

Jersey Shoreline Management Plan: Communications Plan

Government of Jersey

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Quality information

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1. Introduction

1.1 Overview

This document outlines the approach to engagement and communication for the Jersey **Shoreline Management Plan (SMP)**. In summary this document will cover the following points:

- Identification of stakeholders;
- The type and frequency of consultation required; and
- A record of consultation carried out.

This document is considered 'live' and will be updated throughout development of the SMP.

1.2 SMP

Jersey is located within an area of high tidal range and therefore is most at risk of flooding along the coast, during storm surges and high water spring tides. One of the key management concerns for the island is the changing exposure to coastal flood hazards at locations where there is high-density population and commercial activity. Combination events with multiple sources of flooding during storms are also a concern, along with localised erosion activity at the flanks of existing hard defence areas.

The SMP will be a high-level living document providing an island wide assessment of the risks associated with flooding from coastal and pluvial sources at the shoreline and coastal erosion. The purpose of the SMP is to identify and deliver policies for long-term adaptive sea defence planning in Jersey, which will also enable steps towards the delivery of the Island's Vision¹ in relation to climate change and rising sea level.

1.3 Methodology

The methodology adopted for the Communications Plan closely aligns with published CIRIA guidance² which outlines a framework comprised with a number of stages. These stages have been tailored for the SMP based on experience and other good practice from other organisations, such as the Environment Agency and are identified below.

Stage 1 – What do we want to do? Define the objectives, opportunities and challenges.

Stage 2 – Why do we want to engage?

Stage 3 – Who will we engage with? Identify stakeholders.

Stage 4 – How will we engage with them? Plan the engagement.

Stage 5 – Deliver the engagement.

Stage 6 – Monitor and evaluate.

The structure of the report follows the Government of Jersey (GoJ) OASIS (Objectives, Audience Insight, Strategy, Implementation and Scoring) template for communications planning.

¹ Future Jersey 2017-2037. Government of Jersey, 2017. Available at <https://shapingourfuture.gov.je/futurejersey/>.

² Communication and Engagement in Local Flood Risk Management (C751) & Communication and engagement techniques in local flood risk management, companion guide (C752). CIRIA, 2015. Available at https://www.ciria.org/Resources/Free_publications/c751.aspx.

2. Objectives

The aim of the SMP is to realise a proactive, climate resilient and sustainable approach to coastal management for Jersey. This will reduce risks to the community, environment and economy over three timeframes representing the management epochs: present-day (0-20 years), medium-term (20-50 years) and long-term (50-100 years).

To achieve the overarching aim the following objectives are set:

- To define the island wide risks from flooding and coastal erosion to the community, environment and economy;
- To address the feedback as part of the Future Jersey consultation that the public would like more information on what we're doing about climate change
- To clearly prioritise flood and coastal erosion risks in line with the delivery of the outcomes of the Future Jersey vision;
- To identify opportunities to maintain and improve Jersey's community, environment and economy through the management of these risks;
- To identify the preferred policies in terms of socio-economic and environmental impact for managing risk over the next century, taking into consideration the consequences of putting policy options into practice;
- To assess the level of resourcing required to implement the preferred policy option;
- To implement a procedure, via an Action Plan, that monitors the effectiveness of the chosen policies and any change within the natural and built environment influenced by, or of influence to, the policy (or schemes delivering the policy);
- To inform land use planning policy, which takes account of the risks and chosen policies, discouraging inappropriate new development in areas of high hazard exposure, now and in the future;
- To promote adaptive development in existing built-up areas;
- To ensure policy and management activities comply with island legislation and conservation requirements;
- To expose knowledge gaps in current understanding of flood and coastal erosion hazards and produce an action plan to address these gaps.
- To ensure that we comply with Jersey's international agreements
- To ensure that we protect Jersey's designated national park, RAMSAR site, SSIs and areas of special protection

In order to successfully achieve the SMP objectives, effective partnership working between GoJ and stakeholders is essential. This will be done by communicating effectively with relevant stakeholders and ensuring continuous engagement throughout the programme.

There are two key desired outcomes of engagement activities for the SMP, which are:

- For Jersey to plan for, fund and schedule implementation of coastal resilience measures in response to changing climate conditions and sea level rise over the next 100 years; and,
- For the SMP to be adopted by the community.

2.1 What do we want to achieve by working with others?

By undertaking engagement and working with others as part of the SMP we want to achieve the following:

- To inform the wider community of the development of the SMP about coastal and inland flooding risks to Jersey;
- To allow GoJ to explain how the SMP relates to wider plans proposed by them;
- To gain their specific personal / organisational views and ensuring their local knowledge of issues is reflected within the development of the SMP;
- To identify showstoppers, local issues and risks related to the SMP;

- To involve stakeholders in an implementation plan suitable for their community;
- To help us to understand their constraints and opportunities – what is or is not negotiable from their perspective;
- To be clear on what can and cannot be influenced by stakeholders;
- To minimise opposition to adoption and implementation of the SMP and encourage support of the outcomes;
- To understand continuing concerns and where possible to provide responses to them;
- To ensure compliance with legislation and policy;
- To identify the opportunity for multiple benefits;
- To identify opportunities for joint working across existing, planned and future initiatives and for identifying and realising environmental enhancement opportunities; and
- To increase transparency of decisions.

2.2 Why might others want to work with us?

There are a number of reasons why stakeholders may want to work with us, including:

- To understand the level of present and future flood and coastal erosion risk;
- To ensure their personal, community or organisational visions are taken into account during the development of the SMP;
- To learn what the GoJ are doing to manage, or change how we are managing flood and coastal erosion risk across the Island;
- To seek reassurance that the necessary steps are being taken to protect their lives, homes and way of life;
- To find out the most effective way to engage with the SMP and to influence the project to include certain considerations or improvements to the preferred management options;
- To get answers to their specific concerns and understand how they might be affected;
- To identify opportunities for joint working;
- To be reassured that money is being spent wisely; and
- To ensure the outputs of the SMP satisfy needs and comply with legislation and policies.

2.3 What do we need to do to understand the needs and concerns of the community and others?

To understand the needs and concerns of the community we need to ensure that stakeholders have first, been identified and secondly, been consulted. This will ensure that any concerns have been identified and mitigated. Any policies and future schemes need the support from the community for it to be a success. This is usually easier to obtain if the community have been involved from the beginning of the project.

Initial consultation may identify other stakeholders, therefore, it is integral that the Communications Plan is seen as a live document and that it is updated and reviewed throughout the project.

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

Can be influenced:

- The options choice (shortlist and preferred option);
- Multiple benefits, including recreation and environmental; and
- The outline design of priority schemes, including the standard of protection (SoP) i.e. the likelihood of coastal flooding occurring because the wall is overtopped by an event that is larger than designed for..

Cannot be influenced:

- Legal obligations of GoJ;
- The approval processes for GoJ; and
- The procurement of services (both consulting and contracting).

2.5 What do we need to know about the context of the SMP?

Historic flooding

Jersey has experienced historic flooding from tidal and pluvial sources and reports of historic flood events extend back to the 1960's. A summary of the reported historic flood events are provided in Table 2-1 **Error! Reference source not found.**

Table 2-1: Historic flooding reports

Date	Flood source	Details
3 January 2018	Tidal	Storm Eleanor causes tidal flooding which closes roads and increases water level within watercourses. A section of sea wall collapsed at St Helier. Victoria Avenue was closed while Gloucester Street and Five Mile Road also flooded. ³
27 November 2017	Pluvial	Torrential downpours cause flooding. Roads and properties flooded at Beaumont, several inches deep at the bottom of Beaumont Hill. Also flooding in St Peter, St Lawrence and Grands Vaux. ⁴
16 September 2017	Pluvial	Flash flooding in Jersey. Roads left underwater after torrential rain. St Ouen and St Peter badly affected, particularly St Peter's Valley. The road between St Ouen and St Peter was closed and roads below Greve de Lecq hill flooded. The area around St Ouen's Manor also flooded. ⁵
8 February 2016	Pluvial	Storm Imogen floods roads including Victoria Avenue. ⁶
12 June 2015	Pluvial	Roads flooding in response to heavy rainfall, some areas having over 28mm. ⁷
3 March 2014	Tidal	High tide (12m) and heavy wins combine to cause flooding. Rue Verte at L'Etacq severely damaged by the high tides. Victoria Avenue closed. ⁸
2 February 2014	Tidal	Tidal flooding associated with storms. Coastal roads flooded. ⁹
17 October 2012	Tidal	High tides cause flooding to various areas, including Beaumont. ¹⁰
8 March 2008	Tidal	Storm Johanna causes flooding. Water overtopped flood defences which were breached in four locations. Victoria Avenue was closed at First Tower. Roads flooded in St Aubin, La Haule, Beaumont and The Gunsite. The sea wall was damaged at West Park with flooding onto Victoria Avenue, West Park, Esplanade, Gloucester Street and Seaton Place. Houses and businesses in this area were also flooded. ^{11,12,13,14}
23 November 1984	Tidal	Severe storm noted for comparison with March 2008 event. Flooding in St Helier. ¹⁴
5 June 1983	Pluvial	Two severe storms, both bringing over 50mm of rain in one hour in some places. Records show 43mm in one hour at Jersey Airport with a possible 25mm in six minutes.
21 May 1983		Flooding affected St Aubin, Greve de Lecq and St Peter's Valley. ¹⁵
27 February 1967	Tidal	Severe storm noted for comparison with March 2008 event. Flooding affected St Helier and was exacerbated by heavy rain. ¹⁴
October 1965	Tidal	Severe storm noted for comparison with March 2008 event but no further information given. ¹⁴
October 1964		

³ <https://jerseyeveningpost.com/news/2018/01/03/jersey-suffers-coastal-flooding/>

⁴ <https://jerseyeveningpost.com/news/2017/11/27/jersey-hit-by-flooding/>

⁵ <https://jerseyeveningpost.com/news/2017/09/16/jersey-hit-by-flash-flooding/>

⁶ <https://www.bbc.co.uk/news/world-europe-jersey-35526934>

⁷ <https://jerseyeveningpost.com/news/2015/06/12/st-helier-home-struck-by-lightning-as-thunderstorm-and-heavy-rain-batter-the-island/>

⁸ <https://www.bbc.co.uk/news/world-europe-jersey-26390204>

⁹ <https://www.youtube.com/watch?v=tdO18kuP870>

¹⁰ <https://www.youtube.com/watch?v=vPIYf8u5jMs>

¹¹ <https://jerseyeveningpost.com/news/2018/01/02/jersey-facing-biggest-flooding-threat-since-the-storm-of-march-2008/>

¹² Jersey Future Hospital Flood Risk Assessment, ARUP, June 2017

¹³ <https://www.surgewatch.org/events/12/>

¹⁴ The exceptional tide, storm survey and damage on 10 March 2008, as of 1 May 2008. Frank Le Blancq and John Searson, Jersey Meteorological Department, May 2008.

¹⁵ Severe Storms in Jersey, 31 May and 5 June 1983, David V Randon, Journal of Meteorology, Vol 8, No 84, 1983

Development of previous plans

Current understanding of the shoreline processes influencing Jersey and subsequent management practices have been developed by coastal studies commissioned by the Department for Infrastructure and reports by the States Departments. A summary of these are provided in Figure 2-1. In addition, the SCRMP commissioned the National Oceanography Centre (NOC) to produce Version 1 of the SMP¹⁶ to present current practices and guidance for development of the SMP. This report was completed in 2017.

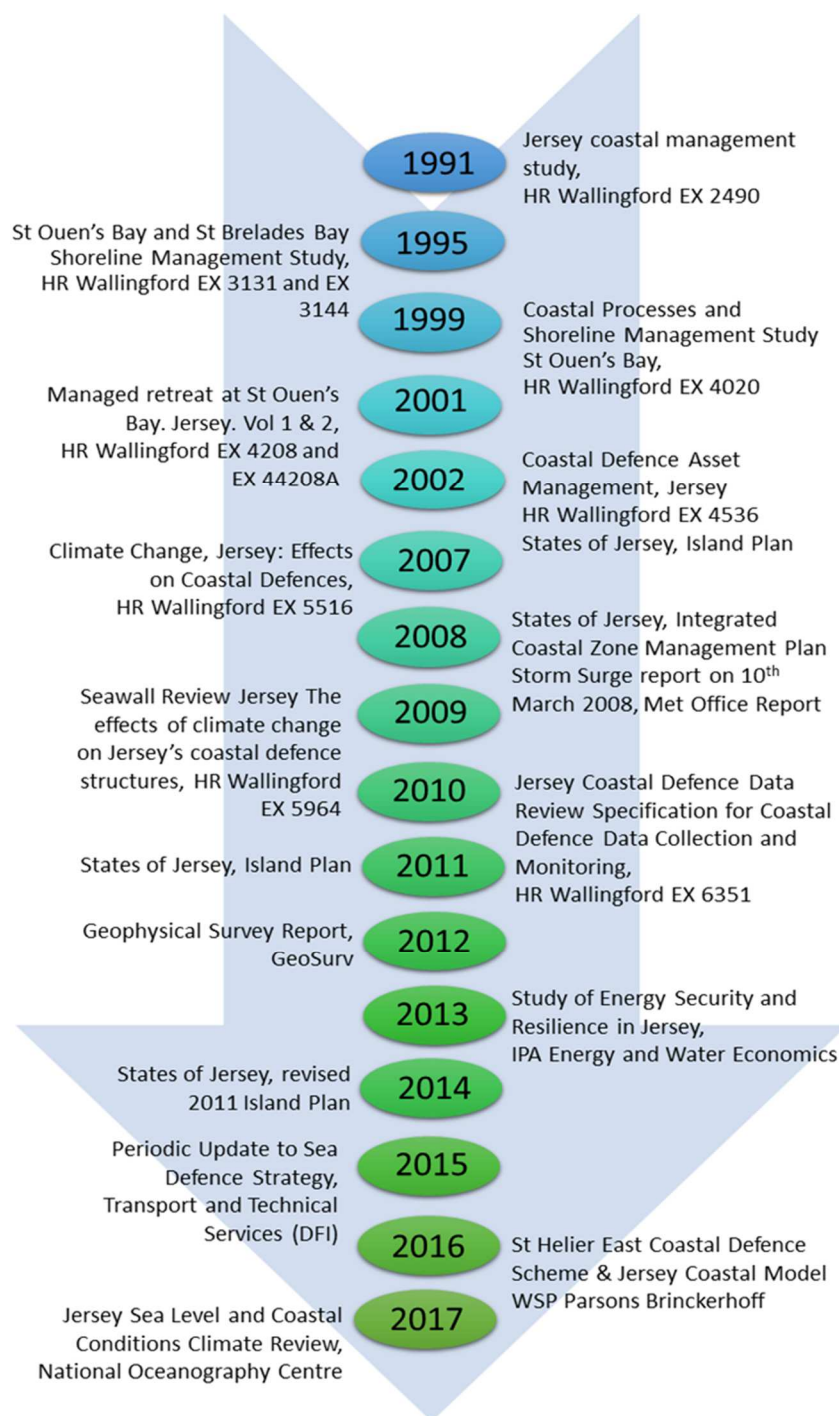


Figure 2-1: Timeline of coastal management reports for Jersey¹⁷

In addition, a maintenance and repair programme of the existing sea defences is delivered through the Shoreline Defence Strategy by the Department for Infrastructure (GoJ) and the Jersey Meteorological Office (Jersey Met) provide a flood forecasting service for the Department for Infrastructure to assess sea defence performance.

¹⁶ National Oceanography Centre, 2017. Jersey Shoreline Management Plan. Version 1: Current practices and development guidance. National Oceanography Centre, Research & Consultancy Report No. 61.

¹⁷ National Oceanography Centre, 2017. Literature review of current Jersey coastal management documents and UK strategies in support of a Climate Resilient Shoreline Management Plan. National Oceanography Centre, Research & Consultancy Report No. 60, 83pp.

Previous engagement activities

GoJ previous engagement activities on flooding and coastal defences

- Town and Country Planning Association (TCPA) event in 2015 – Future Proofing Jersey;
- Site specific consultation with affected communities e.g. Beaumont residents;
- SCRG meetings;
- Operation Pluvios – Emergency planning exercise on Grands Vaux flood event with over 100 stakeholders; and
- Water Plan development – discussions with agricultural businesses about sustainable drainage.

In addition the Eco-Active team have an active communications stream on climate change (delivered through Facebook and Twitter).

2.6 Communications Plan Objectives

The aim of the Communications Plan is to set out the objectives, methods and forms of engagement to be undertaken, enabling the Government of Jersey GoJ to obtain the views of the local community, businesses and partner organisations. The main objectives of the Communications Plan are:

- To develop clear lines of communication between all stakeholders, allowing efficient, collaborative working practices and communication channels.
- To raise awareness and acceptance of the flood and coastal erosion risk.
- To outline how stakeholders can help shape the SMP.
- To minimise the likelihood of objections to policy outcomes and ensure policy acceptance.

2.7 Consultation Objectives

Where consultation activities are undertaken as part of development of the SMP the following objectives should be adhered to:

- Listen to the opinions and concerns expressed by other people. Consider whether any changes should be made to the proposal and take any feedback into account, addressing it in an open, transparent manner.
- Engage with organisations, teams within organisations and individuals to seek their opinions.
- Ensure feedback is adequately taken into account.
- Honour statutory commitments.

2.8 Opportunities

Jersey already has an established partnership and internal oversight group, the Shoreline Climate Resilience Group (SCRG), who will steer development of the SMP. Utilising existing partnerships and groups throughout the Island would provide an opportunity to engage with target audiences through established networks and communication channels. This can enable an effective and efficient means of engagement, particularly for dissemination of information.

2.9 Constraints

Are there any boundaries or parameters that limit what can be done?

Potential constraints include:

- Government of Jersey GoJ staff resources
- Island Plan revision timetable

Are there any specific considerations from a corporate perspective that need to be borne in mind?

The SMP will help inform the development of land use planning and coastal zone management set out in other strategic policy documents such as the Island Plan (which will be reviewed and adopted anew in 2020/21) and the Integrated Coastal Zone Management Plan. The development of an integrated policy framework covering all of these areas will involve a degree of iteration and community engagement that deals with the associated and inter-related implications of each.

The SMP will demonstrate GOJ's commitment to strategic priorities (via Common Strategic Policy), and will inform the development of the Government Plan 2020-2023 and emergency planning documents, including business continuity planning and community and corporate risk registers.

3. Audience Insight

A stakeholder is defined as any individual, group or organisation that believes they could be affected by, interested in or could affect or influence the project or issue. Stakeholder is used as a neutral term for engagement planning because it is inclusive and generic, not implying or promising anything. It helps to avoid making assumptions about who matters as all the relevant parties are included within the term.

3.1 Identifying stakeholders

There are two broad categories of stakeholders, including:-

- Internal to GoJ; and
- External to GoJ.

The long list of stakeholders which identifies what we know about each group is provided in Appendix A. It should be noted that the list of stakeholders will change over time as development of the SMP progresses. The project team held a working meeting in October 2018 to review the draft Communications Plan to gain specific knowledge and expertise from the attendees. Following this meeting a stakeholder mapping exercise was undertaken by GoJ to update the list of stakeholders and prioritise them.

3.2 Stakeholder analysis

A stakeholder analysis was conducted, where all stakeholders identified were scored to determine their relative importance regarding the SMP. The stakeholder classification scores were developed via an analysis that takes into account the perceived importance, interest and influence of each stakeholder related to the SMP. A number from 1-4 was assigned to each stakeholder within the three criteria; perceived importance, influence and interest, as summarised in Table 3-1.

Table 3-1: Stakeholder analysis criteria

Criteria	Sub-criteria	Score	Description
Perceived importance The perceived importance relates to the stakeholders ability to make decisions regarding the SMP, irrespective of their legal influence. The perceived importance of a stakeholder can be categorised into sub-criteria as follows:	Statutory	4	Their views and opinions are considered fundamental to the delivery of the project outcomes.
	High	3	Their views and opinions are considered important to the delivery of the project outcomes.
	Medium	2	Should be kept informed with a view to understanding their opinions / concerns.
	Low	1	An external stakeholder with low requirement to satisfy concerns.
Influence The influence of a stakeholder relates to their legal influence over a project. The influence of a stakeholder can be categorised into sub-criteria as follows:	Very influential	4	Strong influence on the project.
	Influential	3	Can influence a decision making.
	Minimal influence	2	A small amount of influence on the project. Decisions will be considered.
	No influence	1	No influence on the project.
Interest The interest of a stakeholder relates to how interested AECOM requires the stakeholder to be in regards to the SMP. The interest of a stakeholder can be categorised as follows:	Very interested	4	Very interested in the SMP and directly impacted.
	Interested	3	Fairly interested in the SMP and may be impacted.
	Minimal interest	2	Some interest in the SMP.
	No interest	1	No interest in the SMP and not directly impacted.

Subsequently, each stakeholder was either categorised as a 'key player', 'keep satisfied', 'keep informed' or 'minimal effort'. The list of stakeholders is presented in Table 3-2.

Table 3-2: SMP stakeholders

ID	Stakeholder Group	Stakeholder Sub Group	Engagement strategy
1	Government	GoJ - Coastal Defence, Environmental Policy Government of Jersey	Key Player
2	Government	GoJ - internal SCRG members - Marine Resources	Key Player
3	Government	GoJ - internal SCRG members - Infrastructure - liquid waste	Key Player
4	Government	GoJ - internal SCRG members - Infrastructure - drainage	Key Player
5	Government	GoJ - internal SCRG members - Emergency planning	Key Player
6	Government	GoJ - internal SCRG members - Met office	Key Player
7	Government	GoJ - internal SCRG members - Planning policy & historic	Key Player
8	Government	GoJ - internal SCRG members - Enterprise risk	Key Player
9	Government	GoJ - internal SCRG members - Communications	Key Player
10	Government	Ministers & Assistant Ministers for Environment & Infrastructure	Key Player
11	Business	Ports of Jersey - external SCRG member	Key Player
12	Media	JEP, BBC, ITV, Bailiwick, Channel 103, other social media sites	Key Player
13	Utilities	Jersey Water	Key Player
14	Statutory	Parish of St. Brelade	Key Player
15	Statutory	Parish of St. Clement	Key Player
16	Statutory	Parish of Grouville	Key Player
17	Statutory	Parish of St. Helier	Key Player
18	Statutory	Parish of St. Peter	Key Player
19	Statutory	Parish of St. Saviour	Key Player
20	Statutory	Parish of St. Ouen	Key Player
21	Statutory	Parish of St. John	Key Player
22	Statutory	Parish of St. Lawrence	Key Player
23	Statutory	Parish of St. Martin	Key Player
24	Statutory	Parish of St. Mary	Key Player
25	Statutory	Parish of Trinity	Key Player
26	Third sector	Jersey Heritage	Key Player

27	Third sector	National Trust Jersey	Key Player
28	Government	GoJ - States Members	Keep Satisfied
29	Government	GoJ - Scrutiny panel	Keep Satisfied
30	Government	GoJ - Environmental protection & water resources	Keep Satisfied
31	Government	GoJ - Infrastructure - operations & transport	Keep Satisfied
32	Government	GoJ - Development control	Keep Satisfied
33	Government	GoJ - Building control	Keep Satisfied
34	Government	GoJ - Natural environment	Keep Satisfied
35	Government	GoJ - Economic development	Keep Satisfied
36	Government	GoJ - Property holdings	Keep Satisfied
37	Government	GoJ - Fire Service	Keep Satisfied
38	Government	GoJ - Police Service	Keep Satisfied
39	Government	GoJ - Eco-Active	Keep Satisfied
40	Government	GoJ - Treasury and resources	Keep Satisfied
41	Community	Harve des Pas Improvement Group	Keep Satisfied
42	Community	St. Brelade's Bay Residents Association	Keep Satisfied
43	Business	Channel Islands Insurance Corporation	Keep Satisfied
44	Business	Islands Insurance	Keep Satisfied
45	Business	Jersey Mutual	Keep Satisfied
46	Third Sector	Jersey Climate Action Network (JCAN)	Keep Satisfied
47	Third Sector	Jersey in Transition	Keep Satisfied
48	Third Sector	Save our Shoreline	Keep Satisfied
49	Third Sector	Marine Conservation Society	Keep Satisfied
50	Third Sector	The Earth Project Jersey	Keep Satisfied
51	Third Sector	Good Jersey Life	Keep Satisfied
52	Third Sector	Plastic Free Jersey	Keep Satisfied
53	Third Sector	Societe Jersiaise	Keep Satisfied
54	Utilities	Jersey Electricity PLC	Keep Satisfied
55	Utilities	Jersey Gas	Keep Satisfied

56	Utilities	Jersey Telecom	Keep Satisfied
57	Utilities	Rubis (CIFuel supplies)	Keep Satisfied
58	Utilities	PDJ fuels Ltd	Keep Satisfied
59	Interest Group	Jersey Energy Forum	Keep Satisfied
60	Business	Jersey Energy	Keep Satisfied
61	Business Group	Jersey Business	Keep Satisfied
62	Business Group	Jersey Hospitality Association	Keep Satisfied
63	Interest Group	Biodiversity Partnership	Keep Satisfied
64	Public	Local residents and public (affected)	Keep Satisfied
65	Business	Local businesses (affected)	Keep Satisfied
66	Government	Local schools (affected)	Keep Satisfied
67	Business Group	Channel Islands Group of Professional Engineers	Keep Satisfied
68	Interested individuals	People who have registered interest	Keep Satisfied
69	Third Sector	Royal Jersey Agricultural and Horticultural Society (RJAHS)	Keep Satisfied
70	Third Sector	Visit Jersey	Keep Satisfied
71	Third Sector	Association of Jersey Charities	Keep Satisfied
72	Business	Jersey Development Company (JDC)	Keep Informed
73	Third sector	Occupation Society	Keep Informed
74	Business	Andium Homes	Keep Informed
75	Business	Les Vaux Housing Trust	Keep Informed
76	Business	Jersey Homes Trust	Keep Informed
77	Business	Clos du Paradis Housing Trust	Keep Informed
78	Business	FB Cottages Housing Trust	Keep Informed
79	Business	Christians Together in Jersey Housing Trust	Keep Informed
80	Government	Jersey Sport	Keep Informed
81	Third sector	Littlefeet	Keep Informed
82	Government	GoJ - Environmental health	Keep Informed
83	Government	GoJ - SPPP - Corporate Planning & Performance	Keep Informed

84	Government	GoJ - SPPP - Corporate Policy	Keep Informed
85	Government	GoJ - Social security	Keep Informed
86	Government	GoJ - Rural economy	Keep Informed
87	Government	GoJ - Public Health	Keep Informed
88	Government	GoJ - Ambulance Service	Keep Informed
89	Business Group	Chamber of Commerce	Keep Informed
90	Business	Jersey Finance	Keep Informed
91	Business Group	Jersey Consumer Council (JCC)	Keep Informed
92	Business Group	Jersey Construction Council (JCC)	Keep Informed
93	Business Group	Association Of Jersey Architects	Keep Informed
94	Third sector	Surfers against Sewage	Keep Informed
95	Business Group	Eco-Active Businesses	Keep Informed
96	Business Group	Landlords Association	Keep Informed
97	Business Group	Rent Safe accredited landlords	Keep Informed
98	Education	Highlands College	Minimal Effort
99	Third sector	Citizens Advice Bureau	Minimal Effort
100	Business Group	The Jersey Bankers Association	Minimal Effort
101	Business	Channel Islands Competition & Regulatory Authorities (CICRA)	Minimal Effort
102	Third sector	Durrell	Minimal Effort
103	Community	Women's Institute	Minimal Effort
104	Community	Jersey Surfboard Club	Minimal Effort
105	Public	Local residents and public (unaffected)	Minimal Effort
106	Business	Local businesses (unaffected)	Minimal Effort

4. Strategy

Different stakeholders require different types of engagement. There are five different types of engagement which can be utilised, which require different techniques and level of resources to implement. These are summarised in **Error! Reference source not found..**

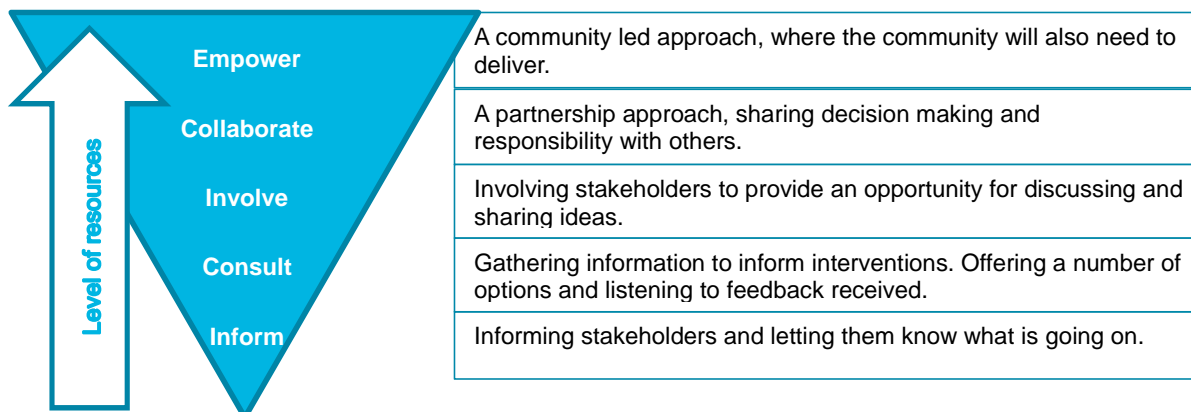


Figure 4-1: Levels of engagement¹⁸

The type of engagement to be undertaken with the various stakeholder groups as part of the SMP are summarised in Table 4-1.

Table 4-1: Stakeholder engagement

Stakeholder group	Level of engagement	Types of engagement activities
Key Players	Collaborate	Meetings throughout development of SMP
Keep Satisfied	Involve	Workshops at key milestones in development of SMP Newsletters Presentations at existing groups
Keep Informed	Consult	Media & social media coverage Public events during consultation
Minimal Effort	Consult	Media & social media coverage Public events during consultation

4.1 Key Messages

The key messages for the project will vary depending on the project as outlined below.

Pre-consultation (during development of the SMP)

- GoJ are embarking on development of the SMP to implement a holistic approach to the management of the coastline for the next 100 years to take account of the projected changing climate conditions and sea level rise.

Public consultation on the draft SMP

- GoJ have developed a draft SMP and want your views on the proposed policies for the coastline to manage the projected changing climate conditions and sea level rise over the next 100 years.

Post consultation (publication of the updated SMP)

- GoJ have developed a plan for coastal resilience in response to changing climate conditions and sea level rise over the next 100 years.

4.2 Communication Channels

Any planned communications activity throughout the project will seek to make use of existing communications channels where appropriate. In some instances, it may be more appropriate to establish new communication

¹⁸ Adapted from Figure 5.1 in Communication and Engagement in Local Flood Risk Management (C751). CIRIA, 2015.

channels to reflect the needs of a particular stakeholder group or a requested or preferred channel of communication. The following communication channels were identified as being suitable for use as part of the implementation of the SMP objectives:

- GoJ website – single point of truth – key communication tool;
- Use of social media;
- Articles in established newsletters;
- Postcard / invitation to event / respond to consultation in coastal areas;
- Targeted Stakeholder Workshops / Presentations;
- Public drop-in sessions;
- Site visits and activities;
- Press releases – newspaper and other media articles;
- Members briefing; and
- Attending and presenting at existing networking meetings e.g. Chamber of Commerce, Construction Council.

Resources required for events include:

- Visualisation tools;
- FAQs / Information leaflet;
- Summary document; and
- Consultation questionnaire.

5. Implementation

Implementation of the communications have been planned to align with the phase of the SMP. The phases of development of the SMP are illustrated in Figure 5-1.

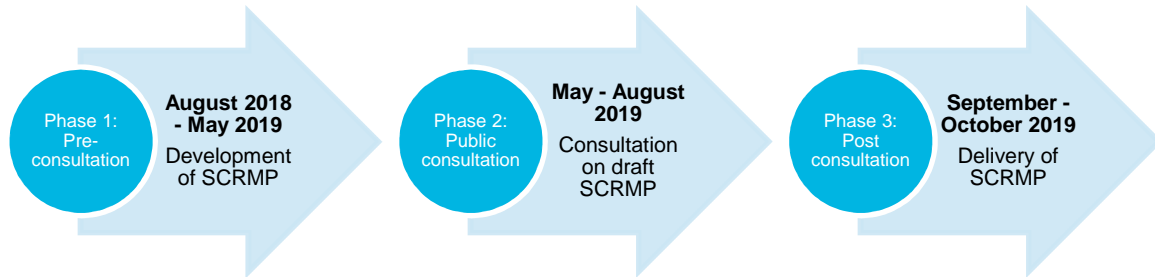


Figure 5-1: Key dates for development of the SMP

AECOM Position Statement – November 2018

The key project milestones figure will be updated following agreement with SoJ on the latest programme.

The engagement activities for each phase for the different stakeholder groups are identified in Figure 5-1: .

Table 5-1: Engagement activities

Phase	Date	Planned Activity	Target Audience	Lead	Date completed (or reason for activity to be moved)
Phase 1: Pre-Consultation (Development of SMP)	23 rd October 2018	SCRG meeting – inform about commencements of SMP development	SCRG Members	GoJ AECOM support	23 rd October 2018
	23 rd October 2018	Ministerial briefing – inform about commencements of SMP development	GoJ Ministers	GoJ AECOM support	23 rd October 2018
	December 2018	SMP webpages live on gov.je	All stakeholders	GoJ AECOM support	December 2018
	15 th January 2019	SCRG meeting – initial discussion about draft maps	SCRG Members	GoJ AECOM support	12 th February 2019
		Minister's briefing	GoJ Ministers	GoJ Aecom	12 th February 2019
	15 th January 2019	Broad stakeholder session (majority of identified stakeholders invited) – introduction to SMP and future consultation timetable	Key Players Keep Satisfied	AECOM GoJ support	12 th February 2019
	January-May 2019	Parish and interest / business / community group newsletters	Key Players Keep Satisfied Keep Informed	GoJ AECOM support	Various
	January-May 2019	Meetings with key businesses (insurance companies, Jersey Water etc.)	Keep Satisfied	GoJ AECOM support	Various
	3 rd May 2019	SCRG update meeting	SCRG Members	GoJ AECOM support	2 nd May 2019
	3 rd May 2019	Members briefing	GoJ Ministers	GoJ AECOM support	2 nd May 2019
	3 rd May 2019	Press release – intro and consultation is coming	General Public	GoJ AECOM support	Due 5 th July 2019
	13 th May 2019 onwards	Mailout to all coastal businesses inviting them to community roadshow	Keep Satisfied	GoJ AECOM support	Due 4 th July 2019
	13 th May 2019 onwards	Letter to stakeholders inviting them to respond, social media updates	All stakeholders	GoJ AECOM support	Due 4 th July 2019
Phase 2: During public consultation	5 th July – 27 th September 2019	Consultation live on gov.je, regular social media updates	General Public	GoJ AECOM support	

Phase	Date	Planned Activity	Target Audience	Lead	Date completed (or reason for activity to be moved)
	9-13 th July 2019	Location based community roadshow in key communities	Keep Satisfied / General Public	AECOM GoJ support	
Phase 3: Post consultation (Delivery of the updated SMP)	November 2019	SCRG update meeting – Key Players	SCRG Members	GoJ AECOM support	
	November 2019	Ministerial briefing	GoJ Ministers	GoJ AECOM support	
	November 2019	Publish consultation response Press release – consultation results	All General Public	GoJ AECOM support	
	November 2019	Publication of final document Press release – final document and next steps	All General Public	GoJ AECOM support	

6. Scoring/Evaluation

Delivery of the Communications Plan will be undertaken in parallel with development of the SMP. When delivering the Communications Plan it will be important to simplify complex messages and use an empathetic approach to promote continued engagement throughout the project. The processing and sharing of personal data will be undertaken in compliance with the project's Privacy Impact Assessment, which is in line with GDPR (2018) requirements.

A communications plan should be flexible and adapt to the project and people, particularly if there is a need to change the approach, therefore as delivery of the plan progresses it is important to ask the following questions¹⁹:

- What is, and what is not working well, and why?
- Has all the information and help needed been made available?
- Have all the stakeholders been included in the Communications Plan? Is there proportionate representation?
- Have people engaged in the process? If not, and if necessary, how can it be rectified?
- Is the project on target to achieve the original aim and objectives and are they still valid?
- Has anything changed since the project started?

Collecting feedback from stakeholders on the approach and techniques used can help to monitor and evaluate the success of the Communications Plan to date, allowing the approach to be changed if necessary.

To measure the success of the Communications Plan there are three forms of measurement: output, uptake and outcome. The evaluation criteria to be used to measure against each factor is summarised in Table 6-1.

Table 6-1: Evaluation criteria

Measurement	Criteria
Output	<ul style="list-style-type: none"> • Press releases; • Website – single point of truth; • Visualisation tools; • Newsletter; • FAQs / Information leaflet; • Postcard; • Letter; • Summary document; • Consultation questionnaire; • Meetings; • Stakeholder workshops; and • Community roadshow.
Uptake	<ul style="list-style-type: none"> • Number of people, groups and organisations who have engaged with the project • Number of website hits; • Media coverage (and what messages they used); • Amount of social media engagement; • Number of attendees at stakeholder workshops; • Number of attendees at community roadshow events; and • Number of consultation responses.
Outcome	<ul style="list-style-type: none"> • For Jersey to plan for, fund and schedule implementation of coastal resilience measures in response to changing climate conditions and sea level rise over the next 100 years; and, • For the SMP to be adopted by the community.

A record of engagement template to document all engagement and communication activities undertaken as part of the SMP is included in Appendix B.

¹⁹ Communication and Engagement in Local Flood Risk Management (C751). CIRIA, 2015.

Appendix A Stakeholder list

Table A-1: Internal Stakeholders (Government)

Department	Needs/ requirements: what do we perceive to be their interest in the issue (e.g. how will they be affected)? Note carefully what we do or don't know!	Expectations/ perceptions: what might they want from the engagement?	What do we want from them?			
GoJ - Coastal Defence, Environmental Policy	Their priority is to ensure their department goals and views are incorporated into the strategic direction of the SMP and its outcomes. To ensure the SMP provides clear policies for future management of the coast.	To ensure that the SMP meets the aims and objectives of all internal departments. To ensure any identified constraints are mitigated. Regular updates on the strategic vision of the SMP and how that aligns with the wider interests.	Buy in and promotion of the SMP outcomes.			
GoJ - internal SCRG members - Marine Resources						
GoJ - internal SCRG members - Infrastructure - liquid waste						
GoJ - internal SCRG members - Infrastructure - drainage						
GoJ - internal SCRG members - Emergency planning						
GoJ - internal SCRG members - Met office						
GoJ - internal SCRG members - Planning policy & historic						
GoJ - internal SCRG members - Enterprise risk						
GoJ - internal SCRG members - Communications						
Ministers & Assistant Ministers for Environment & Infrastructure						
GoJ - States Members	Their priority is to ensure their department goals and views do not conflict with the strategic direction of the SMP and its outcomes.	To ensure any identified constraints are mitigated. Updates on the key milestones with development of the SMP.	Buy in and promotion of the SMP outcomes.			
GoJ - Scrutiny panel						
GoJ - Environmental protection & water resources						
GoJ - Infrastructure - operations & transport						
GoJ - Development control						
GoJ - Building control						
GoJ - Natural environment						
GoJ - Economic development						
GoJ - Property holdings						
GoJ - Fire Service						
GoJ - Police Service						
GoJ - Eco-Active						
GoJ - Treasury and resources						
Local schools (affected)						
Jersey Sport				Interest in the strategic direction of the SMP and its outcomes.	Updates on the key milestones with development of the SMP.	Be aware of the SMP.
GoJ - Environmental health						
GoJ - SPPP - Corporate Planning & Performance						
GoJ - SPPP - Corporate Policy						
GoJ - Social security						
GoJ - Rural economy						
GoJ - Public Health						
GoJ - Ambulance Service						

Table A-2: External stakeholders

Organisation	Sector	Needs/ requirements: what do we perceive to be their interest in the issue (e.g. how will they be affected)? Note carefully what we do or don't know!	Expectations/ perceptions: what might they want from the engagement?	What do we want from them?
Parish of St. Helier	Statutory			
Parish of St. Brelade	Statutory			
Parish of St. Clement	Statutory			
Parish of Grouville	Statutory	They will have an interest in any outcomes which potentially affect flood and coastal erosion risk in their area or works located within their administrative boundary.	To be consulted on any proposals or outcomes that could affect flood and coastal erosion risk within their administrative area.	Buy in and promotion of the SMP outcomes. To understand local opportunities and constraints.
Parish of St. John	Statutory			
Parish of St. Lawrence	Statutory			
Parish of St. Martin	Statutory			
Parish of St. Mary	Statutory			
Parish of St. Ouen	Statutory			
Parish of St. Peter	Statutory			
Parish of St. Saviour	Statutory			
Parish of Trinity	Statutory			
Ports of Jersey - external SCRGM member	Business			
Channel Islands Insurance Corporation	Business	To understand how the SMP affects their organisation and whether there are any opportunities to provide improvements.	<p>To be consulted, as appropriate on any relevant issues.</p> <p>To be presented with an opportunity to comment on the SMP.</p> <p>Information on the proposed options and the impacts that they may have.</p> <p>What mitigation measures will be put in place if negative impacts have been identified.</p>	<p>Their expertise and advice on options which could affect the objectives of their organisation.</p> <p>Feedback their support if they agree with our proposals.</p>
Islands Insurance	Business			
Jersey Mutual	Business			
Jersey Energy	Business			
Local businesses (affected)	Business			
Jersey Development Company (JDC)	Business			
Andium Homes	Business			
Les Vaux Housing Trust	Business			
Jersey Homes Trust	Business			
Clos du Paradis Housing Trust	Business			
FB Cottages Housing Trust	Business			
Christians Together in Jersey Housing Trust	Business			

Jersey Finance	Business			
Channel Islands Competition & Regulatory Authorities (CICRA)	Business			
Local business's (unaffected)	Business			
Jersey Business	Business Groups			
Jersey Hospitality Association	Business Groups			
Channel Islands Group of Professional Engineers	Business Groups			
Chamber of Commerce	Business Groups		Evidence to suggest that the SMP has been produced with their objectives in mind.	To ensure business impacts of the SMP have been appropriately captured and assessed through the assessment process, ensuring their buy in to the SMP outcomes.
Jersey Consumer Council (JCC)	Business Groups	To understand how the SMP seeks to deliver the best possible outcomes for business.	To be consulted, as appropriate on any relevant issues.	
Jersey Construction Council (JCC)	Business Groups			
Association Of Jersey Architects	Business Groups		To be presented with an opportunity to comment on the SMP.	
Eco-Active businesses	Business Groups			
Landlords Association	Business Groups			
Rent Safe accredited landlords	Business Groups			
The Jersey Bankers Association	Business Groups			
Jersey Water	Utilities	They will have an interest in any outcomes which potentially affect flood risk in areas where their assets are located.	To be kept informed of SMP outcomes and to be consulted on any locations where the SMP will have an impact on their infrastructure.	To share any relevant information for development of the SMP.
Jersey Electricity PLC	Utilities			
Jersey Gas	Utilities			
Jersey Telecom	Utilities			Their expertise and advice when developing options which could affect their infrastructure.
Rubis (CIFuel supplies)	Utilities	They may have an interest in identifying potential opportunity for partnership working.	To share information.	
	Utilities			
PDJ fuels Ltd		The SMP may require information on assets.		
Harve des Pas Improvement Group	Community Group			
St. Brelade's Bay Residents Association	Community Group	To understand how the SMP affects their community and whether there are any opportunities to provide improvements.	Information on the proposed options and the impacts that they may have.	Their views on options which could affect their community.
Women's Institute	Community Group			
Jersey Surfboard Club	Community Group		What mitigation measures will be put in place if negative impacts have been identified.	Feedback their support if they agree with our proposals.
Local residents and public (affected)	Public			
Local residents and public (unaffected)	Public			
Jersey Heritage	Third sector		Evidence to suggest that the SMP has been produced with heritage, sustainability and biodiversity in mind.	To ensure the environmental impacts of the SMP have been appropriately captured and assessed through an appropriate environmental assessment process, ensuring their buy in to the SMP outcomes.
National Trust Jersey	Third sector	To understand how the SMP seeks to deliver the best possible outcomes for heritage, biodiversity, sustainability, flood and coastal erosion risk.		
Jersey Climate Action Network (JCAN)	Third sector			
Jersey in Transition	Third sector		To be consulted, as appropriate on any environmental issues.	
Save our Shoreline	Third sector			

Marine Conservation Society	Third sector			
The Earth Project Jersey	Third sector			
Good Jersey Life	Third sector			
Plastic free Jersey	Third sector			
Societe Jersiaise	Third sector			
Royal Jersey Agricultural and Horticultural Society (RJAHS)	Third sector			
Visit Jersey	Third sector			
Association of Jersey Charities	Third sector			
Occupation society	Third sector			
Littlefeet	Third sector			
Surfers against Sewage	Third sector			
Citizens Advice Bureau	Third sector			
Durrell	Third sector			
JEP, BBC, ITV, Bailiwick, Channel 103, other social media sites	Media	Interest in the SMP and its outcomes.	Updates on the key milestones with development of the SMP.	To help raise awareness of the SMP and engagement activities.
Highlands College	Education		Information on the proposed options and the impacts that they may have.	Their views on options which could affect their community or area of interest.
Jersey Energy Forum	Interest Group	Interest in the SMP and its outcomes.		
Biodiversity Partnership	Interest Group		What mitigation measures will be put in place if negative impacts have been identified.	Feedback their support if they agree with our proposals.
People who have registered interest	Interested Individuals			

To be presented with an opportunity to comment on the environmental reports supporting the SMP.

Appendix B Engagement record template

Date	Stakeholder	Engagement method (Phone, email, meeting etc)	Purpose of engagement	Issues/Outcomes	Follow up action(s) required	Date completed & by whom	Link to associated documents (Email, minutes etc)

