

# Marine Energy Engagement Plan (MEEP) Report

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## 1 Summary

The following Marine Energy Engagement Plan (MEEP) was co-designed with stakeholders in February / March 2023 – in a process facilitated by Pembrokeshire Coastal Forum and the Wellbeing Planner. This Plan was created with 27 workshop attendees at two events in March 2023 – supplemented by the insights of 13 individuals interviewed as part of the process.

The Plan is dynamic and subject to ongoing events and decisions, and its implementation needs to start as soon as possible with the capacity to evolve over time. The scale of delivery will ultimately depend on the availability of resources, but it is hoped that it's prompt implementation will unlock additional resources or leverage support from existing stakeholders or sources. The stakeholders involved in the process to date have demonstrated a lot of interest in working together to progress this Plan.

Before implementing the Plan, several questions need to be answered that were raised during the workshops and interviews. They are:

- How will renewable energy align with other local priorities such as fuel poverty and low employment levels in the area?
- What strategic business development initiatives are being implemented to prepare local businesses for the Marine Renewable Energy (MRE) sector?
- How will the expansion of MRE impact other sectors like tourism in Pembrokeshire?
- What will be the visual impact of offshore and onshore developments, and how can the local community and economy benefit from them?
- Are sufficient steps being taken to ensure that local jobs, such as maintenance contracts, are a key outcome of this development?
- How will the onshore infrastructure be developed to efficiently move and distribute the energy produced?
- What measures will be implemented to ensure the safety of commercial and recreational vessels, as well as water sports and recreational activities?
- How will all the different levels of engagement could be coordinated and managed?

Obtaining answers to these questions may take time, but they will help build a narrative about the future of Marine Renewable Energy in Pembrokeshire.

As answers for these questions are being sought, the following steps need to be implemented as soon as possible:

1. Identify appropriate existing Networks and Stakeholders.
2. Conduct Stakeholder Analysis to prioritise engagement and communication activities.
3. Contact Stakeholders and Organise Events using well-established and historical networks and connections about this issue. This involves reaching out to communities of interest, geographic communities, business connections, public sector connections, etc.

A vision for the future and an accompanying narrative will come together from all these activities. This in turn needs to be effectively communicated to help further widen the engagement and strengthen the governance activities on MRE developments in Pembrokeshire. This Plan details how that could be done.

This report suggests the following recommendations to take this Plan forward:

1. The draft MEEP is circulated to those stakeholders for comment and their support.
2. The answers to the questions listed above are obtained as soon as possible by PCF and other stakeholders.
3. This information is then used to co-design a clear goal for the development of Marine Renewable Energy in West Wales.
4. This MEEP (MEEP) is used to access and unlock resources as soon as possible with the involvement and backing of as many stakeholders as possible.
5. That existing Networks and channels are identified with the current stakeholder group and any obvious gaps are identified.
6. That PCF identify networks that already exist in Pembrokeshire and West Wales and add that information to the evolving picture of who should be involved in the process going forward.
7. Stakeholder analysis is carried out to prioritise engagement and communication activity.
8. Finally, actions to develop an effective communications strategy, an effective stakeholder governance structure, a method to measure the impact of MRE in Pembrokeshire and activities to influence policy are all implemented.

The successful delivery of these actions will have the following outcomes for Pembrokeshire and the rest of Wales:

- Alignment of government policies: The policies of the UK Government, Welsh Government, and Local Government/other public bodies, as well as the community sector, are in sync. This alignment ensures a coordinated and supportive approach towards MRE developments in West Wales/Pembrokeshire.
- Alignment of business policies and plans: Local, national, and international businesses are aware of what to expect regarding MRE developments. Their policies, plans, and actions align and support the growth of economic activity in the region. This alignment creates a conducive environment for businesses to flourish and contribute to the MRE sector in West Wales/Pembrokeshire.
- Increased investment: The successful implementation of the MRE developments in West Wales/Pembrokeshire will attract further investment to the area. The alignment of policies and supportive business environment makes the region an attractive destination for investors, leading to additional funding and resources being directed towards the development and growth of the MRE sector.

## **2 Report Purpose**

- 2.1 This report provides the details of a stakeholder engagement plan that brings individuals, community groups, third sector organisations, the public sector, and developers together so that:
- a) They are clear about what's proposed for the Celtic Sea regarding developing MRE sector.
  - b) Stakeholders can understand each other's strengths and challenges.
  - c) Can identify ways in which their interests can combine to maximise the positive impacts from the growth of MRE off the coast of West Wales.
- 2.2 This report details the steps taken to develop that MEEP and provides Recommendations to take forward.

## **3 Background**

- 3.1 The UK Government has set an ambition to deliver up to 5GW of floating wind energy by 2030 in the Celtic Sea, off the coast of Pembrokeshire.
- 3.2 It is anticipated that the Crown Estate will publish an Information Memorandum to inform developers about the tender process for leasing opportunities within the Celtic Sea after Spring 2023. The Crown Estate anticipates a three-stage tender approach being published by mid 2023 – at which point developers will be able to participate in the tender process.
- 3.3 According to the Crown Estate, the final award of an Agreement for Lease for each site will be based on 'price offered, meaning greatest value delivered for the nation from the tender process<sup>1</sup>.'
- 3.4 With that in mind, Pembrokeshire Coastal Forum<sup>2</sup> (PCF) gathered several stakeholders together in order that they might contribute to the co-creation of a MEEP that would ensure value was being delivered for the people of Pembrokeshire, with the people of Pembrokeshire.
- 3.5 The purpose of the MEEP is to ensure a systematic method of engagement and involvement exists between the community, the developers of MRE and other stakeholders in Pembrokeshire.

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<sup>1</sup> <https://www.thecrownestate.co.uk/en-gb/what-we-do/on-the-seabed/floating-offshore-wind/>

<sup>2</sup> See Appendix One for details.

## 4 Methodology

4.1 To co-create the MEEP, PCF engaged the Wellbeing Planner<sup>3</sup> who developed and delivered the following methodology.

4.2 Workshop One was based on the Three Horizons<sup>4</sup> methodology - using appreciative inquiry<sup>5</sup> and group consensus methods<sup>6</sup> that encouraged the participants to think of actions that would deliver the participants preferred future in Pembrokeshire – and the role MRE in the Celtic Sea would play in that future.

4.3 Participants were also asked to reflect on the successful and impactful engagement approaches they'd experienced in the past. This information was then used to inform their thinking in this process. Appendix Three has a full list of those activities.

4.4 The Workshop One output was then presented to Workshop Two participants as a Theory of Change – with six MEEP components or actions for them to consider (see Section 6). Participants were asked if they wanted to amend or change any of the MEEP components that had been presented, based on their recollections of the previous workshop. They were then given a choice as to which MEEP component they wanted to focus on during the workshop. They were also given the option to move between Components during the workshop.

4.5 They were then asked to answer the following questions about each MEEP component:

- Inputs: What needs to be put into the plan and when?
- Activities: What's going to happen? What's going to be done?
- Outputs: What is the tangible result of these activities?
- Outcomes: What's the result of the output?

4.6 This was to ensure that everyone could understand what was being proposed, the sequence of actions that needed to take place and any underlying rationale.

4.7 At the end of the workshops, the MEEP components were presented back to the rest of the workshop for comments and amendments. This information was used to write up the MEEP (see section 8).

4.8 Leading up to and between the two workshops, the Wellbeing Planner conducted thirteen one-to-one interviews with a range of stakeholders – representing a breadth of interests and sectors – for their input into the MEEP co-design. Participants were selected based on their interest in the subject, role in the

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<sup>3</sup> See Appendix One or [www.wellbeingplanner.co.uk](http://www.wellbeingplanner.co.uk) for details.

<sup>4</sup> <https://resources.h3uni.org>

<sup>5</sup> [https://en.wikipedia.org/wiki/Appreciative\\_inquiry](https://en.wikipedia.org/wiki/Appreciative_inquiry)

<sup>6</sup> <https://ica-uk.org.uk/public-training-courses/group-facilitation-methods-gfm/>

process and if they were either community, the public sector or private business representatives.

4.9 They were asked to list what they felt were challenges and opportunities Pembrokeshire faced because of this development and were encouraged to share their experience and expertise on engaging different communities in West Wales. For details of who was interviewed, and the questions asked see Appendix Four.

## **5 Emerging Themes for an Marine Energy Engagement Plan**

5.1 This section presents the interviewee's feedback from the one-to-one discussions to help set the context for the Plan and provide additional details and commentary.

5.2 Most of those interviewed were excited and intrigued by the proposal of installing floating offshore windfarms off the coast of Pembrokeshire. They were happy to discuss their views about the impact of MRE on the wider Pembrokeshire community. The benefits as they saw them included:

- Lowering the cost of energy for local people.
- Ensuring security of energy supply.
- Reducing the exodus of young people from the county; and
- Benefits to environment through reduced carbon emissions.

5.3 Many shared concerns about the detail of what was being proposed and how the people and communities of Pembrokeshire should be part of the conversation. They were all interested in exploring what the potential benefits might be.

5.4 It was clear from the interview process that the participants had regular communication with an impressive range of local, regional, national, and international contacts. These contacts crossed community, public and private sector boundaries.

### Interviewee Views on the Opportunities

5.5 When discussing the opportunities that potentially exist for individuals, organisations, communities, and industries in West Wales because of the Celtic Sea proposals, many of the interviewees were excited by the following direct benefits:

- An increase in the number and nature of job opportunities in the area. Interviewees felt there would be more manual positions, but also an increase in managerial roles; technical roles and everything in between. As one interviewee put it, "We lose lots of young people from the area – particularly those who go to university. People who are born here don't often stay here if they can't afford to do it."
- Linked to the number and nature of job opportunities, one interviewee saw a direct benefit in giving young people especially a greater breadth of options – even if those weren't directly involved in MRE production. As one interviewee put it, "if you've been on the water as a kid, you're interested, your eyes are

open to the possibilities of what you can do on or near the sea. Now the traditional employers around here are farming and the public sector – doing things on the water is seen as a weekend pastime. Up to now, any work in the water might have been short term and seasonal. I can see this development giving our young people completely new opportunities like skippering, maintenance, logistics or whatever. This could be the start of a career path that's more water based – and not so much water sports based. That hasn't happened around here for a long time."

5.6 The interviewees also listed some of the indirect benefits of a growing MRE sector in Pembrokeshire:

- The establishment of a wider ecosystem of businesses and support services in the future.
- The growth in local employment opportunities would mean more people would have more money in their pocket to spend on local services throughout the year, as opposed to the distinctly seasonal employment cycle seen in some tourist focused parts of the county.
- More money in the local economy would eventually trickle down in the shape of taxes to be invested locally to improve social care, public services and local infrastructure.

5.7 One or two of the interviewees felt that this development would help the area transition from carbon intensive industry to one based on the area's natural assets. In doing so, they hoped it would create real life examples of sustainable rural communities, 15-minute towns<sup>7</sup>, communities generating their own energy and having the ability to direct resources to other initiatives such as improving the quality of local housing stock. Some of the interviewees talked about radically changing the current economic paradigm - shifting from unsustainable growth to a model of shared prosperity and flourishing communities.

5.8 Those who took part in these interviews were enthusiastic about what's being proposed, with very high expectations of what might be possible. But they also recognised there would be many hurdles to realising all the opportunities they discussed.

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<sup>7</sup> [https://en.wikipedia.org/wiki/15-minute\\_city](https://en.wikipedia.org/wiki/15-minute_city)

## Interviewee Concerns

5.9 The following questions were raised by the interviewees as concerns about this development:

- a) How will renewable energy sit alongside and link to the other local priorities such as fuel poverty and low levels of employment in the area? The interviewees felt that conflicting priorities might overshadow the developments in the Celtic Sea, leading to missed opportunities, low levels of stakeholder involvement and poor decision making.
- b) What is being done in terms of strategic business development in the area to get local businesses ready? Interviewees said local businesses and skills providers would need reasonable lead in times to be effectively involved. Or as one participant put it, "when things start, will everyone be ready?"
- c) And in terms of strategic business development, how will the expansion of MRE impact on other sectors like tourism in Pembrokeshire?
- d) Interviewees were concerned about the visual impact of the offshore and onshore developments. They said, "one of our assets as a coastline community is wind. As a result, wind turbines become an everyday part of our coastal seascape. I'd prefer that they weren't visible, but I do accept that they may be necessary. But if they are necessary, then the local community and the local economy need to benefit."
- e) They wondered if sufficient steps were being taken to ensure that local jobs (such as maintenance contracts) are a key outcome from this development. In the words of one interviewee, "it would be a huge shame for this to happen and the jobs aren't local." Another interviewee referenced Pembrokeshire's proud history in manufacturing and innovation. They went on to say, "the key challenge is to have as many of the local resident's part of any development's 'onshore workshop.'"
- f) What about the onshore infrastructure? They wondered if the energy produced could be moved to where it's needed. How will that happen? And how secure will these systems be?
- g) Interviewees were concerned about safety – particularly potential restrictions to the movement and transition of commercial and recreational vessels around the coastline. This included risks to water sports and recreational activities. The future MEEP they felt would need to be targeted at these sectors to ensure these concerns were considered and managed.
- h) Interviewees knew of many organisations involved in this process and they had concerns about communities being targeted by different developers' multiple times with questions and exhibitions etc. In their view, not only was this wasteful but confusing for those involved. Interviewees wanted to know how all the different levels of engagement could be coordinated and managed?

5.10 One interview summarised the need for the MEEP, what it should do and the benefit it would have if successfully implemented in the following way, "People worry. They worry about jobs, about where things are going to be sited, about the lack of opportunities, and about not having the right set of skills or

qualifications. They need to be brought into the conversation to improve their knowledge and understanding of what's taking place."

### Interviewee Views on Engagement Methods

- 5.11 When asked about the best way to engage with audiences in Pembrokeshire the interviewees had some strong, consistent messages for the MEEP.
- a) Any engagement that takes place needs to be in the places where people live. "Go to the people – not the other way round."
  - b) Face to face events they said were an effective way to manage the diversity of locations and community composition in Pembrokeshire. Suggestions included face to face meetings, surgeries, workshops and networking events with posters, leaflets, scale models, and exhibitions. As one interviewee put it, "events have their own magic!"
  - c) Working in any community needs to be done in close cooperation with community organisations or communities of interest – with sufficient time and notice given so people can get involved.
  - d) The nature of those meetings and face to face events need to be action orientated, ideally making decisions at the most local level on how resources would be spent or deployed. Local action had great potential for local hands-on involvement – getting people involved through doing. As one interviewee put it, "collective decisions about the allocation of resources focuses the mind and enlivens conversations. I hope this engagement plan will facilitate that kind of decision-making."
  - e) The MEEP shouldn't be over reliant on social media. It is useful to transmit messages, but not good for hearing what people have to say in return. Nor is it something that is used with total confidence in its effectiveness with certain members of the community – for example older people.
  - f) Apathy in young people was seen as a barrier to engagement by some.
- 5.12 One of the interviewees hoped that an outcome of the MEEP would be to create an impartial space or process, that would "bring people together and give a voice to those who are for and those who are against this initiative and try and create a collective view."
- 5.13 One interviewee hoped that another outcome from the MEEP would be a manageable process for further learning that would stimulate change. "I'd be happy to find answers to questions by working with everyone in this way,' they said. "It would be brilliant."

## 6 Process Observations

6.1 The outputs from Workshop One were:

- a) A list of different engagement activities that the workshop participants had either been a part of or had delivered themselves and described as being very effective. For more information see Appendix Three.
- b) Four positive future visions for Pembrokeshire explaining the links between the community and MRE. For more information see Appendix Five.
- c) A list of short term and longer-term actions to communicate and engage a wide range of stakeholders to achieve the visions discussed. Those actions were:

### Short Term

- Identify Stakeholders, Networks, and other useful assets.
- Bring Stakeholders Together.
- Articulate Clear Aims and Goals for West Wales (and how any engagement can contribute to that process).
- Ensure that individuals, organisations, and assets are effectively coordinated.
- Develop a compelling narrative as part of a long-term process of engagement.
- Develop a Governance mechanism to support the engagement plan.
- Bring community views into the tendering process.

### Long Term

- Monitor the impacts of the MEEP.
- Support a maturing / evolving Governance Structure/s (to ensure that Pembrokeshire individuals, communities and assets are integral to the continued success of this approach).
- Support the growth and activities of local networks.
- Organisations and Policy support a sustainable and resilient MRE sector in Pembrokeshire.

6.2 The feedback from Workshop One also included the following questions for further consideration:

- a) How do we continue with training and up-skilling of local people?
- b) What about integrating with local policy and strategy?
- c) What about wider disruptive change to the economy to reduce carbon emissions?
- d) What about local opportunities including jobs, benefits, etc? And how might they be guaranteed community input and ownership?
- e) What could we learn from this intervention about the challenge of Net Zero and the societal changes that need to take place?

See Appendix Five for more details.

6.4 The following list of MEEP components were presented to participants at the start of the Workshop Two as the steps required to deliver an effective MEEP.

- a) Understand on How to Involve People in Pembrokeshire.
- b) Set a Clear Goal for West Wales and MRE.
- c) Develop and implement a Communications Strategy for stakeholder's MRE Goal in West Wales.
- d) Establish a mechanism for Stakeholder Governance of MRE Developments in Pembrokeshire.
- e) Identify steps to Measure the Impact of the MRE in Pembrokeshire.
- f) Use all this Engagement to Influence Policy.

6.5 These Components were based on the information gathered during Workshop One and crucially the perspectives being shared during the one-to-one interviews.

6.6 Workshop Two participants had the opportunity to edit and change the MEEP components using the interactive XLeap<sup>8</sup> software platform.

6.7 Participants had an additional the opportunity to add more detail to each MEEP component by answering the following questions for each component during the workshop:

- Inputs: What needs to be put into the plan and when?
- Activities: What's going to happen? What's going to be done?
- Outputs: What is the tangible result of these activities?
- Outcomes: What's the result of the output?

6.8 The feedback from Workshop Two has been used to develop the detailed draft MEEP in Section 8 of this report.

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<sup>8</sup> <https://www.xleap.net/>

## 7 Conclusions

7.1 This six-week process to kick start stakeholder engagement about MRE off the coast of Pembrokeshire has demonstrated that a cohort of key individuals and organisations are in place who are willing to work together to drive this process forward.

7.2 The discussions in both workshops generated a list of draft short-term and long-term actions to deliver MRE in Pembrokeshire. These actions were simplified into a framework of six MEEP components – representing the logical steps necessary to deliver the Plan (see table below).

<u>Short- and Long-Term Actions from Workshop One</u>	<u>MEEP components from Workshop Two.</u>
<ul style="list-style-type: none"> <li>Identify Stakeholders, Networks, and other useful assets.</li> <li>Bring Stakeholders Together.</li> <li>Bring community views into the tendering process.</li> </ul>	a) Understand on <u>How to Involve People</u> in Pembrokeshire.
<ul style="list-style-type: none"> <li>Articulate clear aims and goals for West Wales (and how any engagement can contribute to that process).</li> </ul>	b) Set a <u>Clear Goal</u> for West Wales and MRE.
<ul style="list-style-type: none"> <li>Develop a compelling narrative as part of a long-term process of engagement.</li> <li>Ensure that individuals, organisations, and assets are effectively coordinated.</li> </ul>	c) Develop and implement a <u>Communications Strategy</u> for stakeholder's MRE Goal in West Wales.
<ul style="list-style-type: none"> <li>Develop a Governance mechanism to support the engagement plan.</li> <li>Support a maturing / evolving governance structure/s (to ensure that Pembrokeshire individuals, communities and assets are integral to the continued success of this approach).</li> <li>Support the growth and activities of local networks.</li> </ul>	d) Establish a mechanism for <u>Stakeholder Governance of MRE Developments</u> in Pembrokeshire.
<ul style="list-style-type: none"> <li>Monitor the impacts of the Engagement Strategy.</li> </ul>	e) Identify steps to <u>Measure the Impact</u> of the MRE in Pembrokeshire.
<ul style="list-style-type: none"> <li>Organisations and Policy support a sustainable and resilient MRE sector in Pembrokeshire.</li> </ul>	f) Use all this <u>Engagement to Influence Policy</u> .

- 7.3 The sequence of the MEEP components, from a) to f), represents the logical order in which these different steps should be taken. The extent to which the detail for each component is followed will depend on the sufficiency of resources accessed in support of this MEEP.
- 7.4 What is clear is the appetite that exists amongst the workshop participants to involve different stakeholders from the community, the developers of MRE and other sectors in Pembrokeshire to deliver a MRE sector that works for the county and the rest of Wales.
- 7.5 The plan will also enable stakeholders to forge relationships, share interests, explore what's possible and understand where current limitations lie in terms of the impacts from the growth of MRE off the coast of West Wales. At best, this plan also ensures local ingenuity and creativity are at the heart of developing MRE in the area. And at the very least, this MEEP will provide a mechanism to manage stakeholder expectations for what's possible.
- 7.6 If all the stakeholders commit to the delivery of this MEEP, then that will avoid any duplication of effort that would eventually result in engagement 'fatigue' amongst people who live and work in the area.
- 7.7 The interviews with key stakeholders running concurrently with the workshops raised key questions that need to be answered through the implementation of the MEEP (see section 5.9).
- 7.8 At the strategic level, more information is required to understand the strategy for business development in the different sectors in Pembrokeshire and how that integrates with the proposals put forward by the developers of MRE in the Celtic Sea developments. How will it be possible to ensure more local jobs are a key outcome from what's being planned? Stakeholders would like to know the steps being taken to mitigate the visual impacts of the development. They'd also like to understand the wider impacts of the Celtic Sea developments on well-established local businesses and economies – like manufacturing, tourism, or outdoor recreational providers.
- 7.9 On a more practical level this MEEP will help stakeholders get involved in a process that should be engaging and useful. It should also help align developer's plans with long term, community-based projects that reflect local interests and priorities.
- 7.10 The following section provides details of the six MEEP components. The information provided gives an indication of the resources required, the activities that would need to take place and the outcome of those activities over the longer term. This information was co-created by the participants in Workshop Two and has been simplified into the following table.

## 8 Details of the Action Plan

### 8.1 How to Involve People

Inputs	Activities	Outputs	Outcomes
<p>Resources to start the whole process.</p>	<ul style="list-style-type: none"> <li>• First Steps: To identify Networks and Stakeholders that exist in Pembrokeshire and West Wales. Use the collaborative clusters already in place = South Wales Industrial Cluster / members of the Free Ports Bid / Regional Skills Partnership / Swansea Bay City Deal / Celtic Sea Cluster / Future Haven Water Energy Cluster and drive the people and stakeholder engagement agenda element in all of that. Also identify Harder to Reach or Harder to Engage Groups during this process, such as farmers, those with learning difficulties and those from rural communities.</li> <li>• Using known contacts start to get a picture of the individuals, organisations, networks, and interests that exist in Pembrokeshire / West Wales.</li> <li>• First Steps: Carry out a stakeholder analysis to prioritise engagement and communication activity (high power / high interest; high power / low interest; low power / high interest and low power / low interest or other). Resources will need to be used efficiently and effectively.</li> <li>• First Steps: Contact stakeholders early on using well established / historical networks and connections (communities of interest, geographic communities, business connections, public sector connections etc.). In this process identify an influential figure to involve with delivering the MEEP.</li> </ul>	<ul style="list-style-type: none"> <li>• A flagship example of co-productive working involving industry and community across the county.</li> <li>• A resilient and robust network of individuals and organisations with an interest and influence that can respond to the opportunities and challenges that exist in developing MRE in Pembrokeshire.</li> <li>• A common portal or mechanism that people can turn to for, information, advice, guidance and to engage in consultation etc.</li> <li>• An influential figure is found / nominated to act as a focal point for the project to draw attention to the project.</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholders are brought together.</li> <li>• The growth of a space (online or actual) / network / organisation that provides an impartial and trusted mechanism for stakeholders to discuss and understand what's happening even if they're for or against the proposals. Ensuring that people are involved and have knowledge about MRE will be its measure of success.</li> </ul>

	<ul style="list-style-type: none"> <li>• First Steps: Organise and hold Innovative and Informative Events for the stakeholders for example: <ul style="list-style-type: none"> <li>○ Establishing a Cleddau Energy Centre - or similar education centres / visitor centres for the local community and visitors to learn and understand about the MRE sector and its local benefit / impacts.</li> <li>○ A detailed 3D model / Virtual Tour of the Pembrokeshire landscape showing the various energy initiatives, installations and features of note.</li> <li>○ Face-to-face and local events.</li> <li>○ Hold outreach events with six form colleges, for example career presentations and workshops, to help reach a young group of people about to enter the work force and get them involved with the project through possible future recruitment.</li> <li>○ Ensure that individuals, organisations, and assets can effectively contribute with shared up-skilling, information exchange and training between all stakeholders and community.</li> </ul> </li> <li>• Manage stakeholder involvement with effective coordination of activity such as an online calendar of events, online, face to face and hardcopy methods of communication and involvement.</li> <li>• Develop measures to monitor the impacts of the engagement strategy.</li> </ul>		
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## 8.2 A Clear Goal for West Wales

Inputs	Activities	Output	Outcomes
<ul style="list-style-type: none"> <li>• Honesty - to be clear about the scale of the challenge, but also explain why this is taking place.</li> <li>• Knowledge - getting people up to the same level of understanding about the goal and where we are now in terms of electricity production and progress towards net zero (See section on Measuring the Impact of MRE in Pembrokeshire).</li> <li>• Clarity as to why all of this activity is taking place.</li> <li>• A clear timescale of what is going to happen and when.</li> </ul>	<ul style="list-style-type: none"> <li>• Using existing groups, networks, and events to help articulate a shared goal for West Wales (see How to Involve People).</li> <li>• Targeting the communication of that goal to influence people and interested groups. Effort may be limited by budget (see A Communications Strategy).</li> <li>• Inform key groups and sectors that can help deliver the goal, such as businesses in the local supply chain (see How to Involve People).</li> <li>• Use experiences of Gwynt y Mor, Morlais and Hull as catalysts to inform a visioning exercise.</li> </ul>	<ul style="list-style-type: none"> <li>• A tangible vision and goal known to everyone in Pembrokeshire so that they know what renewable energy is, support it and know about the opportunities to get involved. This is reinforced with a compelling narrative about MRE in West Wales and why this intervention is taking place. The vision and goal is further broken down into tangible and achievable actions to be taken by different stakeholders in the area.</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholders understand their role in achieving a set of clear goals and objectives (so that they can align their efforts).</li> <li>• People in Pembrokeshire have a clear understanding of the 'Why' MRE sector is in the area.</li> </ul>

### 8.3 A Communications Strategy

Inputs	Activities	Outputs	Outcomes
<ul style="list-style-type: none"> <li>• An analysis of people and organisations with biggest reach and largest networks (See section on How to Involve People).</li> <li>• A key explanation of why we need, opportunities etc of the MRE sector (See section on a Clear Goal for West Wales).</li> <li>• An explanation in layman's language, not just technical reports for both the short and long term.</li> </ul>	<ul style="list-style-type: none"> <li>• Activities to develop the Communications Strategy.</li> <li>• Activities to breakdown the Communications Strategy down into relevant / useful messages and imagery for each stakeholder group / target audience.</li> <li>• Activities to create aspirational messaging to excite and encourage people. This is particularly effective amongst children from more deprived communities they're less likely to look beyond their everyday experience.</li> </ul>	<ul style="list-style-type: none"> <li>• A compelling and consistent narrative that keeps the audience motivated and involved.</li> <li>• A communications strategy with a) a clear purpose; b) a target audience (with some understanding of their current views and interests) c) a plan of activities and actions (including social media resources, visual communications output, face to face opportunities, local broadcast outlets and their interests, hard copy posters and flyers when appropriate, knowledge of local festivals / concerts); d) timings for these activities and actions and who is responsible and e) methods to measure the success of this Communications Strategy to inform its development and evolution.</li> <li>• A breakdown of the Communications Strategy for each stakeholder group, their audience, and a responsible individual / organisation to ensure consistency and clarity alongside the need for 'local' interest and nuance. This would ensure stakeholders are engaged and involved (if they choose).</li> </ul>	<ul style="list-style-type: none"> <li>• There is more support for the MRE project and more support for similar projects in the future.</li> </ul>

## 8.4 Stakeholder Governance of MRE Developments in Pembrokeshire

Inputs	Activities	Outputs	Outcomes
<p>Stakeholder Map</p> <p>(See section on How to Involve People).</p>	<ul style="list-style-type: none"> <li>• Co-ordinate consultation across all stakeholders to mitigate the effects of consultation fatigue.</li> <li>• Explore processes that can shift the balance of benefit and risk so that it's equitable between the local community, decision makers and developers.               <ul style="list-style-type: none"> <li>○ This could include shared ownership models.</li> <li>○ Activities and actions that share trust, responsibility, and power.</li> <li>○ Citizens assembly processes to encourage informed and inclusive deliberations about MRE in Pembrokeshire.</li> <li>○ Conversation between community and the Crown Estate about lease requirements.</li> <li>○ Co-design tender requirements for developers that demonstrate how trust, responsibility and power / agency will be shared throughout the process.</li> </ul> </li> <li>• Provide training so that stakeholders can access opportunities about this intervention. This could include specific opportunities for employment with the MRE sector such as apprenticeships, so that stakeholders get involved / make choices through career decision. But training should also include organisational governance, collective decision making, understanding data, effective communications, project development - so that any stakeholder is able to participate effectively in any aspect of this intervention that interests and engages them and their community.</li> </ul>	<ul style="list-style-type: none"> <li>• Clear direction for the developers and decision makers.</li> <li>• A shared funding or budget to draw groups together to identify and understand a common purpose and a shared goal for the development of MRE in Pembrokeshire / The Celtic Sea.</li> <li>• Tender requirements for developers that demonstrate how trust, responsibility and power / agency will be shared throughout the process.</li> </ul>	<ul style="list-style-type: none"> <li>• A mixture of local opportunities at different scales with different stakeholders that include sustainable employment, community input activities, ad-hoc development and community ownership of renewable projects and technology.</li> <li>• The community / a range of different communities have shaped the MRE sector in Pembrokeshire.</li> <li>• Developers, decision makers, members of every community (who want to be involved) co-producing a sustainable future for Pembrokeshire.</li> </ul>

## 8.5 Measuring the Impact of the MRE in Pembrokeshire

Inputs	Activities	Outputs	Outcomes
<ul style="list-style-type: none"> <li>• First Steps: A framework for data collection, analysis and dissemination / knowledge transfer that includes:               <ul style="list-style-type: none"> <li>○ Equal access on existing data platforms for current research and monitoring data to aid with transparency of this process.</li> <li>○ The local historic long-term baseline data that is available to create a snapshot of the current situation.</li> </ul> </li> <li>• Appropriate funding and support for research - including wildlife / environmental indicators, social indicators, and economic indicators.</li> </ul>	<ul style="list-style-type: none"> <li>• Activities to measure:               <ul style="list-style-type: none"> <li>a) wildlife / environmental indicators,</li> <li>b) social indicators (social impacts, transfers of renewable assets to community ownership, education impacts, diversity of involvement indicators) and</li> <li>c) economic indicators (employment impacts, diversity of employment indicators, breadth of courses / opportunities created and uptake, new partnerships created, increases in locally registered business involved in the supply chain).</li> <li>d) And proxy measures developed and measured such as Wellbeing Indicators, Best Place to Live Awards and Local Resident's Understanding of the MRE in Pembrokeshire.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Guidance on what's been learned: what's changed; what worked and where gaps in information exist.</li> <li>• Measuring achievement of the vision and goal.</li> <li>• A measure of being the best place to live.</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholders (including local people) have information to make decisions that drive the sustainable development of Pembrokeshire.</li> <li>• Stakeholders (including local people) have a better understanding of the 21st century challenges facing the area, Wales, and the World. This would include tangible examples of a Net Zero Economy, a thriving MRE Sector, a resilient and thriving marine and terrestrial biosphere, a flourishing Foundational Economy and how to balance the interests of the local community and a distinct sense of place, the global environmental and local / global economy.</li> </ul>

## 8.6 Engagement that influences Policy

Inputs	Activities	Outputs	Outcomes
<p>First Steps: An analysis of the local and national policies that provide information and strategic direction to interventions within Pembrokeshire - to include:</p> <ul style="list-style-type: none"> <li>• Wellbeing Plan for Pembrokeshire Public Service Board,</li> <li>• Local Energy Plans,</li> <li>• MRE Sustainability Plans,</li> <li>• MRE Development Legacy Plans,</li> <li>• Local Environmental Plans,</li> <li>• Local Economic Development Plans and</li> <li>• Community Development / Engagement Plans.</li> </ul>	<ul style="list-style-type: none"> <li>• A process to manage the different expectations and concerns of the local and national policy requirements to help understand where plans align, where gaps exist and articulate concerns or next steps.</li> </ul>	<ul style="list-style-type: none"> <li>• Informed papers provided for government and other decision makers to review - with detailed recommendations where necessary.</li> </ul>	<ul style="list-style-type: none"> <li>• UK Government, Welsh Government and Local Government / other public bodies, Community Sector's policies align.</li> <li>• Local, national, and international business know what to expect. Their policies, plans and actions align and are supportive in order that different levels of economic activity flourish because of MRE developments in West Wales / Pembrokeshire.</li> <li>• Further investment is attracted to the area.</li> <li>• The Carbon dependent employers in Pembrokeshire can adapt to the local opportunities and support the transfer of skills and knowledge within their workforce to ensure long term employment.</li> </ul>

## **9 Recommendations**

- 9.1 This MEEP was co-designed with several stakeholders in March 2023. It is recommended that the document is circulated to those stakeholders for comment and their support - whilst also recognising that events and decisions are taking place at pace and will continue to inform the details of this Plan in the future (and vice versa). This is a dynamic and changing situation and the implementation of this plan needs to begin as soon as possible. This Plan will further evolve as it's implemented.
- 9.2 The availability of resources will determine the scale of MEEP delivery. It is recommended that this MEEP should be used to access and unlock resources as soon as possible. It's likely that those who have taken part in the process to date will provide their backing as they've been instrumental in pulling the information together.
- 9.3 The individuals and organisations that have already come forward represent significant assets to the process with ready-made communication channels in place. These communications channels tap into what's already happening such as local networks, festivals, activities, and projects and represent significant assets for the MEEP. It is recommended that these Networks and channels are identified, and gaps identified as quickly as possible.
- 9.4 It is recommended that PCF identify Networks and Stakeholders that already exist in Pembrokeshire and West Wales and add that to the evolving picture of who should be involved in this process going forward.
- 9.5 To get more people involved in the most effective way, it is recommended that a stakeholder analysis is carried out to prioritise engagement and communication activity. Whatever resources are accessed to deliver this plan, they will need to be used efficiently and effectively and this process will help ensure that is the case.
- 9.6 Before implementing all the steps identified in the plan in Section 8, it is recommended that PCF and other stakeholders obtain answers to the questions posed in paragraph 7.8 of this report from the local authority, the Crown Estate, and the developers themselves. This information can be used to help further engage stakeholders and inform the development of a clear goal for West Wales and MRE as described in table 8.2.
- 9.7 It is recommended that sections 8.3 to 8.6 are resourced and implemented following on from these preliminary actions.

## Appendix One:



### Pembrokeshire Coastal Forum

Established in 2000, Pembrokeshire Coastal Forum is an award-winning Community Interest Company that works to protect the coast and marine environments for current and future generations to enjoy<sup>9</sup>. We have a dedicated team who are experts at providing independent stakeholder engagement, project development and partnership working. Our long-term relationships with coastal partners have been built over the years based on trust and mutual understanding. As an organisation, we believe there is power in bringing people together so we can better understand each other's point of view.

Over a decade ago, PCF started to support the sustainable development of MRE in Pembrokeshire. We were motivated by:

- The need for clean energy to tackle climate change.
- To support meaningful skilled employment for Pembrokeshire's communities.
- Recognition for a just transition to net zero from the fossil fuel economy.

To progress these aims, PCF established Marine Energy Pembrokeshire – which later became Marine Energy Wales. Since the establishment of the Forum and Marine Energy Wales, there has been a lot of progress in the development of the technologies that generate electricity from wave and tidal sources. The county has played an important role in this developmental process.

The wind provides another source of energy developers hope to utilise to generate electricity. Conventional wind turbines fixed to the seabed can't operate off the Pembrokeshire coast as the water is too deep. Floating platforms supporting wind turbines provide an alternative approach and have made the development of offshore windfarms in the Celtic Sea a possibility. Through the introduction of both ambitious UK targets and significant financial backing, the development of Floating Offshore Wind (FLOW) means that the significant opportunities and impacts for Pembrokeshire communities could become a reality in the years to come.

With that in mind, PCF feel it's vital that organisations and citizens are made aware of what's possible so that they can get involved in the future.

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<sup>9</sup> <https://www.pembrokeshirecoastalforum.org.uk>



## **The Wellbeing Planner**

Dafydd Thomas as the Wellbeing Planner provides customer focused services that help groups of people to work together more effectively. He believes that success in a team, a community or business is based on shared understanding to inspire collective action.

Dafydd has over twenty years' experience working in the public, voluntary and private sector improving wellbeing, supporting stakeholder engagement, and exploring ways to make our society more sustainable.

Ten years ago, he established his own consultancy, the Wellbeing Planner, to continue his work and passion. He now routinely provides the following wellbeing services for his clients:

1. Facilitation and Stakeholder Engagement.
2. Organisational Development Support and
3. Qualitative Research and Evaluations.

Most recently Dafydd has been working with community groups, the third sector, national and local government, public bodies to find the common ground on such complex issues such:

- adapting to a changing climate.
- working with partners across river catchments and
- exploring collective actions to strengthen the foundational economy.

For more details visit [www.wellbeingplanner.co.uk](http://www.wellbeingplanner.co.uk)

## **Appendix Two – Workshop Questions and Participants**

### **Workshop One 10 March 2023**

This workshop was based on the Three Horizons methodology - using appreciative inquiry and group consensus methods to move the conversations forward.

Presentations were given and comments were sought about the participants views on the current situation in Pembrokeshire. Participants were also asked to share their positive experiences of engagement – see Appendix Three for details.

Participants were encouraged to think to the future about a less impactful, sustainable MRE development in West Wales and describe it in detail. They were then asked how that future might be achieved by answering the following question: “What we can collectively do to create the most effective methods to communicate and engage a wide range of stakeholders in order that we achieve a future that’s right for the people and environment of Pembrokeshire.”

Their responses were themed according to similarity and timescale. This information was then shared as a paper to the participants between workshops.

#### Workshop One Participants

Holly	Skyrme	PCF
Iwan	Thomas	PLANED
Rhys	Morgan	PCC
Tessa	Blazey	Cierco Energy
Lisa	Morgan	Wildlife Trust
David	Jones	Blue Gem
Andrew	Edwards	HST Marine
Holly	Dunn	Sea Trust
Vicky	Moller	Grwp Resilience
Louise	Rigby	Hiraeth Energy Wales
Hayley	Williams	Pembs College
Izzy	Evans	Celtic Deep
Mair	Elliot	Celtic Deep
Emma	Williams	Celtic Deep
Dyfan	Goode	PCF

## **Workshop Two 17 March 2023**

In preparation for the second workshop, the output from Workshop One was presented as a draft Theory of Change.

Participants were able to choose which component of the engagement plan they wanted to focus on. The range of choices was:

- How to involve people
- Stakeholder Governance
- Engagement that influences policy
- A clear goal for West Wales
- Measuring Impact of the MRW in Pembrokeshire
- A Communications Strategy

Participants were asked if they wanted to amend or change any of the components.

They were then asked to answer the following questions under each Engagement Plan component:

- a) Inputs: What needs to be put into the plan and when?
- b) Activities: What's going to happen? What's going to be done?
- c) Outputs: What is the tangible result of these activities?
- d) Outcomes: What's the result of the output?

Towards the end of the workshops, the Plan components were presented back to the rest of the workshop for comments and any amendments. This information was used to write up the Engagement Plan (see section 8).

## Workshop Two Participants

Rhys	Wyn Jones	COP
Bethan	Morgan	DP Energy
Louise	Rigby	Hiraeth Energy Wales
Hayley	Williams	Pembs College
Rob	Hillier	PCC
Michelle	Hitches	Catapult
Mark	Picton	RWE
Felix	Merry	Civil Engineer
Vicky	Moller	Grwp Resilience
Andrew	Edwards	HST Marine
Izzy	Evans	Celtic Deep
Mair	Elliot	Celtic Deep
Emma	Williams	Celtic Deep
Dyfan	Goode	PCF
Tom	Hillier	MEW
Tim	Brew	PCF
Anna	Swaithe	Crown Estate

## **Appendix Three – Engagement Approaches Shared by Workshop One Participants**

**Key Points:** It's about doing with not to. Where diversity is recognised. Efforts are made to get the whole agenda / discussion appealing to a broad spectrum (or at least a breadth of audiences). Don't assume anything. The approach methodology and delivery methodology are two different things. Be sure to recognise that there are emotions in the process. Be respectful. Ask the right questions in relation to geography, place, or sector.

### With a particular sector e.g., Outdoor Sector.

- Engagement through outdoor activities (although not renewables specific)
- Outdoor charter meetings!
- Outdoor charter meetings- linking all of the outdoor activity providers together with experts in various fields.

### Use of technology to communicate messages to a broader audience.

- Connecting to colleagues globally through shared research ideas via technology and face to face events.
- Skomer Live during lockdown - live online series about island team and wildlife. Sharing information in bite-sized chunks. Allowed involvement from a diverse range of people all over the world, making marine wildlife more accessible and inclusive. Allowed for future engagement and support and trust.

### Techniques for participants to voice their views.

- Celtic Deep had an outreach event with Value Independence to encourage people with additional support needs to engage with the marine environment.
- Engaging groups traditionally considered 'vulnerable' in engaging and accessible ways - small groups, trained staff, time and space for people to understand.
- A soap box session .... chance to have a rant.

### Questioning and listening.

- Community surveys that generate a positive volume of response e.g., recent survey on Freshwater West generated 5,000+ responses.
- Open questions allow nuance and underlying goals and values to show through. It takes art to turn this into proposals, and understanding of what is possible eg our open questions about climate action revealed it was a moral cultural change that people wanted more than a technical, or before or alongside the technical change. It was the values and social relationship change that really mattered. This could have been missed with closed questions, and it was found by amalgamating many responses to note the common themes.

### Innovative ways to bring new audiences together.

- Pembrokeshire college CPD event - engagement industry with staff.
- Skills initiatives linking employers to learners e.g., destination renewables.
- Canton Community Gardens (Outside Chapter) - Educating the public about the importance of nature whilst also inviting locals to grow produce. Outreach included school talks, art workshops and food festivals.

- Sea Trusts RecycleMor project has developed through chats between conservationists and fishers who are often thought to be unapproachable. by getting in touch with them to find out what can help them, with the advice from sea trust we have been able to roll out a free scheme for fishers to recycle their end-of-life fishing gear and turn the plastic into usable everyday products. we have collected over 7 tonnes in 6 months!
- Preparation helped created some meaningful exchange.

#### Links with Education / Children.

- Talking to primary school pupils is enjoyable and worthwhile, they get it, listen and are full of energy.
- Celtic Deep - organised an outreach day with Outdoor Partnership for local girls aged 10-16 to encourage them to be more involved with outdoor activities and being in the water.
- Secondary school engagement seems trickier, they seem reluctant to appear interested may be due to peer pressure.....certainly I think the language /format needs to be appropriate to the audience.
- At sea trust we have a free marine biology club for children aged 10-14 every week, getting the young people involved in many aspects of marine biology and ecology, and several transferable skills. we get lots of great feedback from parents.

#### Finding a Common Goal.

- Huge zoom bringing together disparate voices, through break outs to come to shared creative conclusions, e.g., farmers and environmentalists. With plenty of input in short bursts from contrasting points of view, this breaks barriers and achieves shared detailed insightful ideas for action that is far better than what Government can do alone.
- As PCF we were commissioned by WG to carry out stakeholder engagement on hPMCZ. Very challenging set of stakeholder engagement events. even created anti-MCZ rallies in North Wales. We were able to provide the communities with the opportunities to be listened.
- Being approached by other organisations to discuss ideas and form a joint, updated code of conduct that can then be used by a wider group. From the initial contact it was inclusive and open, at no point did it feel like an attack or finger pointing. Joint goal and all organisations prioritised the animals. started with a few email exchanges, followed by a meeting and once the code of conduct is properly drafted all will review before the code is signed off.
- Finding common ground with a marine project.

#### Doing something participative and fun.

- Outdoor hands-on events with an element of outdoor / practical learning and doing.
- Citizen Science projects

## Appendix Four – 121 Interviewees and Questions

Name		Role	Group or Organisation
Vicky	Moller	Lead	Grŵp Resilience
Rhys	Morgan	Energy Manager	Pembrokeshire County Council
Joshua	Beynon	County Councillor	Pembrokeshire County Council
Louise	Rigby		Hiraeth Energy
Sarah	Bagley		Windswept Community
Tim	Brew		Pembrokeshire Coastal Forum
Emma	Taylor	People and Places Team	NRW
Rebecca	Williams	Wales Lead	Crown Estate
Deborah	Clark	Social Impact Lead	Crown Estate
Helen	Elphick	Sustainability And Marine Lead	Crown Estate
Pete	Lawson		Maritime and Coastguard Agency
Jeremy	Martineau		North Pembrokeshire Trade and Tourism

### 121 Interview Questions

1. Could you please briefly let me know about yourself and the organisation you work for / represent?
2. How do developments within MRE to your own organisation's activities? (What is your organisational purpose / how do you describe what your organisation does? At what scale do you operate? Which sector do they sit in?)
3. Who do you work with? (Probe about constituents, networks, colleagues, clients, supported individuals?). How do you share information, ideas or learn from these different groups of people?
4. In the broadest sense, what opportunities do you see that exist for individuals / organisations / community / industry within West Wales associated with a MRE and floating offshore wind infrastructure and supply.
5. In the broadest sense, what challenges do you see that exist for individuals / organisations / community / industry within West Wales associated with a MRE and floating offshore wind infrastructure and supply.
6. From your experience what's the best way to engage in issues in Pembrokeshire? Can you give me an example of what worked really well and why?
7. Pembrokeshire Coastal Forum want to bring a community of interest together to work through these different opportunities and challenges. Is that something that excites and engages you? Do you have any concerns?
8. What do you think might be the key benefits from this process for you and Pembrokeshire?
9. Is there anything you want to ask me?

## Appendix Five - Pembrokeshire MEEP Workshop One Notes

10 March 2023

### Workshop Participant Views on the Current Situation

What did you notice from the presentation? Anything missed?

- The Hull example is great ... but what about Gwynt Y Mor? It's more of a comparable to look at the impact windfarm and its wider benefits. A huge community benefit fund that.
- It's not about battling ... communities can be corporate ... communities are taking ownership / community share schemes are examples.
- East Williamston example.
  - Community now making £80k that being invested locally.
- Pembrokeshire College has facilities that would welcome this approach.
  - We are a centre of excellence for engineering. Worked closely with Chevron in the oil and gas sector. Ramping up our efforts for the MRE sector. We have an abundance of maintenance skills. But there's a gap around project management. We are prepared and ready - but may need a bit of fine tuning.
  - We're concentrating on the maritime sector in general. The offering ... supporting MRE, support vessels ... our young people need to be skilled.
  - Also looking at the supply chain too.
  - Working closely with the MPA
  - A focus on the terrestrial green technology would also be beneficial.
- The opportunity for scientific research into the impacts of renewables on wildlife - research that could be impactful on a global scale.
  - using local volunteers (citizen scientists) to collect data, will involve them in the project more.
- Also, an opportunity to embed scientific research in this process ... would be beneficial on a global scale. help understand impacts on marine animals.
  - Also includes citizen science approach ... as a way to participate and involve. 40 volunteers on the Pembrokeshire Coastal Path involved in Citizen Science projects - which having health and wellbeing benefits / combating isolation too.
  - Build on any baseline studies.,
- Gwynt a Mor .. fisherman in north Wales .. tagging lobsters ... using a variety of different sized boulders on the seabed to make artificial reefs that benefit the marine species such as lobster. Small details like this could make a big difference. But its more than compensation ... local fisherman need a voice in this process.
- Why do we need marine renewables ... we have no option we need a disruptive change to the economy to reduce carbon emissions. People need to hear this story.
- It's not about them and us. We've all enjoyed the benefits of oil and gas. It's about transition ... a change and people need to be part of that conversation.

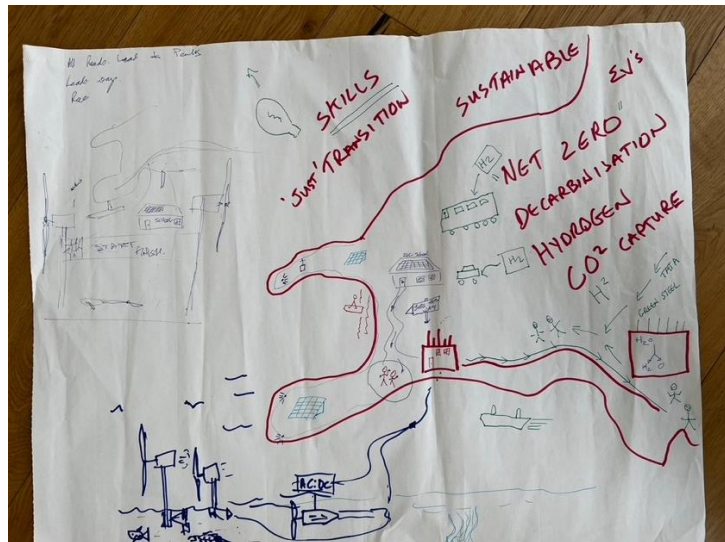
- Important to understand the pressing need for renewable energy and the wider longer-term benefit of moving away from oil and gas for community but also wildlife.
- At a local scale we don't want to alienate communities ... them and us ... and the words we use.
- Celtic Deep is a tourism operator and has a research function. we need to know how these areas might change as a result of this activity.
- It's a tender situation ... the Crown Estate are leasing for these zones. Its currently price based. The extent to which community benefits happen depends on who wins ... they might just walk away from working with the community. The plan needs to take that into account. The engagement approach of the successful tenders is unknown.
  - We need to be engaging the crown estate, developers, the port and other decision makers.
- Responsibility and cost of marine life studies should not be allowed to be a barrier to renewables, if they are replacing fossil fuels there is no justification for putting barriers in their way. Instead, the fossil industry should pay for the research into marine life and the benefits of replacing them with renewables also the impact on fishing.

## The Future

### Pembrokeshire leads the way in the sustainable renewable energy boom

Pembrokeshire is leading the way in the global race to decarbonise energy systems by using transition of local knowledge and skills to build and maintain Wales's first Floating Offshore Wind Farm.

By David, Rhys, and Tom



The local people of Pembrokeshire have almost finished building and installing Wales offshore wind farm, the completion of the wind farm will mean the Wales is no 100% powered by renewable clean electricity.

The wind farm created 10,000 jobs in Wales and was designated as a marine conservation zone – an underwater paradise for marine life.

As a result of these developments, the need for marine renewable technology is now fully understood by everyone in Pembrokeshire and the project was avidly supported by the local population.

The construction of the wind farm has seen huge investment pore into the county and SW Wales

Looking to the future the operations and maintenance of the wind will provide high skilled jobs for the next 75 years.

The wind farm is a first of its kind integrating wave power technology.

PCC CEO "Prosperity comes in many forms but realising the resource we have on our doorstep has been key to delivering the prosperity we are now enjoying in Pembrokeshire."

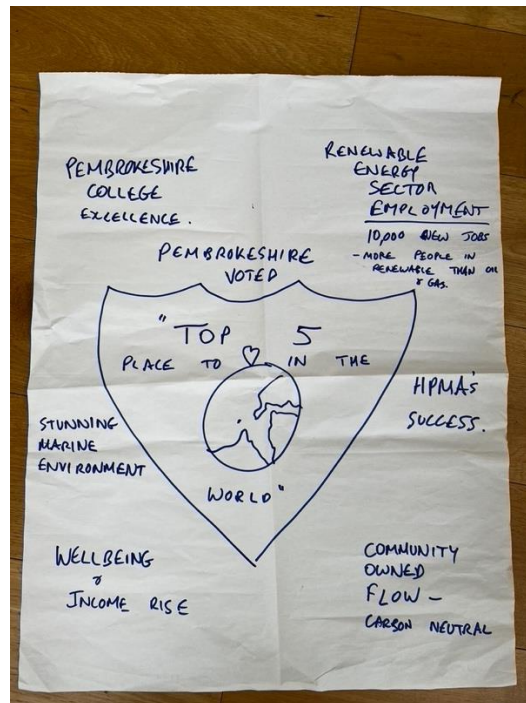
Wales FM "Thanks to the people of Pembrokeshire Wales are now world leaders in sustainable renewable energy and the People of Wales can proudly say we are 100% renewably powered."

**Pembrokeshire voted one of the top 5 places**

to live and work in the world.

Pembrokeshire is leading the way in the global race to decarbonise energy systems by using transition of local knowledge and skills to build and maintain Wales's first Floating Offshore Wind Farm.

By Tom, Louise, Andrew, and Hayley

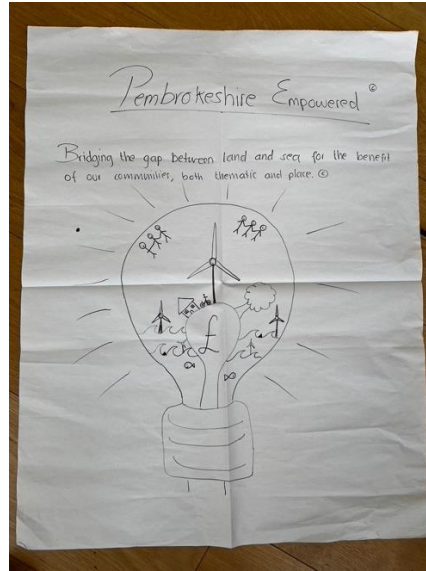


Pembrokeshire has been recognised as one of the best places to live and work - thanks to vibrant renewable energy sector. Pembrokeshire awarded Centre of Excellence for renewable energy training in the UK, renewable energy employment has surpassed that of oil and gas, Household incomes rise enabling Pembrokeshire to become the first county to own their own FLOW turbine. A recent survey conducted by PCC reports increased levels of wellbeing across the county.

# Pembrokeshire Empowered

Bridging the gap between land and sea for the benefit of our communities, both thematic and place  
(Copyright: Iwan, Emma, Izzy and Dyfan)

By Emma, Izzy, Dyfan, and Iwan



Empowering communities, empowering skills, empowering environmental change, empowering renewables, empowering STEM research, empowering the Welsh pound.

'I am empowered, as a resident of Pembrokeshire, to contribute to sustainable change' - Steve, 42, from Milford Haven.

## Potential engagement activities ...

Use current stakeholders to work collectively to disseminate accurate information and answer questions, by working collectively we can cover more people and spread resources rather than resource overlap and repetition.

## Pembroke-Cheer!

The climate crisis has been resolved, wildlife flourishes and there's social success.

By Lisa, Vicky, Holly, Mair, and Holly



The transfer to green energy in Pembrokeshire has almost come to a completion. A hundred percent of energy in Pembrokeshire is now provided by clean energy sources.

Scientific research projects have helped to develop the technology to ensure wildlife is unharmed. With long term monitoring of species showing that the close working relationships between developers and scientists has meant the impacts of marine renewables on wildlife has been minimal.

From local meals to home-made biodigesters, there creativity in every corner of the county. The circular economy exceeds extractive economy in this corner of Wales.

The early empowerment of the community has been at the roots of this success.

Fossil fuels on the way out as locally owned transport is powered by nature.

Food chilling powered by the sun, gas from garden and farm waste, heating needs designed out of homes, residual social warming from local sustainable forestry - and nature comes back in abundance.

Investment for training young people and vulnerable groups produces opportunities for stable employment and career development for people previously thought to be at risk of unemployment.

Marine energy now reaches benefits reach far inland.

"We are pleased to report that in the first ten years of the project we have not identified any changes to breeding success of our internationally important seabird populations. Our long-term monitoring studies continue to ensure wildlife is cherished and studied appropriately."

"I didn't think I could stay in Pembrokeshire for work, but now, thank you to Pembrokeshire college and the energy companies, I have a full-time job I love in Pembrokeshire!"

"The technology and marine renewable projects developed here in Pembrokeshire are now seen as the global leaders in the field."

## **Draft Engagement Plan**

Collectively creating the most effective methods to communicate and engage a wide range of stakeholders in order that we achieve a future that's right for the people and environment of Pembrokeshire.

### **Short Term**

#### Identify Stakeholders, Networks and other useful assets.

- Use the collaborative clusters already in place = South Wales Industrial Cluster / Freeports Bid / Regional Skills Partnership / Swansea Bay City Deal / Celtic Sea Cluster / Future Haven Water Energy Cluster and drive the people and stakeholder engagement agenda element in all of that. Quite a different cohort of organisations and individuals that already exist and they need to be brought into this process. At the very least send the output from the process to these different clusters.

#### Bring Stakeholders Together.

- More difficult to engage groups are brought into the discussions (e.g., farmers, learning difficulties, rural outreach) with innovative and informative events.
- early engagement - from the very beginning, reaching out to everyone.

#### Articulate Clear Aims and Goals for West Wales (and how any engagement can contribute to that process).

- Establish clear goals and objectives. Define your goals and objectives so stakeholders understand the intended outcomes and can align their efforts with the same.
- create a vision for our communities - make the future tangible.
- Create and share a vision to include public interaction and opinion throughout many platforms.

#### Ensure that individuals, organisations, and assets are effectively coordinated.

- Use an online calendar of events that anyone can contribute to ..to avoid duplication, missed opportunities.
- Shared up-skilling, information exchange and training between all stakeholders and community.

### Develop a compelling narrative as part of a long-term process of engagement.

- In next 12 months - early engagement is key to avoid misunderstanding.
- Be honest - there are challenges and concerns.
- Create and deliver a robust marketing campaign for the marine renewable sector. Slogans, messaging, ads, workshops, media, analysis of people/orgs with biggest reach and largest networks. Including a key explanation of why we need, opportunities etc.
- Use all avenues to invite everyone to have their say, social media, face to face, tv, radio, posters in community spaces, local festivals, and concerts etc.
- Collective plan to utilise stakeholders and local organisations to disseminate accurate information about the project, answer questions and listen to concerns in a way that is consistent and vitally organised to maximise resources and outreach capacity. Need a list of organisations that can deliver this and then split the work between them to cover all groups of the community without overlap and repetition.
- Press campaign, involving print, social media and radio pod cast etc. A series of programs/articles laying out the energy landscape as it is now, and what it could be, a mix of discussions, interviews, and lectures, educating, exploring, and explaining why energy is of importance to each of us in Pembrokeshire and why Pembrokeshire is so important to the UK. An energy storyboard.
- Macro to micro communication.
- Layman's language, not just technical reports for both the short and long term.

### Develop a Governance mechanism to support the work.

- It is made clear to the county this is not a consultation, its empowerment. Their informed decisions will be acted on, so it matters they get it right. Use citizens assembly processes to ensure this happens through informed inclusive deliberations.
- Developers who win the lease agree to work together with representative individuals, organisations, and community groups across the county. Together, working co-productively, they design a community engagement plan with several key aims - considering different reasons for engagement, and different sectors of Pembrokeshire society. One success criterion could be that the people of Pembrokeshire feel they understand the industry and know where to find further information if they want to.

### Bring community views into the tendering process.

- Community meetings on and offline and social media etc to shape the future through agreeing how the big renewables support whole county transformation. The results of these meetings will be tender requirements for developers. Once developers in place the community shapes what they do.
- Community ownership on renewable projects and technology.

## Long Term

### Monitor the impacts of the Engagement Strategy

- Stakeholders have been successfully engaged in the development and delivery of a community engagement plan. The community engagement plan demonstrates a 'flagship' example of co-productive working involving industry and community across the county.
- Building on the education and engagement aspect, the establishment of the Cleddau Energy Centre as a venue (possibly mobile) that would host discussions, talks, lectures to sustain the engagement activities...it would have a model of the Pembrokeshire landscape showing the various energy initiatives, installations, deliver information via video / VR technology. If mobile it could visit communities, info evenings, car parks etc across Pembrokeshire and beyond....
- Develop, test and feedback on the engagement plan.
- Keep consistent updates and presence on social media to keep stakeholders engaged. positive updates can help to motivate and help people see the positive changes that are being made rather than forgetting about it and letting the significance fade. This can encourage further support for the project and possibly even more support for similar projects in the future.

### Support a maturing / evolving Governance Structure/s (to ensure that Pembrokeshire individuals, communities and assets are integral to the continued success of this approach).

- Sharing what we have learnt - what will be changed, what has worked, what do we need more information about?
- Fund and support wildlife research and long-term monitoring.
- Continue to build an 'us' mentality not an 'us vs you' mentality.
- Continuing the collaborative momentum.
- A suite of activities for each stakeholder group.
- Progressive transfer of renewable assets to community or Wales ownership, along with a progressive transfer of decisions with caveat that decisions must be informed, if people not willing to become informed they don't make final decisions. This requires ongoing education, generational.
- Local people with decision making and reviewing powers.

### Support growth and activities of local networks

- Create both online and in-person partnerships with a wide range of companies that specialise in different things - reaches a wider audience. (e.g., people are more likely to pay attention to companies they are personally interested in or have heard before, but this ranges from person to person, so approach a wide range of companies to cover the interests of the whole county).

### Organisations and Policy support a sustainable and resilient MRE sector in Pembrokeshire.

- Lobby Welsh Govt to ensure supportive policy of for the sector and political instruments are used to benefit the industry (such as carbon tax).
- UK Gov Policy needed to attract the global investment required to deliver the vision of Net Zero. Welsh Policy and local strategy to deliver the high level policy.