

A Stakeholder engagement strategies

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A.1 Introduction

This appendix provides supporting information for the definition of a stakeholder engagement strategy (Task 1.3) and the operation of that strategy throughout preparation of the SMP (e.g. Tasks 1.4, 2.4, 3.1, 4 and 6).

A stakeholder engagement strategy should establish the objectives of stakeholder engagement through the plan preparation process and indicate how the involvement of stakeholders is achieved at each stage of the plan preparation/dissemination process. It should indicate how the process of policy making will be undertaken and transparency delivered. As part of delivering transparency, the strategy should be made publicly available. The strategy should include 1) the vision for stakeholder engagement and 2) the details of purpose, players, methods and responsibility. Guiding principles include inclusivity, transparency, appropriateness, clarity and comprehensiveness.

A.2 The vision of stakeholder engagement

The vision should indicate that inclusive approaches have been adopted for the preparation of the SMP and state whether a more participative or consultative approach is being adopted. It should provide an overview of how stakeholder engagement is to be undertaken, paying particular attention to the role of local planning authorities, English Nature and Coastal Groups. It should identify and explain any organisations being established to facilitate SMP preparation (e.g. Elected Members Forum and Key Stakeholders Forum). Stakeholders should be listed in an Annex.

A.3 Stakeholder involvement in the plan preparation process

Table A1 identifies the information required and lists the questions that must be answered to prepare the detail of a stakeholder engagement strategy. It is provided in a format that could be used in recording the stakeholder engagement strategy adopted.

Annexes A1 to A5 include guidance on the implementation of various aspects of the Stakeholder Involvement Strategy.

Experience from preparation of the three 'pilot' SMPs has demonstrated the benefits of a participatory approach, with stakeholders involved throughout the SMP preparation process. In particular the early and ongoing involvement of local authority Elected Members in the process brings significant benefits, namely the 'buy in' to the process and understanding of the preferred policies which they will ultimately be asked to adopt.

Table A1: Developing the strategy for each stage of the SMP preparation process

Stage of plan preparation	Purpose of stakeholder involvement	The stakeholders to be involved	Methods of achieving involvement	Who is organising the involvement
Stages 1 to 3: Scope SMP, assessments, and policy appraisal	THE OBJECTIVE OF STAKEHOLDER INVOLVEMENT IN STAGES 1 TO 3 SHOULD BE TO DEVELOP GENERAL AGREEMENT OVER THE ELEMENTS OF THE PLAN (OBJECTIVES, VALUES, EXISTING SMP POLICY, SCIENTIFIC KNOWLEDGE). THIS IS BEST ACHIEVED THROUGH COMMUNICATION AND DISCUSSION. IT CANNOT BE ACHIEVED THROUGH SIMPLE DISSEMINATION AND RECEIPT OF INFORMATION.			
	To notify interested parties that SMP is being prepared.	<i>Indicate to whom publicity will be orientated, which should be all stakeholders including general public. Methods may vary between different types of stakeholder.</i>	<i>State how publicity will be achieved e.g. letters to key stakeholders, adverts and articles in local press, local authority public newsletters, web site, media appearance or, electronic newsletters. Might involve establishing a Key Stakeholder Forum, Elected Member Forum, or other group.</i>	<i>Establish responsibility for ensuring the task is undertaken and for writing it up for the report on stakeholder engagement.</i>
	To collect information (e.g. review of policy in existing SMP, objectives of SMP, aspirations for shoreline, value of elements of shoreline, scientific information (social and natural science)).	<i>Identify expected sources of information, including that held by key stakeholders.</i>	<i>State how information will be (a) collected (e.g. combination from questionnaires, public meetings, Forum or other group meetings, round table discussion, facilitated workshops, seminars, conferences, e mail discussion group), (b) recorded, (c) collated and (d) used.</i>	<i>Establish responsibility for ensuring that different tasks are undertaken, for writing them up for the report on stakeholder engagement and for maintaining catalogue of responses.</i>
	Information review by stakeholders (e.g. to validate scientific information, to check understanding, and review outputs)	<i>Identify those able to offer informed views: these may be community groups. Different approaches may be used with different stakeholders. Particular attention should be paid to how EN and LPAs are involved. The involvement of Elected Members must be addressed.</i>	<i>State how information will be disseminated (e.g. letters, public meetings, round table discussion, facilitated workshops, seminars, conferences, e mail discussion group). State how responses should be made, recorded, collated and used.</i>	<i>Establish responsibility for ensuring that different tasks are undertaken, for writing them up for the report on stakeholder engagement and for ensuring proper recording of responses.</i>
	Draft SMP Agreement	<i>Identify those from whom agreement to the draft Plan will be sought prior to its release for Public examination (Stage 4). Likely to include CSG and Elected Members.</i>	<i>States how the draft SMP will be disseminated (e.g. round table discussion, workshops, e mail). State how responses should be made, recorded, collated and used.</i>	<i>Establish responsibility for ensuring the task is undertaken and for ensuring proper recording of responses.</i>
Stage 4: Public examination of draft plan	THE OBJECTIVE OF STAKEHOLDER ENGAGEMENT IN STAGE 4 SHOULD BE TO RESOLVE DIFFERENCES ON THE DRAFT SMP. AS MUCH AS POSSIBLE SHOULD BE DONE THROUGH NEGOTIATION AND DIALOGUE. ONE WAY PASSING OF INFORMATION WILL NOT ACHIEVE THE OBJECTIVE.			

Table A1: Developing the strategy for each stage of the SMP preparation process

Stage of plan preparation	Purpose of stakeholder involvement	The stakeholders to be involved	Methods of achieving involvement	Who is organising the involvement
	To make stakeholders aware of the draft plan	<i>Indicate to whom publicity will be orientated: this should be all stakeholders including general public. Different groups may be informed in different ways. Particular attention should be paid to informing EN and LPAs.</i>	<i>State where the draft plan will be made available (e.g. placed in LA offices and libraries and EA offices, on web, for purchase), how stakeholders are informed (by letter, through local media, by electronic news letter, through web, in public meetings, through channels established for SMP preparation – e.g. forum, conference etc.), how stakeholders can make their views known about the plan (e.g. on specific form, through comment at public meetings, conferences etc).</i>	<i>Establish responsibility for ensuring that stakeholders are aware of the draft plan and for writing this up for the report on stakeholder engagement.</i>
	To provide stakeholders with opportunities for support and objection and moving to resolve differences	<i>Indicate where support and objection will come from; this should include all stakeholders, but means of dealing with different groups and types of response may vary. Particular attention should be paid to the views of EN and LPAs.</i>	<i>State how representations will be recorded and collated (e.g. data base maintained) and indicate how they will be dealt with (e.g. discussions/ negotiations with objectors, round table discussions or facilitated workshops with groups of objectors to try to reach agreement) and who might deal with them (e.g. particular person or group making the decisions).</i>	<i>Establish responsibility for receiving representations, for trying to achieve agreement and for writing this up for the report on stakeholder engagement. Establish who is responsible for receiving and collating the representations and recording outcomes and their justification so they can be made publicly available.</i>
Stage 5	STAGE 5 INVOLVES AMENDING THE PROVISIONAL SMP POLICY, AS A RESULT OF STAGE 4.			

Table A1: Developing the strategy for each stage of the SMP preparation process

Stage of plan preparation	Purpose of stakeholder involvement	The stakeholders to be involved	Methods of achieving involvement	Who is organising the involvement
	To resolve outstanding differences	<i>(This will be those with outstanding disagreement with the draft SMP).</i>	<i>Establish methods to resolve outstanding differences. Identifies the approach adopted (e.g. through SMP group, arbitration or recording/reporting approach), identifies the decision making body (e.g. SMP group, SMP Panel, SMP Expert and indicating scope for stakeholder input), establishes whether representation is only written or can be oral and whether hearings are open or closed. Establish how the recording of the process is to be undertaken. Methods selected should seek to move towards consensus and should not be confrontational or adversarial. The strategy should state whether those making representation will be informed of the outcome of and reasons for decisions.</i> [It may be appropriate to only define this at Stage 5 – see Annex A5 for methods]	<i>Establish responsibility for ensuring the methods to resolving differences are implemented and for writing this up for the report on stakeholder engagement. Establish responsibility for recording the discussion and for maintaining the database of representations for outcomes and justification.</i> [It may be appropriate to only define this at Stage 5]
	Agreement to proposed changes to SMP (based upon feedback)	<i>Identify those from whom agreement to the proposed changes to the draft Plan will be sought prior to it being finalised for adoption and dissemination (Stage 6). Likely to include CSG and Elected Members.</i>	<i>State how the proposed changes to the draft SMP will be disseminated (e.g. round table discussion, workshops, e mail). State how responses should be made, recorded, collated and used.</i>	<i>Establish responsibility for ensuring the task is undertaken and for ensuring proper recording of responses.</i>
Stage 6: Plan dissemination	STAGE 6 INVOLVES DISTRIBUTING THE SMP TO SOME STAKEHOLDERS AND INFORMING OTHERS OF ITS EXISTENCE. IT DOES NOT INVOLVE TWO WAY COMMUNICATION			
	To ensure that all persons and organisations needing to be aware of the plan know that it has been published	<i>This should include all stakeholders, including general public. Methods of notification may vary. Should pay particular attention to informing EN and LPAs</i>	<i>Establish where and how the SMP is made available (e.g. in LA offices and libraries and EA offices, on web sites, for purchase). Establish how the SMP is to be publicised (e.g. adverts in local press, through local media, local authorities public newsletters, web site, media appearances, letters to stakeholders, update of electronic newsletter if used). Establish whether any specific interaction with particular groups is required for implementation (e.g. workshops with LPAs and/or EN).</i>	<i>Establish responsibility for disseminating the plan, for publicising its availability and for writing this up as part of the report on stakeholder engagement.</i>

Table A1: Developing the strategy for each stage of the SMP preparation process

Stage of plan preparation	Purpose of stakeholder involvement	The stakeholders to be involved	Methods of achieving involvement	Who is organising the involvement
	To ensure that the decisions that have gone into the SMP are transparent	<i>This should include all stakeholders, including general public.</i>	<i>Establish the outputs associated with stakeholder engagement (e.g. comprehensive and up to date data base on representations and outcomes, summary report of stakeholder engagement for the SMP) and indicate where they are available to stakeholders (e.g. at specific locations, on web, for purchase).</i>	<i>Establish responsibility for ensuring these tasks are addressed.</i>
Additionally, awareness raising	To raise awareness using the SMP preparation process	<i>This should include all stakeholders but particularly the general public.</i>	<i>Indicate how the preparation of the plan can increase public awareness (e.g. through use of media, web, newsletters, public meetings).</i>	<i>Establish responsibility for ensuring these tasks are addressed.</i>
	To disseminate information to stakeholders (e.g. to validate scientific information, to check understanding)	<i>Identify those able to offer informed views: these may be community groups. Different approaches may be used with different stakeholders. Particular attention should be paid to how EN and LPAs are involved.</i>	<i>State how information will be disseminated (e.g. letters, public meetings, round table discussion, facilitated workshops, seminars, conferences, email discussion group). State how responses should be made, recorded, collated and used.</i>	<i>Establish responsibility for ensuring that different tasks are undertaken, for writing them up for the report on stakeholder engagement and for ensuring proper recording of responses.</i>

Annex A1: Stakeholder engagement groups

One aspect to be addressed in the production of the SMP is the means of engaging stakeholders to improve the efficiency and effectiveness of their involvement and to avoid disputes. The specific techniques for achieving stakeholder participation are detailed in Annex A4, however a more important consideration is the extent to which stakeholders are to become involved in the SMP development process and on what basis should they be involved. The options range from full involvement of stakeholders in development of the plan, through to simply undertaking consultation/dissemination exercises at the start and end of the process.

Table A1, in the main Appendix, identifies the various stages at which stakeholders can become involved in the development of an SMP. Dependant upon the local issues and organisations involved, it is likely that different groups will be invited to engage in the process in different ways. In recognition of this, four basic stakeholder groups have been identified, together with the methods and merits of involving each group.

These groups are:

- Client Steering Group
- Elected Members
- Key Stakeholders
- Other Stakeholders

The four groups facilitate varying degrees of stakeholder involvement in the development of the SMPs offering differing levels of influence that stakeholders could exert in influencing the outcome. In general, the groups do not represent different stakeholders (i.e. the same interests could be represented on different groups on different SMPs), rather the nature of the involvement of stakeholders in the process. For example, a Port Authority representative might sit on the Client Steering Group on one SMP, whereas on another a similar officer may be a Key or Other Stakeholder; or, Elected Members may be invited to join the Key Stakeholders on one SMP, while forming their own Forum on another.

For each group, the following sections identify their role, responsibilities, likely stages of involvement and possible advantages and disadvantages of their involvement.

CLIENT STEERING GROUP

The Client Steering Group (CSG) has overall responsibility for the delivery of the SMP. The CSG will initiate the SMP development process, undertake any scoping tasks required, procure technical inputs required to complete the SMP, and manage the development and

adoption processes. Administrative and financial responsibility will remain entirely with this group, although some technical responsibility may be shared with other groups.

The CSG is likely to be formed as a sub-group of the full Coastal Group, comprising representatives of the main client organisations commissioning the SMP, plus representatives from English Nature/Countryside Commission for Wales and other operating authorities such as County Councils, Port Authorities, etc. As a minimum it is recommended that representatives cover the key disciplines of engineering, planning and conservation. It is likely that the CSG will actually form a sub-group of the full Coastal Group.

Roles and Responsibilities include:

- Provides the Client expertise in deciding the scope and extent of the SMP.
- Procures and manages the services of the Consultant (may delegate procurement, management and administration of contract to Lead Authority).
- Maintains liaison with Defra.
- Reports back to Client organisations.
- Works in partnership with the Consultant to develop:
 - the overall scope of the SMP
 - the issues to be dealt with by the SMP
 - the priority of the issues
 - the objectives for the SMP
 - the draft proposals of the SMP.
- Provides listing of initial consultees to Consultant.
- Directs further consultation, including methods and material to be employed.
- Oversees public consultation exercise.
- Seeks ratification of SMP policies.

Also, the following as appropriate:

- Liaises with local members to establish the Elected Members' Forum and Key Stakeholders' Forum.
- Convenes meetings of the Elected Members' Forum and Key Stakeholders' Forum.
- Supports Elected Members Forum and provides secretariat.

Likely Involvement:

- The CSG must be involved throughout the SMP process. Key stages include;

- Scoping
 - Procurement
 - Technical and administrative development
 - Consultation
 - Finalisation
 - Adoption
- The group (possibly through the Coastal Group) will also oversee implementation of the SMP, with regular meetings continuing following completion of the SMP.

Advantages:

- Ensures shared ownership by key authorities.
- Involvement of planners, engineers and conservation representatives will provide balanced steer to SMP.
- Key local technical expertise steers development of the plan.

Disadvantages:

- Unless responsibilities are shared, all decision making power remains with this group, so Stakeholders may feel little or no ownership of the SMP on production.

ELECTED MEMBERS FORUM

The involvement of Elected Members in the process of SMP development reflects the “Cabinet” style approach to decision making operating in many local authorities. Politicians are involved from the beginning, thereby reducing the likelihood that the policies will not be approved by the planning authorities. Key Stakeholders are involved through a Forum, building trust and understanding between Elected Members, the CSG and Key Stakeholders. Other stakeholders are consulted on their particular issues.

It is strongly recommended that Elected Members are involved in the SMP development process to best facilitate its full adoption and implementation.

Roles and Responsibilities include:

- Comprises elected Member representatives from client local authorities and the Environment Agency's flood defence committee.
- Agrees the activities of the CSG.
- Agrees the overall scope of the SMP.
- Agrees stakeholder engagement strategy.

- Agrees key stakeholders representation.
- Agrees the issues to be dealt with by the SMP.
- Agrees the priority of the issues.
- Agrees the objectives for the SMP.
- Agrees the draft proposals from the Consultant.
- Reviews and/ or agrees the policies to be contained within draft SMP.
- Seeks ratification of SMP policies.

Advantages:

- Reflects the “Cabinet” style approach to decision making of local government.
- Builds up trust and understanding between Elected Members, the Client Steering Group and Key/Other Stakeholders where involved.
- Identifies points of dispute at an early stage.
- Elected Members achieve a real sense of the problems to be overcome when managing the coast.
- Lower risk of encountering disputes at later stages of the SMP development.
- Goes a long way to inform Elected Members about progress with the SMP production.
- Demonstrates accountability to the wider community.

Disadvantages:

- Higher level of time and administration needed to manage the process.
- Introduces another series of meetings into the SMP process.
- Additional costs attaching to SMP process attributed to supporting Elected Members inputs.
- Risk of political steer being given to the technical appraisals.

KEY STAKEHOLDER GROUP

The Key Stakeholder Group (KSG) acts as focal point for discussion and consultation through development of the SMP. The membership of the group should provide representation of the primary interests within the plan frontage, ensuring consideration of all interests during review of issues. Inclusion of this group offers a more participatory process. This group can be involved through meetings/workshops, although if this is to be pursued then numbers will need to be carefully managed to ensure meetings do not become unmanageable. The incorporation of this group as an additional component provides direct

feedback and information to the Consultant, and acts as a focal point for the consultation process.

It is also possible to adopt a more of a partnership approach to the KSG, by developing a collaborative decision-making forum. Under this approach certain responsibilities normally held by the CSG may be shared by the KSG in order to increase the level of stakeholder ownership of the final SMP.

Roles and Responsibilities include:

- Comprises representatives of the key stakeholder organisations/interests likely to be affected by the SMP.
- Amends its membership to suit the issues to be considered within the SMP.
- Suggests issues and their priorities to be considered within the SMP.
- Receives reports and draft proposals from the Consultant.
- Meets periodically throughout the production of the SMP.
- Provides comment on proposals being made by the CSG and the Consultant.

Also, where the decision-making powers of the CSG are to be shared with the Key Stakeholders, the role may include some of the following:

- Agrees on the overall scope of the SMP.
- Directs the activities of the Consultant.
- Directs further consultation, including methods and material to be employed.
- Acts as focal point for all stages of consultation.
- Establishes aspirations, agrees and prioritises the issues to be dealt with by the SMP.
- Agrees the objectives for the SMP.
- Resolves disputes.
- Reviews the policies to be contained within draft SMP.
- Oversees public consultation exercise.

Advantages:

- Builds up trust and understanding between CSG and Key Stakeholders through frequent contact.
- Key stakeholders offered an opportunity to participate in decision-making.
- Identifies points of dispute at an early stage.
- Goes a long way to inform stakeholders about progress with the SMP production.

- Stakeholders achieve a real sense of the problems to be overcome when managing the coast.
- Efficient way to gain access to a reasonably large number of consultees.

Disadvantages:

- Introduces another series of meetings into the SMP process.
- Some stakeholders may feel snubbed if not included in the key stakeholder Forum.
- Assigning the correct weighting to opposing views.
- Does not necessarily impart any executive responsibility to stakeholders.
- Possibility of domination by aggressive single interest group.
- Costs of consultation are uncertain as they depend on the level of activity within the Forum, which will depend on the number, and complexity of the issues to be dealt with in the SMP.

OTHER STAKEHOLDERS

There will always be large numbers of individuals and organisations who are likely to be affected by the decisions of the SMP. It is unlikely to ever be practical to involve all these stakeholders on one of the three groups outlined above, therefore there will remain a group of 'Other Stakeholders'. This group will be contacted directly by the SMP Consultant but will not be involved in the development of the SMP, other than at the very start and as a consultee on the draft plan.

Roles and Responsibilities include:

- Provide information on their areas of interest.
- Identify issues of concern to them about the management of the coastline.
- Respond on the effect of policy proposals on their areas of interest.

Advantages:

- All (non-CSG) stakeholders treated equally.
- Low costs to manage stakeholder engagement elements.

Disadvantages:

- Stakeholders may feel little or no ownership of the SMP on production.
- Disputes may only surface once the SMP reaches Stage 4 when much work has already taken place in developing draft policies.

Annex A2: Listing of possible stakeholders

This listing of stakeholders should not be seen as definitive. Rather it should serve as a checklist to enable an initial list to be drawn up to include the main sectors of interest in the plan. Use local knowledge to include people and groups that you anticipate will be interested in the outcome of the plan. Similarly, consider designating Stakeholders as “Key” if local circumstances suggest this is appropriate, (it is likely that those stakeholders marked with a * will be “key”). This could affect your decision to include them in processes such as consultation forums.

Archaeological trusts	Dredging Companies.
Association of British Insurers	English Heritage*
British Association for Shooting and Conservation	English Nature*
CADW	Farmers’ Union of Wales
Campaign for the Protection of Rural Wales	Forestry Commission
Chambers of Commerce	Friends of the Earth
Coastal Golf Clubs	General Public
Coastal Industries	Greenpeace
Confederation of British Industry	Heritage Coast forums
Council for the Protection of Rural England	Highways Authorities
Country Land and Business Association	Hoteliers Groups
Countryside Agency	Individual landowners within flood or erosion risk zones
Countryside Council for Wales*	Internal Drainage Boards
County Wildlife Trusts	Joint Nature Conservation Committee
Crown Estate Commissioners	Local Authority Social Inclusion officer
Defra	Local Civic Societies
<ul style="list-style-type: none"> • Flood Management Division* • Rural and Marine Environment Division • Regional Development Service • Water and Maritime Directorate • Conservation Management Division 	Local Conservation groups
	Local Fishermen’s organisations
	Local Flood Defence Committees
	Local Sea Fisheries Committees
	Local Tourist Associations
Department for Culture, Media and Sport	Local Tourist Authorities
Department for Transport	Local Watersports Clubs

Marine and Coastguard Agency	Port Authorities
Marine Conservation Society	Public Transport Providers
Ministry of Defence	Ramblers Association
National Assembly for Wales*	Regional Flood Defence Committees
National Farmers' Union	Regional Government Offices
National Trust	Regionally Important Geological/Geomorphological Site Groups
Network Rail	Residents' Associations (representative*)
Operating Authorities e.g.	RNLI
• Local Authorities*	Royal Society for the Protection of Birds
• Environment Agency*	Royal Yachting Association
Other local environmental campaign groups	Sports Council
Pier Operators	Tenant Farmers' Association
Planning Authorities	Town and Parish Councils
• District, Unitary and County Councils*	Utilities Companies
• Regional Planning Authorities*	Worldwide Fund for Nature
• Office of the Deputy Prime Minister	

Annex A3: Initial consultation materials

STAKEHOLDER INVITATION LETTER

The letter inviting stakeholders to take part in the preparation of the plan will often be the first point of contact. For those who have not participated in previous plans it offers a good opportunity to explain why the plan is being prepared and what it will consist of.

The following three templates are examples of letters, which could be sent to the following categories of Stakeholders:

1. Large organisations that are familiar with the SMP process and were probably involved in the first generation of plans.
2. Other organisations or businesses who may not be familiar with SMPs but to whom a more formal approach should be made.
3. The general public, individual landowners and small businesses that need to have the SMP process explained to them.

It is advisable to prepare an initial consultation “pack” to send out to prospective consultees. This should contain the invitation letter, the questionnaire, basic mapping of the Plan area and an initial listing of consultees (include individuals as well as the organisation).

Example Invitation Letter 1: Large organisations that are familiar with the SMP process and were probably involved in the first generation of plans

Dear Sirs

The Shoreline Management Plan for the coast between andis now due for review. A Project Team comprising..... (List of operating authorities)..... has commissioned(Name of Consultant)... to prepare the revised plan to cover the next 100 years.

The purpose of the Plan will be to assign one of the policies defined by the Department for Environment, Food and Rural Affairs to each section of the coast within the plan area. These policies are:

- **Hold the existing defence line**
- **Advance the existing defence line**
- **Managed realignment** – identifying a new line of defence
- **No active intervention** – a decision not to invest in providing or maintaining defences.

It is essential that the revised plan adequately deals with the issues and concerns of the communities, businesses and organisations having an interest in this part of the coast and that the Consultants base their work on the best information available to them. For these reasons it is important that consultation takes place with identifiable stakeholders at the earliest stage of plan preparation.

I am writing to invite your participation in this initial stage of the review process by asking you to complete and return to me the enclosed questionnaire through which you can indicate your areas of interest, the form and type of information you may hold appropriate to the study of the coastline and what future contact arrangements I should make with your organisation.

[N.B. If it is intended to include the stakeholder as a member of a forum insert an appropriate invitation in this paragraph]

Yours faithfully,

Example Invitation Letter 2: Other organisations or businesses who may not be familiar with SMPs but to whom a more formal approach should be made.

Dear Sirs

Shoreline Management Plan - ...*(A)*... to ...*(B)*... ...*(Sub cell X)*...

I am writing to invite you/your organisation's participation in preparing the Revised Shoreline Management Plan between ...*(A)*... and ...*(B)*....

The coastline of England and Wales is undergoing constant change from the effects of waves and tidal currents. The amount of physical change depends on the degree of exposure of each length of coast and the predominant geology. These change processes have usually taken place over long historical periods and many examples exist where settlements have been lost through erosion or where former coastal villages are now landlocked because of coastal build up.

Another influence on the development of the coastline has been the human intervention throughout the ages, particularly in attempts to arrest the effect of erosion or flooding at particular locations. In many cases this has taken place without an acknowledgement of the effect on other locations up and down the coast of carrying out these works.

Whilst these changes continue to take place, social, economic and environmental pressures are increasing in the coastal zone. People enjoy living by and visiting the coast and the pressure for more housing is ever present. As international trade increases, so does the demand for port space and associated coastal-based industry. Such development often places stress on natural coastal habitats, which are often unique and of national and international importance.

The purpose of a Shoreline Management Plan is to provide a large-scale assessment of the risks associated with coastal processes and to present a policy framework to reduce these risks to people and the developed, historic and natural environment in a sustainable way. It determines the natural forces, which are sculpting the shoreline, and predicts, so far as it is possible, the way in which it will be shaped in the future. The plan then goes on to identify the main issues of concern relating to erosion, flood risk and management of these natural processes. These issues will be obtained from those with an interest in the coast, be it as residents, businesses or those with a concern for the natural and built heritage. The issues will then be brought together to determine the policies which should be applied to allow society's objectives to be achieved in full acknowledgement of the potential impact on the natural environment and the likely environmental, financial and social cost involved.

The policies to be considered are those defined by the Department for Environment, Food and Rural Affairs. These are:

- **Hold the existing defence line** - maintain or upgrade the level of protection provided by defences.
- **Advance the existing defence line** - build new defences seaward of the existing line.
- **Managed realignment** - allow retreat of the shoreline, with management to control or limit movement.
- **No active intervention** - a decision not to invest in providing or maintaining defences.

Management of the coastline rests with a number of organisations, principally local authorities and the Environment Agency - occasionally principal landowners and coastal industries also have management responsibilities. Those organisations having this role for the coastline between ...*(A)*... and ...*(B)*... are now beginning to prepare a review of the Shoreline Management Plan to guide the management of the coast for the next 100 years. In carrying out this work it is important that the needs, concerns and aspirations of those with an interest in the coast, the stakeholders, are taken into account.

Because of your organisation's interest in this coastline, I would appreciate your help in providing any appropriate information which you may hold and will improve the data on which the plan is prepared. I would like to learn about those issues that you would want to see being addressed in the plan, and any other comments which you feel the Coastal Authorities should be aware of during the preparation of the plan. I should be grateful if you would complete and return to me the enclosed questionnaire through which you can indicate your areas of interest, the form and type of information you may hold appropriate to the study of the coastline and what future contact arrangements I should make with your organisation.

[N.B. If it is intended to include the stakeholder as a member of a forum insert an appropriate invitation in this paragraph]

Yours faithfully,

Example Invitation Letter 3: The general public, individual landowners and small businesses that need to have the SMP process explained to them.

Dear Sirs

I am writing to ask if you will participate in the consultation for the preparation of the Revised Shoreline Management Plan for the coast between(A)..... and(B).....

The responsibility for management of the coastal defences against erosion and flooding is shared between(list the appropriate operating authorities) The plan is the means by which these organisations determine the best way to look after the coast in a sustainable way for the next 100 years. It is prepared using guidelines set down by the Department for the Environment, Food and Rural Affairs which is the Government Department having responsibility for setting national policy for defence of the coastline.

The plan identifies the main coastal processes – the tidal currents, wave action and movement of beach and seabed materials – that shape the coastline. Through consultation, the various land uses are identified. These include residential and commercial areas, sites of important natural or landscape importance and features, such as the beaches, which might be important for the local tourism economy. Each such area is assessed for its risk from erosion or flooding.

Again through consultation, the main issues relating to erosion and flood risk, and which affect local communities are set out. These are compared with what is known about the coastal processes, the economics of maintaining or providing new defences and the need to seek sustainable methods of managing the coast in the future. From this assessment a number of objectives for the coast are prepared. Another stage for consultation in preparing the plan is to gauge people's reaction to these objectives.

The objectives are then tested against a number of policy options for each section of the coastline within the plan area. The policies to be considered are those defined by the Department for Environment, Food and Rural Affairs. These policies are:

- **Hold the existing defence line** - maintain or upgrade the level of protection provided by defences.
- **Advance the existing defence line** - build new defences seaward of the existing line.
- **Managed realignment** - allow retreat of the shoreline, with management to control or limit movement.
- **No active intervention** - a decision not to invest in providing or maintaining

defences.

From this analysis a preferred policy for each length of coast will be proposed and, once again, it will be important to gauge the response from the community.

It is likely that you will have an interest in the future management of the coast and it is for that reason that I would like to invite you to be a consultee for the plan. I would be grateful if you would complete the enclosed questionnaire, which will provide background information and your early comments on issues that you would like to see being considered by the project team.

[N.B. If it is intended to include the stakeholder as a member of a forum insert an appropriate invitation in this paragraph]

Yours faithfully,

Example Questionnaire to stakeholders

..... to..... *Shoreline Management Plan*

Please answer the following questions and return by to I would appreciate your return of the questionnaire even if you do not wish to comment on the Shoreline Management Plan. Please use the enclosed pre-paid SAE.

CONTACT DETAILS

1	Name of your organisation or business	
2	Address	
3	Name of contact	
4	Position in organisation	
5	Address if different from 2	
6	Telephone No.	
7	Fax No.	
8	Email address	
9	Referring to the attached list of consultees – are there any other stakeholders that you would recommend we contact?	

INFORMATION

Please let me know if you hold information on any of the following aspects, if so, in what format it is held and are you are willing to make it available to the Project Team.

- 15 A map of your premises, site(s) or showing your area of interest
- 16 Local coastal processes
- 17 Flooding and erosion events
- 18 Design and construction of existing coastal defences
- 19 The natural environment and ecology
- 20 The built environment, coastal industries and land use
- 21 Ports and harbours
- 22 Agriculture
- 23 Tourism and Amenity Usage of the Coast
- 24 Inshore Fisheries

Thank you for your time in completing this questionnaire.

Annex A4: Techniques and issues

OVERARCHING CONSIDERATIONS

The Role of Facilitation

The facilitation or chairing associated with certain methods is important to ensure:

- maximum benefits are obtained from dialogue
- the attendees don not feel it is a waste of time
- any potential deadlock is not reached
- compromise that can lead to constructive outputs is achieved.

The skills and fairness of this individual will be a key component to the method's effectiveness. The facilitator must be objective and will benefit from being informed/ experienced in the nature of the issues being considered. The key role of the facilitator is to ensure dialogue occurs. Group management ensures that discussions and, ultimately, outputs are not hijacked by specific interests, thereby biasing the results of the process and, perhaps, leading to priorities being overlooked.

Dissemination (recording and presenting results of consultation)

Tape recording could be used for interviews, workshops, etc to ensure that comments are noted accurately. Transcription can be difficult for methods involving larger groups and encouraging debate, such as consensus conferencing techniques like the round tables described above. Meetings should be minuted (or at least comments and decisions recorded) and the minutes made publicly available. Prior to receiving comments, there must be a mechanism in place for managing objections. This could be a register where each issue is recorded and reasons presented as to why comments have or have not been incorporated and what changes have been made. This should be made publicly available and could be published as part of a technical Annex to the SMP. Other opportunities should be identified by which stakeholders can monitor progress, for example use of a designated web page or allowing public observation of discussions.

Reaching out to new stakeholders

The involvement of new stakeholders can be facilitated if a positive, considerate and proactive strategy is adopted in which there is a genuine commitment to engage all stakeholders. Use of local radio and newspapers, the Internet and focus groups can all be effective means of contacting and involving these groups. Other approaches include:

- Proactive recruitment methods – going out to where these groups are (e.g. community centres)

- Provision of information in other forms (other languages, Braille, speaker tapes) and provision of translators
- Careful consideration of venues for personal safety issues or accessibility
- Innovative and simple presentation of information to enable non-technical people to understand.

STAKEHOLDER INVOLVEMENT TECHNIQUES

Table A4-1 provides a brief summary of a number of techniques that may be appropriate to use in the involvement of Stakeholders in the development of a SMP. Further detail of each is provided below.

Table A4-1: Example methodologies to involve stakeholders

Methodology	Comments
Invitation Letters	Useful in early stages of consultation to provide information regarding the process and disseminate instructions on how to respond/get involved.
Questionnaires and Surveys	Structured way of obtaining basic information which can be easily analysed statistically. Able to reach a large number of people, they are convenient, economic and thus a good starting point. They need to be well structured and ensure that the questions are not leading.
Exhibitions and Road Shows	Useful way of presenting basic information and options to the public, especially local communities. Able to reach large numbers of people if well advertised. Allows face to face feedback of information.
Public Meetings	Enable presentation of basic information to the general public. Allow large numbers of people to be involved in some limited discussion. Need to be carefully managed to ensure all views are heard. Cheaper than exhibitions and road shows.
Use of the full range of the media	Engages large numbers of the population, through television, newspapers and radio. Useful at reaching those who may be more difficult to involve. Internet, websites, online questionnaires, chat rooms and notice boards have become increasingly popular ways of providing information and seeking feedback. Media can be used throughout the SMP process.
Structured Interviews	Useful for obtaining specific information and attitudes from wider stakeholders in the early stages of the SMP.
Semi-Structured interviews	Useful in exploring more complex issues from key stakeholders later in the SMP process. The more open questions together with some structure allow a compromise between a thorough exploration of the issues and ease of analysis of responses.
Forums	Flexible in terms of representation, size, outcome and timing.

Methodology	Comments
	Allows open discussion.
Focus Groups	Involves small groups (6-12) of people, which are asked questions by an experienced facilitator. Allows facilitator to probe emerging issues. It is resource intensive and may be more appropriately used later in the process.
Advisory Committee	Representative group of stakeholders, which can meet regularly throughout the SMP process to provide advice.
Workshop	Structured group discussions designed to solve problems and identify ways forward. Useful in bringing different groups of experts together and require experienced facilitators as well as careful explanation to the attendees.
Round Table Discussions	Facilitated debates between groups with different views with the aim of reaching consensus. Useful for engaging specialist interest and single-issue groups.

Table A4-2 sets out the indicative use of presentational materials and techniques at various stages of plan production.

Table A4-2 Use of presentational materials and techniques

Presentational Materials and Techniques	Stages 1, 2 and 3				Stage 4	Stage 5	Stage 6
	Explanation	Information gathering	Issues/objectives	Draft SMP	Public examination	Revision	Dissemination
Initial contact letter	√	√					
Questionnaire		√	√		√		
Maps	√	√	√	√	√		√
Futurecoast video	√		√		√		
QLC matrix			√				
Website	√	√	√	√	√		√
Community Groups, Parish & District Council meetings	√	√	√				
Local media	√				√		√
Public exhibition					√		√

DETAILED REVIEW OF TECHNIQUES

Invitation Letter

This approach can potentially reach larger numbers of stakeholders. Invitations could be sent out through a postal mailing, targeting specials and interest groups or could be posted on the Internet. It is not the most effective way of obtaining information from a wide cross selection; there is a tendency for those with particular interests in an issue to respond to these. These

are people or organisations that are likely to respond whatever medium is offered to them. This and other approaches presented here offer limited opportunities to engage with those people or groups who do not normally get involved in consultation but who nevertheless might have important concerns that should be considered. It is a more effective means of obtaining views from specialist groups or experts who have a more specific interest in SMP development. This technique should therefore be used in conjunction with other approaches.

Questionnaires and Surveys

Questionnaires and surveys are used to collect basic descriptive information on attitudes. A good survey or questionnaire will have a number of components that have been considered:

- Purpose: Specific objectives for what the expected outcomes will be
- Content: Simple questions that are easy to understand and do not lead the respondent to answer in a certain way
- Audience: Consideration of what the sample population will be and how representative it is of the total population
- Results: Appropriate analysis that can describe, summarise and compare
- Reporting: Accurate reporting of results.

Surveys and questionnaires can be administered in a number of forms: by post, by telephone or in-person interviews using trained individuals. Used strategically they can be useful for reaching those who would not normally respond to postal questionnaires. However, people often have little or no time to think about the issues and may not have had a chance to think through clearly what their concerns might be.

Exhibitions and Road Shows

They can be mobile or stationary and with good advertising can be a cost effective way of providing information and obtaining views from a wider selection of people. This could be particularly useful for targeting those who might have difficulties in responding to other approaches, e.g. a mobile road show could enable those with mobility difficulties to attend and the provision of staff would assist those who might not understand a report.

However the most likely participants are those who already have a strong interest in the issue and who will attend in their own free time. Road shows and exhibitions can be lengthy and costly to plan and run, requiring production of presentation material, dedicated staff time, as well as other resources.

Public Meetings

Public meetings are a traditional consultation method for reaching a larger number of people in a relatively easy and cost effective way. They must be widely advertised to reach the widest target audience and ensure there is a satisfactory turnout. Location and timing are factors to consider in facilitating attendance. As with many of the approaches listed here public meetings are often used by the vocal minority and can be a less effective way of

obtaining opinions around an emotive or controversial issue. It would be unwise to assume that the loudest voices are representative.

Use of the Media

The media could be usefully applied at any stage of SMP development but careful consideration must first be given to the cost-effectiveness of using it and what information is required. This will influence what method is used and when. For example, radio advertising of a road show or newspaper notification for a public meeting could enhance the effectiveness of other strategies. Use of local interest could generate column space or airtime, which could inform and provide some limited opportunities to feedback too. The use of the Internet should not be underestimated. PC literacy and access is increasing constantly and through use of interactive websites can be a useful platform for debate, feedback and public opinion. This would require the development of a designated website and some marketing to ensure it is known. There would need to be someone who would have responsibility for managing the website but it could evolve over the duration of the SMP.

Interviews (Structured and semi-structured)

Participants for interviews must be actively recruited. Whilst it is important that the interview remain focused on Flood and Coastal Defence issues, the greater the opportunity for discussion (rather than a series of set questions) the more information exchange and coverage of relevant issues will be achieved. They can be time-consuming and maximum benefit will be gained if administered by trained personnel. It would be useful if someone who had knowledge of the issues in question and the SMP development process administered them.

Forums

These can take several forms but must first consider a number of key issues when deciding what approach this will take.

Key issues to consider are:

- Representation - who will be invited and who will not. Information should be obtained from both specialists with specific interests in coastal management and the general public with more personal concerns that coastal management could impact upon.
- The size of forum – it should try to engage a wide cross section of opinions but should not be so large as to make constructive dialogue difficult or result in deadlock.
- What the forum is to achieve – i.e. the degree to which they will influence policy development. Certain methods based on a forum approach can provide a more conciliatory component. However, opportunities for policy development are limited with the forum providing additional information to the consultation process and policy recommendation without involvement in direct decision-making.

- The timing of other stakeholder dialogue and how it will feed into the forum and the SMP development - other stakeholder input could be used to provide initial information on general issues of concern, or comment on priorities identified during the forum process or both.
- Dissemination – information should be made publicly available to ensure transparency and avoid accusations of bias or unrepresentativeness. It provides an opportunity for those not selected for representation to monitor progress made.
- Training of representatives - The Consultant should ensure that every participant of the forum is able to participate in a competent manner.
- Feedback mechanisms - As the process of engaging stakeholders becomes more inclusive and participatory there is an increasing need to ensure effective mechanisms for feedback from the forum to the Consultant and ultimately to the CSG.
- Recruitment - This is the means by which the CSG through the Consultant will ensure effective and diverse representation and ensures that the engagement process will stand up to public scrutiny.

Focus Groups

A greater depth of understanding about people's perceptions and views can be obtained from this method. The group format can encourage a greater coverage of issues than a one-to-one interview and feel less intensive for stakeholders. Ideally, a number of groups would be used to ensure a thorough gathering of a range of views to input into the SMP. Focus Groups are not effective means of addressing conflicting interests and facilitation is very important to ensure that all participants feel able to contribute and all participants are listened to. This is an important component of this type of deliberative approach to public participation.

Advisory Committee

Through regular meetings it provides an on-going forum over a period of time. The designated committee will serve a number of functions within the broader aim of integrating stakeholder input more directly into decision-making, through a process of information exchange. The functions could include:

- Use of their position within the wider community to provide feedback from their community or interest organisation
- Reviewing, monitoring, or assessing a policy development
- Providing technical expertise.

Consistency of stakeholder representation and monitoring of community views are maintained from this approach throughout the stages of SMP development. It is beneficial for

helping to remain responsive to changing priorities and consensus on issues is sought but not required. However these committees tend to be smaller and so representation can be difficult to achieve with the possibility of certain groups feeling isolated or un-represented in this process.

Workshops

Workshops have a specific purpose in facilitating policy solutions or recommendations, in SMPs. It could occur over a period and time and can involve a larger number of individuals and representatives. To enable all to have an opportunity to speak and be listened to the workshops need to be highly structured and skilfully facilitated. With larger workshops break out sessions are commonly used. These involve the formation of smaller groups to discuss more specific issues, arrive at some form of agreement or prioritisation and then re-assemble to integrate the results. Break out sessions can be a very effective means of reducing deadlock in discussions and opportunities for everyone to actively participate. This approach could take place over several days and requires a significant commitment from all participants.

Round Table Discussions

These are similar to workshops but are more informal and so typically are smaller. They involve the recruitment of a number of stakeholders who literally will sit around a table and discuss the issues until agreement or resolution is reached. Again strong and skilful group management and facilitation is essential for the success of this approach. Commitment requirement from participants is high.

Annex A5: Resolving differences of view in SMP preparation

The existence of differences of view is a positive feature of plan preparation. Resolving differences improves analysis of problems and consideration of outcomes and contributes to a better plan. There are two clear opportunities to resolve differences during SMP development: in Stage 1, when information is gathered and existing policies reviewed; and in Stage 4, when provisional policy is published. All representations must be “fully considered”: this can be demonstrated by cataloguing representations, their outcomes and the justification for the outcome, as indicated in the stakeholder engagement strategy.

In Stage 1 (Task 1.3), data collation, analysis and policy revision, informal means can be used to obtain views and resolve differences. Conferences, round table discussions, facilitated workshops and meetings provide opportunities to gather feedback from key stakeholders and debate contentious matters. The techniques detailed in Annex A4 can inform and seek comment from the wider community. Negotiated outcomes should be sought, moving the process towards consensus on issues, values and policy. Dialogue and outcomes must be recorded.

In Stage 4, public examination, representations on differences of view should be sought from consultees receiving the draft SMP and from the public when the draft SMP is available in public offices and, perhaps, on the Internet. They may also be sought through conferences, public meetings and exhibitions. To facilitate processing, representations should be made on specific forms available in paper and electronic formats. Advice on layout should be sought from local plan teams of district councils. It is recommended that three months should be allowed for receiving representations.

The stakeholder engagement strategy will set out the methods, which are likely to be more formal than for Stage 1, selected for a particular SMP. Choices must be made on:

- Whether differences should be dealt with through a written format or through dialogue: dialogue could take various forms, e.g. one-to-one or group basis
- Whether differences should be discussed in public or not. If they are to be discussed in public, whether participants have choice in the matter
- Whether all representation should be subject to the same process
- Who is empowered to make decisions amending/retaining statements or policies in the draft SMP
- How the process is to be tracked and information recorded and made available to the public.

The advantages and disadvantages of responding to representation, through written procedures, oral procedures on camera or public procedures, are summarised in Table A5-1. More contentious issues may be dealt with in a different manner to straightforward issues. There may be some issues on which there is absolutely no scope for change. SMP groups must consider carefully how these should be dealt with so that stakeholders are aware of the justification. Such stakeholders could be invited to withdraw their comments. For other issues, written elaboration of representations could be supported by discursive debate undertaken through informal Examination in Public, facilitated workshops or round table discussion.

Table A5-1: Advantages and disadvantages of written, oral and public procedures for dealing with differences

Written procedures	Oral procedures	Public procedures
ADVANTAGES		
Easily tracked Easily organised Reduces administrative process Flexible use of time	Dialogue possible Informal group hearings possible e.g. round table discussion Can increase awareness and understanding	Dialogue and exchange possible Transparency of dialogue Open to press and public attendance Can increase awareness and understanding
DISADVANTAGES		
No opportunity for dialogue No opportunity to consider a group of representations together No opportunity to explore issues Does little to increase awareness and understanding	Require careful programming May be time consuming Require good reporting	Require careful programming Time consuming Require good reporting Require good administrative processes

In determining who should be empowered to make decisions on amending/retaining statements or policies in the draft SMP, various criteria should be borne in mind. They include:

- ability to generate technically sound outcomes
- political acceptability
- accountability
- resource implications (time, cost and staff)
- willingness to delegate power
- openness and inclusivity
- transparency
- clarity.

Several approaches to resolving differences in view require that those responsible for SMP preparation become both judge and jury. This undermines both the independence and objectivity of the exercise and public confidence in the examination.

Approaches for resolving difference broadly fall into three main categories, depending on who reads/listens to the debate and is empowered to make the final decisions on SMP policy:

- Those that retain the whole process for the entire SMP group supported by its elected members and equivalents or for the extended steering group: this group reads/listens to the issues and determines the policy outcomes.
- Those that delegate power to a third party comprising a subgroup (SMP Panel) of the groups described above or an independent individual (SMP Arbiter) with shoreline management expertise. In this type of approach, the SMP group must acknowledge that the group or person is empowered to determine the policy outcomes.
- Those that limit the role of the SMP Panel/Expert to reporting and recommending, retaining decision making on policy outcomes for the SMP group.

All parties must be clear where final decision-making power lies. While it is not comprehensive in coverage, Table A5-2 outlines advantages and disadvantages of various options.

Table A5-2: Possible approaches for resolving differences identified in Stage 4

APPROACH	ADVANTAGES OF APPROACH	DISADVANTAGES OF APPROACH
Differences resolved by client group plus members' forum	Generates technically acceptable outcomes. Generates politically acceptable outcomes. Does not require power to be surrendered to panel. Publicly accountable.	May generate political, rather than technical, outcomes Lack of independence and objectivity. Slow and may be hard to make decisions. Poor use of resources. Impractical. Not open or inclusive.
Differences resolved by SMP Panel selected from client group and elected members' forum	Generates technically acceptable outcomes. Generates politically acceptable outcomes. Relatively fast. Good use of resources. Publicly accountable.	May generate political, rather than technical, outcomes Lack of independence and objectivity. Will generate delay. Not open and inclusive. Requires all parties to surrender power to panel.
Differences resolved by SMP Panel with representation from client group, elected members' forum and other key stakeholders (e.g. EN)	Generates technically acceptable outcomes. Generates politically acceptable outcomes. Relatively fast. Good use of resources. Includes stakeholder representation. Some measure of independence. Publicly accountable. Some openness and inclusivity.	May generate political, rather than technical, outcomes. Will generate delay. Requires all parties to surrender power to panel. May have problems resolving differences within the panel

APPROACH	ADVANTAGES OF APPROACH	DISADVANTAGES OF APPROACH
Differences resolved by SMP Panel of officers of operating authorities	Generates technically acceptable solutions. Quick. Good use of resources.	No democratic representation. No public accountability. Excludes political expertise. Lacks independence and objectivity. Requires substantial delegation of power. Not open or inclusive. No stakeholder representation.
Differences resolved by SMP Arbiter or SMP Panel of independent individuals with expertise in shoreline management	Generates technically acceptable solutions. Efficient. May be good use of resources. Clear. Independent. Objective.	No democratic representation. Excludes political expertise. No direct public accountability. No stakeholder representation. Requires substantial handing over of power. Question of recompense. Issue of selection.
SMP Panel of officers of operating authorities reports on examination, decisions made by client group and elected members' forum	Generates technically acceptable solutions. Generates politically acceptable solutions. Efficient. Good use of resources. Democratic representation. Publicly accountable.	Lacks independence and objectivity at final stage. May be difficult for group to reach a decision. No stakeholder representation. Not open or inclusive.
SMP Expert or SMP Panel of independent individuals reports on examination, decisions made by client group and elected members' forum	Generates technically acceptable solutions. Generates politically acceptable solutions. Efficient. May be good use of resources. Initially independent and objective. Democratic representation. Publicly accountable.	Lacks independence and objectivity at the final stage. May be difficult for group to reach a decision. No stakeholder representation. Not open or inclusive.
SMP Expert or SMP Panel of independent individuals reports on examination, decisions made by client group, elected members' forum an other key stakeholders (e.g. EN)	Generates technically acceptable solutions. Generates politically acceptable solutions. Efficient. May be good use of resources. Initially independent and objective. Democratic representation. Publicly accountable. Some stakeholder representation.	Some independence and objectivity at the final stage. May be difficult for group to reach a decision.

Whichever approach is selected, the final decisions to amend or retain draft SMP policy must be justified by the decision maker(s). Relevant information should be sent to persons making representations and the comprehensive catalogue of representations, outcomes and justification should be made publicly available. This information should be summarised in the report on stakeholder engagement.

Good administration is vital to Stage 4 if stakeholders are to be well informed of public examination processes and if transparency is to be retained. Table A5-3 indicates the administrative responsibilities related to Stage 4. Planners with development plan procedure experience could provide advice

Table A5-3: Administrative responsibilities related to stakeholder engagement in Stage 4

Administrative responsibilities related to stakeholder engagement in Stage 4 - Consultant and/or SMP group
<ul style="list-style-type: none">• Publicise process including time period for representation to be received.• Maintain database of stakeholder engagement activities.• Maintain catalogue of comments and representations, to include outcomes and justification.• Initial review and classification of representations.• Administer decision-making processes: arrange meetings, conferences, workshops, and discussions as required.• Inform all parties of any timetable of events and of agendas.• Maintain records of meetings, conferences, workshops, discussions etc.• Summarise stakeholder engagement information for stakeholder engagement report.