



Marine
Management
Organisation

Identifying opportunities to enhance effectiveness of marine plan use engagement (MMO1333)



...ambitious for our seas and coasts

MMO1333: Identifying opportunities to enhance effectiveness of marine plan use engagement



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Report prepared for:
Marine Management Organisation

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List of Acronyms

BEIS	Business, Energy, and Industrial Strategy
BLF	Big Lottery Fund
Cefas	Centre for Environment, Fisheries and Aquaculture Science
COPNS	The Dutch Community of Practice North Sea (Netherlands)
DCMS	Department of Digital, Culture, Media, and Sport
Defra	Department of Environment, Fisheries and Rural Affairs
DfT	Department of Transport
DLUHC	Department for Levelling Up, Housing & Communities
EA	Environment Agency
EIA	Environmental Impact Assessment
EMP	Explore Marine Plans
GIS	Geographic Information System
HA	Harbour Authorities
HE	Historic England
HMC	Howell Marine Consulting
HRA	Habitats Regulation Assessment
IDON	Interdepartmental Directors North Sea Consultative Body (Netherlands)
IFCA	Inshore Fisheries and Conservation Authorities
JNCC	Joint Nature Conservation Committee
LEP	Local Enterprise Partnerships
LFA	Local Flood Authorities
LPA	Local Planning Authority
MCAA	Marine and Coastal Access Act 2009
MCA	Maritime and Coastguard Agency
MCT	Marine Conservation Team (of MMO)
MFF	Maritime and Fisheries Fund

MPT	Marine Planning Team (of MMO)
MMO	Marine Management Organisation
MoD	Ministry of Defence
MPA	Marine Protected Area
MPPAT	Marine Plan Policy Assessment Tool
MPS	Marine Policy Statement
MSP	Maritime Spatial Planning
NE	Natural England
NIC	National Infrastructure Commission
NMP	National Marine Plan (Scotland)
NSTA	North Sea Transition Authority
NWP	National Water Plan (Netherlands)
ONS	Office for National Statistics
OPA	Oil & Pipelines Agency
PINS	The Planning Inspectorate
RFCC	Regional Flood & Coastal Committee
RMP	Regional Marine Plan (Scotland)
SCEP	Strategic Communications and Engagement Plan
SFIA	Sea Fish Industry Authority
SOSREP	Secretary of State's Representative for Maritime Salvage & Intervention
TCE	The Crown Estate
TH	Trinity House
VE	Visit England

Executive Summary

Howell Marine Consulting (HMC) were commissioned by the Marine Management Organisation (MMO) to undertake an independent assessment of the MMO Marine Planning Team's engagement activities and identify opportunities for enhancing engagement with external decision-makers to support marine plan use. This study had three objectives:

1. Identify, collate, and map existing marine plan use engagement channels, activities and materials used by MMO, the audiences targeted, and objectives and outcomes sought.
2. Undertake an assessment of existing marine plan use engagement channels, activities, and materials and whether they are achieving the intended objectives, including effectiveness of communication methods, marine plan use tools, take-up of training opportunities, and barriers to effective delivery of training to decision-makers.
3. Identify and recommend proportionate areas for further development or redesign, drawing on global best practice case studies and guidance for policy implementation.

The study centred on external decision-makers who have responsibilities to use marine plans in statutory decisions under s58(1) and s58(3) of the Marine and Coastal Access Act 2009 (MCAA). Decision-makers include government departments, executive non-departmental public bodies, other public bodies, statutory public corporations and committees or joint committees of local government. This executive summary outlines the methods, key findings, and recommendations from the project in the following sub-sections.

Methods

The study and methods for gathering evidence were framed using MMO's "principles of engagement on marine plan use" to understand whether existing marine plan use engagement channels, activities, and materials are achieving the following intended objectives:

- Proportionate delivery of strategic and detailed information
- Accountable delivery of information with clarity on what the marine plans are seeking to achieve, role of stakeholders, what plan use looks like and how delivery is monitored
- Consistent engagement across stakeholders
- Transparent participation and collaboration across stakeholders
- Targeted engagement (audience and content) on plan use to fulfil regulatory objectives

This assessment used a mixed method approach which started with an initial review of MMO marine planning documents and journals. The key findings from this initial review were used to frame engagement with stakeholders in England through a qualitative survey and workshops. Marine planning authorities in Scotland and the Netherlands were also engaged to identify transferable best practices. Evidence

from these methods was analysed and triangulated to identify key findings about barriers and opportunities to enhance MMO's engagement with external decision-makers regarding marine plan use.

Key findings

This assessment identified that the MMO is using the following activities, materials, and channels to engage with external decision-makers on the use of marine plans:

- Training (online training, in person training, pre-recorded videos and the MSP Challenge Game)
- Digital marine plan products (Explore Marine Plans (EMP), marine planning website and newsletters)
- Marine plan materials and guidance (hypothetical examples on marine plan use and Marine Plan Policy Assessment Tool)
- Cross-border engagement (with Devolved Administration, International and Crown Dependencies)

Overall, external decision-makers noted that the MMO's engagement on marine plan use is achieving some of its intended principles and objectives. The training sessions on marine plan use were found to be useful for entry level staff to understand marine plan use responsibilities, which public bodies are involved in delivering marine planning, and understanding the marine plan policies. The EMP digital product was noted as relatively user-friendly and useful for marine licence applications and providing data to support cumulative impact assessments.

The main areas for improvement identified through this assessment include:

- The training sessions are generic and often repetitive for attendees who are more experienced in marine planning. External decision-makers expressed the need for targeted training based on the different decision maker types and especially for national authorities, port operators and Harbour Authorities.
- There is a lack of clarity about the relevance of the marine plans for marine licensing and corresponding relevance for port and harbour activities.
- External decision-makers requested advice and dialogue about marine plan policies that are open to multiple interpretations and how marine plans should be used for different decisions.
- The marine planning pages on gov.uk were reported to be "patchy" and "extremely difficult to navigate" to find information on how to use marine plans.
- There is a lack of a comprehensive and published guidance on how to use marine plans. Information on marine plan use is spread across different materials and sources. Most stakeholders were not aware of existing hypothetical examples on marine plan use.

Recommendations

To address the findings and areas for improvement from this assessment, the following recommendations are suggested.

- 1. Establish two different training workstreams that are focused on different levels of experience in using marine plans.** Implementing a customer relationship management (CRM) system for recording the knowledge level of training participants would permit tailored training workstreams to be developed. MMO should enhance interactivity through live EMP demonstration during training and giving external decision-makers access to use online whiteboards, or other virtual tools.
- 2. Targeted dialogue with groups to tailor the use of marine plans for different decisions.** A marine plan use focus group should be established through existing coastal groups such as the Local Government Association (LGA) Coastal Special Interest Group (SIG), Coastal Planning Partnerships, planning committees and sector working groups to encourage awareness about the use of marine plans and tailor the use of marine plans for different authorities.
- 3. Resource the MMO to provide advice on marine plan use and to clarify policies which have multiple interpretations.** A review should be undertaken to clarify what uncertainty exists regarding the wording and interpretation of the marine plans and identify unclear marine plan policies. Following this, internal guidance should be developed to clarify any such policies and how they should be applied in different contexts. Resources and training should be developed within the MMO Marine Planning Team to deliver an advisory role and support discussions with external decision-makers outside cost recoverable services.
- 4. Comprehensive guidance on marine plan use is published along with a dissemination strategy.** This guide should present different marine plan use cases, for example for terrestrial developments, large-scale projects and Ports and Harbour Authorities. The guidance should give a clear sense of what is expected from external decision-makers when using the plans. It should include a system to record the use of marine plans in local plans, port master plans and shoreline management plans and should promote the collation of these case examples in the future.
- 5. Roll out the MSP Challenge board game for national and regional authorities and local marine planning events.** These events and role-playing games should be structured on hypothetical, but locally relevant, examples for using marine plans in decision making.
- 6. Develop user-friendly and up to date digital marine plan products.** This should be delivered through a reorganisation of marine plan use information and guidance on the marine planning website as well as providing a link to the pre-recorded training video. The MMO should collect web analytics evidence to understand how decision-makers are engaged on digital platforms. A feasibility study for developing a digital twin and real-life simulation marine plan application should be delivered based on examples from global best practices (see Table 4).

1. Introduction

Howell Marine Consulting (HMC) were commissioned by the Marine Management Organisation (MMO) to identify opportunities for enhancing MMO's engagement to support external decision-makers use of marine plans based on requirements under the Marine and Coastal Access Act (2009) (MCAA).

This report presents the project objectives, technical approach, findings, and recommendations for the MMO to enhance engagement activities, materials and channels with external decision-makers related to marine plan use.

1.1 Context

The MCAA sets out a marine planning framework for the UK and defines the responsibilities of decision-makers in relation to the use of marine plans. Section 58 of the MCAA requires that public authorities should make decisions which could affect the marine area, in accordance with, or having regard to, the marine plans.

Marine plans have been used to support marine management decision making in England since the Consultation Draft of the East Marine Plans in 2014. The South Marine Plans were adopted in 2018 and the North East, North West, South East and South West Marine Plans in 2021. The MMO provides a range of engagement mechanisms, activities, and materials to support decision-makers in marine plan use including training, digital marine plan products, hypothetical examples of marine plan use and engagement with devolved administrations and bordering nations.

1.2 Objectives

The overarching objective of this project was to assess current practice effectiveness and identify opportunities for the MMO to enhance engagement activities with external decision-makers related to marine plan use. The review considered the following three key objectives:

1. Identify, collate, and map existing marine plan use engagement channels, activities and materials used by MMO and the audiences targeted, and objectives and outcomes sought.
2. Undertake an assessment of existing marine plan use engagement channels, activities, and materials and whether they are achieving the intended objectives, including effectiveness of comms methods, marine plan use tools, take-up of training opportunities, and barriers to effective delivery of training to decision-makers.
3. Identify and recommend proportionate areas for further development or redesign drawing on global best practice case studies and guidance for policy implementation.

1.3 Study Scope

The target consideration for this assessment was external decision-makers who have the statutory responsibility to make decisions pursuant to s58 of MCAA. This includes:

Section 58(1): to “take any authorisation or enforcement decision in accordance with the appropriate marine policy documents, unless relevant considerations indicate otherwise.”

Section 58(3): “A public authority must have regard to the appropriate marine policy documents in taking any decision... which is not an authorisation or enforcement decision.”

Section 58(4) of MCAA defines an authorisation or enforcement decision as being any of the following:

- a. the determination of any application (whenever made) for authorisation of the doing of any act which affects or might affect the whole or any part of the UK marine area,
- b. any decision relating to any conditions of such an authorisation,
- c. any decision about extension, replacement, variation, revocation, or withdrawal of any such authorisation or any such conditions (whenever granted or imposed),

External decision-makers include government departments, executive non-departmental public bodies, other public bodies, statutory public corporation and committees or joint committees of local government. Mapping of external decision-makers is presented in Annex A.

Whilst there are a range of other key external stakeholders such as academics, industry groups, non-governmental organisations and charities who are marine plan users, they are not defined as decision-makers under s58 (1-3) and therefore are not included in the scope of this review.

1.4 Assessment framework

To address the objectives of this project, the MMO’s principles of engagement on marine plan use were used to analyse the data collected. These principles are based on the Better Regulation principles and were expanded to allow for the assessment of the engagement mechanisms being used and to understand whether these mechanisms are achieving the intended objectives (Table 1).

Table 1 Principles for MMO engagement on marine plan use

Better regulation principles	Principles for MMO engagement on marine plan use
Proportionate	Proportionate level of strategic and detailed information on plan use is presented by considering different complexity, scale and sensitivity of the project or activity cases
Accountable	Information on marine plan use is presented with clarity on what the marine plans are seeking to achieve, the role and identity of those involved, what success on plan use looks like, and how delivery is being monitored
Consistent	Engagement mechanisms on marine plan use are delivered effectively in a manner consistent across stakeholders based on the duties placed upon the MMO under The MCAA and the duty to co-operate as set out in the Localism Act 2011
Transparent	Engagement mechanisms on marine plan use ensure effective participation and collaboration in a transparent manner
Targeted	Engagement mechanisms on plan use are delivered to fulfil regulatory objectives and be targeted (audience and content) via a risk-based approach

1.5 Report structure

The remainder of this report is structured as follows:

- [Section 2](#) sets out the methods used to collect data and evidence sources on the experience of external decision-makers regarding marine plan use engagement (Objective 1).
- [Section 3](#) presents existing channels, activities and materials used by MMO to engage external decision-makers on marine plan use (Objective 1).
- [Section 4](#) presents the findings from this review by discussing key findings from online survey, workshops, and global case studies (Objective 2 and 3).
- [Section 5](#) summarises the findings from the assessment to understand the effectiveness of MMO's engagement activities, materials, and channels in achieving the better regulation principles (Objective 2).
- [Section 6](#) provides recommendations to address the identified barriers to improve MMO's engagement with decision-makers on the use of marine plans (Objective 3).

2. Methods and evidence

The methods used to gather evidence for this assessment included an initial review of marine planning documents and journals, an online survey, and workshops to engage decision-makers and gather evidence for objective 1 and 2. In addition, global case studies were used to gather evidence for objective 3 and explore other approaches and best practices to marine plan use engagement.

2.1 Initial review

This initial review identified the various materials, engagement channels and activities used by the marine planning Team (MPT) to engage external decision-makers on marine plan use (see Section 3). The MMO Strategic Communications and Engagement Plan (SCEP) 2023 –2025 was also included.

Principles for MMO engagement were mapped out against key findings from the marine plan use training feedback forms and reports from 2018 to 2022. Annex B presents an overview of MMO marine plan use training and targeted stakeholders from 2014 to 2022. The results were used as an additional source of information to triangulate evidence from the online survey and workshops to understand areas for improvement (Section 4.3).

2.2 Online survey

The online survey was structured as a user-friendly interface with a mix of both closed and open questions on Microsoft Forms to collect data from external decision-makers about their experiences with using MMO engagement on marine plan use. The survey included multiple choice questions, Likert scales and free text boxes.

The survey covered all engagement types supporting marine plan use and questions regarding non-engagement as well as engagement. For example, the survey asked for reasons why organisations have not attended MMO training sessions. The principles for marine plan use engagement (Table 1) were utilised to ask questions to further understand the impact of MMO engagement on marine plan use.

The purpose for the survey, its value, data protection issues and link to access the survey were stated within a covering email to introduce this project to respondents and gain their interest in participating. Annex C presents the introductory email and survey questions used in this project. The online survey was opened to all external decision-makers and was circulated to 550 contacts from the MMO MPT stakeholder engagement list. Respondents were sent survey reminders and offers of follow up meetings to discuss survey responses.

Out of the 550 survey recipients, 40 responses were received, a response rate of 7.3%. Acceptable response rates for online surveys are generally considered to be between 5-30% suggesting that it is reasonable to extract stakeholder views from the responses received (Delighted, 2023). Responses are inclusive of the views of different decision-maker types that the MMO engage including National and

Regional Authorities (14; 35%), Local Planning Authorities (15; 37%) and Ports and Harbour Authorities (11; 28%).

2.3 Workshops

Two workshops were held on the 14th and 16th of February 2023 with a total of ten participants who responded to the survey. Of the forty total respondents, fifteen were sent the workshop questions as they indicated that they were happy to be contacted to discuss the survey although they could not attend the workshop. They were given the option of directly replying to the email with their response or a 30-minute phone call or discussion via Microsoft Teams (MS Teams). Responses were received from seven decision-makers across the different decision-maker types. Overall, responses and views from seventeen decision-makers were considered as part of the workshop outcomes including National Authorities (8; 47%), Ports and Harbour Authorities (5; 29%) and Local Planning Authorities (4; 24%). Responses from these decision maker types were considered in the analysis of workshop findings to provide a snapshot of decision-makers perceptions of MMO engagement.

Both workshops were held on MS Teams for two hours and utilised the online whiteboard tool, Miro, to allow for active and engaging participation in discussions. The workshop session provided a summary of the survey results and gave participants the opportunity to ask questions and raise additional thoughts on the survey results. Discussions with participants were facilitated around the following questions:

- What is your experience of MMO engagement? What has worked well, and what has worked not so well?
- How do you know if you are using the marine plans correctly? Do you feel confident in your marine plan use?
- What could help your marine plan use? (think of this as a marine plan engagement "shopping list")

The workshop transcripts, notes from the Miro board and response from emails were analysed using the workshop questions as themes. These themes include text that referenced what is working well, what has not worked so well and what could help participants' marine plan use. The analysis was followed by a review of the marine plan engagement principles to understand if MMO's engagement is achieving the intended objectives. The workshop outcomes provided key areas to improve the effectiveness of MMO's engagement.

2.4 Global case studies

Two case studies were used to explore other marine planning authorities approaches to engagement and identified best practices. These cases are:

- Scotland's marine planning framework
- Netherland's Maritime Spatial Plan (MSP)

The Scottish marine planning system was selected as it has a similar legislative origin to the English marine planning framework but differs in implementation as the Marine (Scotland) Act 2010 defines marine planning activities at a national, regional, and sectoral level.

The Netherlands MSP was selected to allow comparison with a different marine planning system which is more spatial and delivered through an overarching National Water Plan. This allowed consideration of how the difference in marine planning frameworks impacts engagement on marine plan use.

Evidence was collated through a review of journal articles and marine planning documents as well as semi-structured interviews with the relevant marine planning authority to respond to the following questions:

- What activities, materials and channels are used by the marine plan authority to engage external decision-makers on marine plan use?
- Are/How are these activities, materials and channels delivered to achieve intended objectives to support marine plan use?
- What are the barriers and opportunities regarding engagement activities, materials, and channels?
- What are the best practices, success stories and transferable lessons regarding the marine planning authority's engagement with external decision-makers on marine plan use?

The journal and document review notes, as well as interview transcripts were analysed using themes from the questions immediately above. These themes include text that referenced marine plan use engagement activities, differences in engagement approach and best practices within the case study that could be applicable for improving engagement mechanisms in England.

2.5 Limitations

This assessment and related recommendations were carried out in the context of the following evidence limitations:

- The response rate from the online survey was limited by the timeline of the project, sending emails to generic email addresses and changes of stakeholder roles. The responses from the survey however provide a good snapshot of the perceptions of external decision maker types.
- There wasn't enough disaggregated data collected from the survey and workshops to permit targeted recommendations for different decision-makers types
- The evidence from this assessment shows that a range of data is collected on training sessions but there is less information about the digital marine plan products and social media platforms regarding visitor time spent, most visited pages and how engagement is carried out on the platforms and products.
- The analysis of qualitative data from the survey did not cover the variations in the perception of decision maker types in terms of when they engaged with the MMO. However, the focus of this assessment was to understand the overall

perceptions and experiences of external stakeholders. Beyond that, the triangulation of data from workshops, case studies and desk reviews addressed data gaps to supplement project findings.

3. MMO engagement on marine plan use

The MMO MPT uses a range of engagement materials, channels, and activities to communicate with public authorities and other external stakeholders. The purpose of this engagement is to ensure that decision-makers, marine plan users and government departments understand what marine plans are, and how to use them in decision making. Table 2 provides a summary of the engagement mechanisms used by the MMO to support plan use by external decision-makers.

Table 2 Marine plan use engagement mechanisms

Engagement mechanisms	Activities, materials, and channels
Training	MSP Challenge board game
	Online Training Session
	In person Training Session
	Pre-recorded Video Training
Digital marine plan product	Explore marine plans (EMP) (previously known as Marine Information System)
	Marine planning website
	Digital communication e.g. blog, newsletter
Marine plan guidance	Marine Plan Policy Assessment Tool (MPPAT)
	Hypothetical examples of marine plan use
Cross-border engagement	International
	Devolved Administration
	Crown Dependencies

The following sub-sections present an overview of the MMO’s engagement activities, materials, and channels on marine plan use as indicated in Table 2.

3.1 Training

Training sessions on plan use for external decision-makers are delivered through various methods including in person training, online training, pre-recorded videos, and the MSP Challenge Game. The MMO marine plan use training sessions from 2014 to 2022 are presented in Annex B.

3.2 Digital marine plan products

The digital marine plan products designed to help external decision-makers to understand marine plans and support marine licence applications are:

- [Explore marine plans](#) (EMP)
- Marine planning information and supporting materials published on the [GOV.UK webpages](#)

The EMP and marine planning website are used to maximise external decision engagement and use of marine plans. Digital communication such as blog posts, the

marine planning newsletter, and social media such as Twitter are used to raise awareness about engagement activities.

3.3 Marine plan use guidance

Marine plan use guidance, designed to support external decision-makers in their use of the plan and plan policies, includes:

- [Decisions made in accordance with the marine plans under s58\(1\)](#)
- [Decisions made having regard to marine plans under s58\(3\)](#)
- [Marine Plan Policy Assessment Tool \(MPPAT\)](#)

The guidance for decisions under s58(1) takes a hypothetical example, from the development of a proposal, through a marine licence application to a licensing decision. The hypothetical example of marine plan use for decisions under MCAA s58(3) is used to show how a local planning authority can use marine plans as part of local plan development.

The MPPAT offers guidance for license applicants to understand how the plan policies can be used to inform marine license application.

3.4 Bordering Nation engagement

The MMO uses several engagement methods to help build relationships with bordering nations and exchange information about marine plan use issues and best practices. International engagement is facilitated through forums and working groups such as the North Sea MSP and bilateral meetings. Devolved administrations, crown dependencies, and Ireland, are engaged through the Irish Sea Maritime Forum, the six nation inter-organisational MSP group (Wales, Scotland, Northern Ireland, England, Ireland, and Isle of Man) and through bilateral meetings.

4. Findings

This section presents a summary of key findings from stakeholder engagement through survey, workshops, and global case studies. The external decision-makers engaged during the assessment are presented in Table 3. These findings were identified based on what is working well and what is not working so well in alignment with the principles of MMO engagement on marine plan use. The survey response charts are presented in Appendix D.

Table 3 Stakeholder engagement and methods

Decision maker type	Survey Respondents	Workshop participants	Email responses
National/Regional Authorities	14	5	3
Local Planning Authorities	16	2	2
Port and Harbour Authorities	10	3	2
Total	40	10	7

4.1 Survey results

Results from the survey shows that most respondents were experienced in marine plan use, having held multiple individual roles such as consultees, licence applicants, decisions-makers, and policy developers. Out of the total respondents, 73% had used marine plans and been involved in marine planning for more than two years suggesting experience of MMO engagement activities, materials, and channels.

The evidence from the survey results shows improvement in decision-makers knowledge after MMO engagement as the training sessions and digital marine plan use products are useful starting points for marine plan use. Key areas where MMO's engagement with decision-makers on marine plan use is working well are set out below.

- **There was evidence of improvement in marine plan use knowledge after MMO engagement, but this was also informed by individual work experience.** Respondents rated their marine plan use knowledge before and after engagement with the MMO on a scale of 1 to 5. Results showed that the mean rating of the knowledge of respondents before engagement was 2.52 and increased to 3.58 mean rating after engagement with the MMO. The average mean rating indicates an increase in an understanding of marine plan use. The survey responses showed that increased marine plan use knowledge was also a result of previous work experience and roles in which individuals used marine plans.
- **Training sessions gave clarity about marine plan use responsibilities and were a useful starting point for marine plan use.** Respondents found that training materials about responsibilities and relevant bodies involved in marine planning and regulation were delivered clearly, using charts and diagrams. The training sessions were further highlighted as useful for staff who do not have previous knowledge about marine planning and the use of plan policies.

- **Digital marine plan products were noted as useful and accessible.** Of the total respondents, 42.5% found the EMP and the marine planning website the most useful material for using marine plans. The marine planning website was discussed as useful for information on the marine plans and its general use. The EMP was noted as a relatively user-friendly platform and useful for marine licence application information and data for cumulative impact assessments.

While MMO engagement activities, channels and materials are useful, the survey provided evidence that there is limited awareness and use of key materials and lack of clarity about relevance of the plans for decision making. The key areas where MMO's engagement with decision-makers on marine plan use is not working so well include:

- **Limited awareness and use of key MMO marine plan use guidance materials.** At least 50% of respondents were either "not aware of" or "aware of but have not used" the following key materials:
 - Hypothetical examples on marine plan use
 - Pre-recorded Training Video
 - MSP Challenge Game
 - Engagement with local Marine Planning Officers.

Although the survey response was a small sample size, this provides insight into the materials that decision-makers are aware of and using. Beyond that, the use of engagement materials such as the MSP Challenge Game may be limited by MMO's resourcing to run the game as well as train Marine Planning Officers on the game and the fact that it is not a self-learning opportunity.

Respondents noted that their non-engagement with the MMO is because they have either not been invited, are unaware of its existence or lacked the capacity to take up engagement activities. Other respondents noted that it would be useful for the MMO to provide more date options for training sessions as potential attendees may not always be available for single date options.

- **Use of marine plans is varied; they are "referred to" rather than "used" to inform decisions.** Most respondents use the plans in three key areas:
 - as a policy framework e.g., in developing local plan policies,
 - in the determination and application for planning permission and marine licenses and
 - as a source of information on site activities, spatial conflicts, and research activities.

In discussing how the plans are used, most respondents noted that they mostly refer to the plan policies in consultation responses and to support planning and marine license applications rather than its use in determination of applications.

In some cases, respondents had very little use or no use of the plans as they are not explained well enough or don't relate enough to their role. This indicates that further engagement and guidance might be needed to encourage the use of the plans as a material consideration.

- **Training sessions can be repetitive and not targeted to different marine plan use needs.** Respondents noted that the training sessions are not targeted to the needs of particular organisations such as Ports and Harbour Authorities and National Authorities. It was further noted that stakeholders with relevant experience in marine planning that have attended previous training, might find the training sessions to be repetitive. The need for targeted and in person training sessions were highlighted by respondents.
- **The value of the marine plans for decision making was not communicated clearly to external decision-makers.** The marine plans were described as “quite high level” and “not easy to use” by respondents in their day-to-day project work and decision-making functions. Decision-makers noted that a lack of understanding about the relationship between the marine plans, marine licensing and its relevance for Port and Harbour Authorities was a barrier.

Respondents highlighted that some senior officers within their organisations don't think the training sessions are particularly relevant for their job and would delegate attendance to junior officers. It was noted that more awareness and understanding about the relevance of the marine plans during engagement with senior officers could improve its use.

Other respondents noted that there is little information on the use of marine plans in decision making, or what marine plan use should look like. Focused discussions about hypothetical examples and plan use cases with MMO officers were suggested by respondents.

4.2 Workshop outcomes

The two workshops were used to engage participants in detailed discussions about the survey results and the challenges that participants have experienced as well as to develop recommendations to help support their marine plan use engagement with the MMO. Workshop participants included Local Planning Authorities, Ports and Harbour Authorities and National and Regional Authorities. Further responses to the workshop questions were received from these decision maker types who could not attend the workshop.

The workshop provided further insights and a good snapshot of the views of different decision maker types on the effectiveness of MMO's marine plan use engagement.

4.2.1 Challenges of marine plan use

Workshop participants noted that the use of the marine plans can be challenging due to limited knowledge about plan use for different decisions. Also, external decision-makers noted that some plan policies can have multiple interpretations and they would need advice from the MMO about the interpretation of such plan policies. Detailed findings related to the challenges of marine plan use centred on the following areas:

- **Limited knowledge about how to use marine plans for different decisions and the trade-offs between plan policies.** Not all participants are aware of existing guidance on the use of marine plans in decisions. Furthermore, guidance does not cover case examples for Port and Harbour Authorities. Participants suggested providing guidance on how to prioritise conflicting plan policies.
- **Multiple ways to interpret some marine plan policies.** Participants find certain policies in the marine plans ambiguous and that they can be interpreted differently by different decision-makers. The example provided regards the plan policy about no net loss of priority habitat which follows the mitigation hierarchy. Participants noted that the marine plan does not have a specific definition of what is meant by a significant loss of priority habitat. Further guidance from the MMO about policies that decision-makers find complicated would be useful.
- **External decision-makers noted that they want advice on marine plan use and they are looking to the MMO for this.** The need for advice on interpretation of policies from MMO MPT was raised as important for effective plan use by external decision-makers. Participants noted that resourcing the MMO MPT to provide advice on the use and interpretation of plan policies during planning and license applications would support effective use of the plans.

4.2.2 Experience of MMO engagement on marine plan use

Workshop participants were asked to reflect on their experience of MMO engagement to discuss if it is achieving the intended objectives set out through the MMO engagement principles. The following challenges and opportunities were identified:

- **Targeted training provided opportunities to ask questions about policies and their use.** Training Sessions and in-person meetings that were tailored to national authorities and their use of marine plans were noted as useful, for example to help authorities in their formation of consultation responses and use of plans.
- **Constant change in Marine Planning Officers can be frustrating for stakeholders introducing them to the marine plan area.** This frustration stems from having to constantly introduce new Marine Planning Officers to the marine plan area over short periods. Participants further noted that although new planning officers are engaging with stakeholders this was not consistent across all marine plan areas and there needs to be more engagement from new Marine Planning Officers. Others suggested the use of handover notes to ensure that new officers are briefed about the area and marine planning issues, could support engagement.
- **The Training Sessions can be repetitive for audiences who are experienced in marine planning and not targeted to their needs.** Participants asked for sessions where they can chat through the policies informally with MMO Marine Planning Officers. Beyond that, participants asked for more hypothetical and

marine licensing case examples, for example for Port and Harbour Authorities, to be introduced in training sessions.

- **Workshop participants noted that they don't know if they are using the plans correctly as there is no direct feedback from the MMO.** They expressed that they are mostly unsure or just assume that they are using the marine plans correctly. This discussion raised questions about the role of the MMO and legal requirements in providing advice on marine plan use. One participant noted that the MMO could provide advice on their interpretation of plan policies for LPAs when the local plans are being developed since they are consultees.

Other participants stressed that it takes a lot of time to read the plans and in effect understand if they are being used correctly without feedback and direct dialogue with the MMO MPT is difficult. Other participants noted that within public bodies the point of contact on marine planning is not clear to engage and seek advice on marine plan use.

4.2.3 Workshop participants' marine plan use needs

Workshop participants were asked to produce a 'shopping list' for the MMO on marine plan engagement based on what could help their use of marine plans. The following views were expressed by workshop participants as a priority for the MMO to enhance marine plan use engagement:

- **Ongoing training is required due to high turnover of staff within public bodies.** Training sessions and continuous engagement with the MMO were noted as essential due to the high turnover of staff within public bodies. These training sessions would ensure that new staff have an introduction to marine planning and know how to use the plans.
- **Dialogue and guidance about the interpretation of marine plan policies and case specific examples.** Advice and clarity from the MMO MPT about ambiguous plan policies that may have multiple interpretations was noted as needed by participants. It was raised that Terrestrial Planning could offer some lessons for the MMO as they provide internal notes and training sessions to clarify policies and how it should be applied in different contexts.
- **Engagement is a two-way street.** Participants noted that there should be engagement coming from within public bodies to have discussions with staff. Identifying and disseminating points of contact on marine planning issues within public bodies and authorities could support such engagement. Engagement and awareness from senior officers were noted as critical to support the use of the plans. As required by s58 of MCAA, decision-makers have a statutory responsibility to use marine plans and it's their responsibility to interpret MP policies and apply them.
- **The use of the MSP Challenge Game as a hypothetical case.** Participants recommended the use of the MSP Challenge Game to engage decision-makers to appreciate the different sector roles, interest, and positions in marine planning.

It was discussed that hypothetical cases on marine plan use could be structured in a role-playing game. Other participants were interested in how to contact MMO about hosting the game at stakeholder events.

4.3 Initial review results

The MMO conducts its own monitoring and evaluation work of the effectiveness of marine plan user engagement. These monitoring and evaluation activities have included feedback forms for training sessions and validation interviews. Annex E maps out areas for improvement and opportunities for improvement identified from the training feedback reports and how they align with the MMO engagement principles.

The broad areas where training sessions on marine plan use with external decision-makers could be enhanced include:

- **The training sessions can be generic, repetitive, and not targeted to different knowledge levels and needs of decision-makers.** The standard of the training sessions was reported as generic to all plan areas and all decision-makers in 2020. It was noted by attendees that the training was not designed to consider participant needs and offer a range of case studies to improve the understanding of the link between the marine plans and decision making. Examples of how to reference marine plans and its consideration in decision notices was suggested for future training. The MMO monitoring data states that some attendees found the training sessions 'repetitive'. It was noted that the slides and content for Phase 3 were very similar to Phase 2 training delivered in 2020. It was reported by the MMO that this was due to the Covid pandemic and the wide variety of stakeholder knowledge which restricted the training to a 'one size fits all approach'. The MMO further reported that the turnover of Marine Planning Officers results in an overall skill fade at critical times in delivering targeted marine plan use sessions.
- **A lack of clarity about how to use marine plan policies in decision making.** The MMO reported that attendees noted the lack of clarity about sections presented during training sessions. The marine plan policy section was highlighted as 'rushed' in contrast to more time spent on s58 requirements during the 2021 training sessions. Other attendees noted that presenting guidance on stakeholders' responsibilities in flow-chart format would be more understandable. Clear information on if, when and who is the regular point of contact within the MMO to give feedback on marine plan consideration and pre-application enquiries was noted as useful for attendees. Feedback from external decision-makers in 2020 noted that information on marine plan use is spread across different materials and sources. They further highlighted the lack of a comprehensive and published guidance on how to use marine plans.
- **Limited resource to deliver targeted training sessions and improve delivery.** Lessons learnt by MMO staff in 2022 indicated that there are tight timeframes to review and amend slides to ensure that information is relevant to participants. MMO staff noticed that there is no opportunity for them to ask

questions, compare notes, or monitor progress of training sessions internally to improve on delivery. MMO staff in 2022 noted that the email process for sending out invites to attendees was time consuming and outdated. Moreover, external collaboration on MS Teams restricts external attendees to training sessions from contributing to Whiteboards.

- **Continuous and extended training to cover audiences such as national and local stakeholders.** The MMO received requests for further training sessions by national stakeholders during the 2021 stakeholder feedback. It was noted that training sessions would be useful for planning committee members, to make the plans known to local elected representatives, and other local stakeholders. Increased communication and encouragement by the MMO about the need for marine plan use was noted as needed for Local Planning Authorities to sign-up to the Coastal Concordat.

The following opportunities were identified by the MMO from the 2020 to 2021 workstream as part of recommendations for future training activities:

- **Identifying levels of marine plan knowledge before training sessions.** The MMO External Implementation Phase 3 Feedback Analysis notes that a customer relationship management (CRM) system would greatly help in identifying the level of knowledge of stakeholders. This would be of relevance in designing bespoke training for stakeholders with a higher level of marine plan knowledge. The revised approach to Stakeholder Mapping and Prioritisation will assist in identification of knowledge levels.
- **Bespoke training for Local Planning Authorities and Port and Harbour Authorities.** The MMO identified that there is an opportunity to provide bespoke training sessions to tidal authorities and port stakeholders to reflect on the use of the marine plans for intertidal and terrestrial developments. MMO began further tailoring of training sessions at the end of 2022.
- **Recording of marine plan use is embedded into external decision maker management plans.** The MMO identified that a system to record the use of marine plans in LPA local plans, port master plans and other decision maker plans (ie, shoreline management plans) would be beneficial. This would aid in monitoring indicators dedicated to recording s58(1) and s58(3) take-up. A similar system is set up by the MMO through the internal Integrated Consultation Tracker that Coastal Planners use in recording their consultation responses.

4.4 Global case studies and best practices

This section presents an overview of the status of marine planning for two global case studies from the Netherlands and Scotland. It maps out the materials, channels and activities used by the respective marine planning authority to engage its external decision-makers. The section summarises best practices that are applicable to the English context, informing recommendations for improving engagement on marine plan use.

4.4.1 Netherlands Maritime Spatial Plan

The Ministry of Infrastructure and Water Management leads the Interdepartmental Directors' North Sea Consultative Body as the maritime spatial planning (MSP) authority for Netherlands.

The National Water Plan provides a policy framework for MSP based on the Water Act and includes the Policy Document for the North Sea 2016-2021 as an appendix. The Policy Document includes the Netherlands' Maritime Spatial Plan and reflects the Dutch Government's policy choices for their EEZ. The first policy document and plan were published in 2009 and are revised every 6 years.

The Netherlands is currently in the 3rd cycle of MSP development and is preparing the programme for 2022-2027 which will be part of the new National Water Plan (NWP). The National Water Plan contains the North Sea Programme (the Program Noordzee 2022-2027) under which the maritime spatial plan will be incorporated by the Dutch government. There is currently ongoing engagement with primary stakeholders to form an agreement on the maritime spatial plan.

The Netherlands maritime spatial plan differs from the English marine plans as it defines zones for human activities. The Netherlands maritime spatial plan makes spatial designation and defines management for the following activities: sand extraction reserve areas, routes for cables and pipelines, military exercise area, shipping infrastructure, wind energy areas, policy intention for wind energy within 12 nautical miles and designated Natura 2000 areas. Beyond that, it defines a spatial assessment framework to guide decision making.

Netherlands Marine Spatial Plan use engagement activities, products, and materials

The Ministry of Infrastructure and Water Management's engagement with external decision-makers regarding the use of the maritime spatial plan is front-loaded during the development of the maritime spatial plan.

The spatial nature of the Dutch MSP ensures that decisions about locations and zoning are taken during plan preparation and less engagement on plan use is delivered post adoption. It is therefore in a permit applicant's responsibility to use the plan rather than the marine planning authority supporting applicant's use of the plan.

Most of the activities, materials and channels for engagement post plan adoption are more focused on providing expert advice about new project development and operational issues.

Table 4 Netherlands Maritime Spatial Plan use engagement mechanisms

Engagement mechanisms	Description of marine plan use activities, materials, and channels
Stakeholder meetings and events	MSP Challenge board game and engagement with stakeholders. The use of the MSP Challenge board game was noted as useful during the early stages of MSP. It was reported that now most stakeholders are aware of MSP, and the game is now rarely used.
Digital marine plan products	<p><u>The Maritime Spatial Planning (MSP) Challenge Simulation Platform</u> provides policymakers, stakeholders, and students with insight into the blue economy and the marine environment, and how to improve it with spatial plans.</p> <p><u>The Digitwin map application</u> is used to run scenarios for new development such as offshore wind farms and provides insight into the impact of the construction of wind farms on nature, fisheries, use, spatial planning. It could also be used for scenario planning to understand the change of use, for example from military to offshore wind.</p> <p><u>3D data visualisation platform</u> is a virtual, augmented or web environment which interprets the data from graphs, tables, and maps in a realistic and real-world visual.</p>
A spatial monitoring and permit tracking system	The tracking and GIS system provides an overview of current and anticipated uses of space including permits (who had issued permits, how long and what area)
Integrated (spatial) assessment framework for issuing permits	<p>All location-based activities with permits are assessed based on the following 5 elements defined by the plan and inform decisions:</p> <ol style="list-style-type: none"> 1. A definition of the spatial allocation 2. The possibility of developing precautionary measures to prevent negative impacts on the ecosystem 3. The usefulness and necessity of the activity (excluding activities explicitly permitted or encouraged by national policy) 4. Choice of location and evaluation of use of space 5. Mitigation and compensation for ecological impact.
Joint initiatives	<p>The Revised Land Use Planning Act included an extension into the North Sea to allow the application of specific terrestrial instruments and powers to the exclusive economic zone (EEZ), if necessary. This Act promotes consultation and dialogue about the application and relevance of the maritime spatial plans for terrestrial developments (de Vrees, 2021).</p> <p>The Interdepartmental Directors North Sea Consultative Body (IDON) coordinates the development of policy and prepares decisions about the management of the North Sea between Dutch Ministries and organisations. The IDON is used as a platform to discuss issues about the use of the maritime spatial plans and related amendment of policies.</p>

Engagement mechanisms	Description of marine plan use activities, materials, and channels
	<p>The Dutch Community of Practice North Sea (COPNS) is a hybrid of a boundary organisation and voluntary groups which provides a learning environment and makes recommendations for adaptive policies. The COPNS engages with start-up developers such as seaweed farms, wave, tidal and solar to discuss how to build MSP and regulatory processes to support new activities.</p>

Best practices identified from the Netherlands MSP

The following best practices were identified based on the approach to engagement on maritime spatial plan use with in the Netherlands MSP.

- **User friendly, visually attractive, and diverse digital maritime spatial plan products.** The Digitwin map application and 3D data visualisation platform provide external decision-makers with real life visualisation of MSP data, the marine environment and how to improve it with the use of plans.

The MSP Challenge simulation balances reality, social learning as well as engagement factors to allow visualisation of hypothetical examples and role playing (Pereira Santos et al., 2020).

- **A range of tools tailoring to different audiences and contexts.** The MSP Challenge board game format provides a valuable entry-level activity suitable for use with a wide audience, while the computer and simulation-based format is more appropriate for professionals and others more closely involved in delivering MSP, be it for government, industry, or other stakeholders. The gaming format creates a 'safe place' to develop a better understanding of the different roles in MSP process and how they interact; key mechanisms of planning, negotiation, use (and misuse) of information and dealing with conflicting targets and interventions.
- **A community of practice to encourage dialogue and provide expert advice on plan use.** The COPNS serves as a learning and informal environment to discuss practical and operational challenges and examine how MSP and regulatory processes can support new activities that are not yet included in the plan.

4.4.2 Scotland's marine planning framework

The Scottish Government's Marine Scotland Directorate undertakes national marine planning activities in accordance with the requirements and conditions set out in the Marine (Scotland) Act 2010 and the MCAA. Scotland's marine planning framework includes statutory national and regional marine plans and non-statutory Sector Plans.

National marine planning activities have resulted in a statutory National Marine Plan (NMP). The NMP was reviewed in 2018 and 2021 based on statutory requirements to review the plan every three years. The review in 2021 concluded that there have

been significant national and global developments e.g Brexit, increase in offshore wind targets and need for coexistence which requires the preparation of a new NMP. There is currently ongoing work for the preparation of the National Marine Plan 2 (NMP2).

At the regional level, the Clyde, Shetland, and Orkney draft Regional Marine Plans (RMP) are awaiting adoption by Scottish Ministers. The other 8 RMPs are at various stages of preparation.

Sector marine plan activities have led to the publication of the non-statutory Sectoral marine plan for Offshore Wind (2020) and the development of the Sectoral marine plan for Offshore Wind to Innovation and Targeted Oil and Gas Decarbonisation. There are ongoing discussions to revise the Sectoral marine plan for Offshore Wind as assumptions for the Crown Estate Scotland “Scotwind” leasing round were 10GW while leasing agreements are 27GW.

Scotland’s Marine Spatial Plan use engagement activities, products, and materials

Marine Scotland’s engagement activities with external decision-makers are mainly front loaded at the preparation stage and pre-adoption stage of the marine plans. The engagement activities and materials used by Marine Scotland include the MSP Challenge board game, digital products, and discussions with advisory groups.

The 2018 review of the NMP highlights that the main barrier to marine plan use in Scotland is the lack of awareness and resources to use the plan. The report noted that where elements of the Plan or policies are considered the required effect and impact in decision making was not achieved (Marine Scotland 2018).

Table 5 Scotland’s marine plan use engagement mechanisms

Engagement mechanisms	marine plan use activities, materials, and channels
Stakeholder events	Engagement with stakeholders through marine planning partnerships. The Clyde marine planning Partnership hosted three separate sessions with the MSP Challenge board game during the preparation of the Clyde Regional marine plan.
Advisory Groups	Regional Marine Planning Partnership Advisory Groups Sectoral marine plan Technical Advisory Group supports iterative plan review processes and implementation
Digital marine plan product	National Marine Plan interactive (NMPi) National Marine Planning website Shetland Island Regional marine plan website and newsletters Clyde Regional Marine Plan website Orkney Island Regional Marine Plan website

Best practices identified from Scotland’s marine planning framework

The following best practices were identified based on the approach to engagement on marine plan use with in the Scotland’s marine planning framework.

- **MSP Challenge game supported engagement to build the knowledge of decision-makers and stakeholders with limited marine plan knowledge.**
Lessons from the Clyde Regional Marine Plan shows that the MSP Challenge board game works very well as an introductory game for participants with a limited knowledge of marine planning as it provides a build-up of information in an informal manner (Keijser et al., 2018). Although it was evident from the sessions that participants' general lack of previous involvement in marine planning did not appear to affect their ability to learn and contribute to planning roles and hypothetical scenarios.
- **Clarity on how the plans should be used by external decision-makers.**
Lessons learnt from the Scottish Sectoral Marine Plan for Offshore Wind demonstrates that clarity about use of the marine plan is delivered during plan development stages and post plan adoption. The process for developing the Scottish Sectoral Marine Plan for Offshore Wind ensured that there was discussion with external decision-makers and about zoned areas and demonstration of how the plan should be used for marine license application and determination.

5. Barriers to achieving intended MMO engagement principles

This section provides a summary of the findings from the survey, initial review and workshops. The marine plan engagement principles have been used as assessment criteria to consider if MMO's engagement on marine plan use is achieving proportionality, accountability, consistency, transparency, and the targeted engagement (i.e., the Better Regulation Principles) on use of marine plans.

5.1 Proportionate

The evidence from the assessment demonstrates that in general there is proportionate information about the different scale of marine plan use and responsibilities mainly through training sessions, the EMP and marine planning website. The survey and workshop findings indicate that some decision-makers are not aware of existing information sources and engagement materials e.g., the hypothetical examples on marine plan use, the pre-recorded training video, and the MSP Challenge Game.

However, the initial review and workshops indicated that existing guidance materials do not cover different decision-makers, for example Ports and Harbours, and different activities, for example large scale and terrestrial projects.

5.2 Targeted

The survey and workshop findings suggest that the effectiveness of engagement could be improved to target different decision-makers, job grades, policy or planning officer types and marine plan use needs.

The initial review and survey findings indicated that training sessions can be repetitive without a targeted engagement strategy that is based on different marine plan knowledge and the different decision-making needs. In some cases, training sessions were attended by mostly junior level staff and strategic planners.

One of the key barriers identified was the limited flexibility in training dates. The workshop findings demonstrated that single date options for training sessions limits engagement and attendance from decision-makers with limited capacity. Decision-makers such as Ports and Harbours and national organisations stressed the need for in person meetings and tailored dialogue.

5.3 Accountability

The results from the initial review and survey indicated that training sessions provide clarity on the role and identity of organisations involved in marine planning and its use. Areas that are unclear and that decision-makers have limited knowledge of relate to:

- What the marine plans are seeking to achieve, and
- What successful plan use looks like.

External decision-makers noted that there is a lack of understanding about the objectives and value of the marine plans for decision making e.g. in determination of marine licenses. Decision-makers highlighted that a clear sense of what is expected from them when using the plans should improve the effectiveness of engagement activities.

5.4 Consistent

Engagement activities and channels for marine plan use are delivered in groups across decision-makers to coordinate engagement activities. The findings from the survey indicates that most external decision-makers are not aware of or use the following:

- Hypothetical examples on marine plan use
- Pre-recorded Training Video
- MSP Challenge Game
- Engagement with local Marine Planning Officers.

The MMO noted through the initial review that the email process for sending out invites to attendees was time consuming and outdated as it is mostly done via generic e-mails and relies on distribution to the right people by external organisations. The MMO further noted that this contact emailing and updating issues might limit awareness about engagement activities and materials.

Evidence from the workshop and initial review shows that dialogue about marine plan use is needed to enhance collaboration within decision-making organisations. Decision-makers highlighted that there is no established forum or working group to enhance joint working between the MMO and decision-makers on the use of marine plans.

Findings from the initial review demonstrates that marine plan use information is spread across different materials and sources. A one stop source and comprehensive guidance on how to use the marine plans could simplify information.

5.5 Transparent

The evidence from the assessment demonstrates that information about the use of marine plans is accessible. Accessibility to information is enhanced through various channels including in person training and online capabilities via the EMP, online training, marine planning website.

One of the barriers noted during the workshops and initial review was that the marine planning website can be difficult to navigate as well as patchy. It was further noted by decision-makers that EMP live demonstrations and regular updates could improve its use. Overall, future research and data about web analytics including how

decision-makers are engaging with digital marine plan products, what the MMO is communicating on them could help tailor engagement activities and ensure transparency on these platforms.

6. Recommendations

This section outlines recommendations based on areas for enhancement for MMO's marine plan use engagement identified from the survey, workshops, and global best practices. It presents the case for change based on evidence from this assessment and outcomes for each recommendation. The following recommendations are made within the context of limitations discussed in section 2.5.

6.1 Establish different training workstreams to accommodate user knowledge

6.1.1 The case for change

Analysis of evidence from the initial review, survey and workshops demonstrates that the absence of targeted training for audiences with more experience in marine planning makes the training sessions repetitive. However, the training sessions were noted as useful especially due to high turnover of staff and for new audiences as well as providing clarity about marine plan use responsibilities. Two training streams would enable the achievement of the targeted principles of MMO engagement.

6.1.2 Recommended outcomes

- A customer relationship management (CRM) system for recording the knowledge level of training participants is established that includes identification of the level of knowledge of external decision-makers before training sessions.
- Training sessions are framed to target the decision-maker types, job grades and policy and planning officer types presented in Annex A¹
- Offer multiple date options for training sessions to increase attendance and participation.
- Engage with senior level staff within public bodies to build awareness of marine plan use and increase attendance at training sessions.
- Enable external collaboration on MS Teams to allow external attendees to contribute on Whiteboards during training sessions.
- Live EMP demonstration and interactivity is incorporated into training sessions especially for inexperienced audiences.
- Internal management systems are developed to give ample time for staff to review and amend training PowerPoints and produce training materials to target different marine plan use needs.

6.2 Targeted dialogue with groups to tailor the use of marine plans for different decisions

6.2.1 The case for change

¹ Engagement with external decision makers through focus groups suggested in 6.2.2 should tailor engagement activities and materials to the preferences of different decision-maker types, job grades and planning officer types

As noted during the workshops, it is difficult for decision-makers to know if they are using the marine plans correctly if there is no direct feedback from the MMO (Section 4.2). Targeted training and engagement with national and regional authorities, Ports and Harbour Authorities and Tidal Local Planning Authorities are recommended. This targeted dialogue would promote effective participation, collaboration, and access to information from the MMO to improve efforts to achieve the transparent principles.

6.2.2 Recommended outcomes

- Marine plan use focus groups and discussions are established through existing coastal groups such as LGA Coastal SIG, Coastal Planning Partnerships, planning committees and sector working groups to discuss issues they experience with marine plan use and engagement
- Identify and disseminate a point of contact on marine planning issues within public bodies to support dialogue with the MMO.
- Engage and build awareness with senior officers in public bodies, planning committee members and sector working groups to support the use of the plans.
- Encourage integrated meetings and a community of practice between marine planning officers, local stakeholders, and decision-makers to discuss marine plan use issues.

6.3 Resource the MMO to provide advice on marine plan use and to clarify complicated policies

6.3.1 The case for change

The outcomes from the workshops indicated that external decision-makers would like advice from the MMO on marine plan use and clarification on marine plan policies that they perceive as unclear or open to multiple interpretations. Clarity on the use of marine plans and complicated policies for external decision-makers would enhance efforts to achieve the accountable principle.

6.3.2 Recommended outcomes

- Establish an agreement on a role for the MMO MPT to provide marine plan advice to external decision-makers.
- Resources and training are developed within the MMO MPT to meet the expected advisory role and informal discussions with external decision-makers outside paid MMO MLT services.
- Research is carried out to clarify what uncertainty exists regarding the wording and interpretation of the marine plans.
- Internal notes are produced clarifying policies and how they should be applied in different contexts. These internal notes should be used to frame examples for training sessions and discussions with public bodies.
- A training strategy that supports existing MMO MPT staff but also develops the skills needed to advise on the use of plan policies and understanding the various statutory decision-making processes.

6.4 Comprehensive marine plan use guidance

6.4.1 The case for change

Out of the total survey respondents, 60% were not aware of the hypothetical examples of marine plan use. Although the survey response was a small sample size, this finding provides insight about the perception of decision-makers. In cases where information about hypothetical examples was known, they were described as being “spread across different materials and sources”. The value and relevance of the marine plans for decision making is not communicated clearly to external decision-makers (see Section 4.2).

This barrier could be overcome through providing different hypothetical case examples and real-life cases where the plans have been used in decisions (both to reject an application or as a material consideration to accept an application) into a comprehensive guidance. This recommendation should ensure that plan use information is delivered in a targeted and proportionate manner by considering different complexity and scale plan use case examples.

6.4.2 Recommended outcomes

- Publish comprehensive guidance on how to use the marine plans. The guide should present different case examples for e.g., for terrestrial developments, large-scale projects and Ports and Harbour Authorities. Case examples where the plans have been used to reject an application or as a material consideration would demonstrate the value and weight of the plans in decision making.
- Good marine plan use criteria is defined ensuring that it is proportionate to the different marine plan use needs and statutory requirements. This should give a clear sense of what is expected from external decision-makers when using the plans.
- A system to record and track the use of marine plans in local plans, port master plans, shoreline management plans and other decision-making processes is established through partnerships with external decision-makers. The MMO MPT internal Consultation Tracker could inform setting up such a system with external decision-makers.
- A dissemination strategy is developed for both existing and new guidance on marine plan use.

6.5 Roll out the MSP Challenge board game

6.5.1 The case for change

Evidence from the global case study shows that the MSP Challenge board game can be an effective tool to engage external decision-makers and discuss hypothetical plan use examples. Out of the total respondents, 87.5% were not aware of the MSP Challenge Game. Workshop participants were interested in hosting the board game during local events, in person training sessions and engagement with senior level staff to understand the relevance of marine plan use.

The use of the MSP Challenge Game based on hypothetical examples would promote the consistent and targeted principle by ensuring that information about marine plan use is delivered consistently across different decision-makers to understand the different sector interests

6.5.2 Recommended outcomes

- The MSP Challenge board game is delivered for national and regional authorities and at local events in marine plan areas. The role-playing game should be structured on hypothetical, but locally relevant, examples.

6.6 Develop user friendly and up to date digital marine products

6.6.1 The case for change

The global best practices from Netherlands MSP identified the relevance of using real life simulations to provide expert advice and support the use of marine plans. The initial review further noted that information on the marine planning website was patchy and extremely difficult to navigate. Developing user friendly and up to date marine plan products should improve efforts in achieving the transparency principles where there is ease in access to information through digital capabilities.

6.6.2 Recommended outcomes

- Marine plan use information on gov.uk is reorganised into one webpage as well as providing a link to the pre-recorded training video.
- Evidence is collected about web analytics including which decision-makers are engaged on digital marine plan products, what the MMO is communicating on them and how often to tailor engagement activities
- Feasibility study for developing a digital twin and simulation for marine plan use application.

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Annex A: External decision-makers considered in MMO1333

External decision-makers	Public authority/Key stakeholders	Relevant decisions
Government departments	Department for Environment, Food and Rural Affairs (Defra)	Approving statutory marine plans Marine environmental policy and fisheries policy Designation of marine protected areas
	Department of Transport (DfT)	Nationally significant infrastructure projects in the transport sector, which could include ports, coastal rail lines and motorways
	Business, Energy, and Industrial Strategy (BEIS)	Offshore energy policy and strategic environmental assessment. The Offshore Petroleum Regulator for Environment and Decommissioning (OPRED) is a division of BEIS that is responsible for the environmental regulation of oil and gas exploration, production, and decommissioning The National Infrastructure Consent Unit (NICU) within BEIS acts on the Secretary of State's behalf on Planning Inspectorate recommendations for offshore renewables Development Consent Orders
	Department for Levelling Up, Housing & Communities (DLUHC)	Local planning decisions that have been called in and are responsible for city deals, growth deals and LEP delivery.
	Ministry of Defence (MoD)	Designating protected places and controlled sites, and for controlling access to them
	Department of Digital, Culture, Media, and Sport (DCMS)	Developing policy on marine and coastal heritage and tourism
	The Maritime and Coastguard Agency (MCA)	Maritime safety primary advisor to MMO on marine planning
	The Planning Inspectorate (PINS)	Advise the Secretary of State on nationally significant infrastructure project (NSIP) applications
	Centre for Environment, Fisheries and Aquaculture Science (Cefas)	The Fish Health Inspectorate within Cefas makes decisions on aquaculture consenting in English waters

External decision-makers	Public authority/Key stakeholders	Relevant decisions
	National Infrastructure Commission (NIC)	Advise UK government on major long term infrastructure challenges in the energy, transport, water, and wastewater (drainage and sewerage), waste and flood risk management sectors
	North Sea Transition Authority (NSTA)	Licensing oil and gas production
	Office for National Statistics (ONS)	Collecting and publishing statistics related to Maritime Growth Strategy, national and regional growth, population, and tourism industry
Executive non-Departmental Public Bodies	Environment Agency (EA)	Permitting of flood and coastal defence works and water discharges, Shoreline Management Plans
	Sea Fish Industry Authority (SFIA)	Supporting the seafood industry to work for a sustainable, profitable future through funding activities
	Natural England (NE)	Nature Conservation Advisor to all decision-makers <12 nm
	Joint Nature Conservation Committee (JNCC)	Nature Conservation Advisor to all decision-makers >12 nm
	Visit England (VE)	Administration of the Discover England fund
	Trinity House (TH)	Lighthouses in England, Wales, Channel Islands & Gibraltar
	Big Lottery Fund (BLF)	Administration of the Coastal Communities Fund on behalf of DLUHC
Other Public Bodies	Local Planning Authorities (LPA)	Planning permission and development of local plan
	Secretary of State's Representative for Maritime Salvage & Intervention (SOSREP)	Salvage operations in UK waters involving vessels or fixed platforms, for significant risk of pollution
	Historic England (HE)	Designating historic wrecks, military remains and controlling access to them
	Harbour Authorities (HA)	Marine Safety Code and Harbour Authority consenting regimes

External decision-makers	Public authority/Key stakeholders	Relevant decisions
Statutory Public Corporation	The Crown Estate (TCE)	Leasing of seabed for renewable energy and marine aggregates, Seabed Survey Licence, Marine Small Works Consent
	Oil & Pipelines Agency (OPA)	Managing, operating, and maintaining 6 Naval Oil Fuel Depots and a Petroleum Storage Depot on behalf of the MoD
Committees or joint committees of local government	Inshore Fisheries and Conservation Authorities (IFCA)	Stewardship of MPAs <6nm, including management plans and making byelaws and managing sea fisheries resources <6nm
	Local Enterprise Partnerships (LEP)	LEP delivery and enterprise zones
	Local Flood Authorities (LFA)	Flood and coastal risk management work in their region and funding flood and coastal risk management work (FCRM) activities
	Regional Flood & Coastal Committee (RFCC)	Responsible for FCRM work

Annex B: MMO marine plan use training sessions (2014-2022)

Year	Marine Plan Areas	Type of Training	Targeted stakeholders
2014	East	Post plan adoption series of three workshops: two in the plan area, one in London for national decision-makers	Drop-in session for anyone interested in marine planning
2015	South	Pre-draft training sessions	All south plan Local Planning Authorities (LPAs) with a marine influence had a session
2016	South	Published draft plan – series of 4 workshops in London, Eastbourne, Portsmouth, Exeter	Targeted engagement with coastal LPA's, P&H (Ports and Harbours), Natural England, Historic England, National Trust, Environment Agency as well as interested organisations such as RSPB and Wildlife Trust
2018	East	Marine plan use refresh September 2018-January 2019	Multiple attendees from LPAs, Environment Agency (EA), Statutory Harbour Authorities (SHA), Inshore Fisheries and Conservation Authorities (IFCA) (18 sessions)
2018	South	Post adoption marine plan use training. In-office' training	LPAs, P&H, Coastal forums, EA, Natural England (NE), IFCA. Sessions were also delivered to industry stakeholders (such as the Aggregate Working Party, or Southern Water)
2019	SW, NW, NE, SE	Pre-draft training sessions (Iteration 3 engagement workshops) Jan – March 2019	Introduction to marine plans and their use (all plan users – decision-makers, applicants, consultees etc).
2020	SW, NW, NE, SE	Consultation draft training sessions. Face to face bespoke training sessions.	Delivered to 138 decision-makers including LPAs, P&H local partner organisations, and coastal groups. Additional pre-recorded webinar was developed and provided to all those LPAs that missed training due to the outbreak of the coronavirus pandemic.
2021	SW, NW, NE, SE	Pre adoption marine plan use training delivered by MS Teams webinars	Delivered to LPA decision-makers, ports/harbours, plus coastal partnerships, Defra marine team, NE, EA, IFCAs, Historic England (HE) via two national marine plan use sessions Implementation engagement meetings held with The Planning Inspectorate (PINS), Planning Advisory Service (PAS), and the Wildlife Trust Additional pre-recorded webinar and Explore Marine Plan walkthrough added to a revised marine plan webpage, together with s58(1) and s58(3) Hypothetical Examples and links

Year	Marine Plan Areas	Type of Training	Targeted stakeholders
			emailed out to all LPAs and ports after the training sessions.
2021	South	Marine plan use refresh in adopted plan area	As per the SW, NW, NE, SE sessions.
2021	East	Marine plan use refresh in adopted plan area	As per the SW, NW, NE, SE sessions.
2022	All	Marine plan use refresh in adopted plan areas	LPAs, Port & Harbour Authorities, National Stakeholders (NE, IFCA's and the EA). Training sessions for each grouping delivered nationally and not divided into marine plan areas.
2022	All	Ad-hoc training sessions	Defra, NE, Bristol City Council, Tewkesbury Council

Annex C: Survey questionnaire

Annex C1: Introductory email

We, Howell Marine Consulting (HMC), are contacting you as part of a study commissioned by the Marine Management Organisation (MMO) to understand how the MMO can enhance engagement activities with external decision-makers related to marine plan use.

We are inviting you to complete a survey, that should take no longer than 20 minutes, to identify what is and isn't working well regarding MMO engagement related to marine plan use activities, materials, and channels. Learning about your experiences of MMO training, website content, assessment tools and ad hoc engagement will be used to identify opportunities to enhance MMO engagement whilst ensuring statutory requirements are maintained.

We will use the responses to this survey to inform an online stakeholder workshop which will discuss barriers and opportunities related to how the MMO engages with you on using marine plans. All response information will be anonymised. Data will be used and stored in accordance with Howell Marine Consulting (HMC) and MMO data protection policies.

The survey can be accessed [here](#) and has four sections:

Section 1: About you: *basic contact and role information needed to categorise your responses and frame workshop content to suit your marine plan use*

Section 2: Your use of marine plans within/for your organisation: *so that we can understand how you are currently using marine plans in your work*

Section 3: Your overall experience of marine plan use activities, materials and channels: *your opportunity to tell us what you have gained from MMO engagement, and anything that could be improved to help you to understand how to use marine plans within your statutory decision-making*

Section 4: Impact of MMO engagement on your marine plan knowledge and use: *building on Section 3, helping us to understand how MMO engagement has increased your knowledge of marine plans.*

Annex C2: About you

Q1. Name [free text]

Q2. Contact email address [free text]

Q3. Which authority do you work for? [free text]

Q4. What role does your organisation play regarding marine plans? (select multiple if necessary)

- A consultee
- A decision maker
- An adviser to another decision-making authority
- Plan or policy developer
- Authorisation or enforcement
- A marine license applicant
- Other (please specify)

Q5. What is your role within the authority? [free text]

Q6. How long have you been involved with marine planning and the use of marine plans?

- Less than a month
- Between one and 6 months
- Between 6 months and a year
- Between a year to two years
- More than two years

Q7. Were you involved with marine planning and the use of marine plans before

Q10. Which marine plan area(s) do you operate in? [multiple choice]

- All (national organisation/decision-maker)
- North East
- East
- South East
- South
- South West
- North West
- Welsh marine plan area
- Scottish marine plan areas
- Northern Ireland marine plan area
- Don't know

Q11. What are the functions of your authority for which you have a statutory requirement to use marine plans? [free text]

Q12. In what way do you use marine plans in your decision-making? [free text]

Q13. Kindly select from the following, which MMO's engagement activities, materials, and channels that:

1. You have attended/used previously,
2. You are aware of/been invited to but have not used
3. not aware of? [multiple choice and free text]

	Have attended/use d previously	Have been invited to/be aware of by the MMO but not used	Not aware of
i. MSP Challenge Game	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ii. Online Training Session	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q16. Which engagement activities have you found the most useful? [multiple choice]

- MSP Challenge Game
- Online Training Session
- In person Training Session
- [Pre-recorded Video Training](#)
- [Explore Marine Plans \(EMP\)](#) (previously known as Marine Information System)
- [Marine Planmarine plan Policy Assessment Tool \(MPPAT\)](#)
- [Marine planning website](#)
- Digital communication e.g blog, [newsletter](#)
- [Hypothetical examples of marine plan use](#)
- Cross-border engagement e.g., with devolved administration, crown dependencies and international engagement
- Ad hoc engagement with local marine planners
- Others [free text box appears if this option selected]

Please comment on which aspects of the engagement activities which you found particularly useful? [free text]

Q17. To what extent do you agree with the following statements regarding each

Annex C5: Impact of engagement on stakeholder marine plan knowledge and use

Q18. What was your knowledge of marine plan use before engagement with the MMO on a scale of 1 to 5? With 1 meaning “I did not know anything about marine plans and how to use them” and 5 meaning “I felt confident in my knowledge of marine plans, the policies within them and how I use these in my decision making”

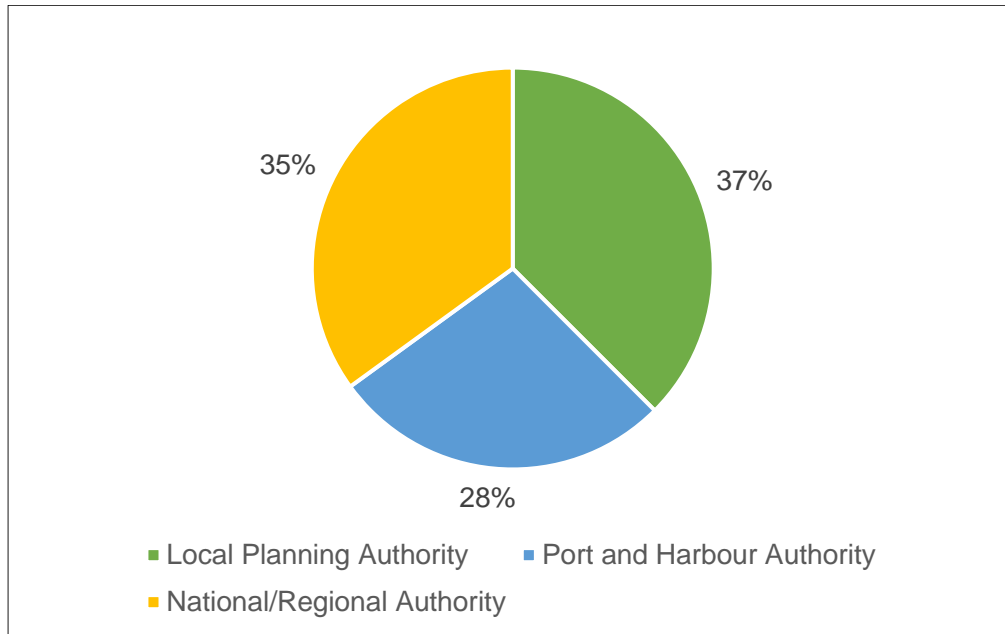
1.	2.	3.	4.	5.
Not at all aware	Slightly aware	Moderately aware	Very aware	Extremely aware
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q19. What was your knowledge of marine plan use after engagement with the MMO on

Annex D: Survey charts

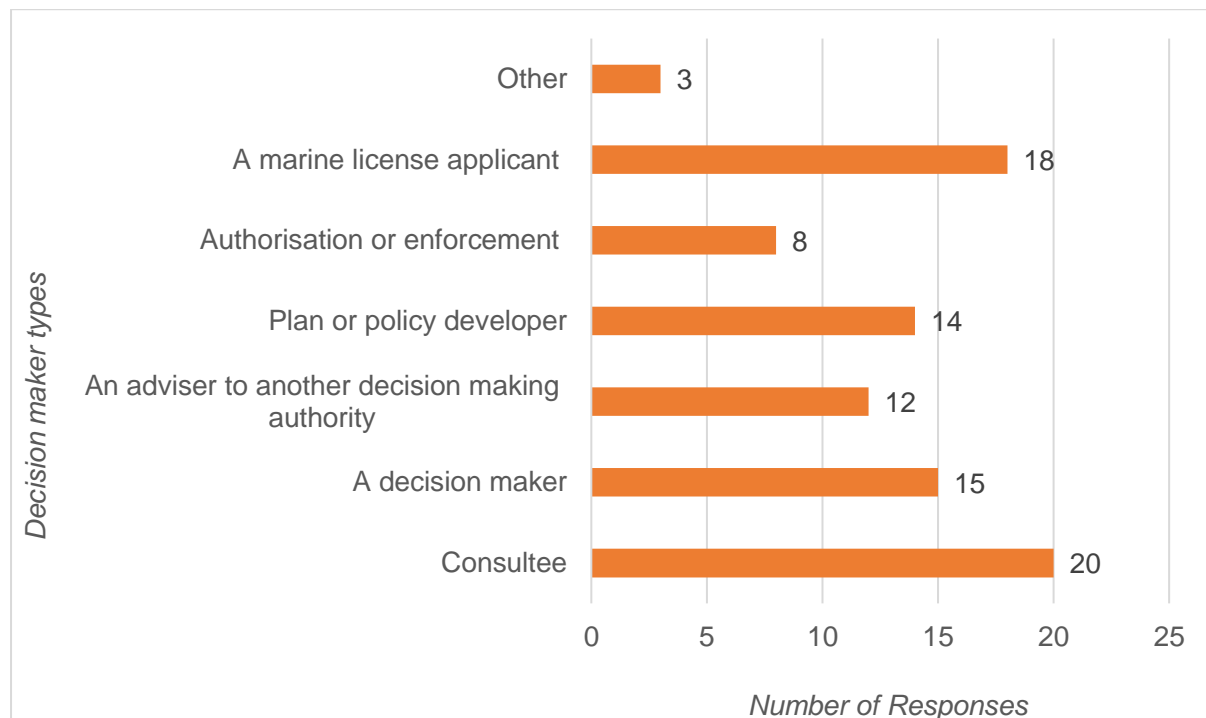
Section 1: Information about respondents

Annex D1: Decision maker types



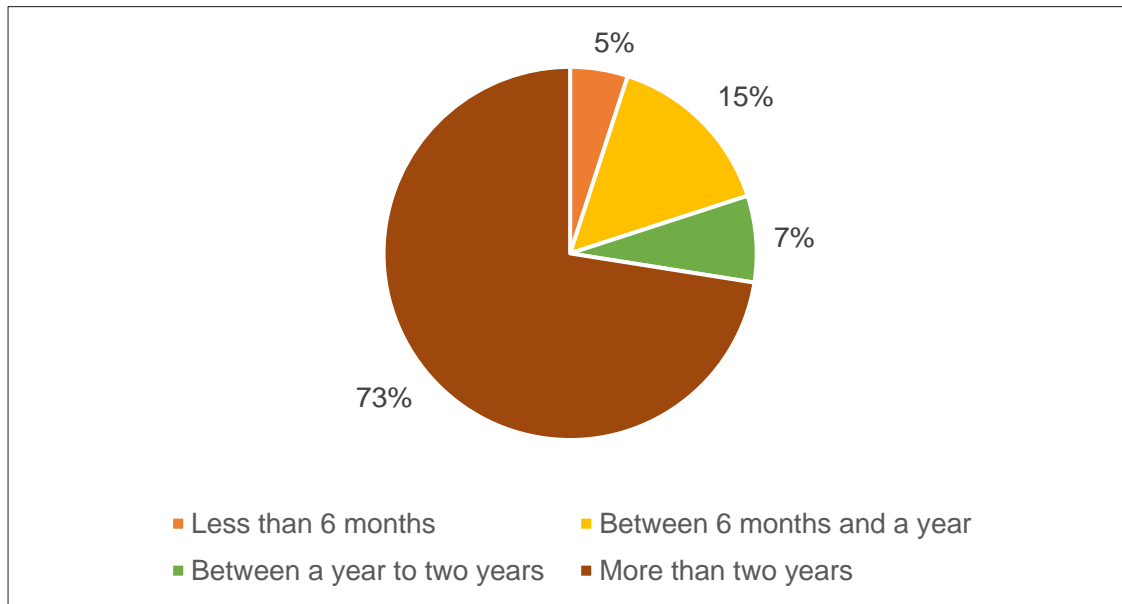
Survey question: Which authority do you work for? (N=40)

Annex D2: Role of respondents in marine planning



Survey question: What role does your organisation play regarding marine plans (select multiple if necessary)?

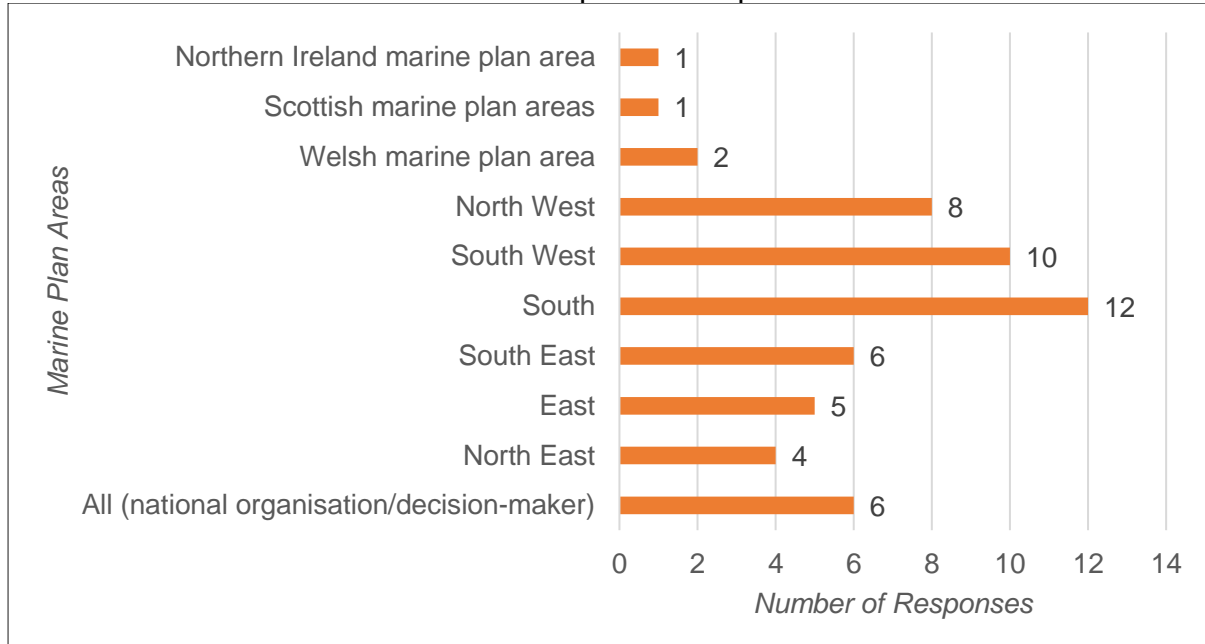
Annex D3: Duration of respondent's experience in marine planning



Survey question: How long have you been involved with marine planning and the use of marine plans? (N=40)

Section 2: Marine plan use

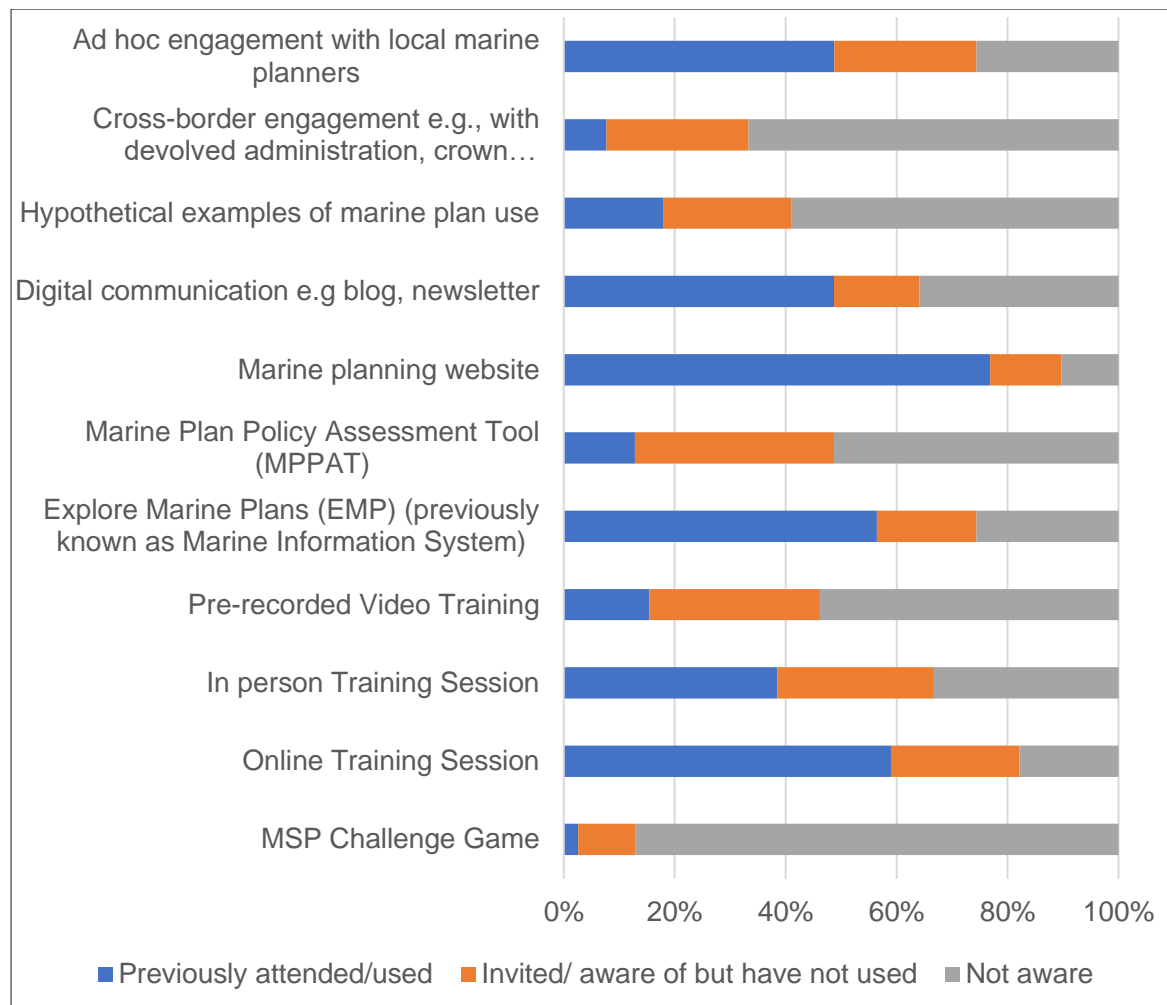
Annex D4: Marine Plan Areas where respondents operate



Survey question: Which marine plan area(s) do you operate in?

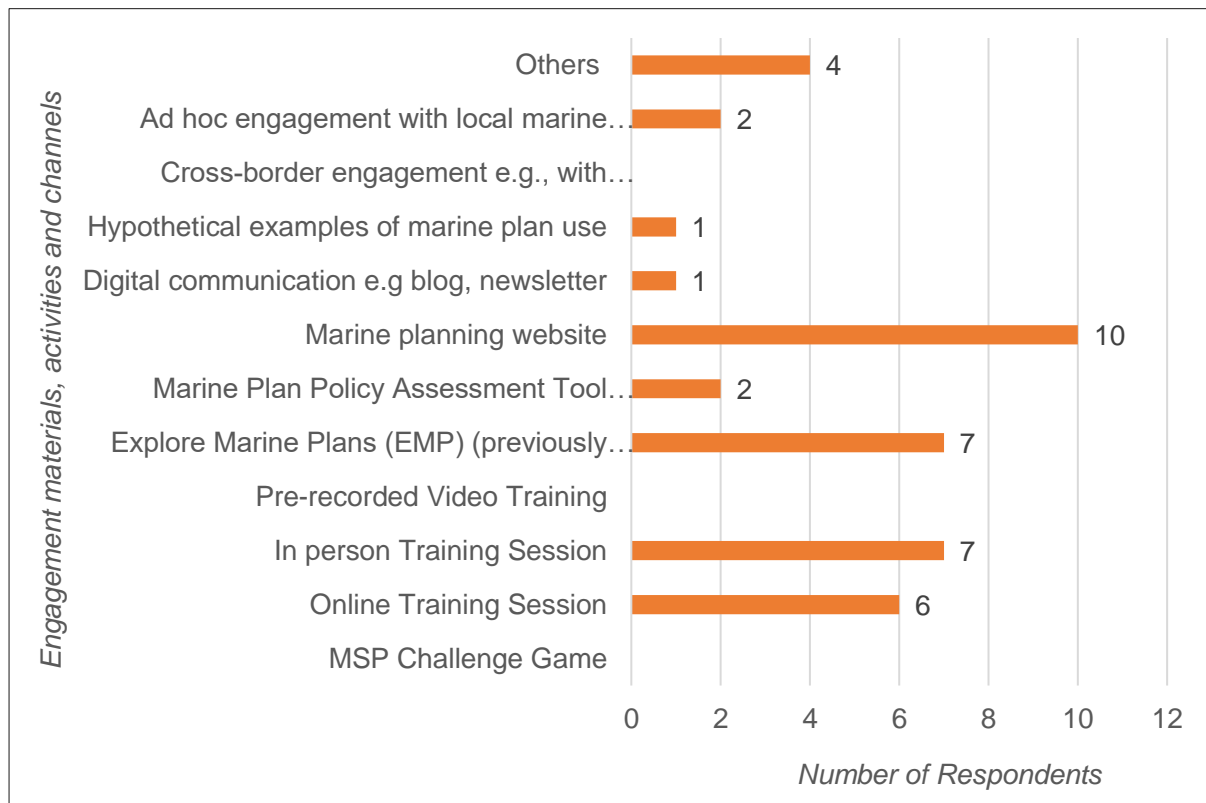
Section 3: Experience of marine plan use

Annex D5: Respondents use and awareness about MMO engagement materials and activities



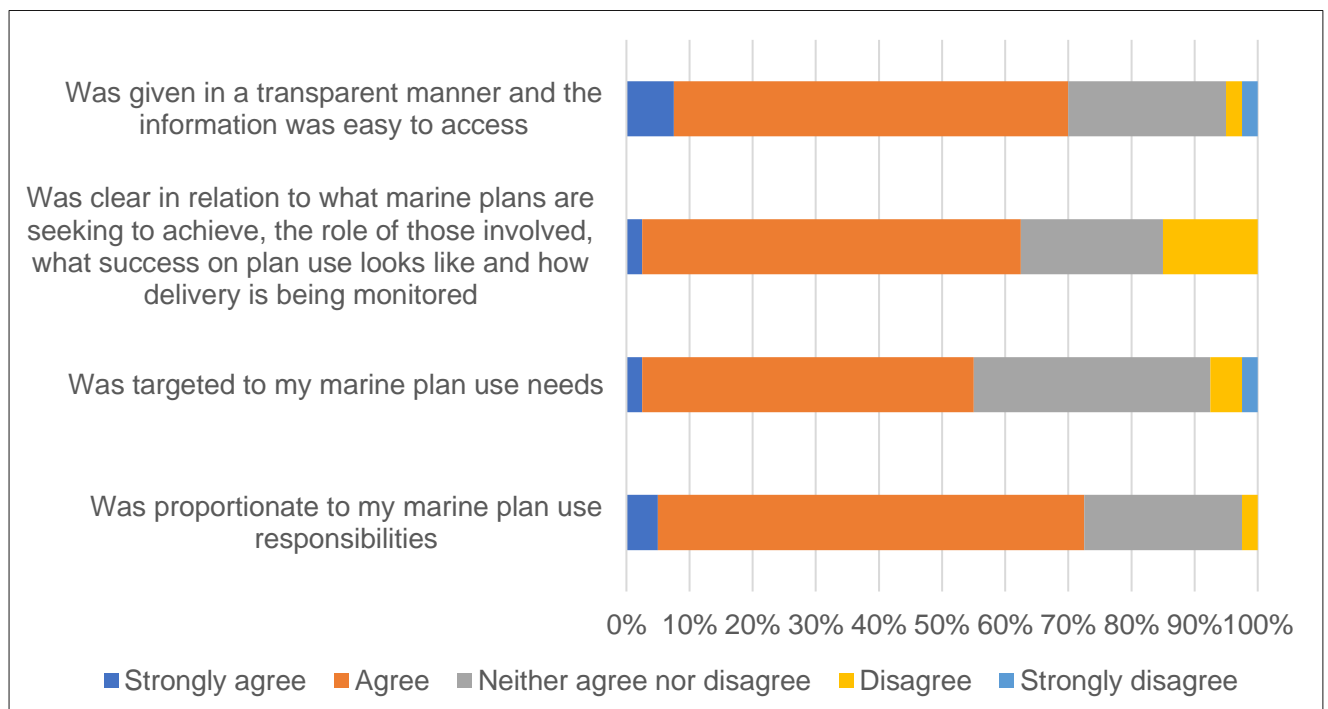
Survey question: Please select from the following, which MMO's engagement activities, materials, and channels that: 1. You have attended/used previously, 2. You are aware of/been invited to but have not used, and 3. not aware of? (N=40)

Annex D6: Usefulness of MMO engagement materials, activities, and channels



Survey question: Which activity, material or channel have you found the most useful? (N=40)

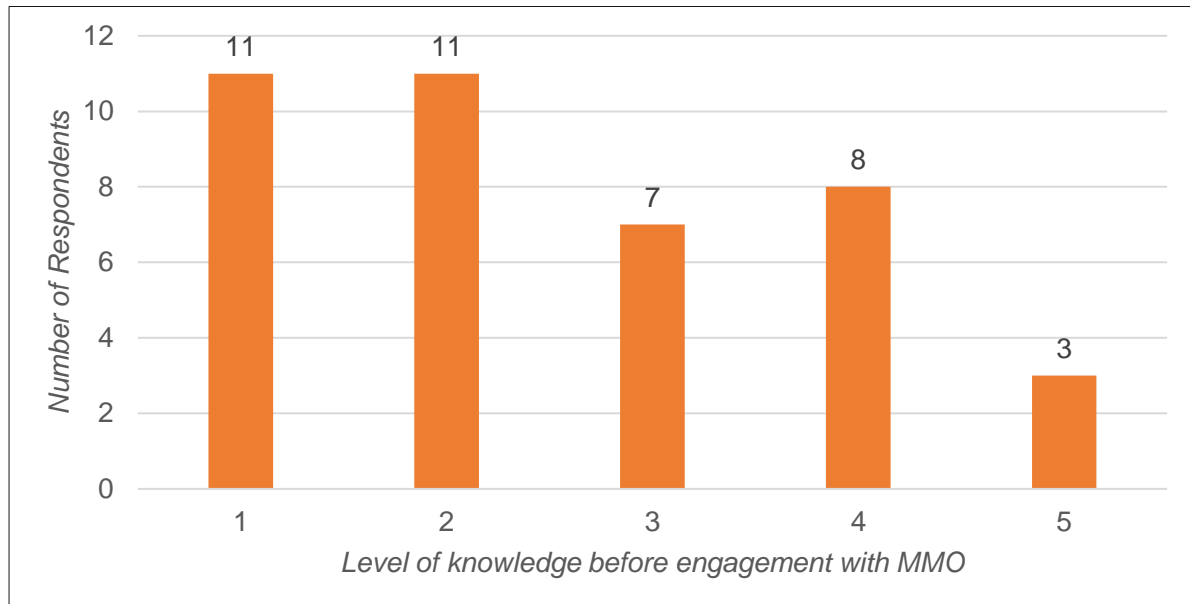
Annex D7: Respondents MMO engagement experience and alignment with better regulation principles



Survey question: To what extent do you agree with the following statements regarding the specific activity, material, or channel that you found the most useful? (N=40)

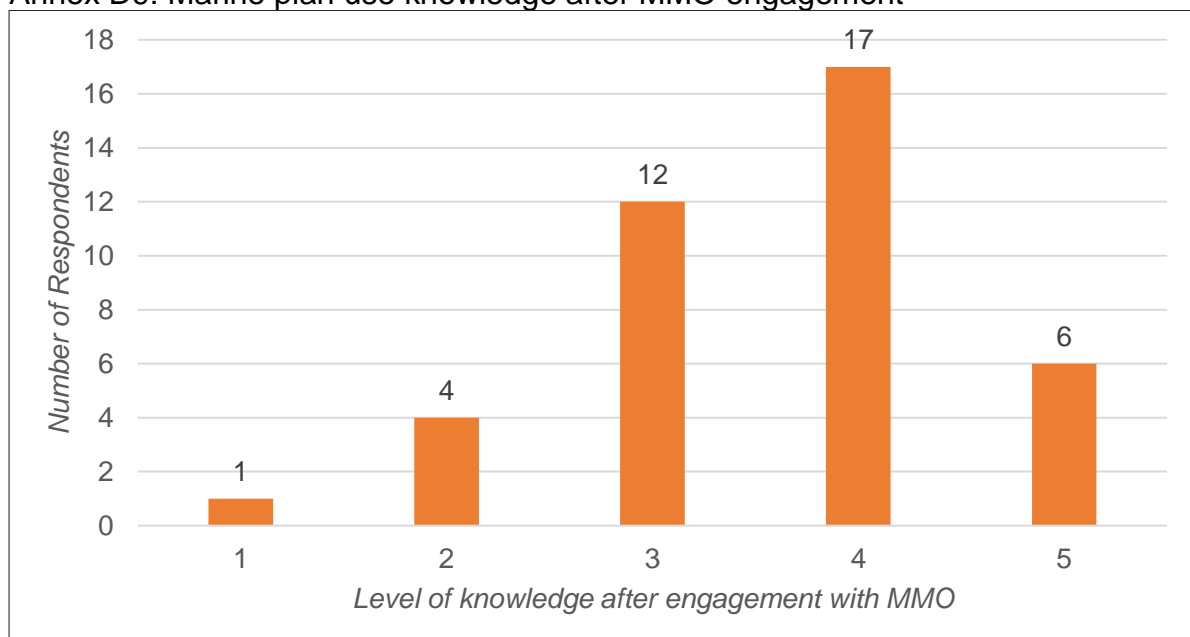
Section 4: Impact of MMO engagement marine plan knowledge and use

Annex D8: Marine plan use knowledge before MMO engagement



Survey question: What was your marine plan use knowledge before engagement with the MMO on a scale of 1 to 5? (With 1 meaning “I did not know anything about marine plans and how to use them” and 5 meaning “I felt confident in my knowledge of marine plans, the policies within them and how I use these in my decision making”) (N=40)

Annex D9: Marine plan use knowledge after MMO engagement



Survey question: What was your marine plan use knowledge after engagement with the MMO on a scale of 1 to 5? (With 1 meaning “I did not know anything about marine plans and how to use them” and 5 meaning “I felt confident in my knowledge of marine plans, the policies within them and how I use these in my decision making”) (N=40)

Key areas for improvement

Respondents were asked series of questions to understand how the MMO could improve its engagement on marine plan use and provide needed information. The following key areas for improvement and quotes were highlighted from the responses:

- **Practical examples of plan use:**

“Examples of where marine plans had been used to inform decision making”

Ability to discuss specific or hypothetical cases with officers

- **Continuous & targeted in person engagement:**

“Visit the major stakeholders”

“A targeted session for our organisation would be helpful”

“Refresher training are helpful”

- **Clarity on marine plan use for external bodies:**

“The plans are quite high level and do not really help us in our day-to-day work or to negotiate the licence system”

“...understanding the relationship between the Plan and licensing”

Annex E: Marine plan use training sessions from 2014 to 2022 and alignment with MMO engagement principles

Year	MMO engagement principle	What worked	What did not work
2019 (East and South)	Targeted	Three types of training packages were developed: three hour package, two hour package without case studies and another targeted at P&H	Case studies were not specific to the South Due to time constraints, meetings were often close together with little time to prepare in between
	Consistent	By approaching stakeholders in groups i.e. LA's then Ports, it enabled us to link meetings together in discussions	There were inconsistencies in the material delivered between stakeholders.
2020 (NE, SE, NW & SW)	Targeted	internal team marine plan use training provides a good level of knowledge	Turnover of coastal planner staff results in an overall skill fade at critical times in delivering marine plan use training sessions.
	Accountable		No comprehensive and published guidance on how to use the marine plans. Information is spread across different materials and sources
	Consistent		A few comments from the LPAs stating the MMO is not responding to local plan consultations Engagement with the Scottish Government felt less established. No established forum/working group to enhance joint working between MMO and Decision maker. A marine plan use focus groups with multiple local authorities was recommended to provide up to date training and enhance stakeholder engagement
	Transparent		Feedback stated that the information on the gov.uk website was patchy and

Year	MMO engagement principle	What worked	What did not work
			<p>extremely difficult to navigate</p> <p>The Explore Marine Plans (EMP) demonstration and workshop exercises as areas in which the training session material could be improved. In particular, stakeholders wanted a live EMP demonstration and interactivity throughout the session.</p>
2021	Targeted	Case studies/best practice examples from ML are very useful.	<p>Presentations LPA focused not ports.</p> <p>The policy walkthrough sections could have been delivered at a slower pace.</p> <p>Slides and content were very similar to phase 2 training delivered in 2020. Comment from an attendee that they had hoped for more detail and examples.</p> <p>Decision-makers would like further case studies and best practice, particularly for terrestrial developments and large scale projects</p> <p>Bespoke training requested for ports and harbours, national stakeholders and tidal authorities</p> <p>Further use / practice with the online mapping tool to help educate how LA's should consider the marine plans</p> <p>Lots of examples of how to implement the plan in DM decisions</p> <p>Providing consultation responses and a clear idea of what type/location of development Councils should consult on</p>

Year	MMO engagement principle	What worked	What did not work
	Accountable		<p>General request for more communications/quicker decision times from ML. This could indicate a lack of understanding from applicants of the process.</p> <p>Use of simple flow charts to make information clearer</p>
	Consistent	<p>A predicted increase in sign-up to the Coastal Concordat</p> <p>Increase in consultation requests for inland development which may affect the UK marine area has potential to increase awareness of cumulative impacts for ML decision-making.</p>	<p>Knowing who to talk to at the MMO when we have queries / need additional advice.</p>
	Transparent	<p>Use of Slido and Qualtrics was innovative and worked to prevent the online sessions becoming too passive.</p>	<p>Limited participation in feedback survey and training (especially ports) when its virtual training.</p> <p>Likely to have higher attendance from ports if in person</p> <p>Further use / practice with the online mapping tool to help educate how LA's should consider the marine plans</p>
2022	Targeted		<p>MSP challenge game activities are at the planning stage, some are awaiting new Planners, some were rearranged</p> <p>Tight timeframes to review and amend PowerPoints.</p>
	Consistent		<p>No regular Catch-ups pre-kickoff 2</p> <p>The approach to feedback forms was not discuss prior to kick off 2.</p>

Year	MMO engagement principle	What worked	What did not work
	Transparent		<p>The email process for sending out invites to attendees was time consuming and outdated.</p> <p>Defra restricts the external collaboration of MS Teams so that external attendees cannot contribute to Whiteboards</p>

Addendum: MMO response to the findings of MMO1333

MMO Marine Planning Team's (MPT) mission is to ensure the right activities happen in the right place, at the right time, and in the right way, placing sustainable development at the centre of all decisions in delivering MMO's Vision, Mission, & Strategy. As such, MMO MPT prepares, implements, monitors, evaluates and reports on England's marine plans. Corresponding activities are based on sound evidence and data, and effective stakeholder engagement.

MMO1333 focuses on the implementation of England's marine plans by external decision-making authorities and responds to the MPT's high level objectives:

1. Decision-makers and applicants in each plan area have an awareness of the marine environment and marine plans commensurate to their ability to effectively and efficiently deliver their functions and meet their needs;
2. Deliver implementation activities in a way that builds resilience and capacity in decision-makers for efficient use of marine plans in their work;
3. Integration of implementation activities with other marine planning and relevant Strategic Renewables Unit functions.

Evidence is an integral aspect of marine planning, informing everything we do including how we deliver implementation. MMO1333 was undertaken to inform the future direction of marine plan implementation. Below we provide information on the action we are taking in relation to each recommendation made in MMO1333.

Recommendation	Actions	Short (April-24) Medium (Sept-24) Long (Oct-24) Ongoing
Establish different training work streams to accommodate user knowledge	1. A customer relationship management (CRM) system for recording the knowledge level of training participants is established to identify the level of knowledge of external decision-makers before training sessions. <i>Gather knowledge level info as part of monitoring surveys.</i>	Not planned, Long
	1. Training sessions are framed to target the decision-maker types, job grades and policy and planning officer types presented in Annex A. <i>Train the trainer sessions for large organisations.</i>	Planned, Medium-Long
	2. Maintain provision of date options for training sessions to increase attendance and participation. <i>Publish as external resource</i>	Planned, Medium-Long

	<p>3. Engage with senior level staff within public bodies to build awareness of marine plan use and increase attendance at training sessions.</p> <p><i>More engagement with Defra on marine plan use.</i></p>	Not planned, Long
	<p>4. Enable external collaboration on Teams to allow external attendees to contribute on Whiteboards during training sessions.</p> <p><i>Arrange with Defra. Provide dedicated support in training sessions on use of whiteboards.</i></p>	Complete
	<p>5. Live EMP demonstration and interactivity is incorporated into training sessions especially for inexperienced audiences.</p> <p><i>Record EMP session for YouTube.</i></p>	In progress, Medium
	<p>6. Internal management systems are developed to give ample time for staff to review and amend training PowerPoints and produce training materials to target different marine plan use needs.</p>	In progress, Short
Targeted dialogue with groups to tailor the use of marine plans for different decisions	<p>1. Marine plan use focus groups and discussions are established through existing coastal groups such as LGA Coastal SIG, Coastal Planning Partnerships, planning committees and sector working groups to discuss issues they experience with marine plan use and engagement.</p>	In progress, Medium
	<p>2. Identify and disseminate point of contact on marine planning issues within public bodies to support dialogue with the MMO.</p>	In progress, ongoing
	<p>3. Engage and build awareness with senior officers in public bodies, planning committee members and sector working groups to support the use of the plans.</p> <p><i>Explore delivery through authorities' individual or shared LMSs, training materials, induction processes, handover notes.</i></p>	Not planned, Long

	<p>4. Encourage integrated meetings and a community of practice between marine planning officers, local stakeholders, and decision-makers to discuss marine plan use issues.</p> <p><i>Incorporate into SCEP and SP&T.</i></p>	Planned, Long
Resource the MMO to provide advise on marine plan use and to clarify complicated policies	<p>1. Clarification (legal opinion) on the role (and risk) of the MMO MPT in providing marine plan advice.</p> <p><i>Training on use of MPPAT.</i> <i>Extra staff capacity.</i></p>	Not planned, Long
	<p>2. Research is carried out to clarify what uncertainty exists regarding the wording and interpretation of the marine plans and policies.</p>	Planned, Medium-Long
	<p>3. Internal notes are produced clarifying policies and how they should be applied in different contexts. These internal notes should be used to frame examples for training sessions and discussions with public bodies.</p> <p><i>Publish as external resource.</i></p>	Planned, Medium
	<p>4. Resources and training are developed within the MMO MPT to meet the expected advisory role and informal discussions with external decision-makers outside paid MMO MLT services.</p> <p><i>Joint working with PAS to explore scope</i></p>	In progress, Long
	<p>5. A training strategy that supports existing MMO MPT staff but also develops the skills needed to advise on the use of plan policies and understanding the various statutory decision-making processes.</p>	In progress, ongoing
Comprehensive marine plan use guidance	<p>1. Publish comprehensive guidance on how to use the marine plans. The guide should present different case examples for e.g., for terrestrial developments, large-scale projects and Ports and Harbour Authorities. Case examples where the plans have been used to reject an application or as a material consideration would demonstrate the value and weight of the plans in decision making.</p>	Planned, Medium

	<i>Discuss approach with LPAs.</i>	
	2. Good marine plan use criteria is defined ensuring that it is proportionate to the different marine plan use needs and statutory requirements. This should give a clear sense of what is expected from external decision-makers when using the plans.	In progress, Medium-Long
	<i>Utilise Sub-national Policy Review.</i>	
	3. A system to record and track the use of marine plans in local plans, port master plans, shoreline management plans and other decision-making processes is established through partnerships with external decision-makers. The MMO MPT internal Consultation Tracker could inform setting up such a system with external decision-makers.	In progress, Short
	4. A dissemination strategy is developed for both existing and new guidance on marine plan use.	In progress, ongoing
Roll out the MSP Challenge board game	1. The MSP Challenge board game is delivered for national and regional authorities and at local events in marine plan areas. The role-playing game should be structured on hypothetical, but locally relevant, examples and to meet different stakeholders' needs. <i>Develop materials and presentations to share with stakeholders on use and benefits.</i>	In progress, ongoing
Develop user friendly and up to date digital marine products	1. Marine plan use information on gov.uk is reorganised into one webpage as well as providing a link to the pre-recorded training video. <i>Written doc available as alternative to video.</i>	Planned, Long
	2. Evidence is collected about web analytics including which decision-makers are engaged on digital marine plan products, what the MMO is communicating on them and how often to tailor engagement activities.	Planned, Medium

	<p>3. Feasibility study for developing a digital twin and simulation for marine plan use application.</p> <p><i>MSc or PhD to undertake feasibility study.</i></p>	<p>Not planned, Long</p>
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The place of implementation in the planning process

