

Appendix 4 – Partnerships

Box 3 below shows a number of models of representation in estuary management

Box 3 Models of representation in estuary management.

Several interesting models of stakeholder representation have arisen from this review:

- The Tees Estuary Management Partnership has an executive of primarily senior managers directly answerable to the Industry and Nature Conservation Association (INCA) Board. Project work is effected via working groups.
- A separate Local Authority Member level liaison group has been set-up on the Dec.
- The strong lead given by the Queens Harbour Board has greatly assisted estuary management on the Tamar, providing it with credibility and statutory back up. There is liaison and presentations to the Tamar Estuaries Consultative Forum and formal communications with the Harbour Board members.
- On the Thames, a board of directors will be set-up that will include the statutory agencies / regulatory authorities that directly put money into the process. The board are responsible to the Thames Member Management Group (not elected members but members of the Thames Estuary project) that includes all board members but non-statutory representatives such as the chairs from topic / working groups. The management group will devise the work programme and priorities that the Board has responsibility for delivery. The public is involved via an annual forum and a newsletter.

Fig 1. Involving stakeholders in EMPs

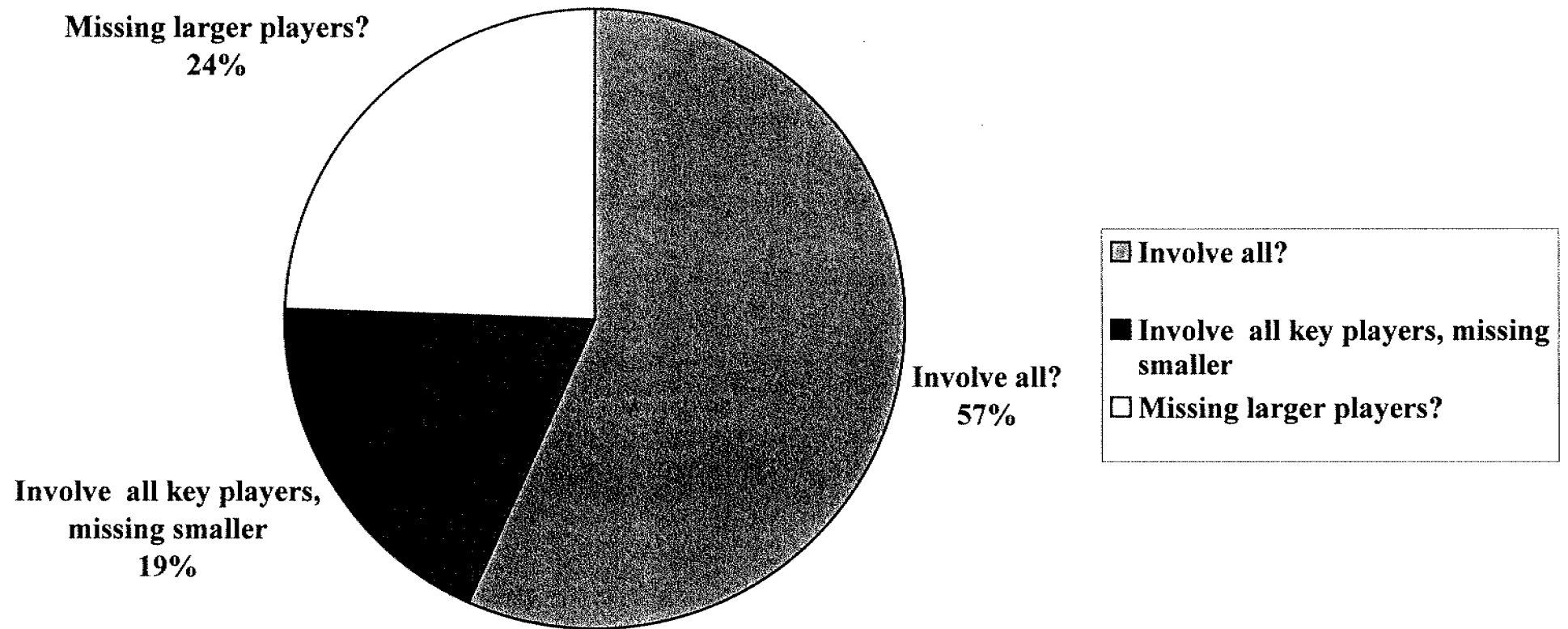
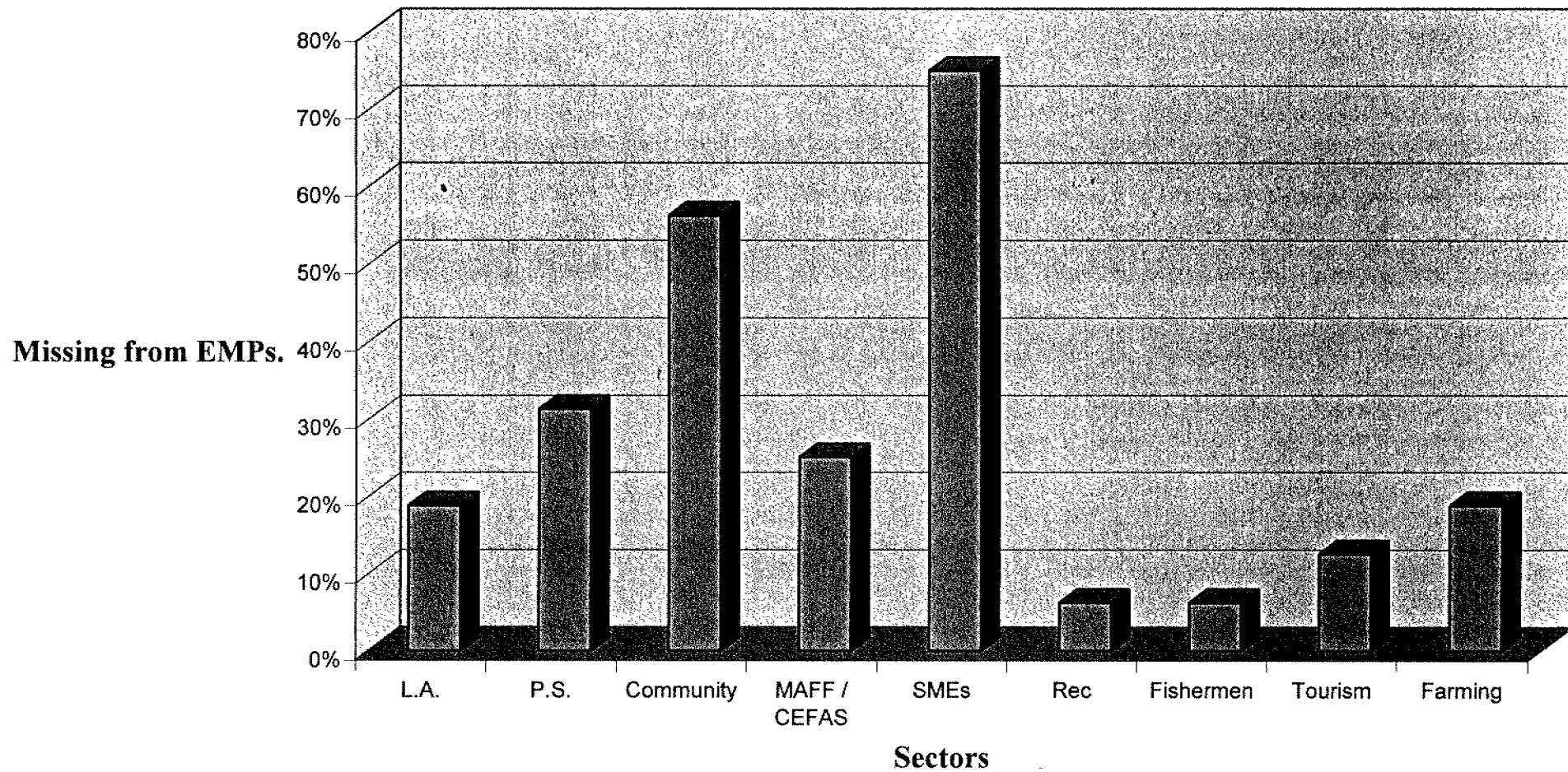


Fig 2. % of Missing stakeholders (44% of interviews)



Appendix 5 – Case study reviews

5.1 Rationale

We present below three case study reviews that highlight some key components of estuary management. These components are qualitatively assessed in terms of their contribution to the success of the relevant estuary management project, and lessons are drawn of wider relevance to estuary management:

5.2 The Morecambe Bay Partnership

The Morecambe Bay Partnership was established in 1992, with a full-time Project Officer in post since 1996. The Morecambe Bay Strategy was published in 1996, with the Partnership since focussing on implementation.

The Partnership has been effective in bringing people together, with the main benefits believed to be improved communication and understanding. The principle effect of this is more effective working together on addressing and resolving resource allocation issues. However, such outcomes are difficult to measure and quantify, so it is difficult to objectively demonstrate the benefits of the Partnership.

Total Partnership income for FY 1997/98 was £45,044. Of this, £28,554 came from the public sector, with £16,490 from 16 private companies. However, one third of the Project Officer's time is spent fundraising. With Officer costs of £22,703 p.a., this time notionally costs £7,492 p.a. The balance gained from fundraising was therefore £8,998. This does not represent value for money in terms of Officer time, particularly when the associated opportunity costs (i.e. time taken away from implementation) are taken into account. However, the other benefits of raising funds from local companies are increased commitment and ownership of the process. This is difficult to quantify, but might be encouraged in ways that are more efficient in terms of officer time.

A major strength of the Partnership has been the degree to which local people and community groups are involved. A Standing Conference of local interests meets each year, evening meetings are held with community groups, and a regular newsletter and an annual events programme are provided. This emphasis on community participation has generated much greater local awareness of management issues (although this has not been measured), and brought people into the decision making process. However, the administration costs of this degree of public participation are high, and there is a danger of the process being hijacked by activists. The issue of representation in community involvement is difficult, as voluntary involvement often appeals to special interest groups and those with a particular axe to grind. Nevertheless, the advantages of community participation are believed to outweigh the disadvantages.

There are also very good links with the Morecambe Bay cSAC. The Partnership is used positively to assist the SAC process, and has enabled it to progress more rapidly than it would have otherwise.

5.3 Tamar Estuaries Consultative Forum

The Tamar Estuaries Consultative Forum was established in 1992 with a full-time Officer from the outset.

The Tamar Estuaries Consultative Forum is a strong partnership with good commitment from the Forum members. A project centered annual work programme specifies a range of practical projects to be implemented each year. The emphasis on implementation allows direct outputs to be demonstrated, and continuing funding and political support to be encouraged. It also assists with project tracking and the monitoring of efficiency and value for money. Examples of projects progressed or completed in 1997-98 include:

- Publication of a reference *Guidebook to the Tamar*.
- Production of an estuary GIS system.
- Surveys of public access to the estuary.
- Defence of public access points.
- A programme of support for marine commerce.
- A programme of marine litter abatement.
- Support for marine crime prevention.
- Promotion of fisheries management and control.
- A biodiversity / nature conservation review.
- The formation of a working group on oil spill contingency planning.
- Upgrading and maintenance of local stretches of the South West Way.
- Compilation and publication of an archaeology review.

The main benefits of the Forum are improved communication, better decision making, providing a forum for discussion about issues affecting the estuary, and, as a consequence of all this, conflict resolution / avoidance. Demonstrating the benefits of these outcomes, particularly in terms of financial savings to potential funders, is very difficult. The associated networking also creates an amount of random synergy, which can be difficult to measure and impossible to predict.

Plymouth City Council has made a long term commitment to host the Forum and underwrite Project Officer costs - providing that the core income is secured each year. The strong lead given by the Queens Harbour Board has greatly assisted the Forum, providing it with credibility and a measure of statutory back up.

The Project Officer participates in a wide number of local fora to ensure maximum integration. A great deal of daily liaison also occurs in the development of a wide range of initiatives and projects being delivered in the area.

The Forum communicates on a regular basis with 130 local interests, and the project activities gain good publicity for the estuary. Third party involvement is organised on a project-by-project basis, with local interests getting involved where the issue is relevant to them.

The core budget of the Forum in 1997/98 was £55,000 p.a., provided by a partnership of 6 local authorities, 3 port operators, 1 government agency and the local Water Company. Project implementation expenditure to date amounts to £900,000. 15% of Officer time is spent fundraising – demonstrating good value for money relative to the funds raised.

The job creation and multiplier effects of this expenditure will be quite significant. Money spent in an area is partly re-circulated in the local economy. This is known as the 'multiplier effect', and we estimate an approximate multiplier value for the Plymouth area of 1.2 (Masters et al, 1998). This would mean that the £900,000 project expenditure represents around £1,080,000 of money directly pumped through the local economy (and much of this is money that would not otherwise have been spent locally). At around one full time job created by £25,000 expenditure (Masters et al, 1998) this amounts to 43.2 full time, year-long jobs. This is clearly a significant, direct benefit of the estuary initiative. However, such direct economic benefits will be dwarfed by the savings and revenue generated by better decision making, conflict avoidance, networking synergy, improved estuary infrastructure (especially tourism and recreation related), increased inward investment, and improved environmental quality likely to result from a successful estuary project. However, quantifying these is a very significant challenge and is beyond the scope of this study.

5.4 Mersey Strategy Partnership

The Mersey Estuary Strategy was initiated in 1992, with the Strategy published in 1995. A full-time Officer has been in post since 1997.

Much of the work of the Partnership has focussed on planning and influencing decision making. Specific activities include:

- Servicing the Mersey Estuary Forum.
- Promoting the Mersey Estuary protocol.
- Producing a Mersey Estuary Action Programme.
- Forming a Mersey Strategy Education and Interpretation Working Group.
- Producing a 'State of the Estuary' update report.
- Producing an annual report.
- Producing communication materials (display, newsletter, press releases, web site).
- Collaborating on an SRB bid with the Mersey Basin Campaign.
- Commenting on major development proposals in the estuary.
- Collaborating with other North West coastal management projects on the PISCES initiative (Partnership of Irish Sea Coast and Estuary Strategies) to promote the coastal zone in the new Regional Planning Guidance.
- Liaising with the Irish Sea Forum and North West Coastal Cell Groups.

The annual report identifies a range of specific projects, which aim to demonstrate the added value of supporting the Mersey Strategy. The Action Programme identifies 140 actions to implement the Strategy. Amongst these is a Project Portfolio of proposed local initiatives. These include:

- Jetty replacement at Warrington Rowing Club.
- Replacement of tidal paddling pools at New Brighton.
- Environmental improvements in New Cut Canal, Warrington.
- Organisation of the Mers-Eco '99 event.
- Production of an *Estuary Users Guide*.
- Production of interactive interpretation displays.
- A new bridge across Ditton Brook to link the Mersey with the Trans Pennine Trail.

- A landscape assessment of the estuary.
- Development of Estuary education resource packs for Key Stage 1-2 and 3-4.

Total income for FY 1998/99 was £86,602. Of this £50,277 came from 10 public sector bodies, £8,666 came from seven private and non-profit bodies, and £24,686 was carried over from the previous year. Around 15-20% of Officer time is spent fundraising. With notional time costs of around £3,457, the balance secured from the private sector is only £5,209 – again, poor value for money in terms of funds raised. It is not clear what proportion of this fundraising time is used in submitting grant aid applications to the various public sector bodies.

References

Masters et al (1998) *Marine Wildlife Tourism: Developing a quality approach in the Highlands and Islands* Tourism and Environment Initiative, Inverness

Appendix 6 Wildlife and environmental gain

6.1 Method

The telephone interviews identified qualitative examples of wildlife and environmental gain though a direct question was not asked. Examples were cited in response to questions about conflict resolution and the added value of the estuary management process.

These qualitative data were supplemented by bids for core funding that were submitted by English Nature Conservation Officers for 1999/2000 (English Nature, 1999). Data were received from a total of 18 estuary management projects in response to a request for examples of wildlife gain / damage avoidance.

6.2 Results

Examples of wildlife / environmental gain

Three examples of wildlife / environmental gain, as a direct consequence of the estuary management process, were cited out of 25 organisations sampled by questionnaire A:

- Improved co-ordination of waterfowl counts, supplementary information collected (Wash).
- *Spartina* debate and agreed action programme (Morecambe).
- Influence Biodiversity Action Planning process (Colne, Dart).

Examples of where the estuary management project, including the process and partnerships established, has facilitated projects, delivered by others which have resulted in wildlife / environmental gain are shown in Table 6.

Table 6 Examples of wildlife gain / damage avoidance cited by English Nature Conservation Officers, January 1999.

Activity	Examples
Influencing planning and the initiatives of others'	Influencing / promoting Biodiversity Action Plans (3). Assisting in Local Nature Reserve designations. Pursuing Heritage Coast definition.
Management of activities	Assisting in recreational vessel registration.
Conservation projects	Consensus gained on measures to protect a sensitive tern habitat. Assisting in dune and beach management / restoration project by providing advice and helping to deliver shared objectives. Assisting in the objective setting for managed re-alignment schemes. Bat roosting boxes set up. Reedbed management / creation project (3). Organised volunteers for salt marsh management. Salt marsh creation / management project initiated (2). Identification of alternative access route to a National Nature Reserve.
Clean-up, pollution prevention	Organise beach cleans.

Education Awareness raising	<p>CD-ROM (2) Events. Leaflets (3). BMIF Navigate with Nature. Code of conduct publication (4). Conferences (2). Web site Generic signage project with environmental information (3). Scal awareness. Local Nature Reserve signage.</p>
Conflict prevention / avoidance	<p>Access and rights of way (2). Bait digging. Personal Water Craft – assisting in conflict prevention. User group support (3). 4WD access management. Wildfowling management plan.</p>
Research / monitoring	<p>Bait digging research. Habitat and species mapping. Litter monitoring scheme. Sand dune erosion project. Sediment budget project. Survey of recreational use.</p>
<p>Note: Shaded text is examples that are a direct result of the estuary management process. Those in normal text are examples of where the estuary management process has assisted and co-ordinated initiatives that have indirectly benefited wildlife and conservation interests.</p>	

Appendix 7 – Funding

7.1 Rationale

Table 7 below summarises the funding data collected from a sample of 11 estuary management projects (Colne, Dart, Dee, Duddon, Falmouth Bay, Mersey, Morecambe Bay, Severn, Tamar, Thames and the Tecs).

Table 7 Summary Financial Analysis.

1998/9 Figures	Estuary and Coastal Zone Funding Analysis												
	Tamar	Tees	Colne	Dart	Severn	Fal Bay	Duddon B	Thames	Morecambe	Mersey	Dee	TOTAL	Average
FUNDING SOURCES													
Statutory Agencies	29500	10000	20000	20000	35500	23750	6400	55000	30100	47900	33400	311550	28323
Development Agency					2500					6000	3000	11500	1045
European	300000			25750								325750	29614
Commercial orgs'	5000			1500	10000	5000	1350	2000	14600	2800		42250	3841
Voluntary bodies							500				5000	5500	500
Grant Making Trusts		24000								2400		26400	2400
Private Donors												0	0
Other (SFC & MOD)						2000					1000	3000	273
TOTAL	334500	34000	20000	47250	48000	30750	8250	57000	44700	59100	42400	725950	65995
FUNDING SOURCES													
Draw down funding	305000	24000	0	27250	12500	7000	1850	2000	14600	11200	9000	414400	37672
Officer expenditure	35000	17000	10450	29300	23000	23000	6660	23000	23400	29775	33000	253585	23053
Core expenditure	55000	19260	14000	42000	51784	30000	7780	50500	30000	39500	36300	376124	34193

Project expenditure	300000	14000	21000	5000	0	0	7000	5600	32000	43000	12700	440300	40027
Total no of funding partners	2	4	3	8	13	12	17	5	25	17	10	116	11
No funders giving in kind support	1	0	1	1	0	1	0	0	0	4	2	10	1
% funders giving in kind support	50	0	33	13	0	8	0	0	0	24	20	9	13
% Officer time spent fundraising	15	5	30	40	10	30	10	20	33	20	20		21
Notional cost of officer time	5250	850	3135	11720	2300	6900	666	4600	7722	5955	6600	55698	5063
Balance of draw down funding raised after taking off officer costs	299750	23150	-3135	15530	10200	100	1184	-2600	6878	5245	2400	358702	32609
£ draw down funding compared to	5.5	1.2	0.0	0.6	0.2	0.2	0.2	0.0	0.5	0.3	0.2	8.9	0.81
									excludes 25k from EA for Mersey Estuary users guide and 16k from EN for PISCES.				

Definitions:

1. Types of Funder:

Estuary management is funded by a range of organisations that provide resources in a number of different ways. We have identified 8 of these.

2. Core Expenditure

Core expenditure is that incurred by the employment of an Estuary Management Officer together with the provision of office facilities and an operating budget.

3. Project Expenditure

Project expenditure is that incurred in delivering any outputs additional to the core activities

Project expenditure thus excludes the costs of employing an Estuary Management Officer, but could include the cost of employing an assistant.

4. Funding Partners

These are the numbers of partners providing any support for core costs or project costs and in cash or in kind.

5. Funding in Kind

Funding in kind is typically defined in terms of resources provided other than direct funding.

6. Draw Down Funding

Draw down funding is all funding arising from sources other than statutory agencies and regulatory bodies (whether used to support core or project activities)

7. Direct Costs of Officer Employment

The direct costs of employing an Estuary Management Officer are the combined salary, NI and pension costs.

Figures 1 - 6 at the end of this paper show these data graphically.

Table 8 below indicates the form of contributions in kind provided by estuary management partners.

Contribution	Donating Organisations	% of Respondents
Housing Estuary Project Officers	English Nature 3 Environment Agency 0 Harbour Authority / Port Company 2 Local Authority 11 Private sector 1 University 2	10% 0% 7% 37% 3% 7%
Meetings – venue, catering	British Association of Shooting and Conservation (BASC) 1 English Nature 3 Environment Agency 3 Harbour Authority / Port Company 4 Local Authority 14 Private Sector 2 RSPB 2 Sea Fisheries Committee 2 The Wildlife Trusts 1 University 2	3% 10% 10% 13% 47% 7% 7% 7% 3% 7%
Secretarial support to Forum / Management Group	English Nature 1 Environment Agency 1 Harbour Authority / Port Company 3 Local Authority 10 Private Sector 1 The Wildlife Trusts 1	3% 3% 10% 33% 3% 3%
Report costs	Environment Agency 3 Harbour Authority 2 Local Authority 10	10% 7% 33%
Data / information e.g. baseline data, GIS	BASC 1 Harbour Authority / Port Company 3 English Nature 3 Environment Agency Local Authority 9 RSPB 2 Sea Fisheries Committee 3 Private Sector 2 Royal Yachting Association 1 University 2	3% 10% 10% 10% 30% 7% 10% 7% 3% 7%
Expertise e.g. Public relations support for events.	BASC 1 Harbour Authority / Port Company 5	100% of all contributors – they all feel that they add value to the process by

	English Nature 3 Environment Agency 3 Local Authority 14 Private Sector 2 RSPB 2 Royal Yachting Association 1 SFC 3 University 2	bring their own interest / views to the table.
Additional Survey work	English Nature 2 Environment Agency 0 Harbour Authority / Port Company 2 Local Authority 1 Private Company 1 Sea Fisheries Committee 1	7% 0% 7% 3% 3% 3%

Costs of partner officer time

We calculate below an estimated cost of partner officer time in preparing and implementing an estuary management strategy.

During the estuary management plan preparation process a range of mechanisms are used to assemble the policy guidance into a plan (or strategy). Typically, a management group will oversee the process. This group communicates with a larger Estuary Forum, which provides a mechanism for wider communication and participation. An Estuary Forum usually includes the private sector, Local Authority politicians and, voluntary and community groups. Policy development is usually assisted by a series of working groups who work under the guidance of the management group to deliver a group report. This basic structure and process is similar to that advocated by English Nature's Co-ordinators Guide (1993).

It is arguable that no single estuary management project has followed this process exactly but the above serves to illustrate the general approach.

Assumptions – during plan preparation:

The following assumptions have been made based on the information collected during telephone interview and follow-up discussions with Estuary Project Officers:

- An average management group has 13 members who are mainly drawn from management tiers 2 and 3 (see section 7.4 in the Results and Recommendations Report for a definition). The average cost to their parent organisation is £250 per day. The group will meet on average 6 times per year.
- A typical estuary management plan takes between 2 and 4 years to produce.
- A typical topic / working group is 8 in size and will meet on 5 occasions to prepare and report and assist in policy development. Membership varies enormously according to the area of policy development but is on average Tier 3 @ £175 per day.
- An estuary management plan during preparation has an average of 3 working groups.
- The average Estuary Forum attendance is 45 with a meeting held once a year.