Stakeholder Engagement. At the core will be a Stakeholder Engagement Lead at Coastal Partners, whose role will be to coordinate and facilitate stakeholder engagement.

The Stakeholder Engagement Lead will:

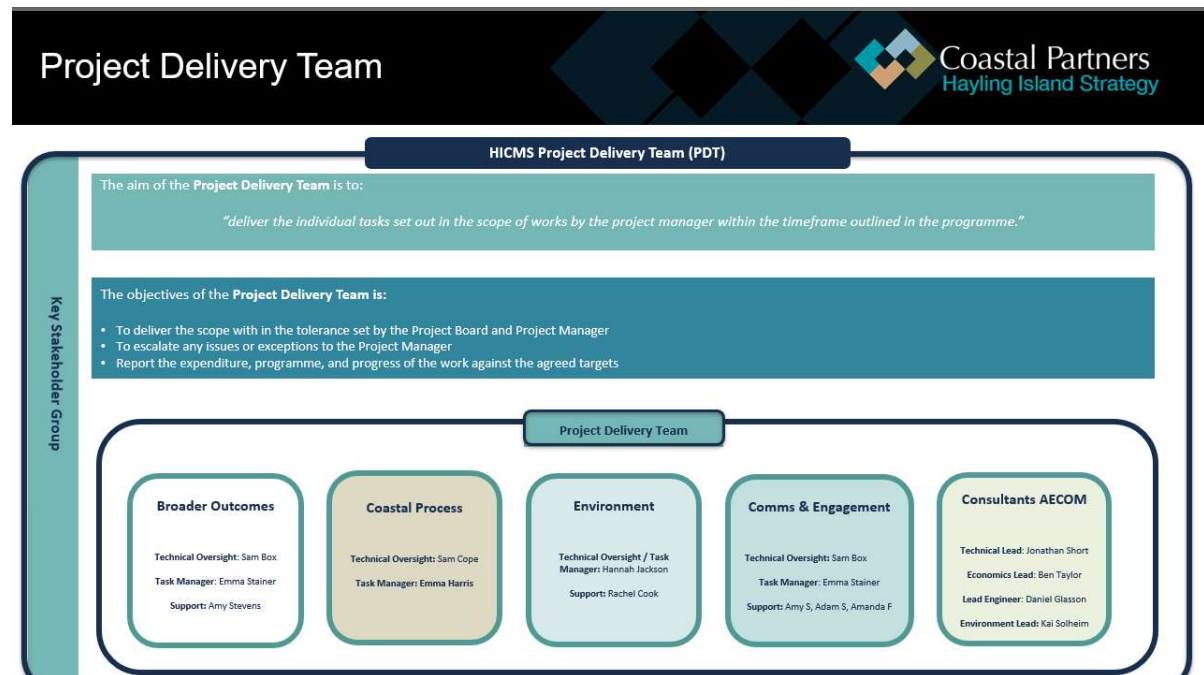
- coordinate and facilitate key stakeholder meetings, steering group meetings, stakeholder working groups and engagement with statutory consultees.
- coordinate with nominated Coastal Partners and HBC communications team members responsible for the preparation and assurance of engagement resources, media updates and public exhibitions and workshops.
- prepare and implement the Stakeholder Engagement Plan and ensure it remains up to date and is published once milestones are achieved.
- Act as a point of contact for enquiries.
- Liaise with the project manager, project consultant and project delivery team.
- Coordinate mapping of potential stakeholders according to power/influence and interest in the project.

6.1 Project Roles

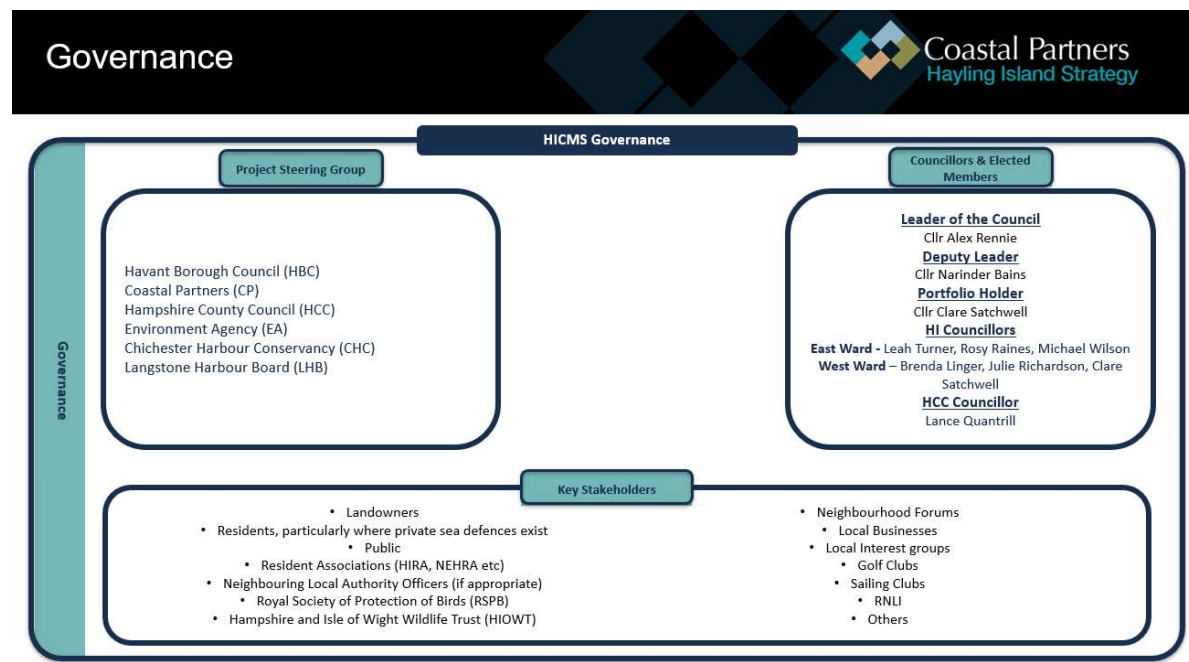
Project Board



Project Delivery Team



Project Governance



7.2 Review and sign off procedure

The level of sign off depends on the item and risk level. In most cases the communications risk matrix should be followed:

Communication Material Sign Off Risk Matrix				
Level of sign off required	Executive Member or Portfolio Holder	<p>Highly charged, politically sensitive subject matter with potential impacts to councils reputation. i.e. anything related to official complaints, involving MP's, with likely impacts on individuals within the LA. Ongoing communications with aggrieved or discontent residents. Press release with Exec or member comment.</p> <p>May be specific arrangements agreed within each LA dependant on Member interest. i.e. Posters for public event.</p>	<p>Local Authority communication officers involved throughout dependent on situation</p> <p>Do they need to be made aware? How can they help? If in doubt just ask for support</p> <p>Does an external body need to be made aware?</p> <p>Can Lyall assist with historical information?</p>	<p>Increasing level of risk associated with communication</p> <p>↑</p>
	Client Manager	<p>Information to be used in the wider public domain and likely to be seen by a large proportion of society. Information with potentially political implications or related to specifically to one LA. Information about future work or options for future work that is likely to generate objections or support. Information that is likely to elicit a wide public response or contact directed at LA.</p> <p>e.g. Press Release. Posters, Summary booklets for exhibitions. Content of presentations to be delivered to community groups about emotive or high profile topics. email responses to angry or aggrieved residents. Communications with all elected members and councillors regardless of content (i.e. copy in Client Manager if simple response, consult Client Manager if tricky or sensitive topic before responding).</p>		
	Team Leader	Complex content related to a project or several projects. Not only factual but also when dealing with subjective information. Detail related to future projects or options for projects. Finance related or potentially politically sensitive if misinterpreted. e.g. email response to concerned resident or councillor. Presentation to external professional partners.		
	Project Manager	Complex factual content related to specifics of a project. Detail project manager is best placed to verify. i.e. email response to resident regarding a project or scheme. e.g. Phone call from press requesting information. Non confrontational or emotive topics without political implications. Review of web content for new project? Checking facts and figures.		
	Communications Lead	Factual simple content e.g. website updates, low risk responses to requests for factual information already available in the public domain. Standard twitter updates on upcoming events.		
				<p>↑</p> <p>Low Risk</p>
				Medium Risk
				High Risk

In summary:

Emails

In most cases the responses to general queries will be drafted by the project team and reviewed by the project manager or project exec.

Social Media

The project manager / project exec should sign off social media posts. Havant Borough Council should be tagged so they can reshare the post and it therefore reaches a wider audience.

Website updates

Website content needs to be approved by the project manager / project executive. If the update contains outputs from stakeholder / public events, they need to be shared with the portfolio holder in advance.

Press releases

Press releases will need to be approved by the Project Executive and sent to the HBC comms team for approval and issuing. Where quotes are required, such as a Cllr quote, this should be sent to the portfolio holder by HBC for approval before the press release is issued.

Questionnaires

Higher risk material such as questionnaires, exhibition posters or booklets should also be approved by the project manager, project executive and the HBC comms team. The portfolio holder and any other relevant Cllrs should be sent a copy for their information prior to issuing to the public.

Media / Journalist enquiries

These should come in via HBC comms team initially, but some may come direct to the CP. CP comms team to be made aware and to liaise with HBC comms and the project team to provide a response. Any Councillor quotes will need to be approved by the relevant Councillor first which HBC comms will arrange.

Engagement Material

Engagement material should be signed off by the project manager / project executive.

All comms should include the CP, HBC and EA logos on all material. AECOM's logo should also be included where necessary, such as exhibition documents or technical information that has been provided by them. The chosen strapline '*Preparing for a resilient future*' should also be included where appropriate.

7. Monitoring and Reporting

8.1 Communication Meetings

The communications team to meet regularly to look at the tasks in-hand and future communications needs. The agenda for the communication meetings should be based around the following:

- Review coms programme and next planned communications activities
- Review any social media postings
- Run through comms tracker – any themes we need to react to?
- Any opportunities for outgoing communications – press/social media
- Run through list of upcoming tasks

8.2 Record Keeping

All communications will be recorded using a password protected Communications tracker, to comply with GDPR. Each communication will be logged so we can track what people are asking and tweak communications accordingly. Compliments and complaints are to be categorised to monitor what people are happy and not happy with.

The communication tracker, named '**HICMS Stakeholder Management Log**' is held in the project folder with access granted to all the communications team so that they can add and amend entries as necessary.

8.3 Reporting back to communities

Following the completion of any exhibitions or stakeholder workshops, the event will be written up and any feedback captured. The outputs should be shared with the community by being made available on our website. If individuals have signed up to email updates, the link should also be sent via email. Outputs shared should use language suitable for the general public, be visual and include key messages including:

- where and when the event took place
- who attended
- purpose of the event
- what happened or was on display
- feedback results
- photos
- lessons learnt

Appendix 1: Stakeholders

A stakeholder mapping workshop was hosted by Coastal Partners on 4th Feb 2019, attended by colleagues at Coastal Partners (Project team, Policy, Environment, Operations and Comms Teams) as well as from HBC (Planning) and our consultants AECOM.

The workshop included activities to map likely known stakeholders according to potential influence and support using a matrix.

The following stakeholders were identified. A more detailed was created through the stakeholder mapping workshop that was carried out for the HIFIS. The spreadsheet can be found [here](#).

External stakeholders

- Natural England
- Historic England
- Environment Agency
- Hampshire County Archaeology
- Crown Estates
- Langstone Harbour Board
- Cyclists
- Dog walkers
- Runners
- Commuters
- Residents
- Businesses
- Visitors/tourists
- Internal stakeholders
- Norse
- HBC Contaminated Land
- HBC Parks
- HBC Estates
- HBC Land Drainage
- HBC Landscape Architecture
- HBC Property Surveyors/ Regeneration
- HBC Active travel team
- HBC Culture team/public health
- HBC Events team
- HBC Sports and Leisure
- HBC Helpdesk
- HBC comms team
- Project Board
- Steering Group
- Some of the identified key stakeholders with a high influence include:
- Bird Aware
- Ward Councillors
- County Councillors
- Environment Agency
- Hampshire Highways
- Havant Borough Council
- Hayling Golf Club
- Hayling Yacht Company
- Historic England
- Inn on the Beach
- Natural England
- Private Landowners

- RFCC
- Sailing Clubs
- Wilsons Farm

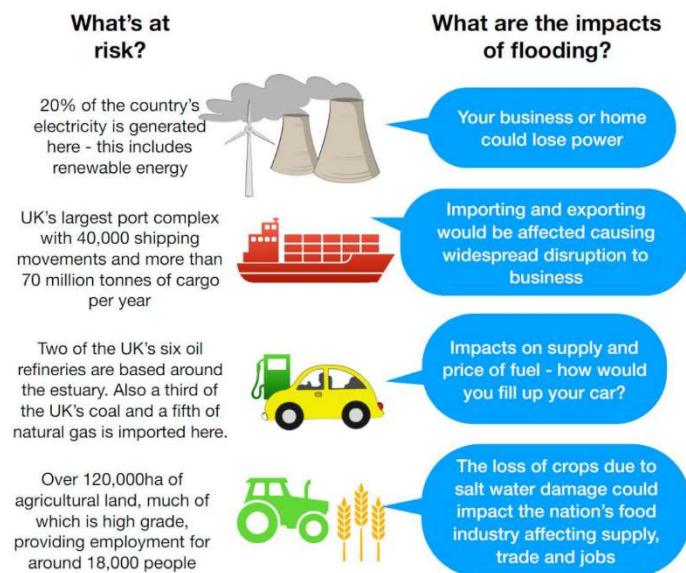
Statutory stakeholders:

- Environment Agency
- Havant Borough Council
- MMO
- Historic England
- Natural England
- Crown Estate
- Hampshire County Council
- Hampshire Highways

Appendix 2: Learning from similar projects

Below are some infographics that the Environment Agency have used for the Humber 2100+ Strategy. They provide clear and informative information about what is at risk and put this in perspective by explain what some of the impacts might be.

The aim is to use similar wording and visualisations for the Hayling Island Strategy to give clear messages which are easy to understand. We will also use some key facts for myth busting and use within our educational packs.



FACT BOX: Who is at risk?

-  Over 200,000 properties
-  Around 500,000 people
-  Around 14,000 businesses
-  Over 120,000 hectares of agricultural land
-  Internationally important habitats
-  Nationally important industry and infrastructure

Source: www.arcgis.com/apps/MapJournal/index.html?appid=20a0354c756240aeb868feca469ec004

Appendix 3: Alternative engagement mechanisms

Alternative Engagement	Use For	Pros	Cons
Live-stream virtual meetings on social media channels and/or a dedicated engagement platform	Project updates	Enables lots of participants and a large audience to be reached; engagement can be easily monitored; easy to do and set up with no editing involved; free for all to use; easy for viewers to engage with and ask questions; viewers can feel as though they're being involved with each step and decision process.	Unsuitable for people without internet or social media access; possibility of technical issues; uncertainties over event timing; videos aren't saved; could be difficult to answer all questions depending on the number of participants; may be difficult to engage with frustrated residents in this way.
Recorded videos of speakers/presentations	Project updates, educational resources	People can watch or re-watch the videos at any time; free for all to use; videos can be edited to desired quality and length	Unsuitable for people without internet access; time-consuming to produce; viewers cannot ask questions and receive an immediate reply; may be harder to measure engagement
Webinars	Educational resources	Enables lots of participants and a large audience to be reached; visual learning; opportunity for multiple presenters; file sharing; live chat options for viewers to ask questions, answer polls and give feedback; opportunity to pre-record and share audio or video; engagement can be monitored; can be produced as part of a series	Unsuitable for those without internet access; possibility for technical glitches; lack of control of the atmosphere; uncertainties over event timing
Online surveys / quizzes	Data capturing, educational resources	Experienced in using these already; free for all to use; engagement and response rate can be monitored; respondents can answer at any time; less time involved in creating when compared to other engagement methods; easy to analyse results; paper copies could be created for those without internet access	Unsuitable for those without internet access; potential for limited sampling; harder to analyse long answers
Podcasts	Educational resources	Can be streamed or gone back to at any time; can be listened to from anywhere; possibility to download for offline listening; relatively easy to produce; multiple streaming platforms;	Unsuitable for those without internet access or access to the streaming platform; no opportunities for visual learning; editing may be time-consuming

Alternative Engagement	Use For	Pros	Cons
		can be edited; can be produced as part of a series	
Interactive maps	Project updates, educational resources	Effective visual learning; ability to display and share a variety of file types (photos, visualisations, audio, video, models) and data in a single location; stakeholders can provide direct feedback; can be continually updated	Unsuitable for those without internet access; may be time-consuming to initially produce
Virtual noticeboards and post-it notes	Project updates, educational resources	Interactive format; offers visual learning	Unsuitable for those without internet access
Noticeboards around Hayling Island	Project updates	Good for catching passers-by and those without internet access.	Could be vandalised; not very interactive; no way of knowing how many people have seen it.
Initial paper newsletter	Project updates		

Appendix 4: Icons

[..B16 - Website\ICONS](#)



Business, Regeneration & Growth



Environment



Health & Wellbeing



Heritage



Public Realm & Placemaking



Recreation, Amenity & Tourism