

Table 9 The Annual Cost of estuary management plan preparation.

Group	Days preparation / post meeting work per year	Total Number of Meetings per year	Annual Cost
Management group	6	6	£39,000
Working groups	3.5	3.5	£29,400
Forum	0.5	1	£16,875
Total Annual Cost	£85,275	Total Cost for plan preparation	£255,825

Notes:

The above calculations do not take into account the cost of line managing an EPO (if in post), events, launches and conflict prevention / resolution. There are also hidden costs for the partner organisations in terms of internal consultations and briefing management and functional staff (message carrier role). “Lost” productivity by pulling away from core business functions is not accounted for.

During implementation, the management group will continue to meet to guide for instance, the preparation of an Action Plan and to set the priorities for implementation. This process is again informed by specialist working groups who focus on specific roles e.g. project management. The role of the Estuary Forum remains unaltered.

Assumptions during plan implementation:

The cost of estuary management plan implementation is much more difficult to gauge because fewer projects are in the implementation stage or have been for a significant period of time.

For the purposes of this study and based on information provided by English Nature:

- 29 estuary management projects have been in implementation for 18 months.
- The management group continues to meet, with the same representation as estuary management plan preparation, four times per year.
- Two working / topic groups meet to manage projects, plan acting, prepare funding bids, assist with conflict prevention etc. The membership of the groups tends to be more senior, mirroring the management group. An average of four meetings per year is held.
- The average Estuary Forum attendance is 45 with a meeting held once a year.

Table 10 Annual cost of estuary management plan implementation.

Group	Days preparation / post meeting work per year	Total Number of Meetings per year	Annual Cost
Management Group	4	4	£26,000
Topic Groups	3	3	£24,000
Forum	0.5	1	£16,875
Total Annual Cost	£66,875	Total Cost for 1.5 years implementation	£100,312

Summary of financial inputs to estuary management

An average figure of 35 estuary management processes has been used in the analysis because the number in preparation has varied over time. Several new projects have started (e.g. Western Yar), some projects are having difficulty in sustaining the process (e.g. Camel) whilst some others have significant gaps between Estuary Project Officers (e.g. Duddon).

29 estuary management processes are known to have reached the implementation stage, of which 25 full time and 8 part time Estuary Project Officer posts have been sustained. The Severn and Morecambe Bay have 2 members of staff.

Table 11. Funding input summary.

Contribution	Plan preparation annual cost	Plan implementation annual cost
Employing Estuary Project Officers	£23,050	£23,050
Other core costs	£11,530	£11,530
Partnership officer time	£85,000	£67,000
Annual cost of plan preparation	£119,580	
Total cost of plan preparation	£358,740	
Annual cost of plan implementation	£101,580	
Total cost of plan implementation	£152,370	
Total National cost of estuary management plan preparation (based on 35 projects).		£12.56 million
Total National cost of estuary management plan implementation (based on 29 projects).		£4.42 million
Total National cost to date		£16.98 million

Funding Sources

Table 12 below lists the different sources of funding available to environmental management projects.

Table 12 Funding sources.

SOURCE	METHOD OF FUNDRAISING
General public	Appeal leaflets, letters, advertisements, telephone appeals, face to face collecting, house to house, sponsored events, raffles, sales, auctions, memberships, and legacies. Volunteering and donated materials.
Corporate	Donations, sponsorship, contributions in kind, give as you earn, payroll giving, cause related marketing, secondment. Facilities, advice, advertising, volunteers.
Statutory	EU, government office, government departments, challenge funds, agencies / quangos, RDA, local authority, TECs, landfill tax. New Deal & Environmental Task Force.
Trusts and grants	Charity trusts, company trusts, private trusts, and lottery.
Other organisations	Other charities, rotary, Lions, sports clubs, Women's institute, chambers of commerce. Volunteering
Other income	Income from sales and events.

Benchmarking

A useful indication of the potential for resourcing estuary management can be gained from an analysis of the fundraising and the funding leverages achieved by other environmental management projects. We give details below of the funding levels, mix and leverage of a number of comparable projects.

1. The leverage ratios of Heritage Coasts indicate the value for money that these projects represent for their individual funding partners. For example, in 1993 the White Cliffs Project annual budget was £160,000. Of this, 19% came from Dover and Shepway District Councils, 16% came from Kent County Council and the Countryside Commission, and 15% each from Eurotunnel and English Nature. In the same year, the Roseland Heritage Coast Service had a budget of £88,000, of which 38% came from the Countryside Commission, 24% from Cornwall County Council, 11% from Carrick, Restormel and Caradon District Councils, and 5% from the National Trust.

The leverage achieved by each funder is thus significant. However, partnership funding on this basis can fall apart if one partner drops out, potentially bringing the whole package down.

The leverage ratios further increase when volunteer effort is costed in to the equation. Heritage Coast services often organise volunteers to assist with beach cleaning, footpath and habitat management. To illustrate, the Purbeck Heritage Coast in Dorset organises a major beach clean each year (involving up to 600 members of the public), and uses volunteers for other works year round. We estimated a minimum total of 1,000+ person days volunteer input per annum on this basis in Purbeck. If this is costed at the minimum wage of £3.60 per hour this, the total value of volunteer input is in the order of £25,200 p.a. However, the time input is equivalent to 4.5 full time posts. At a professional salary this equates to £80-100,000 of staff time p.a.

2. The Yorkshire Dales Millennium Trust has been established by the Yorkshire Dales National Park Authority as a charitable trust through which to raise additional funding. The trust is organised in a way which maximises its fundraising potential (for example by having a professional fundraiser as its Director), and to date has raised funds to carry out over £8m of environmental and community improvements in the Yorkshire Dales. The biggest single grant of £4m came from the Millennium Commission, and handling sums of money of this magnitude has required specialist legal and accounting input. A crucial factor in the success of the YDMT is the way in which the Director works with senior National Park staff on the strategic planning process, identifying which projects are realistic in terms of the potential for fundraising.
3. Chichester Harbour Conservancy has powers under the 1971 Chichester Harbour Conservancy Act to levy equal shares from Hampshire and West Sussex County Councils, to a maximum of 1/4 of total revenue spending p.a. In 1996-97 they raised £144,000 this way, 20% of the total budget of £766,000. The remainder came from moorings, site rentals and harbour dues (£457,000), grants (£25,000) and rents and other charges (£100,000). Of this income, £186,000 was spent on environmental projects.
4. The Wildlife Trusts in England and Wales were awarded a combined Heritage Lottery grant totaling over £20m in 1997. This money has been allocated to individual county trusts for expenditure on reserve management and improved public access and enjoyment. The collaborative approach has proved extremely successful in accessing a pot of money, which would be too substantial for any individual Trust to deal with.
5. The Groundwork Trusts are another possible model for resourcing estuary management. Groundwork is currently favoured by HMG and was awarded an extra £3.5m in 1998. Crucially, Government accepted they have to grant aid core costs and that this brings in significant leverage from co-funders. The total income for 1997 is £37m, of which 36% comes from central government, 22% Local Authorities, 26% from the private sector, 13% from the EU, and 3% other. This diverse source is available to them partly because they are a charity not a public body. They can also point to an excellent track record of delivering projects on the ground, and of substantial involvement by local companies and communities.

Fig 1. % of EPO time fund raising

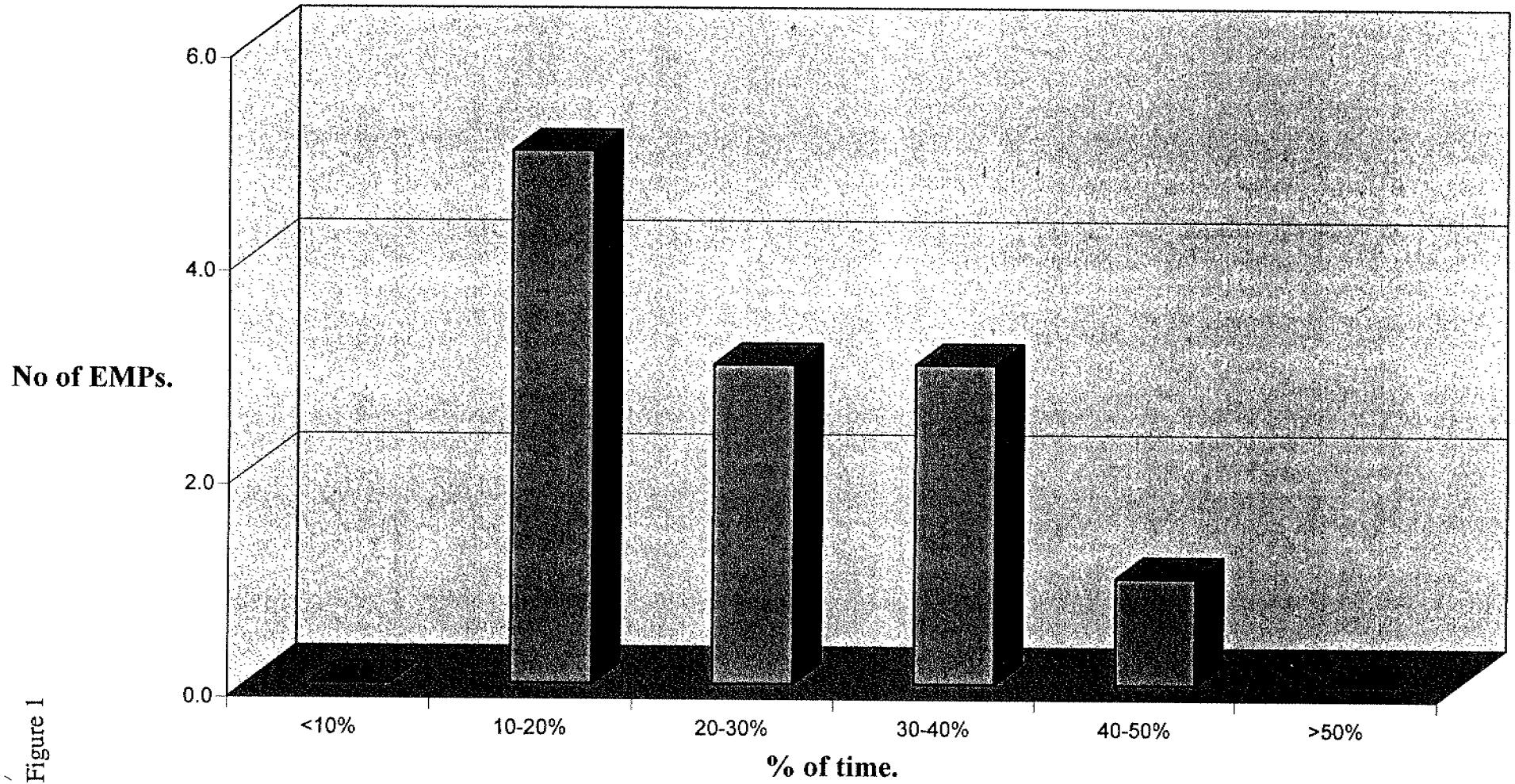


Figure 1

Figure 2

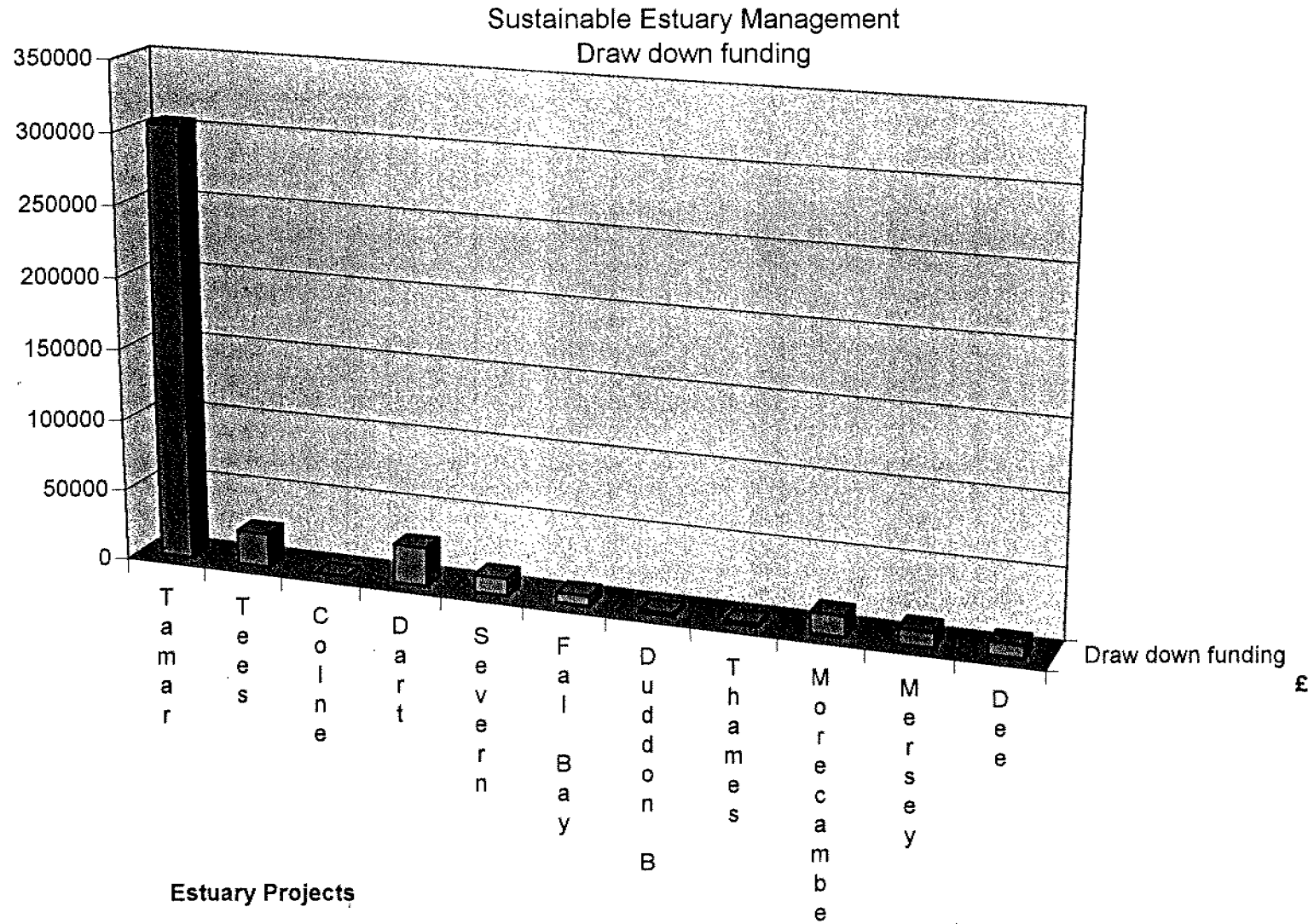


Figure 3

Sustainable Estuary Management Core and project Expenditure

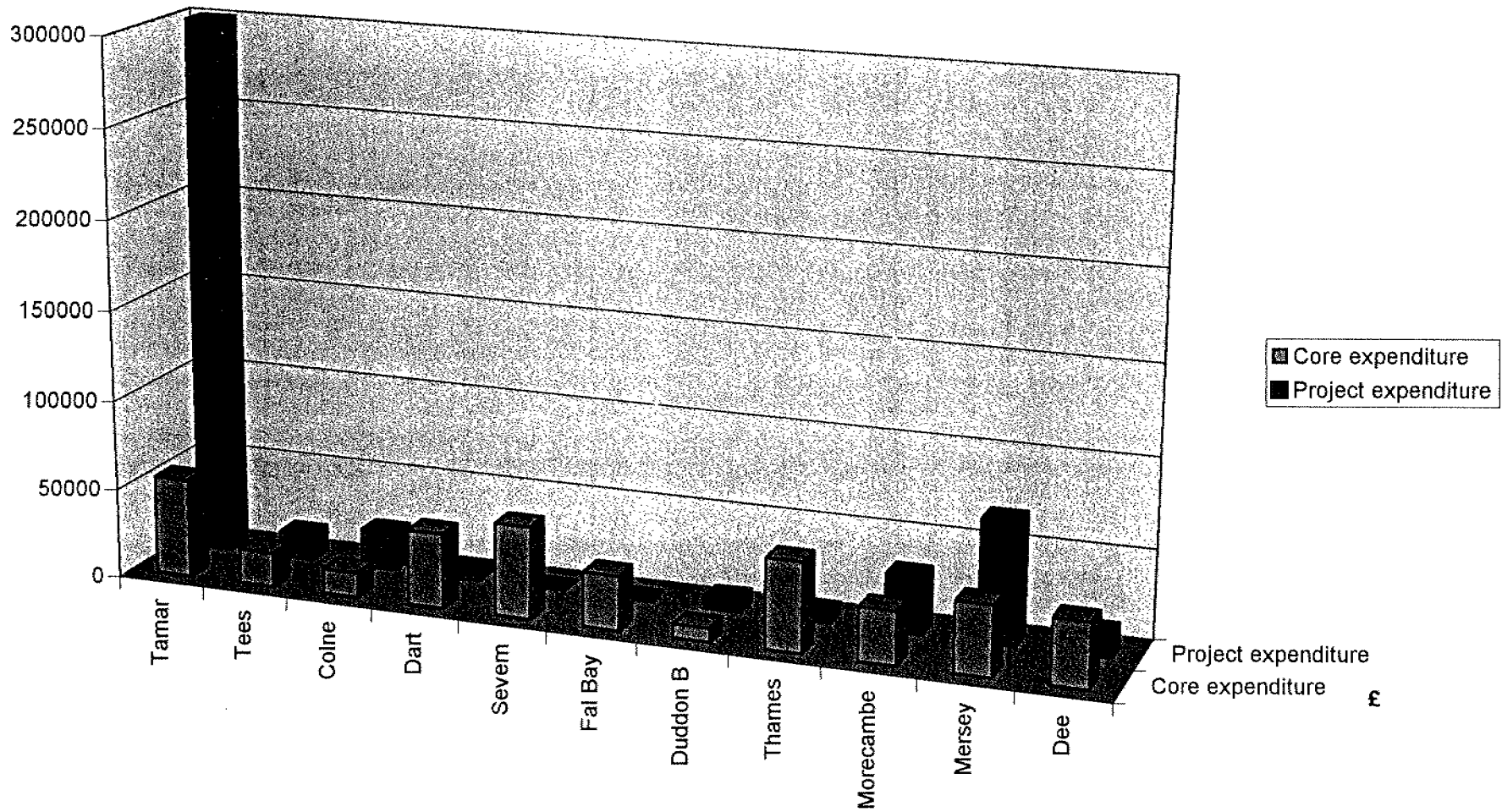


Figure 4

Sustainable Estuary Management Officer and Core funding

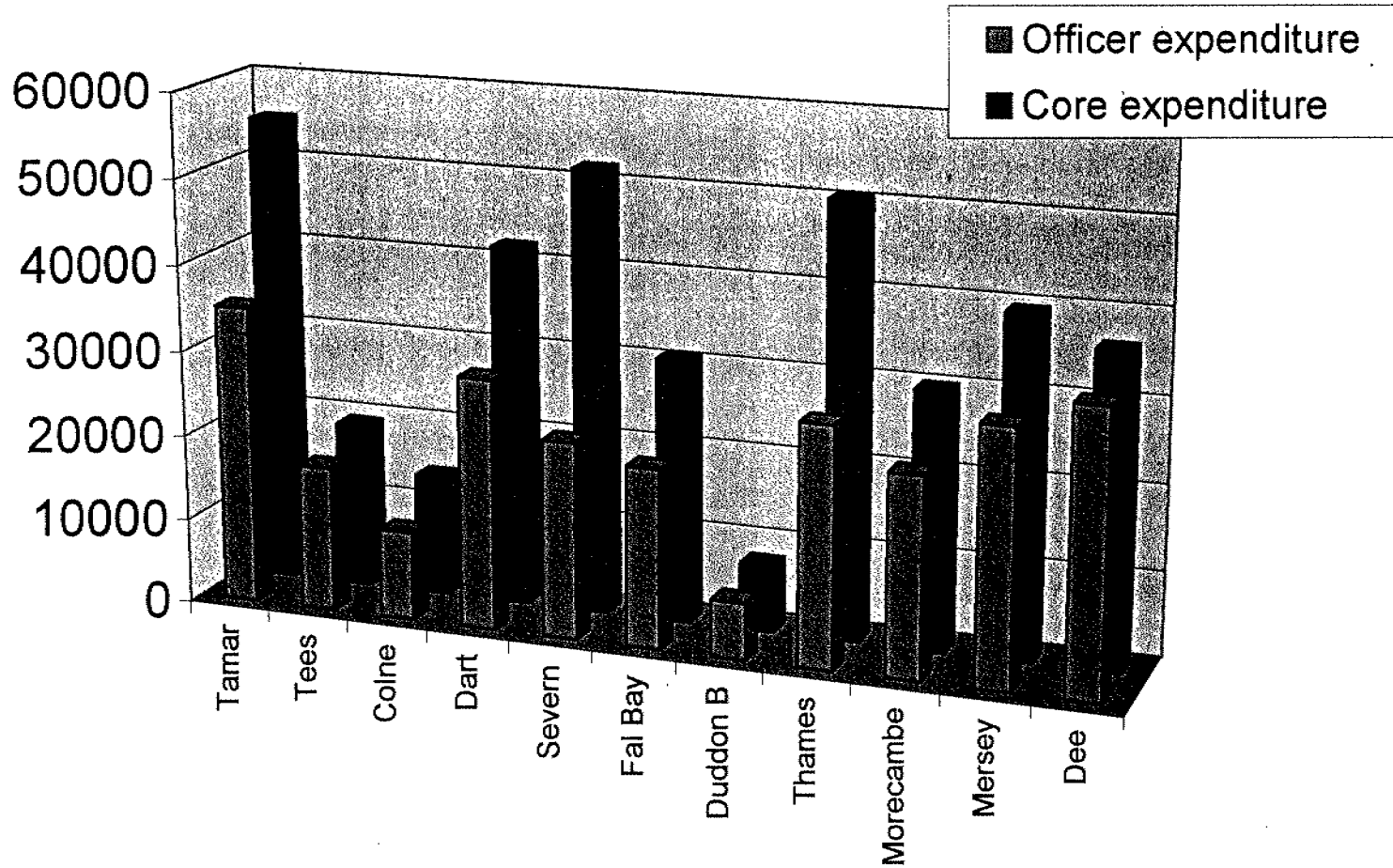


Figure 5

Sustainable Estuary Management Time Spent Fundraising

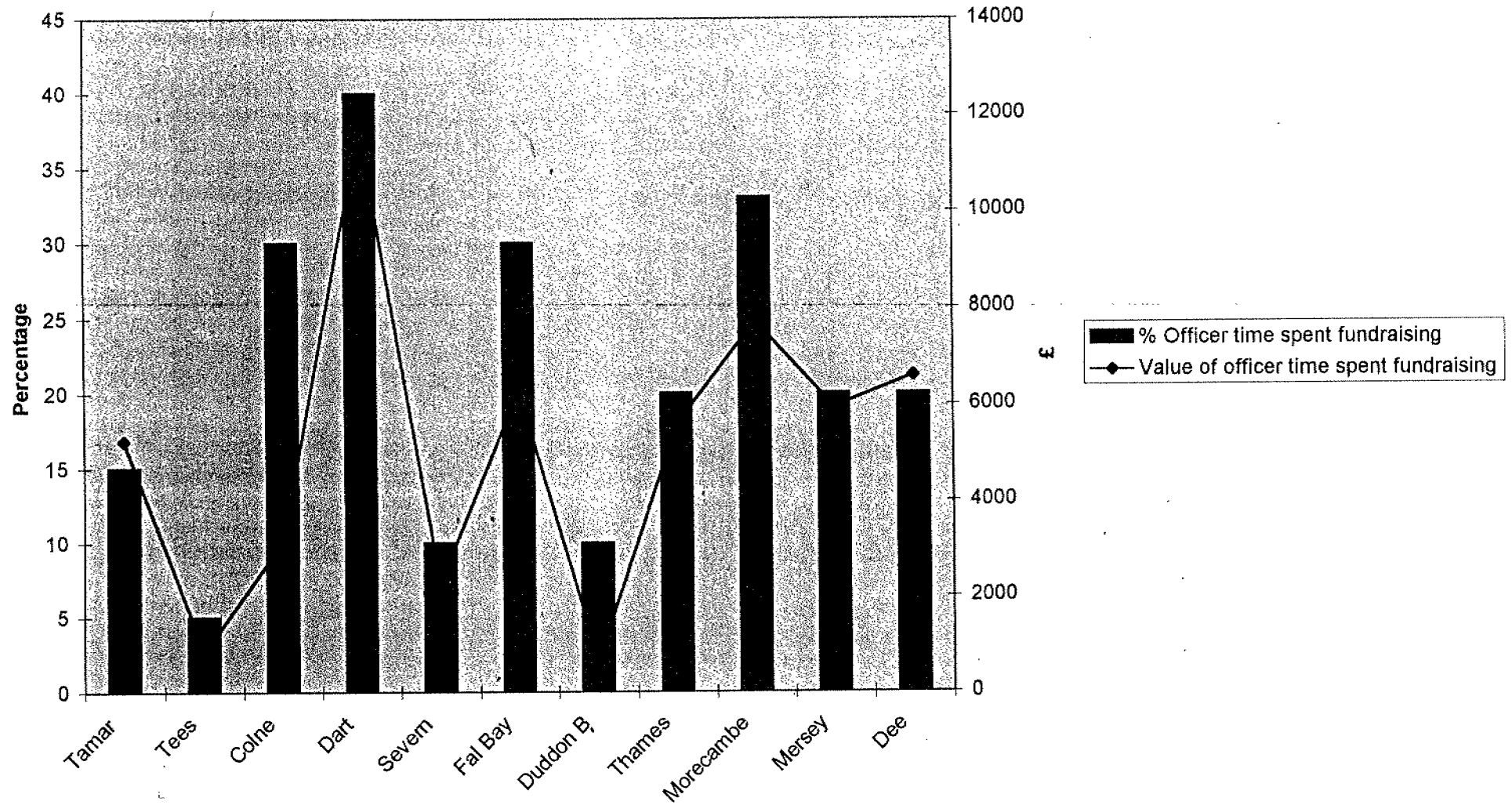


Figure 6

Funding Partners

