

**REPORT OF THE DIRECTOR OF DELIVERY AND DISCOVERY**

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**SUBJECT: COMMUNITY ENGAGEMENT STRATEGY**

**INTRODUCTION**

This report presents Members with an updated Community Engagement Strategy and highlights work undertaken to date to review the organisation's approach to community engagement in the long-term.

**Recommendation**

Committee are asked to:

1. **Note** the update report.
2. **Endorse**, subject to accommodating the Committee's advice, the following document:
  - PCNPA's Community Engagement Strategy

**BACKGROUND**

The Park Authority adopted a Community Engagement Strategy back in 2009 that has shaped the Authority's work with local communities over the last 5 years. However, the Authority will shortly be embarking on three specific community consultation exercises as follows:

- National Park Management Plan 2015-19
- Future Priorities and Funding – to be outlined in the Improvement Plan 2015-16
- Revised Parking Enforcement Powers – 2015 onwards

The decision was therefore taken by the Park Authority's Corporate Management Team (CMT) to update the present Community Engagement Strategy to reflect current Welsh Government priorities in relation to local governance and to provide a framework for the forthcoming community consultation work listed above.

**REVISED APPROACH**

The revised strategy aims to ensure effective consultation and engagement with residents of Pembrokeshire Coast National Park, the wider county and our partner organisations, so that the Park Authority can inform developments to improve the access, quality and delivery of our services and the decisions we make.

The revised strategy provides the Park Authority with an overall framework for meeting our consultation and engagement requirements over the next few years. It provides guidance and direction on:

- When we should consult and engage stakeholders
- Level of consultation and engagement required
- Principles to consider when undertaking consultation and engagement
- Use of consultation and engagement results

It also demonstrates the Authority's commitment to meet its duties under the Local Government (Wales) Measure 2011 by actively contributing to the work of the Local Service Board (LSB) and the actions within the Single Integrated Plan (SIP) - both of which are led by Pembrokeshire County Council (PCC).

#### Financial considerations

Community engagement is not a bespoke project but more a way of undertaking all of our work. As a result, the commitment of resources to community engagement activities will be relatively minimal as it will not require additional resources but a re-focussing of existing resources although training needs may need to be re-assessed.

However, the aforementioned community consultation activities that will be undertaken by the Park Authority throughout 2014-15 (listed at the start of this report) will need careful planning and monitoring by CMT and a modest budget has been set aside to deliver this specific work.

#### Risk considerations

Negligible – there is a recognised need to engage more closely with communities throughout Pembrokeshire and the revised Community Engagement Strategy will help officers deliver against this aim.

In addition, it is important that PCNPA remains committed to the associated activities of the LSB in delivering against the Single Integrated Plan whilst meeting the statutory requirements placed on PCNPA through the Local Government Measure (Wales) 2011.

#### Compliance

Community engagement is paramount in terms of PCNPA meeting its objectives as detailed in the Improvement Plan 2014-2015, particularly in relation to Outcome 4 (i.e. 'The National Park Authority, in consultation with residents, visitors and other partners, adapts to the reduced funding over the period 2014/2016 while still maintaining good governance, and value for money).

#### Human Rights/Equality impact issues

The Authority recognises its duty to deliver community engagement services equitably as detailed in the 3 Parks' Social Inclusion Strategy and the Authority's Strategic Equality Plan (Equality Scheme).

#### Biodiversity implications/Sustainability appraisal

Community Engagement contributes to the implementation of the National Park Management Plan and helps to ensure that key goals relating to nature conservation,

climate change and resource use are imbedded at a county level through the LSB/SIP process.

#### Welsh Language statement

The Community Engagement Strategy will assist in delivering the Authority's Welsh Language Policy.

#### Conclusion

In recent years there has been a greater prominence across the Pembrokeshire Coast National Park Authority on consultation and engagement as a key principle of service delivery. Activity has shifted away from a focus on formal consultation to a more complete public engagement approach. There has been development across the Park Authority in the processes used to undertake consultation and engagement, including the introduction of targeted activity with specific groups, the increased use of the Citizens Panel and other service specific processes to ensure consultation and engagement takes place in an appropriate way.

It was felt that the Authority's original Community Engagement Strategy, published in 2009, therefore needed updating to both reflect the recent changes in the Authority's approach to community engagement whilst providing a platform for future consultation activities as detailed earlier in this report. The revised strategy aims to ensure effective consultation and engagement with residents of Pembrokeshire Coast National Park, the wider county and our partner organisations, so that the Park Authority can inform developments to improve the access, quality and delivery of our services and the decisions we make year-on-year.

#### Recommendation

Members are asked to endorse the strategy

#### Background Documents

NPA Paper – 'Pembrokeshire Community Plan' – 12<sup>th</sup> May 2010

NPA Paper – Community Engagement – 2<sup>nd</sup> February 2011

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## Community Engagement

### Background

The previous Community Engagement Strategy was approved in 2009 and provided an effective framework to complete consultation activities that enabled the ongoing development and improvement of services for the community.

Since 2009 there has been a greater prominence across the Pembrokeshire Coast National Park Authority on consultation and engagement as a key principle of service delivery. Activity has shifted away from a focus on formal consultation to a more complete public engagement approach. There has been development across the Park Authority in the processes used to undertake consultation and engagement, including the introduction of targeted activity with specific groups, the increased use of the Citizens Panel and other service specific processes to ensure consultation and engagement takes place in an appropriate way.

An ongoing review of consultation and engagement across the Authority has identified some areas for further development:

- Improved efficiency and effectiveness of consultation and engagement activity
- Increased central co-ordination
- Further developing partnership and community relations
- Improved links to decision making and effective feedback

This strategy has been refreshed to address these issues and is for everyone who lives or works in Pembrokeshire, as well as visitors to the area.

### Purpose of the Strategy

The purpose of this strategy is to ensure effective consultation and engagement with the residents of Pembrokeshire Coast National Park, the wider county and our partner organisations, so the Park Authority can inform developments to improve the access, quality and delivery of our services and the decisions we make.

The revised strategy provides the Park Authority with an overall framework for meeting our Consultation and Engagement requirements over the next few years. It provides guidance and direction on:

- When we should consult and engage stakeholders
- Level of consultation and engagement required
- Principles to consider when undertaking consultation and engagement

- Use of consultation and engagement results

The Park Authority’s Corporate Management Team (CMT) will monitor the implementation of this strategy. In particular they will ensure that consultation and engagement outcomes have been appropriately considered when making key decisions.

The strategy supports, (not replaces), existing statutory and regulatory consultation and engagement processes, long standing consultation and engagement arrangements within service areas, and existing partnership arrangements. These process will continue, and feed into (where appropriate) the overall framework for consultation and engagement outlined within this strategy.

## **Consultation and Engagement – What is it?**

Consultation and engagement means routinely:

- Involving service users, residents, businesses, partners and other stakeholders in our policies and services
- Listening to what they have to say
- Using the outcomes to respond to their needs
- Involving them in the decisions we take

To be effective, consultation and engagement has to be a two-way process of communication between the Park Authority and its partners and the public (either as individuals or as a community) on key issues affecting them.

As an authority we engage and consult to assist with:

- Planning our services and making them more cost effective
- The development of new ideas
- Improving local democracy and involvement
- The development of better policies and priorities
- Scrutiny, review and performance.

The Park Authority undertakes a large amount of Consultation and Engagement; activity can be summarised into 3 key types:

<b>Corporate and Statutory</b>	Activity planned around: <ul style="list-style-type: none"> <li>• key corporate priorities e.g. improvement objectives</li> <li>• statutory plans/policies e.g. LDP &amp; NP Mngt Plan</li> <li>• key programmes or projects e.g. PROW</li> </ul>
<b>Service Strategic</b>	Activity planned around: <ul style="list-style-type: none"> <li>• service strategic plans e.g. recreation strategy, volunteer strategy.</li> <li>• specific service development e.g. changes to car park enforcement</li> <li>• service led projects and activity e.g. capital investment in Carew Castle &amp; Castell Henllys</li> </ul>
<b>Operational</b>	Activity planned around: <ul style="list-style-type: none"> <li>• customer satisfaction/customer feedback e.g. opinion survey</li> <li>• direct service delivery e.g. comments/ complaints</li> </ul>

## Levels of Consultation and Engagement

Consultation and engagement can mean different things to different people, different communities and different services and situations. The Park Authority has designed this strategy to ensure that we can provide the most appropriate level of engagement for a wide range of current and potential service users.

The table below outlines the different levels of consultation and engagement, and when they generally should be applied:

<p><b>Inform</b></p>	<p>Mechanisms we have to inform our customers/stakeholders of any changes, updates, improvements in our services. These can include newsletters, email updates, leaflets etc.</p> <ul style="list-style-type: none"> <li>• When the Park Authority has no control over decisions, e.g. when it is a Welsh Government initiative.</li> <li>• When a decision has already been made or a project has very limited impact on the community</li> <li>• Informing should occur throughout the life of an initiative</li> </ul>
<p><b>Research</b></p>	<p>Activities undertaken in order to find more information about our services / service users e.g. footfall count, customer profiles, area profiles, deprivation index etc.</p> <ul style="list-style-type: none"> <li>• When we need to find out more information about our service users</li> <li>• When specific statistical information is required to inform Performance Indicators</li> <li>• When large information gaps exist</li> </ul>
<p><b>Consult</b></p>	<p>Activities undertaken to gather stakeholder/ service user opinion to inform your service delivery and/or improvement e.g. Customer Satisfaction Surveys, Postal Surveys, online surveys, focus groups, public meetings, etc.</p> <p>When there is an opportunity for the:</p> <ul style="list-style-type: none"> <li>• stakeholders to influence the final decision</li> <li>• the results to feed into delivery changes</li> </ul>
<p><b>Involve</b></p>	<p>To work with stakeholders to ensure their concerns are directly reflected in alternatives and solutions. Involvement means deliberately putting into place a method to work directly with stakeholders throughout the process. e.g. workshops, deliberative polling, involvement events, task and finish groups etc.</p> <ul style="list-style-type: none"> <li>• When the success of an initiative is dependent on the involvement of its users</li> <li>• When there are a number of possible options available</li> <li>• When the project is likely to have a significant community impact</li> <li>• Where more in-depth public views are required to inform the delivery</li> </ul>
<p><b>Collaborate</b></p>	<p>Partnership working with stakeholders in each aspect of the decision, including the development of alternatives and identification of the preferred position. Collaborative partnerships can range from loose affiliations through the establishment of formal boards or committees e.g. advisory committees,</p>

	<p>community networks etc.</p> <ul style="list-style-type: none"> <li>• When there have been no decisions made and there is sufficient time and opportunities for the stakeholders to be involved</li> <li>• When the success of the initiative depends on working in partnership</li> <li>• When there are a number of possible options</li> <li>• When the project is likely to have a significant community impact</li> </ul>
<b>Empower</b>	<p>The goal of this method of engagement is to place final decision-making in the hands of the public. Empowered stakeholders share responsibility for making decisions and accountability for the outcomes of those decisions, e.g. delegated decisions, ballots, decision making groups etc.</p> <ul style="list-style-type: none"> <li>• When there have been no decisions made and there is sufficient time and opportunities for the community to be involved</li> <li>• When the Park Authority is fully able to act on the final decision of the stakeholders</li> <li>• When the Park Authority is confident that the community involved is able to make the final decision</li> <li>•</li> </ul>

## Consultation and Engagement – Why do it?

Through effective engagement with the residents of Pembrokeshire and our partner organisations, the Park Authority can inform developments to improve the access, quality and delivery of our services and the decisions we make.

### Key Benefits

Effective consultation and engagement brings extensive benefits to the citizens and agencies involved. The main benefits to meaningful, two way community engagement includes:

- **Trust** – it builds trust between agencies and service users.
- **Opportunity to influence** – it gives communities the opportunity to influence decisions that will affect them.
- **Removing barriers** – it removes physical, language or social barriers to communities getting access to information or voicing needs or opinions.
- **Citizens' understanding** – it helps communities to understand the services and support that are available to them.
- **Satisfaction** – it increases satisfaction with public services.
- **Knowledge of local issues** - it allows service providers to reach a better understanding of their communities and be more in tune with needs or problems as they arise.

Consultation and engagement is also essential in supporting the Park Authority deliver its core values:

- **Teamwork**- Working with others and in partnership to deliver services
- **Openness**- Valuing our customers, be clear about why we do things and be accountable for decisions we make
- **Innovation**- Driving services forward through innovation and being sustainable in our approach to service delivery
- **Respect**- Recognising diversity, respecting differences and valuing our culture

- **Enthusiasm**- Positively engaging and involving communities in decision making
- **Caring**- Understanding people have different needs and deliver services accordingly

In delivering these key benefits, as outlined within our consultation and engagement objectives and principles, the Park Authority is committed to effectively and appropriately using the outcomes of consultation and engagement activity to inform the decisions we make.

## **Key Plans and Strategies**

Set out below are details of the key statutory plans that govern the Park Authority's work.

### ***National Park Management Plan***

***(<http://www.pembrokeshirecoast.org.uk/default.asp?PID=196>)***

The National Park Management Plan is a way of coordinating effort. It's a plan for achieving National Park Authority purposes, so it's not just a plan for the NPA. And while the Authority produces the Management Plan, many other people are involved in its preparation, and are essential to its delivery.

The policies in the Management Plan are offered as operational objectives for the many organisations and individuals whose actions may influence the National Park.

### ***Local Development Plan***

***(<http://www.pembrokeshirecoast.org.uk/default.asp?PID=178>)***

The Local Development Plan (LDP) sets out local land-use and environmental conservation policies for Pembrokeshire Coast National Park. The Local Development Plan was adopted on 29th September 2010 and is now used by the Park Authority to guide all decisions made on planning applications in the National Park

Details of the plan's consultation process have been set out in a separate document called the Delivery Agreement:

***(<http://www.pembrokeshirecoast.org.uk/files/files/Dev%20Plans/ApprovedDeliveryAgreement.pdf>)***.

### ***Single Integrated Plan***

***(<http://www.pembrokeshire.gov.uk/content.asp?nav=101,126,2182>)***

The Single Integrated Plan (SIP) is the overarching strategy for each county area. It is produced by Pembrokeshire County Council (PCC) and provides a long-term strategic vision, based on a set of shared ambitions and values. Local authorities, including Pembrokeshire Coast National Park Authority, have a leadership role, but the strategy should belong to the community, and should be prepared and implemented by key local authorities working with public, private and voluntary sector partners.

Consultation and engagement has been identified as a priority area within the Single Integrated Plan by the Local Service Board. The Park Authority contributes to a wide variety of sub-groups associated with the SIP and we work with other local agencies to develop effective and joined-up consultation, involvement and engagement with communities throughout Pembrokeshire.

## **Consultation and Engagement - What we want to deliver**

This strategy seeks to build on the Park Authority's commitment to Consultation and Engagement and outlines the Park Authority's key objectives for consultation and engagement over the next few years:



### **Objective 1. Ensure consultation and engagement is inclusive and representative**

We will:

- encourage participation from under-represented groups
- identify and engage with key stakeholders
- consider appropriate methods of consultation and engagement

### **Objective 2. Improve efficiency and effectiveness of consultation and engagement activity**

We will:

- use existing consultation and engagement mechanisms where possible
- not consult or engage people when we do not need to
- minimise 'consultation fatigue' by over consulting
- work in partnership on consultation and engagement activity wherever possible

### **Objective 3. Ensure that consultation and engagement outcomes effectively feed into decision making processes**

We will:

- effectively report back the results of consultation and engagement
- strive to feedback to those who take part in consultation and engagement
- inform Councillors and Corporate Management Team of key consultation and engagement results

## **Consultation and Engagement - Our principles for delivery**

We will use the following national principles (which are endorsed by the Welsh Government), when delivering our consultation and engagement objectives (See Appendix 1):

- Engagement is effectively designed to make a difference
- Encourage and enable everyone affected to be involved, if they so choose
- Engagement is planned and delivered in a timely and appropriate way
- Work with relevant partner organisations
- The information provided will be jargon free, appropriate and understandable
- Make it easier for people to take part
- Enable people to take part effectively
- Engagement is given the right resources and support to be effective:
- People are told the impact of their contribution:
- Learn and share lessons to improve the process of engagement

These principles will be used in the following ways:

#### **Planning:**

- Be clear about why we are undertaking a consultation and engagement activity
- Ensure that existing consultation and engagement results are used where applicable
- Have a clear idea of who needs to take part
- Identify appropriate resources
- Identify opportunities for joint working at the planning stage

#### **Doing:**

- Be clear about how people can be involved
- Avoid jargon and too much 'public sector speak'
- Provide clear information about what we are consulting on
- Be clear about what the results will be used for
- Ensure all affected stakeholders have the opportunity to be involved

**Decision Making, Review and Feedback:**

- Ensure results of consultation and engagement activity are considered when making decisions
- Share the results (where appropriate) with as wide an audience as possible
- Effectively feedback the outcome to participants e.g. summary of results
- Promote the outcomes of our key consultation and engagement activity both internally and externally

## APPENDIX 1

### National Principles for Public Engagement

#### 1. Engagement is effectively designed to make a difference

Engagement gives a real chance to influence policy, service design and delivery from an early stage.

Guidance notes:

Be clear from the start as to whether engagement is needed or not.

Being clear about what can and can't be achieved is important from the very beginning.

Engagement may tell us that change is not needed at this time.

Measuring the outcomes or results of the engagement process is important to show how it has made a difference.

#### 2. Encourage and enable everyone affected to be involved, if they so choose

The people affected by an issue or change are included in opportunities to engage as an individual or as part of a group or community, with their views both respected and valued.

Guidance notes:

- Engagement means giving people the chance to be involved. It is a matter of choice.
- Care should be taken to make sure that anyone who may have an interest in taking part is identified.
- Different groups of people can be contacted through many community and special interest groups that already exist.

#### 3. Engagement is planned and delivered in a timely and appropriate way

The engagement process is clear, communicated to everyone in a way that's easy to understand within a reasonable timescale, and the most suitable method/s for those involved is used.

Guidance notes:

- There are many levels of engagement and the most suitable should be decided upon before any engagement activity is planned.
- A varied range of methods is available to match people's different preferences and abilities to take part.

#### 4. Work with relevant partner organisations

Organisations should communicate with each other and work together wherever possible to ensure that people's time is used effectively and efficiently.

Guidance notes:

- Before beginning an engagement process it is important to check that your organisation or a partner organisation does not already have the information you need.
- A number of Local Service Boards have developed joint databases of consultation and engagement work so that they can work more effectively with the public.
- If public and third sector bodies work closely together the on-going engagement process will be far more effective. .

## **5. The information provided will be jargon free, appropriate and understandable**

People are well placed to take part in the engagement process because they have easy access to relevant information that is tailored to meet their needs.

Guidance notes:

- Making use of 'easy read' information available in a variety of formats e.g. large print, audio, DVD
- To make sure that information is available in Welsh and English as well as other ethnic minority languages
- To make sure that information is culturally and religiously sensitive
- Also important not to over burden people with irrelevant information

## **6. Make it easier for people to take part**

People can engage easily because any barriers for different groups of people are identified and addressed.

Guidance points:

- All of us can experience barriers to taking part depending on the issue and the situation. Any barriers for different people (including the professionals involved) should be identified for each circumstance and reasonable steps taken to overcome them.
- Organisers of engagement activities should be aware of and address typical barriers such as different languages, sight or hearing impairment, disability, transport access etc., as well as more specific needs and preferences whether cultural, LGB or other.
- Participants should have the opportunity to identify issues they feel are barriers to their involvement rather than professionals/organisers alone.
- Many groups of people with particular needs or preferences will need specific approaches and opportunities to engage them, as well as the opportunity to be involved in mainstream engagement.

## **7. Enable people to take part effectively**

Engagement processes should try to develop the skills, knowledge and confidence of all participants.

Guidance points:

- Engagement is not just about getting people's views on a specific issue..
- Engagement is part of developing people's ability to take part in community and political activities; approaches and methods of engagement should try to make engagement a positive experience in terms of building skills, knowledge and confidence.  
(See 'Values and Principles, p7, National Strategic Framework for Community Development in Wales)
- It is understood that engagement will not always be positive in terms of a participant's view being put into practice.
- This does not just apply to ongoing engagement over a long period; experience of a single focus group can be confidence building or undermining for example.
- The principle applies to professionals as well as to community participants. Many public services professionals are not trained or skilled to be effective facilitators.

## **8. Engagement is given the right resources and support to be effective:**

Appropriate training, guidance and support are provided to enable all participants to effectively engage, including both community participants and staff.

Guidance points:

- Ineffective, or even negative, experiences of engagement are often because organisations and staff concerned try to short cut engagement to use less staff time and money.
- Good management and leadership within organisations are crucial if effective engagement is to be carried out.
- It takes time, people and resources to reach out to participants, make engagement accessible and informed, and provide a range of ways for people to express their views or decisions.

## **9. People are told the impact of their contribution:**

Timely feedback is given to all participants about the views they expressed and the decisions or actions taken as a result; methods and form of feedback should take account of participants' preferences.

Guidance notes:

- The key to motivating people to engage again is that they see the benefit and result from their contribution. Timely feedback is essential for participants to be able to see the results of their input.
- Not every contribution will be acted on but explanation for decisions in response to participants' views can build trust that organisations at least listen and consider those views.
- Different participants have different needs and preferences for receiving feedback which should be taken into account – this links to overcoming barriers in principle 6.
- This principle refers to feedback to participants who have taken part in an engagement process, and to wider stakeholders. Feedback from people about services that are currently being delivered is a different issue and part of information gathering.
- Good feedback needs to be a mix of general information to all stakeholders about an engagement process and the results (e.g. via a general newsletter); but should also include more specific and perhaps more detailed feedback to the smaller number of active participants in the process (e.g. a summary to participants in a focus group or workshop).

## **10. Learn and share lessons to improve the process of engagement**

People's experience of the process of engagement should be monitored and evaluated to measure its success in engaging people and the effectiveness of their participation; lessons should be shared and applied in future engagements. Timely feedback is given to all participants about the views they expressed and the decisions or actions taken as a result; methods and form of feedback should take account of participants' preferences.

Guidance notes:

- a. This principle is about the process of engagement itself and its effectiveness, but not the topic of the engagement directly and the results.
- b. The results for the issue will also need monitoring and evaluating as part of the usual planning, action and review cycle. Maybe this needs elaborating upon for those who may not have experience around this cycle?
- c. The evaluation should be made available to participants in an accessible and appropriate format. It may form the basis for a further stage of engagement to review and design the process and improve it for the future.

## APPENDIX 2

### Delivering the Strategy

#### How we will deliver the Strategy

To help us implement the Community Engagement Strategy and deliver its objectives, we have set out a strategic framework and supporting structure for consultation and engagement across the Park Authority.

This section of the strategy will remain flexible and be reviewed for its effectiveness on an annual basis. It supports, (not replaces), existing statutory consultation and engagement processes, long standing consultation and engagement arrangements within service areas, and existing partnership arrangements. These processes will continue, and feed into (where appropriate) the overall framework for consultation and engagement outlined within this strategy.

The strategic framework operates on 3 key activity types identified within the main strategy:

<b>Corporate and Statutory</b>	Activity planned around: <ul style="list-style-type: none"><li>• key corporate priorities e.g. improvement objectives</li><li>• statutory plans/policies e.g. LDP &amp; NP Mngt Plan</li><li>• key programmes or projects e.g. PROW</li></ul>
<b>Service Strategic</b>	Activity planned around: <ul style="list-style-type: none"><li>• service strategic plans e.g. recreation strategy, volunteer strategy.</li><li>• specific service development e.g. changes to car park enforcement</li><li>• service led projects and activity e.g. capital investment in Carew Castle &amp; Castell Henllys</li><li>•</li></ul>
<b>Operational</b>	Activity planned around: <ul style="list-style-type: none"><li>• customer satisfaction/customer feedback e.g. opinion survey</li><li>• direct service delivery e.g. comments/complaints</li><li>•</li></ul>

#### Corporate Management Team

The Corporate Management Team (CMT) is ultimately responsible for consultation and engagement across the Park Authority, leading and supporting teams to implement the Community Engagement Strategy. CMT supports and co-ordinates the Park Authority's corporate and service led

consultation and engagement activity and promotes working in partnership with other public service providers locally, regionally and nationally.

<b>Corporate and Statutory</b>	CMT to be informed at an early stage. High level of support provided where appropriate.
<b>Service Strategic</b>	CMT to be informed. Medium level of support provided where appropriate.
<b>Operational</b>	CMT to be informed if support is required. Low level of support provided where appropriate.

### **Consultation and Engagement Schedules**

To ensure that consultation and engagement is effectively co-ordinated across the Park Authority, a central Consultation and Engagement Schedule is required. Heads of Service will provide information regarding their planned Consultation and Engagement Activity during the Business Planning Process.

The schedule will help reduce duplication of work and ensure that all consultation and engagement is undertaken in the most cost effective and efficient manner. The schedule will be reviewed by the Business & Performance Manager and progress reported yearly to CMT.

Contact the Business & Performance Manager if you require clarification on what to include within your business plan; in general please use the following as a guide:

<b>Corporate and Statutory</b>	All activity information provided by Heads of Service in business plan
<b>Service Strategic</b>	All activity information provided by Heads of Service in business plan
<b>Operational</b>	Some information provided by Heads of Service in business plan

### **Consultation and Engagement Database**

The schedule will be used for recording planned, ongoing and completed engagement activity for the authority. Heads of Service will ensure that key activities are placed on to the schedule from their areas, including result information. This could also include key activity being undertaken in partnership. Contact the Business & Performance Manager if you require

clarification on what to include on the database; in general please use the following as a guide:

<b>Corporate and Statutory</b>	All activity to be placed on the schedule
<b>Service Strategic</b>	Most activity to be placed on the schedule – unless there is a strong case not to do so
<b>Operational</b>	Some activity to be placed on the schedule - interest to the public - Interest to partners - results useful for other departments -

### **Consultation and Engagement Toolkit**

A Consultation Toolkit should be used by Authority staff to help, plan, design and deliver consultation activity. An example toolkit can be accessed at:

<http://www.communityplanningtoolkit.org/sites/default/files/Engagement.pdf>

### **Consultation Champions**

Each Service Unit or Directorate (where appropriate) will have a nominated Consultation Champion. The Champions provide a fundamental two-way information link, which assists the Corporate Management Team in gaining knowledge of consultation and participation at a Service Unit level, and assists the Units in accessing corporate consultation and good practice from others. Heads of Service will ensure that their service area has a champion and that they attend meetings regularly.

### **The Role of Elected Members**

Members of the Authority are apolitical and are not appointed to the Park Authority to represent their constituent ward area. However, some Members of the Authority are also County Councillors who are often very active within the communities that they represent and have a role to play in consultation and engagement due to their knowledge and understanding of local issues.

### **Working effectively with Members**

If conducting an engagement activity that affects a particular ward then both the representative County Councillor at Pembrokeshire County Council alongside the representative Community Council Chairperson should be fully briefed.

Currently Park Authority Members are involved in consultation and engagement activity in the following ways:

- Overview and Scrutiny meetings
- Formal committees and meetings
- Informal meetings



## **Consultation and Engagement Mechanisms**

Heads of Service will ensure that appropriate mechanisms will be used to undertake community engagement activities. Internal resources will also be used where possible and external consultants are only to be used when an internal solution cannot be found. If you are unable to use the existing mechanisms or need to use external consultants please contact your relevant Director for advice.

## **Consultation and Engagement with Key Groups**

The Park Authority continues to develop consultation and engagement mechanisms for key groups. The recent internal review of consultation and engagement highlighted the ever growing need for services in the Park Authority to consult and engagement with a number of key target groups including:

- Equality Groups e.g. BME, Disability Groups etc.
- Children and Young People
- Older People
- Partner organisations
- Community areas e.g. Communities 1<sup>st</sup>, etc.
- Specific groups e.g. exercise referral, volunteers, etc.

Consultation and Engagement with staff is an area which remains key for the Park Authority, we have a number of mechanisms in place to consult and engage staff which needs to be reviewed and developed at a corporate level. This includes the better use and links to key corporate staff groups as consultation and engagement mechanisms e.g. Staff Rep's Group, Employee Forum, Health & Well-Being Working Group, etc.

## **Results and Decision Making**

The Park Authority needs to focus on communicating the results of consultation and engagement activities and how they have been used to inform the planning and delivery of services and where it has made a difference. All service areas need to ensure that the outcomes of all consultation and engagement activities are fed back to consultees.

The Park Authority needs to give adequate consideration to the results of its consultation and engagement activities when making decisions. Contact Business & Performance Manager if you require clarification on how to use your consultation and engagement results; in general please use the following as a guide:

<b>Corporate and Statutory</b>	Expectation: <ul style="list-style-type: none"><li>• Detailed explanation within the final report to decision maker of consultation and engagement activity and how it was used to deliver the final decision.</li></ul>
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	<ul style="list-style-type: none"> <li>• Feedback provided to all participants and through wider communication mechanism</li> <li>• Where outcomes go against the consultation and engagement results, reasons must be provided</li> </ul>
<b>Service Strategic</b>	<p>Expectation:</p> <ul style="list-style-type: none"> <li>• Moderate explanation within the final report to decision maker of consultation and engagement activity and how it was used to deliver the final decision.</li> <li>• Feedback provided to all participants and through wider communication mechanism if of interest</li> <li>• Where outcomes go against the consultation and engagement results, reasons must be provided</li> </ul>
<b>Operational</b>	<p>Expectation:</p> <ul style="list-style-type: none"> <li>• Simple explanation within the final report to decision maker of consultation and engagement activity and how it was used to deliver the final decision.</li> <li>• Feedback provided to all participants</li> <li>• Where outcomes go against the consultation and engagement results, reasons must be provided</li> </ul>

## **Contact**

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