

Appendix 12.7: Community Engagement Plan

Working with others
Building trust with communities

Engagement plan for
Pickering – Slowing the flow

Version 4 – March 2011

Start Date	February 2009
Project Manager	Simon Marrington
Key Project Partners	Forestry Commission, Forest Research, Natural England, Environment Agency, North York Moors National Park Authority
Office	Forestry Commission Offices, Outgang Lane, Pickering

“Put people and communities at the heart of what we do”

Contents

Introduction

Step 0 – Project team, roles and background?

- Project team lines of communications
- Project key roles and responsibilities
- Background

Step 1 – What do we want to do?

- Engagement level
- Contextual issues
- Business objectives
- Key messages
- Success criteria

Step 2 – Why work with the community and others?

- Engagement objective

Step 3 – Who do we need to engage?

- Stakeholder analysis and contact details

Step 4 – How will we engage them?

- Engagement programme

Step 5 – What will we use & how?

- What do we need in order to start?
- How will we record any evaluation and learning?

Appendices

• Appendix 1

- Description of engagement levels

• Appendix

- Engagement level decision tool

Introduction

Building trust is about improving the way we communicate with everyone, being more open and seeking to work together. This plan sets out how we are going to engage with others on this project using the Building Trust by working with others approach.

- This engagement plan template follows the steps of the working with others approach.
- Ideally the engagement plan should be agreed at the start of a project.
- The whole project team should be involved
- A workshop / planning session to go through steps zero to six is the ideal forum.
- Before using the working with others approach you should attend the M77 training course.
- Ask one of your working with others mentors for advice on the best approach for your project.

Key documents:

Working with others training manual (issued on M77 training course)

Building trust with communities – A guide for staff

http://intranet.ea.gov/static/documents/Policy/FINAL_Btwc_2007amends.pdf

Working with others - Building trust with communities page on easinet

<http://intranet.ea.gov/policies/communicating/5836.aspx>

Working with others mentors link to easinet page

<http://intranet.ea.gov/policies/communicating/41350.aspx>

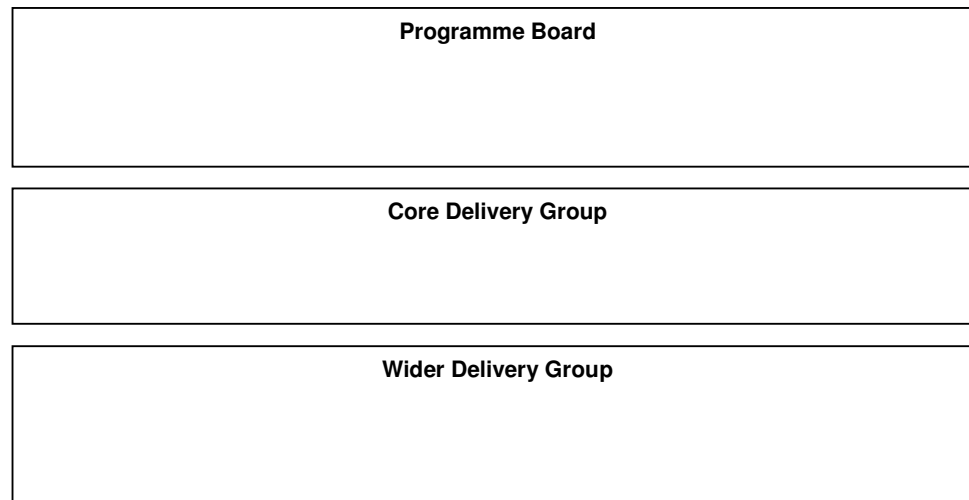
Step 0 – Project team, roles and background

Clearly set out who the core project team is, what the key roles and responsibilities of those involved are and the background to the project.

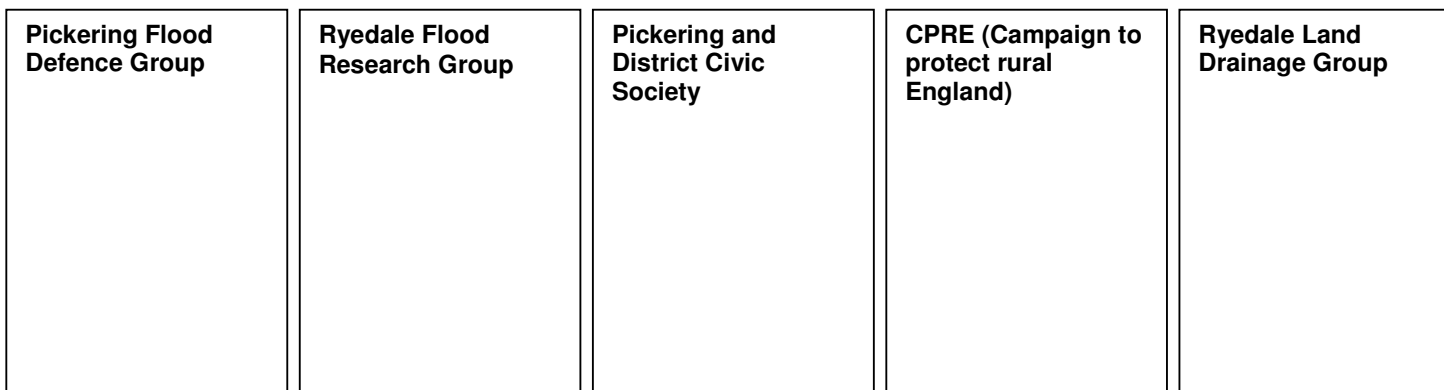
What has happened already?

What has happened already?	Who has done it?	What documents exist?
Business plan to investigate options in the Pickering Beck catchment.	National Park Authority	2009-2013 Business plan
Previous flood risk management schemes and documents 2001-2004.	Environment Agency	Variety
Flood Research Group Report Oct 2008	RFRG / Durham University / Oxford University / East Anglia University & eight Local Residents	Ryedale Flood Research Group Report – Making space for people
Successful DEFRA project bid Feb 2009	Forest Research / Durham University / National Park / Environment Agency / Forestry Commission / Natural England	Bid document
Publicity in Sinnington	LN – Via Parish Council	Parish Newsletter
Complaints	Environment Agency	
2007 – Post flood public meeting	Environment Agency / Parish Councils / District Councils / Highways	Notes
DEFRA – MOP project	DEFRA / Environment Agency / Forest Research etc.	Science / Lessons Learned

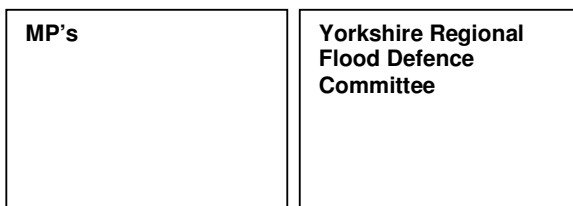
**Project team
lines of communications**
Slowing the Flow at Pickering
Project Groups



**Existing
Pickering Groups**



Other Parties



“Put people and communities at the heart of what we do”

Background

In July 2008 Defra announced their intention to fund up to two projects which could help to show that land management could reduce flooding. We put forward a bid, to be lead by Forest Research, for a project in the Pickering Beck catchment in North Yorkshire. In March 2009 we were informed that our bid was amongst three projects nationally to receive funding from Defra.

Why Pickering?

Defra's requirements were that the projects must be in an area with a recognised flooding problem and that the partners must have some control over the land; i.e the partners should be able to put in place the measures they propose. Over 50% of the Pickering Beck Catchment is owned by the state, 36% is owned by the Forestry Commission and North York Moors National who are partners in the project and a further 15% by the Duchy of Lancaster and MOD who are supportive of the project.

A separate and independent research project has also been examining the flooding problems of Pickering. The Ryedale Flood Research Group comprises Flood Scientists from Durham University and members of the local community have developed a hydrological model of the catchment suggesting that the creation of upstream storage could significantly reduce flood risk for Pickering. The Group's report "Making Space for People"

The potted history of Pickering FAS

The onset of flooding at Pickering occurs at a 1:10 year level. Since 1999 Pickering has flooded on six occasions and as a result generates a high media profile. A formal scheme for Pickering was developed in 2004 but at a projected cost of £6.7m and benefit cost ratio of 1.3:1 had to be withdrawn from the GIA funding programme. This scheme is very unlikely to be resurrected. In April 2004 the Agency recommended to the YRFDC that alternatives including land management options should be explored.

The Pickering Land Management Project is a strategic partnership that has been brought together to reduce flood risk for Pickering. This proposal for the overall programme is to undertake work under three strands as follows:

- Strand 1 - Land Management work - led by Forest Research
- Strand 2 - Bunded Storage option - led by the Environment Agency
- Strand 3 - Sinnington - led by Forest Research

The other principal partners in the project are as follows :

Forest Research
Forestry Commission
Durham University
North York Moors National Park Authority
Natural England

Step 1 – What do we want to do?

Why are we interested in this place/ issue/ site?

- Flood alleviation
- Environmental benefits
- North York Moors National Park
- Landowners
- What land management can deliver
- Public money – public benefit
- Deliver wider benefits
- Protecting SSSI
- Ecosystem services
- Offers a chance of alleviation of flooding in a way that is acceptable to the communities
- Learning opportunity for others
- Trade off – how frequent versus what level
- Reduce the risk of flooding for Pickering and Sinnington
- Reduce amount of sediment to improve water quality
- Looking at science and how trees / woodlands can be managed
- Will provide evidence for future decisions
- Get maximum benefit from woodland creation
- Want to work with partners
- Create BAP habitat

Engagement Level (A/B/C)

- C

Engagement Requirements - (Updated from Risk Management Workshop)

Resilience - 6 unprotected properties

flood maps

no allowance for climate change

extra info = extra cost. Is the finance secure - seek advice from Paul Cresswell

North York Moors Railway: access, legal, H&S, design.

further flooding before scheme complete

delivery of works

reputation issue - delay in all works

standard of protection

Programme Board/ Delivery Group comms

Comms - how this reduces the flood risk in Pickering

Positive PR. Comms plan

Clarity of roles

MP involvement

Fishing club

Landowners - disputing tenancy

Flood warnings

Show stoppers / Icebergs / risks

Impact

- Impact on SSSI / railway too large

- Environmental constraints preventing bunding
- Landscape impacts balancing complex objectives

Land Owner Agreement

- Landowners don't agree to be involved, so measures can't go ahead.
- Landowner buy-in regarding woodland planting.
- Local farmers need to be persuaded to make changes to land management.
- Duchy of Lancaster – big landowner
- Railway

People

- Maintaining momentum if Pickering floods again
- Stakeholders feeling engaged in the process and agreeing on the way forward for change.
- On the ground work doesn't happen quickly enough and people disengage / get cynical.

Expectations

- Bunded storage option doesn't provide perceived perception of flood risk reduction.
- Peoples expectations for the project exceed what it can realistically deliver.

Timescales

- Short term nature of the project versus long term nature of the solution e.g. trees take time to grow.

Technical

- Bunded option doesn't work.
- Science shows land management won't make a difference.
- Science shows that dredging is more effective than tree planting.
- Will tree planting make a difference?
- Feasibility of bunding.

Funding

- Implementation - Funding bunds (Cost benefit)
- Lack of funding
- Lack of funding / resource for on farm measures
- Funding mechanisms

Politics

- Local Politics
- Political Groups – Different views.

Legal

- Planning permission
- Natural England SSSI consent
- Conflicts over SSSI designation.

Contextual issues

What information do we need to know about this site/ place/ issue?

Physical/ people and relationships

Representation

- Need to understand the history/ past issues associated with flood defences in Pickering.
 - But not get side tracked from the aim of the project
- Different groups within Pickering
 - Different views
 - Linked to political pressure

Communication/ education

- To what extent do different groups within the community understand the scientific/ technical issues and how can they be packaged to aid understanding.
- Confusion in press,
- Education,
 - Stress difficult/ challenging site
- Explain physical conditions that lead to flooding i.e. Pickering Beck is not using floodplain.
- Need to show how farmers away from becks can help 'slow the flow',
 - Use Pickering as an example

Political / Engagement

- Group factions and politics.
 - How do we ensure that the community advisory group is representative.
- What wider environment benefits or issues would local people like the project to consider / address.
- What sway will the political pressures have?
- Public perception of the Environment Agency and other partners.
- Key landowners / estates.
 - Importance of early involvement
 - Explain opportunities and benefits
- How do we keep people informed and on-board?
 - What is our plan for communication?

Physical

- Land ownership
- Are the measures permanent?
- Map landownership within catchment
- Who owns the land on which we want to try these measures?
- SSSI Newtondale located in banded option study area.
- Land constraints i.e.
 - Designations,
 - Existing use.
- Understanding the constraints of the catchment
- North York Moors Railway located in the bottom of the valley.
- Land ownership within project area.

Landowner Issues

- CRIMS?

- Focus on Sinnington Landowners
- Confirmed Funding Mar 2010
- Woodland Officer – Mark Ancliff
- 100 Landowners
- Handful 5-Key – 1 happy to speak via LN
- Meeting to discuss / NE / CSF / FC, etc
- Overall SM and Mark Ancliff to concentrate on the five key landowners initially. SM to confirm.

Other Uses

- Other uses of river, e.g. hydroelectric generation at Farwath.
- Fishing.
 - Are there any clubs using the river and how may they be affected?
- What are the concerns / interests of the key landowners that might affect 'buy-in' and how can these be best addressed?

Monitoring and Evaluation

- How will we measure success?
 - And environmental benefits.

Decision Making / Technical / Legal, Policy, Plans

Internal Communications

- Organisations signed up at high level (Programme Board) not at officer level
 - Local concerns
- Project partners
 - Planning statutory consultees.
 - Lack of communication in organisation
 - Different responses
- Who do we need to deal with at the various organisations?

Meeting of core delivery group, members to feed upward within their organisations:

- Will be 2 weeks before wider delivery group
- Board – every 6 months
- Wider delivery group – every 3 months
- Core – every month / 6 weeks
- Need info from David Reece – catchment, sensitive farming

Timings

- Funding for two years from DEFRA
 - What if all research not complete?
- Timing issues;
 - DEFRA funding project - two year project
 - Link to English Woodland Grant Scheme – Woodland Creation Round.
- What are the key time constraints e.g.
 - i) When trees can be planted or ground works done.
 - li) Phasing of funding
- Budgetary constraints on bunding options and project timescale.

Resources

- What will it cost?
- Staff time;

- Natural England and willingness to engage in wider environmental benefits – not just SSSI protection

Legal / technical

- Legal status of bunds
 - Who owns?
- Any agreements with landowners will need to be in place.
- Impact on public access.
- How will the land management arrangements work? (Management agreements, land purchase etc.)
- Landowner / tenants arrangements.
 - Duchy on board – tenants may change.
- What are the environmental impacts of the development? (landscape / wildlife)
- How will continual maintenance be carried out?
- Do we know what happens when it rains?
- What is the cost benefit ratio of the work?

Policy / plans

- The need to have any necessary planning approvals in place.
- Planning permission
- Planning issues.
 - EIA Issues
- Planning – Bunds
 - Different planning authorities
- Environmental consultation (E.I.A.) and project timescale
- North York Moors National Park Authority
 - Planning permission needed for bunds
- Local planning policy
 - Engage with planning department

Designations

- Designations and constraints (SAM, SSSI, PROW, Common land etc.)
- North York Moors National Park Authority
 - Archaeologist must be consulted with tree planting.
- Designations, SSSI, National Park.

Business objective

- We are trying to reduce flood risk for Pickering and Sinnington and achieve environmental benefits by testing various land management measures. We will learn from this and use it to shape future projects locally and nationally.

Key Messages

- Pilot project to see how land management upstream can reduce flood risk.
- One of three national projects.
- Using leading scientists.
- Partnership approach.
- Lots of small things to then have cumulative effect.
- Positive step forward in reducing flood risk.
- New approach.
- Environmentally beneficial / sustainable.
- We will never stop flooding altogether in Pickering / Sinnington.
- We are working with land managers.

- A new approach over a large scale area – only one of three places where funding has been given.
- The work is done upstream as opposed to in the towns.
- Involves lots of small actions which have an important cumulative effect.
- Everyone can help.
- Partnership approach to the solution – thinking about the issue collectively.
- Flooding has a negative effect on everyone – this project is a positive step forward in reducing flooding and its impacts.
- Improved landscape and its value for wildlife.
- A good quality environment is good for peoples quality of life.

Suggested Key Messages – Further Developed by Environment Agency communications staff

1. This project is a positive step forward in reducing the frequency of flooding and its impacts.
2. This innovative pilot project will work with landowners and residents to change how specific areas of land are used and managed upstream. This should slow the flow of water to the towns; reducing flooding and bringing other environmental benefits at the same time.
3. Need a new key message re: research aspect of project.
 - This is a research project, because of this it is often difficult to predict precise timescales and to guarantee outcomes.

Updated by Forestry Research on 10 Aug 2010

- Significant research has demonstrated that land and bund management measures have a positive effect on the environment and in slowing the flow of water
- Work on the ground began in July 2010 and it is likely that by March 2011 we would have completed 100 large woody debris dams.
- Construction work will start in spring 2011

Key Messages from public drop-in in November 2010

- Partnership work (experts and the community)
- Work has started – construction phase to begin
- Planning consultation – need community support
- Project will not protect all – increasing protection but not solving all flood risk
- Unprotected residents will be engaged with – resilience measures
- Reps from the community support project

Step 2 – Why work with the community and others?

What do we want to achieve by working with the community and others?

- Their agreement with regard to trying things on their land.
- More effective / better solutions having drawn on wider knowledge.
- Buy-in – greater collective understanding and reputation.
- To deliver business objectives.
- Building support for projects and its aims.
- Educate public / politicians regarding complexity of flooding.
- Open and transparent.
- Moving on / forward.

Why might the community and others want to work with us?

- Their houses won't flood.
- Want problems sorted out.
- Good thing / financial.
- Protecting particular interests.
- Help shape the project.
- Community connection / peer pressure.
- Interesting project.
- Topical and relevant.
- Shared responsibility.
- Feel good factor.

Why might the community and others not want to work with us?

- Lack of trust.
- Lack of clarity over what the project might deliver.
- Might not help all.
- Landowners – measures don't feel right to them. Counter intuitive.
- Lack of understanding – huge cultural change.
- Not able to see benefits to them – no benefits to them.

What can or can't be influenced by our work with the community and others?

Non-Negotiable

- Must not be environmentally detrimental
- Project level
- Project scope
- Two year project
- Dredging not in project
- Meanders on Newton Dale Beck

Negotiable

- Bund location
- Bund make up
- Opportunities for other projects
- Planting locations

Open

- Community advisory group membership

What do we know or need to know about people and relationships?

Engagement objective

- We want to raise awareness of the project and its aims (progressive innovative research project)
- We want to increase our shared understanding of the mechanisms of flooding and how land management can help reduce the risk.
- We want to incorporate local knowledge to influence the outcomes / project.
- Through working in partnership we want to improve public confidence in the project and scheme.

Things community might want to know

- How much will it cost / can you afford it
- What level of defence will be offered?
- When are you going to do this?
- Who is going to do it?
- Project Timeline
- Two audiences – Those who just want headlines and those who want to be more informed and need evidence based information / updates.
- Silence is “deadly” so we must keep communicating.
- New data – never had before i.e. the peak measurement in Pickering

Step 3 – Who do we need to engage?

Stakeholder analysis and contact details

Step 4 – How will we engage them?

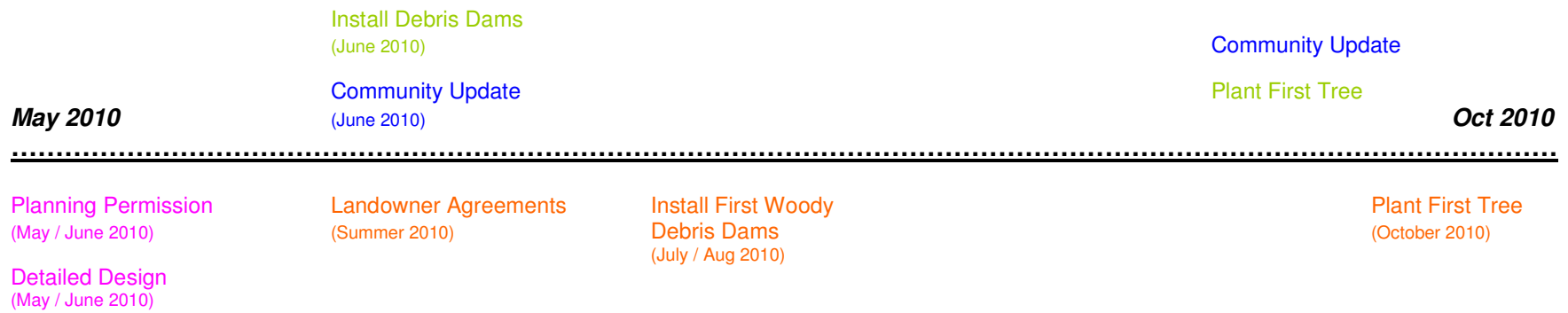
Timeline -

Topic Colours: **General** - **Land Management and Trees** - **Bunds** - **Sinnington**

NP & FC Meet Look at Speed FIC CRIMs What / Where Debris, dams and trees (Feb 2010)	Core Delivery Group Meeting (March 2010)			
Private landowner engagement (inc Railway) (Feb 2010)	Community Update (March 2010)	Wider Delivery Group Meet (14/04/2010)		
Durham provide Cropton Forest CRIM Info (Feb 2010)	Debris Dam Specification (March 2010)	Natural England Consent (April 2010)		
	Liaison FC & NE – Crispin Thorn to promote involvement in scheme (March 2010)	EA Consent (April 2010)		Board Meeting (May 2010)
	Funding Confirmation Yorkshire Forward (March 2010)	Scheduled Monument Consent (April 2010)		
Feb 2010				May 2010
Tunncliffe (Feb 2010)	Environ Scoping Report (March 2010)	Joint Benefit (Mar / Apr 2010)	SI (April 2010)	EIA If Needed (Apr / May 2010)
Bund / Landowner (Feb 2010)	Flood Event Scenario (March 2010)	CSF put Land Management Measures in Place (Mar / Apr 2010)		
Funding Provisional (Feb 2010)				
Landowner Agreement				

“Put people and communities at the heart of what we do”

(Feb 2010)



“Put people and communities at the heart of what we do”

Timeline: Aug 10 – June 11

<i>Planning Phase</i>					<i>Pre Construction Phase</i>			<i>Construction Phase</i>		
August	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
	2 nd : Project Board Meeting	Submit planning application	LWD dam build			Planning decision expected	Prog. Board mtg	24 th : Easter	Start building the bunds	Planning decision expected
	17 th : Wider Delivery Group Meeting	Spending Review					Finish LWD dam construction in Pickering Beck			
	17 th : Planning meeting for public event	Defra workshop 11 th or 26 th ?								
		Public Drop-in (late oct – 18 – 22)								
		22 nd : Duchy visit								

“Put people and communities at the heart of what we do”

Step 5 – What will we use and how?

What do we need in order to start?

Table 4: Examples of techniques that can be used

Giving information	Getting information from people (individually)	Interactive or deliberative engagement (from people - including EA - working together)
<ul style="list-style-type: none"> <input type="checkbox"/> Presentations at ‘their’ meeting or group <input type="checkbox"/> Exhibitions or road shows <input type="checkbox"/> Visits and exchanges <input type="checkbox"/> Drop ins <input type="checkbox"/> Talks or presentations <input type="checkbox"/> Newsletters <input type="checkbox"/> Websites <input type="checkbox"/> Adverts, posters <input type="checkbox"/> Press/media releases <input type="checkbox"/> Word of mouth, or peer information networks <input type="checkbox"/> Viral methods 	<ul style="list-style-type: none"> <input type="checkbox"/> Consultation documents with request for comments <input type="checkbox"/> Questionnaires or flip charts (for example at a drop in, road show or exhibition) <input type="checkbox"/> Maps with comment flags (e.g. at exhibition or drop in) <input type="checkbox"/> Surveys (door to door, street, telephone, at a particular event) <input type="checkbox"/> One: one interviews <input type="checkbox"/> Video booths/vox pops <input type="checkbox"/> Websites <input type="checkbox"/> Use of existing information 	<ul style="list-style-type: none"> <input type="checkbox"/> Tailor made discussions such as at facilitated conferences and workshops, including public meetings <input type="checkbox"/> Off the shelf engagement techniques: citizens juries, future search conferences, Open space technology, planning for real, design weekends, citizen summits, <input type="checkbox"/> Web based discussion fora <input type="checkbox"/> Analytic methods such as multi-criteria mapping <input type="checkbox"/> Ongoing in depth dialogue (e.g. using strategic planning techniques)

“Put people and communities at the heart of what we do”

Appendices

Appendix 1 - Engagement level

Type A decisions (light touch EDD)

Characteristics: In Type A situations, there tends to be little conflict, controversy or uncertainty about the decision or situation. There may be few or no options due to constraints by time, procedure, legislation, resources or crisis.

Type B decisions (moderate EDD)

Characteristics: In Type B situations, controversy and options may be limited, but there is a need to involve individuals, organisations and/or communities to ensure the decision is well informed AND to reduce the risk of non-delivery through resistance or opposition by individuals, communities or partners. Trade-offs and compromises may be required.

Type C decisions (full EDD engagement)

Characteristics: In Type C situations there may be conflict, controversy and uncertainty about the decision. The decision is likely to affect many people. It may be that some stakeholders will be disproportionately affected, or that some may gain while others lose out. There may be a risk of strong opposition that may derail the scheme, or need for shared ownership and implementation.

Appendix 2 – Engagement level decision tool

Instructions: To characterise the situation or type of decision³ of a particular programme or project, circle the most applicable words in the table below to complete the statements.

Note: Make sure that your ‘decision’ is clear

Circle the most appropriate answer to each question

Decision type	A	B	C
Feature 1: How affected will others be by the decision? The decision may have ____ effect on ____ public interest, health, livelihood	Very little Few people's	Some Some people's	Severe Many people's
Feature 2: How many perspectives/politics? There is likely to be ____ different perspectives on the issue (to ours) and ____ politics	No significant No/containable	A number of Some	A wide range of Significant
Feature 3: How much support or ownership of the decision or implementation by others is required? The 'best' decision is ____ And we can implement ____	Known Alone (with or without support)	Open to influence, but limited options More easily if others work with us	Unknown Only with sufficient support, or only with others
Feature 4: Understanding of risk and uncertainty? Risk and uncertainty relevant to the decision is ____	Low: understood by most	Medium: understood by us (and some) but not by all others	High: poorly understood
Feature 5: Timescale? Actions or decisions need to be made and implemented ____	Immediately/very quickly	Over months	Over years

After answering the questions, consider **where the majority of answers lies:**

If mostly type A is circled - characterise **type A**

If mostly type B is circled - characterise **type B**

If mostly type C is circled - characterise **type C**

³ 'Decision' in this context refers to anything that needs to be resolved, for example, 'how can we deal equitably with the insurance issue' or 'how can we ensure the impact of flooding in the future is reduced', or 'what might be the most acceptable design for a flood defence scheme'.