



Integrated Concepts and Strategies

Work Package 6



Integrated Concepts and Strategies

Work Package 6 looks at integrated concepts and strategies within the SUSCOD partnership projects. The deliverables include shared learning, highlighting best practice, as well as recommendations for future project delivery.



sustainable coastal development



Table of Contents

1 Partners involved in Work Package 6	4
2 Agreed definitions of ‘concepts’ and ‘strategies’	5
3 ICZM Principles	6
4 Links to Work Package 7	7
5 Methodology	8
6 Case Studies (discussed in meetings and text taken from meeting minutes)	9
‘Strategies for Integrated Coastal Development in a fragmented institutional system’	9
‘Recreational Space on Beaches’	10
‘DNA of Coastal Towns’	11
‘Master Plan for Coastal Safety’	13
‘Summer Houses’	15
‘Harwich Marina Study’	17
‘Development of long term perspective for sustainable management of the Firth of Tay’	19
7 Conclusion	21
8 Appendix 1: Minutes of meetings	23
9 Appendix 2: Tables of Assessed Scores	38

1 | Partners involved in Work Package 6

Essex County Council (WP6 Lead), England

Province of North-Holland, the Netherlands

Belgian Coastal Division (sub partner : Coordination Centre ICZM), Belgium

Odsherred, Denmark

Fife Coast and Countryside Trust, Scotland

2 | Agreed definitions of ‘concepts’ and ‘strategies’

At project initiation, it was vital to agree definitions for the key terms of ‘concepts’ and ‘strategies’, as there did not appear to be standard definitions in circulation already in European projects, or specifically in the SUSCOD application, Partners therefore agreed that a common understanding of both within WP6 was required.

The below definitions were signed up to by all partners:

‘Concepts’:

‘A notion or statement of an idea expressing how something might be done or accomplished, that may lead to an accepted procedure.’

‘Strategies’:

‘Plan of action to achieve a goal, meeting the needs and expectations of stakeholders, taking into account use of resources, processes and people using an adaptive management approach.’

3 | ICZM Principles

The Lead Partner for Work Package 6 (WP6) explored options of using both the 8 Integrated Coastal Zone Management (ICZM) principles and the 27 ICZM indicators in order to evaluate partners' projects for ICZM delivery. Through discussion, partners agreed that the use of the 27 ICZM indicators would be too specific and detailed and would not provide sufficient direction to improve all projects. It was therefore agreed by partners that projects should be evaluated and scored against the 8 EU principles of Integrated Coastal Zone Management alone, as set out below.

The eight EU-principles of Integrated Coastal Zone Management:

- 1 A broad 'holistic' perspective (thematic and geographic)
- 2 A long term perspective (ensure that decisions taken today do not foreclose options for the future)
- 3 Adaptive management during a gradual process (integrated planning and management is a process that develops and evolves – good information provision is basis)
- 4 Reflect local specificity
- 5 Work with natural processes
- 6 Participatory planning
- 7 Support & involvement of all relevant administrative bodies
- 8 Use of a combination of instruments

4 | Links to Work Package 7

Partners considered it was essential to explore links between WP6 and Work Package 7 (WP7) in order to ensure that there could be a clear distinction between the elements covered by each, and value added from sharing the learning. WP6, it was agreed, should focus primarily at a policy level and WP7 build on this to the delivery at a practitioner's level. WP7 would therefore be able to show the process through learning, as well as exploring how things would be implemented differently, if repeated.

It was agreed that as a result of work undertaken through WP6, together with the evaluation, it would be possible to provide broad recommendations which could be incorporated in the initial development of concepts and strategies for any new plan. This would enable the evolution of a cyclical process, with adaptive management at its core, where the outputs of one Work Package could influence how a new plan or project would be developed.

The following diagrammatic representation was agreed, which demonstrates that adaptation through learning can be achieved through a cyclical approach, which would be flexible, thereby enabling changing situations to be taken into account and projects to be continually reviewed.

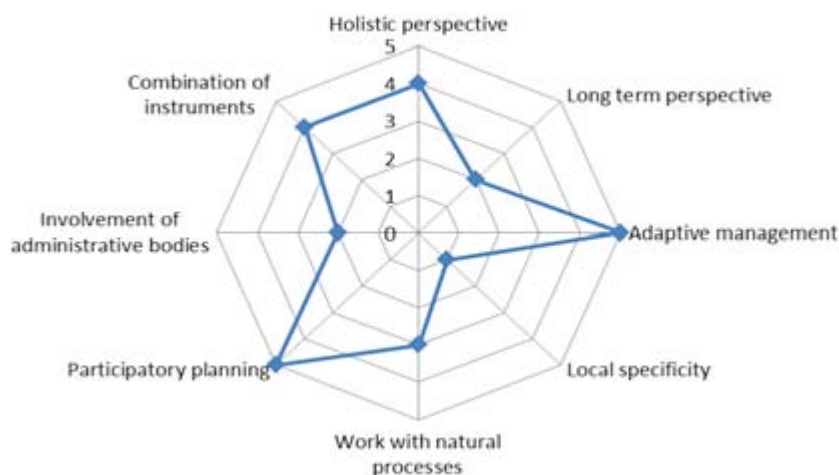


5 | Methodology

Each partner presented on case studies from their projects that formed part of WP6. Each of the ICZM principles was discussed in turn, in relation to both concepts and strategies for the projects. The original concept, as well as the strategies, would be used to take the project forward to implementation (and then into WP7 review). An assessment was undertaken jointly by all partners and a score agreed upon, regarding the level to which it was felt that each partner had taken into account each of the ICZM principles in the development of their concepts and strategies.

Following consensus on a score, the rationale for the decision and the scores were recorded on a standard template which had been developed by the Work Package Lead Partner. A 'spider diagram' was then created for each case study under consideration, thereby enabling the scoring of the concept or strategy to be rapidly assessed. This resulted in an immediate understanding of which principles were considered to be particularly strong along with principles where the approach was considered weaker for each project under development. This also enabled easy comparison of the scoring between different projects so that those scoring highly for certain indicators could be used as examples to help steer the development of subsequent plans / projects. Where possible, recommendations for improvements were also offered to those partners where certain principles were weak.

An example of the spider diagram produced



Each partner case study and their scores are shown on the following pages.

6 | Case Studies (discussed in meetings and text taken from meeting minutes)

Partner name – North-Holland

Officer reporting – Kim Uittenbosch

‘Strategies for Integrated Coastal Development in a fragmented institutional system’

The activity which North-Holland has within this particular project includes studies, rather than projects. This study examined coastal development within 3 domains; namely water, spatial planning and nature.

Water Domain

Outcomes from the water domain were very strong and organised differently from the other domains. Many actors had been involved and there were very strict regulations. Outcomes had shown that integration was lacking due to the fact that the authority’s main concern was for safety. It was considered important therefore, that if coastal development was to be undertaken, further work would be required to overcome this and end up at a more integrated proposal/project. The Dutch Government had undertaken an assessment of case studies from all partner countries to establish whether any lessons could be learnt from their experience – this was considered important particularly with regards to comparing coastal projects based on “cost/benefit” analysis. The group was advised that some projects had tried to adopt a more integrated approach, for example “weak links” had sometimes been identified which then sought to integrate safety and wider aspects. It was noted however, that financial constraints had prioritised safety and restricted the potential for further integration.

Funding

There was an evolving strategy to use the private sector more to contribute towards the cost of coastal protection as this was a national priority. No contribution was sought from other actors. An example was highlighted that nobody in North-Holland is required to have flood insurance, a policy which differs significantly from the situation in partner countries, especially the United Kingdom. A co-operative funding strategy was being considered, where all actors were to contribute in a “if you pay, you get a say” approach.

The use of strategies

The Group questioned how strategies work in practice in the Netherlands, what they seek to resolve and how applicable they are. Spatial planning issues associated with coastal development looked forwards to the regeneration of areas and were dealt with at a provincial / municipality level. Nature was dealt with at the European / provincial level.

It was noted that the report had not presented any recommendations. The review group considered that these would have been useful as they could have highlighted the potential for increased delivery in future projects.

Scoring Analysis for the project

It was decided by the partnership to score this project for concept alone, due to the fact that it is a strategy. Exact scores can be found in Appendix 2 in relation to the project.



Partner name – North-Holland
Officer reporting – Kim Uittenbosch

‘Recreational Space on Beaches’

Coastal safety is very dominant in Holland and hence this study, was considered to be of high value. The intention was for the study to show the benefits of beach nourishment with regard to recreational opportunities, as well as to wider issues.

Four types of recreational activity were identified

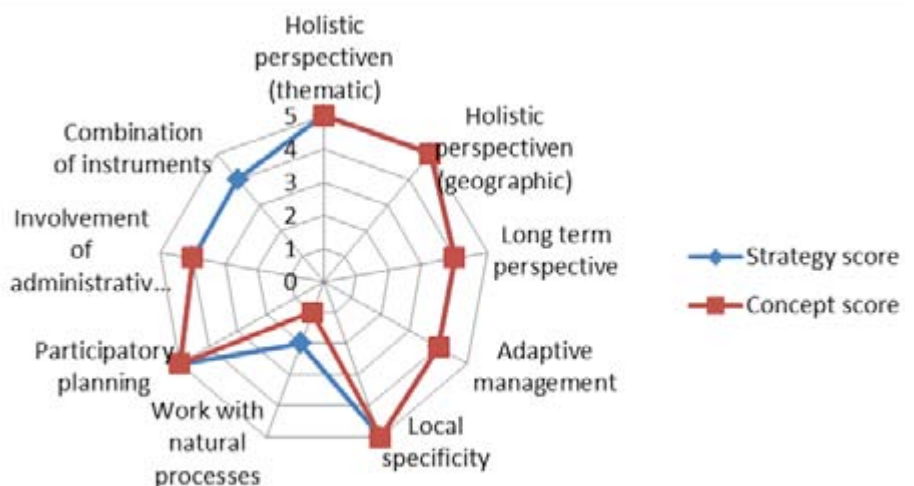
- Quiet (i.e. greater than/equal to 25m)
- Sports / event beaches (greater than/equal to 100m)
- Nature beaches (no economic or social activity)
- No minimum beach width needed for recreational activity

Calculations had been made regarding how much space was required and how much was available. This would enable coastal practitioners to determine whether there was insufficient beach area to allow for the level of recreation which is currently undertaken.

Scoring Analysis for the project

There is no score for the concept in relation to the combination of instruments for the project concept, as it was not considered relevant in this case. Where just the concept score can be seen, it is the same as the strategy score.

It was felt that commercial operators would be prepared to pay more in order to increase the beach width and therefore improve the recreational use offer. There was also a desire for the dunes to expand (towards the sea), but it was recognised that this might not be required as the beach width might already be sufficient to ensure sufficient protection. Possible economic uses of the front were discussed, including the creation of bars and other recreational businesses. It was agreed that recreational uses both on the terrestrial and marine side needed to be considered.



Recommendations for further studies, established through discussion

- There should be greater coordination of policies
- Cost / benefits should be calculated for each location
- Private sector could pay for the increased costs associated with the provision of a wider beach which, whilst not essential for safety, could provide economic benefits.

Partner name – North-Holland

Officer reporting – Martijn Vos (an additional project to be scored, in addition to the above WP6 projects from North-Holland)

‘DNA of Coastal Towns’

North-Holland partners have looked at the identity of their coastal towns by focusing on two examples – Petten and Zandvoort.

It is expected that there will be problems in the future due to economic restructuring, as some of the small villages in North-Holland are not expected to grow much over next 20-30 years, whereas the area surrounding Amsterdam is expected to grow significantly. Much of the area in the south nearer Amsterdam was constructed after World War 2. A large strip (500 m) was demolished during the war and rebuilt in 1950-60. The architecture existing there consists largely of apartments which have proven unsuitable for quality / mass tourism. On a busy day in the summer, as many as 100,000 people travel to the beach, but the town only has 1500-1600 inhabitants. As a result, there are problems with infrastructure and safety.

It was questioned how you could complete a strategy which can also cope with coastal change. A strategic agenda for the coast is being developed with a long term vision, which will itself feed into the national vision being developed in Spring 2013. A better reinforcement programme has been introduced which ensures that works must mean communities are safe until approximately 2050.

Petten and Zandvoort

An awareness of the identity (DNA) of each coastal town was ascertained and work then completed to see how this can be reinforced to build on existing qualities. The steer from the Province has been that there should be a difference between the different coastal towns, despite many common features, such as the beach, dunes, sea, issues of safety etc. Mapping of specific qualities (known as ‘peaks’) has been undertaken for each coastal town, which has then enabled opportunities to be identified to introduce more ‘peaks’ and thereby add more quality and variety to each town’s offer.

Petten has a resident population of 1500 – 1600 living in the vicinity. There is one major dyke in the province and the rest of the walls are dunes. The dyke is due to be repaired in 2013 using an estimated 250 million m³ of sand. In the longer term, it is felt that innovative approaches to defence of the coastal town could be beneficial, such as using dunes as defence structures for the protection of Amsterdam.

The process of collecting coastal town ‘DNA’ is now being carried out for all coastal towns in North-Holland. This work has involved workshops, so that each community is able to help define their own future and the development of the town (both in terms of safety and economic growth).

The group was informed that the purpose of DNA collection in each coastal town was to raise awareness for inhabitants and to guide policy makers, as well as to ascertain how to support the needs of private businesses and visitors. It was agreed that the strategy needs also to be translated through policies. It was noted that some towns were much more advanced in their profiling and therefore more likely to be able to position themselves positively against others.

Story pavilions were erected in some coastal towns with a resultant of 150 individual personal stories being collected. The process (working like a travelling roadshow) proved very successful and secured strong resident support. The engagement process also incorporated chairs being placed at intervals along a 5.5km stretch of beach where people could sit and listen to stories. This was one way of educating people that Government was thinking

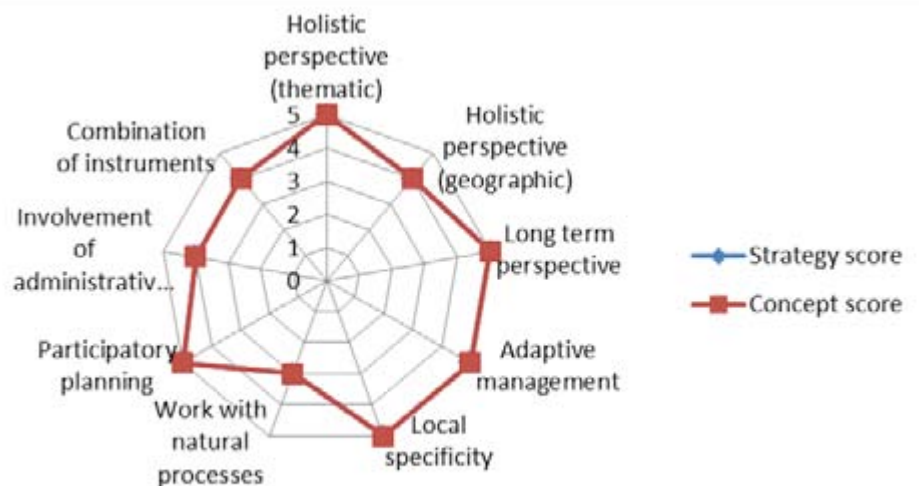
about and planning for the future of the coast. The information gained is to be translated into a Structure Plan so that it can steer development.

It was explained to partners that in North-Holland, safety is considered to be the starting point from which all coastal activity stems. The current political steer means that the coastline in Holland will be defended at all times, though new strategies for coastal management need to be continually developed.

There were considered to be links to WP8 regarding the impatience of stakeholder involvement and how you can use the information gained in the process of developing a coastal strategy.

Scoring Analysis for this project

Only the concept score shows as both the strategy and concept scores were rated equally for all of the ICZM Principles (and the strategy blue line is therefore hidden).



Recommendations for further studies, established through discussion

- Explore the most appropriate way to gather local knowledge from different communities so that this can be taken into account during strategy development
- Utilise a variety of different methods for raising awareness, utilising innovative approaches where appropriate

Partner name – Belgian Coastal Division
Officer reporting – Michael Pauwels

‘Master Plan for Coastal Safety’

The background policy, processes used, stakeholder involvement and how these relate to the ICZM principles was discussed by partners.

The Master Plan examines whether the beach volume is sufficient and the sea walls / quay walls high and strong enough. Flooding is anticipated from the harbours rather than from the sea. Various scenarios for sea level rise were considered and also a movement from using hard to soft defences. Weak zones were identified and it was found that 95% of these related to the harbours rather than the sea, including one where an 8 metre storm would result in approximately 4000 victims.

Communication and stakeholder participation

Many organisations have been involved in the stakeholder analysis including city councils / Province of West Flanders / Flemish Government / Federal Government as well as the general population (including those in the coastal communities). A Task Group and Steering Committee were established which fed information into an Advisory Board. A press release was distributed in 2009 providing the general public with information about the plan / EIA (Environmental Impact Assessment) and encouraging responses to be returned. A coastal city consultation was carried out between Sept 2010 and Feb 2011 regarding the measures planned for the city.

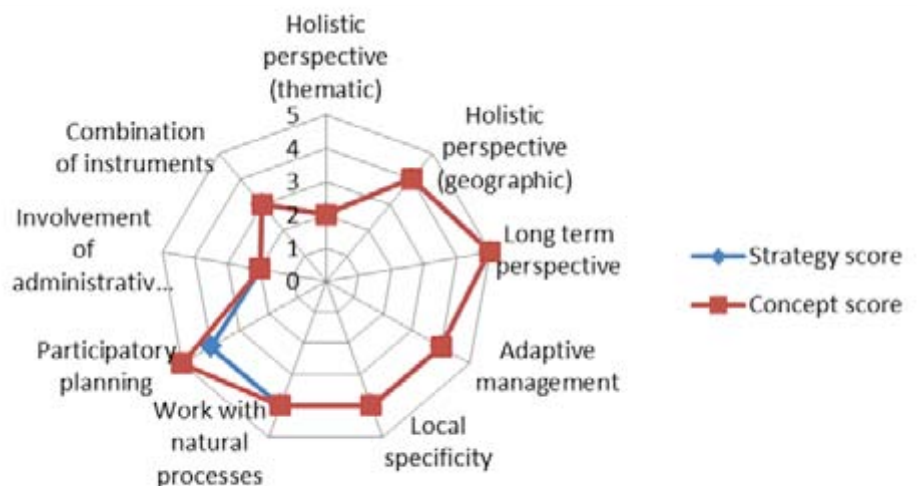
An external communications agency reviewed the Communications Strategy that had been completed and suggested that the Master Plan was too technical and that a number of parties had only had a passive role. This resulted in the decision to undertake a new Communications Strategy – the initial stage of which had been completed at the time of discussion. A participation model was agreed, though due to the need to co-fund some actions, it was the organisations nearer the harbours where flood risk was highest that were more likely to engage. A website has been constructed which highlights actions completed as well as those in implementation and planning phases.

There was also significant consideration of the ICZM principles during the Master Plan development. The concept had been to ensure a coordinated approach to coastal defence where the safety of people was linked to both coastal defence and tourism. Modelling had shown that two walls were needed rather than one for safety reasons, though it was acknowledged that this would have visual implications. Soft defences were to be used, where possible, along with hard defences where necessary. Due to the built up nature of the Belgian coast, it had not been considered possible to have different zones as the whole coast has been valued with similar economic profiles and hence there was an equal level of protection required.

It was noted that Belgium and the Netherlands have a similar approach towards the defence of the coastline, irrespective of cost, whereas in Denmark and the UK, funding constraints were resulting in different policies being pursued in different areas. In Belgium, the municipalities have not traditionally been used to paying for their defences (which are funded by the Provincial Government), however they are now considering making contributions if this could result in a more appropriate solution such as wider dyke for example.

Scoring Analysis for this project

Looking at each principle independently has resulted in some very high scores, which it is thought would not have resulted if an overview of the scheme in its entirety had been considered. The broad strategy focuses on coastal defence and this could have been widened to provide a more integrated approach.



As with the previous case study, the concept and strategy scores for the variety of ICZM principles are the same and hence only the concept line shows in the above graph. Specific scores can be seen in Appendix 2.

Recommendations for further studies, established through discussion

- A shared action document is useful to support improved partnership working (this project has a website which highlights actions underway and completed).

Partner name – Denmark (Odsherred)
Officer reporting – Rasmus Kruse Andreassen

‘Summer Houses’

Rasmus Kruse Andreassen informed partners that he was representing 1 of the 3 municipalities which had participated in the project. The area concerned has 170 km of coastline, with approximately 1/3 of the holiday cottage areas based in the lowlands. The summer houses are occupied from October to April (and only at weekends). The area experiences severe problems with flooding from both the sea and rain (due to poor run off), as well as with erosion. Conflicts of interest exist between priorities for the natural environment and the human influenced coastal defences. The project’s area of focus is on the west coast which is low lying and will be increasingly at flood risk due to sea level rise.

There are freshwater boggy areas which the farmers will need to continue cultivating in order to get their subsidies (which remain the same despite the quality of the soil). Institutional challenges exist regarding who does what and how. It is mainly the municipalities who make the decisions – local politicians find it difficult to prioritise between nature priorities and coastal defences (probably due to voters’ preferences). A key question is the amount of money which it is considered appropriate to pay to protect any specific nature area.

Through the completed study, it had been hoped that an “Assistant” would be developed to help with assessing the socio-economics whilst also taking into account relevant EU Directives (where applicable).

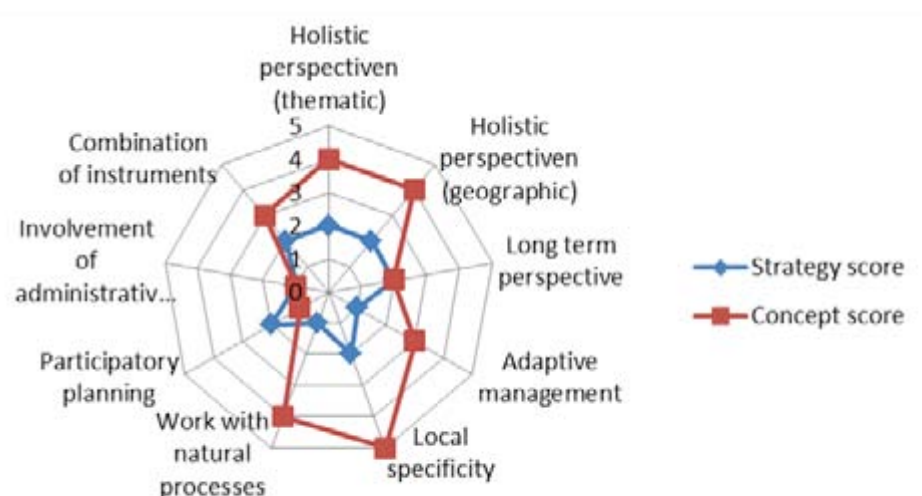
Tool developed by the consultants examined;

- The cost of the coastal protection
- The tourism impact on environmental degradation
- Do nothing
- The cost of creating a new “nature” area

There were no other factors taken into account and no conclusions were drawn together which demonstrates the lack of an integrated approach. The focused area was chosen to enable links to locals using the area, but there was no liaison due to the fact that as the study was undertaken in the summer months when the area was highly populated by tourists.

Scoring Analysis for the project

It was acknowledged that there was insufficient communication with the consultant, who had given no response to enquiries. A proper comparison of the work delivered against the brief provided should also have been carried out.



Recommendations for further studies, established through discussion

- Regular liaison should be undertaken with consultants
- Initial project scoping should ensure tender documents are written in such a way as to ensure target communities are effectively engaged during the project delivery
- Regular analysis of delivery against tender specifications should be undertaken to ensure the project is on track and effectively delivered

Partner name – Essex County Council
Officer reporting – Hilary Rowlands

‘Harwich Marina Study’

Harwich is a port on the East Coast of Essex which is very deprived (compared with many of Essex’s inland towns), thereby differing strongly from the situation found in many coastal towns in other Member states. In Essex, many coastal communities suffer from deprivation due to lack of jobs, a large proportion of the labour force being unskilled and poor access to the markets.

A number of studies have been carried out, since 2004, to help inform the current spatial planning approach being taken forward in Harwich. In 2005 a masterplan was written, which was adopted in 2006. This divided the town into 4 areas namely Quayside, Station, Navy Yard and Amenity which were then progressed separately. Three of the areas are described in keypoints below:

- Navy Yard – A marina was proposed for this site. However, due to the development of ready offshore wind farms presenting potential additional opportunities for the landowner, the landowner has advised that he’s not prepared to consider developing a marina at the current time.
- Station – Key issue - Network Rail advised that they had no desire to develop a transport hub, which was proposed for this site, but their intention was to develop residential housing when the market allowed.
- Quayside – Many studies had been completed, including a design statement highlighting proposals for tourism and amenity improvements for the local community. A report completed in 2010 further considered the Quay frontage and the potential for the development to benefit the economy and bring visitors into the town. At the same time, work was initiated to find ways to make Harwich a more attractive location for visitors which resulted in improvements to the public realm and also the restoration of the Light Vessel (LV18).
- Amenity – Methods for improving the existing amenity areas in Harwich were considered. Given the national financial constraints surrounding the time of the receipt of the study, it was agreed that insufficient finance was available to undertake significant activity in this area. However, some work was undertaken to improve the public realm on the quayside in Harwich and also the restoration of a local Light Vessel (LV18) which was located on the front. This activity was undertaken to make the area more attractive to tourists.

SUSCOD projects have built on an earlier masterplan study to determine the best location in Harwich for a marina, to support the initiative to attract more tourists to Harwich and diversify the coastal offer. As noted above, Navy Yard could not be progressed during this time of economic constraints, so focus moved to a possible intermediary solution. A marina development would be considered to cost an estimated £6-10 million, which was referred to the Coastal Renaissance Partnership Board (a board which includes the County Council, District Council and other key partners, including the Environment Agency), to explore regeneration opportunities within the Tendring District.

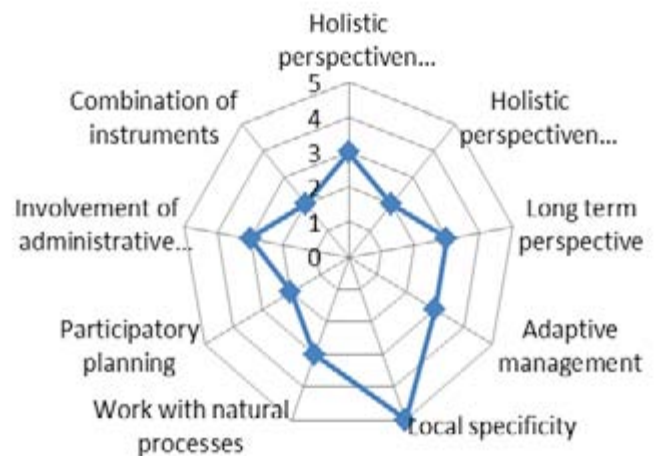
The Marina Study concluded with a suggestion of an appropriate location for a new marina in Harwich, estimated costs for this work and possible layout of the berths. It was agreed that further work, however, would be required to determine the potential wider benefits of such a development, such as increased spend in local businesses. In addition, politicians requested that consultation should take place with local landowners to examine the feasibility of a marina development, including options, costs and the potential benefits to the community and to key stakeholders. This would also enable the exploration of the potential links of the marina to the town. Extensive stakeholder input was involved in determining improvements to

the public realm, however they have not yet been consulted over any marina proposal. The reason for this has been not wishing to raise stakeholder expectations before determining whether a marina might actually be feasible in the location.

Options other than marina development had also been considered, including opportunities around the cruise tourism business and offshore wind, however it was considered that securing funding through tourism was the primary objective. Offshore wind energy production is creating some local jobs though many components for the construction and skilled employees are being sought from Europe.

Scoring Analysis for the project

The group decided it was appropriate just to score the concept, as the project is yet to be delivered, nor is it out to public consultation



Recommendations for further studies, established through discussion

- Engage wider stakeholders at an appropriate stage, once project feasibility has been assessed, to avoid unrealistically raising expectations
- Adopt a flexible approach in strategy development to allow for economic and / or political changes which might impact on strategy implementation

Partner name – Fife Coast and Countryside Trust
Officer reporting – Julian Inglis

‘Development of long term perspective for sustainable management of the Firth of Tay’

The location of the project is on the Fife peninsular in central Eastern Scotland. This area includes 2 estuaries located within a dynamic coastline.

All individuals and organisations with an interest in the area were invited to the project launch where it was made clear that their involvement through the formation of a partnership was essential in order to take forward a sustainable management plan for the area. Councillors and a wide variety of organisations were involved, with approximately 50 in attendance, all of whom were familiar with the project area. The concept of the project was discussed at the event. It included the opportunity to shift from an ad hoc approach for coastal management to one which is fully integrated and engages a broad range of organisations. All those in attendance were asked to indicate which part of the plan’s development they wished to be involved in. Then, through the partnership, a vision was developed for the long term sustainable management of the coastal cell.

The West Sands vision was developed for a period up to 2025. Fife Coast and Countryside Trust (FCCT) then guided people through the process of developing a plan. A draft Management Plan for the West Sands had been developed with a larger ambition of developing a management scheme for the whole area. The Plan was approved by Fife Council in January 2012 and is now being implemented. A whole series of action plans, including a dune restoration plan and monitoring plans had been included for the next 15 years. It was felt that the approach undertaken in North East Fife can be used elsewhere and that it could be useful to offer to Marine Scotland as an example of good practice in how to set up a regional Marine Plan.

The WP6 partners questioned whether a strategy up until 2025 would be too short term in focus. However, Julian advised that a longer-term perspective (such as through the Shoreline Management Plan) which focuses on flood risk to a timescale of about 2100, showed increasing scepticism towards the preferred long term policies identified (when looking beyond the 25 year timescale). By having a rolling plan on a 25 year basis, this was thought to potentially put pressure to act in the shorter term.

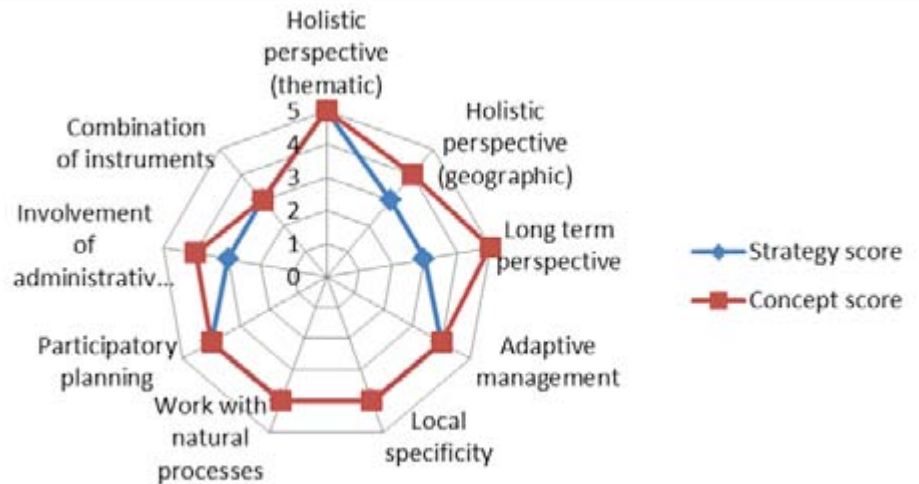
There had not been a great deal of activity regarding implementation following the approval by Fife Council as the intention is for the partnership to take greater ownership of delivery. There had also been a change in political representation at the council, and it was uncertain as to whether the Plan would still be taken forward by the council and the statutory agencies. Local councillors have advised, however, that they are keen to see the process taken forward.

The rationale of the project has been to bring all organisations together i.e. social, economic and environmental and also to show best practice. The 100 mile long coastline is very varied, which means that there is strong potential to share the learning elsewhere. In addition, the Shoreline Management Plan represents non statutory policy guidance, and having been completed at the same time as the West Sands/Fife work, the 2 are compatible.

Public engagement activity included the Science Fair, which enabled families to play with the newly designed ‘Flex system’ and also to have educational walks along the beach. It was decided that a variety of different techniques has been used according to the audience.

The partnership questioned whether focussing on a single cell of the coast was the correct approach and whether more issues might have been able to be encompassed if they'd gone wider. Julian explained that this would have been very difficult for Fife given its very varied nature and historic and political reasons to work in distinct areas. In addition, it was argued that from a practical point of view it would have become too vast and would have lost the intimacy of the partnership approach. There are also areas of deprivation and coal mining which would have needed a very different approach.

Scoring Analysis for the project



Recommendations for further studies, established through discussion

- Ensure an appropriate period for the plan is selected to enable effective engagement of local stakeholders and subsequent implementation. Compatibility with and recognition of other related plans can ensure a longer term approach is covered through a different route.
- Geographic extent of the plan needs to take account of political and historical context and also, where appropriate, the need for local specificity to retain partner engagement. Appropriate information from beyond the plan area ought to also be taken into account during plan development to ensure a holistic approach, with the involvement of relevant stakeholders from beyond the plan area as appropriate.

7 | Conclusion and lessons learnt

It was agreed by partners that using the 8 ICZM principles to assess a project at concept stage was a useful way of ensuring that both the concepts and strategies incorporate a breadth of principles. It also ensures that coastal practitioners consider all aspects of effective integrated coastal zone management at project conception. WP6 therefore recommended that this simple review process (either light touch or more in depth) be used from project initiation through to completion.

A simple 'cosmo test' for coastal practitioners to assess their projects in the light of the 8 ICZM principles, following a similar method to that developed through WP6, can be found at <http://www.suscod.eu/Pages/Assessment/Cosmo/Cosmo.aspx> and the option to carry out a more in depth interrogation is available, if required, after that is completed.

Following discussion on the specific WP6 projects, a number of key lessons learnt were identified. These lessons are considered of importance for all practitioners developing new projects, but the WP6 group also agreed that of vital importance is to use the agreed methodology to examine project proposals against the ICZM principles. This will enable projects to be examined to ascertain how they might potentially benefit from a broader approach in order to give a more holistic and integrated project outcome. The following lessons learnt will further support this methodology, providing further checks for individuals developing a new project:

Project scoping and development

- Any brief written should be detailed and highlight the stages for discussion / liaison between the consultants and the tenderer throughout.
- Clarity is required around expected outcomes of the project at concept stage, agreed by all partners.
- Payment of consultants needs to be dependent upon delivery of specified outputs (and agreed at project intention).
- Ensure that requirements to engage with specific communities / stakeholders at appropriate stages of the project are incorporated.
- Ensure opportunities for regular analysis of progress delivery against tender documentation exist and are undertaken to ensure that any deviation can be effectively tackled during the project.
- Adopt a flexible approach during strategy development to allow for economic and / or political changes which might impact on strategy implementation.

Identification of desired outcomes

- At concept stage, commitment from management should be secured that they will take forward the outcomes of the studies completed.
- Project strategies must be well integrated with existing administrative strategies in order to reduce duplication and encourage commitment from management.

Communication

- A clear communications strategy has to be agreed with the key stakeholders at concept stage.
- Strong communication is required with consultants (if used), to ensure that they are clear on the brief and are delivering to the requirements contained therein.
- Consultation regarding the proposed outcomes and process needs to be held with the relevant bodies from concept to completion.
- Utilise a variety of different methods for raising awareness, using innovative approaches where appropriate.

Stakeholder Engagement

- Explore and adopt the most appropriate ways to gather local knowledge from different communities and to ensure this information can be effectively taken into account in strategy development.
- Determine the most appropriate time for stakeholder engagement as in some instances this might be following assessment of project feasibility to avoid unrealistically raising expectations.

Project completion

- Following delivery of the strategy, or at the end of the project, a comparison should be made between the work delivered and the original brief. Any discrepancy should be tackled.

8 | Appendix 1: Minutes of meetings

Introduction meeting to Work Package 6

10 am on 24th January 2012 in the Ellips building, Brussels

1 Welcome and Apologies

Hilary Rowlands (ECC), Nicky Spurr (ECC), Kim Uittenbosch (Province of North-Holland), Tina Mertens (Belgian Coastal Division, Belgium), Rasmus Kruse Andreasen (Odsherred, Denmark), Kathy Belpaeme (Coordination centre ICZM, Belgium), Irene van der Craats (Belgian Coastal Division, Belgium)

Apologies were received from Julian Inglis (Fife Coast and Countryside Trust)

2 Agreement of definitions of 'concepts' and 'strategies'

HR and NS had explored options of using both the 8 ICZM principles and the 27 ICZM indicators to evaluate partners' projects for ICZM delivery. The recommendation from ECC was that the use of the 27 ICZM indicators would be too specific and would not provide sufficient direction to improve project scope and hence it was proposed that projects were mapped and ranked against just the 8 ICZM principles. This approach was agreed by the group. Today's meeting would examine 2 Dutch and 1 Danish projects using this approach.

HR outlined that Work Package 6 (WP6) is all about Integrated Concepts and Strategies and that it was therefore important to agree a definition, as no such definitions appeared to exist for either EU or within the SUSCOD application. It was also highlighted that it was important to explore links with Work Package 7 (WP7) which would be discussed later in meeting. HR drew attention to a paper circulated prior to the meeting which presented some suggested definitions.

Concepts

Discussion over the suggested definitions followed, and the resultant definition for a Concept was agreed

A notion or statement of an idea expressing how something might be done or accomplished, that may lead to an accepted procedure.

Strategies

KB suggested some key words which were important from the 'military' definition. The following were also discussed;

- scope and overall purpose
- meeting needs and expectations of customers i.e. stakeholders
- creating new opportunities
- series of resources, processes and people
- evaluating and selecting strategic options (noted as important to ICZM)

It was agreed that a strategy is how a concept is translated into action, but that external factors also needed to be taken into consideration.

Discussion followed, and the resultant definition for a strategy was agreed

‘Plan of action to achieve a goal, meeting the needs and expectations of stakeholders , taking into account use of resources, processes and people using an adaptive management approach.’

Links to WP7

WP6 was considered to be more on policy level whereas WP7 was more on the practitioner level. WP 7 would show the process through learning along with how things would be changed if they were done again.

WP7 would involve an analysis on a project level e.g. in Belgium, re how coastal safety measures will be incorporated. TM advised that there would be a focus on concrete actions through analysing 2 pilot areas and examining how the implementation would take place.

From the evaluation of Work Package 7, it would be possible to provide recommendations for the start of any new plan i.e. at WP6 stage.

Next month a questionnaire would be circulated to evaluate different pilot areas for using an ICZM approach looking at project planning along with end results and objectives, to get a better idea of what is already being done across the SUSCOD partnership

The eight EU-principles of Integrated Coastal Zone Management:

- A broad ‘holistic’ perspective (thematic and geographic)
- A long term perspective (ensure that decisions taken today do not foreclose options for the future)
- Adaptive management during a gradual process (integrated planning and management is a process that develops and evolves – good information provision is basis)
- Reflect local specificity
- Work with natural processes
- Participatory planning
- Support & involvement of all relevant administrative bodies
- Use of a combination of instruments

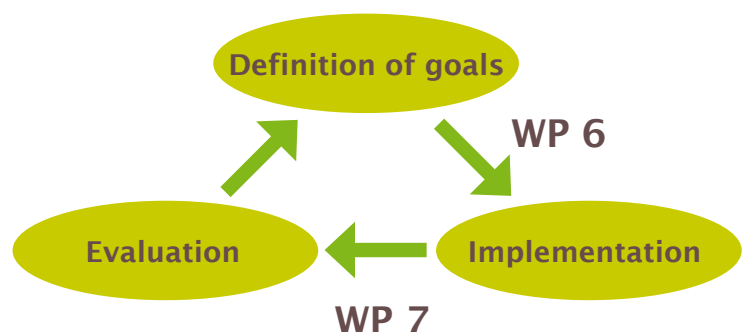
Additional comment / discussion took place regarding specific principles

1a /1b thematic and geographic. It was agreed that for current ranking that geographic considerations would be the focus

2 long term perspective i.e. sustainability

3 adaptive management

It was considered that adaptation through learning could be achieved through a cyclical approach, which would be flexible to enable changing situations to be taken into account. The following diagrammatic representation was agreed;



5 Work with Natural Processes - People interpret natural processes differently e.g. with regards to life cycles of flora and fauna or with regards to coastal processes

6 Participatory Planning - Is this the same as stakeholder engagement?

- 7 Support and involvement of all relevant administrative bodies – this is subjective
- 8 Use of a combination of instruments – it was considered that this could be dealt with on a project by project basis

Methodology

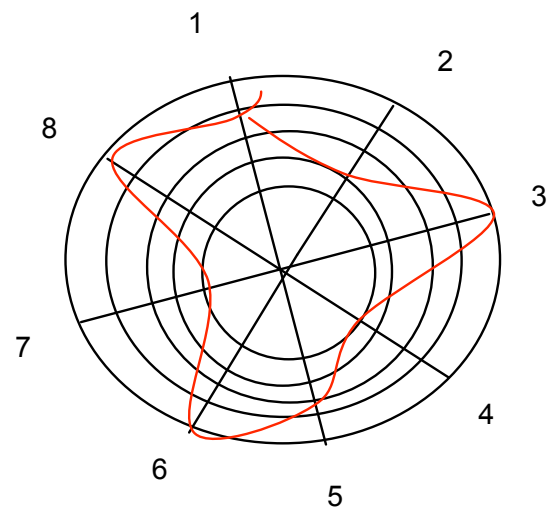
Partners were asked whether they considered ranking to be the right approach.

Discussion followed re whether it would be appropriate for the ICZM assistant to allocate a traffic light (Green / Amber or Red approach)

Adopting a spider diagram approach was also considered for demonstrating scoring against principles

There was discussion over the most appropriate stage of the project for the scoring to be completed and HR advised that it would ideally have been completed at the outset. It was considered appropriate at this stage however, to examine the projects now, but also consider the concepts and strategies which had been adopted when the project was originally drawn up, as this would enable examination as to how the project had changed.

Presentations and discussion then followed for 2 projects from North-Holland and 1 from Denmark (separate notes for these).



Some key recommendations / lessons learnt were noted as follows;

Lessons learnt for each project should be collated so that opportunities could be used to influence future work within SUSCOD.

A stronger adaptive management approach needs to be adopted which involves

- Better communication with consultants
- Any brief written should be detailed and highlight the stages for discussion / liaison throughout
- Clarity of expected outcomes
- Payment on happy results
- The need to consult with relevant bodies
- Communications Strategy
- Integration of project strategies with administrative strategies was therefore considered very important.
- The potential for different partners to use elements of other partners' concepts and strategies in their own project development.

From the evaluation of Work Package 7, it would be possible to provide recommendations for the start of any new plan i.e. at WP6 stage.

Work Package 6 Group had now been set up on the SUSCOD website and it was important that all relevant partners should join.

Lessons Learnt!

Denmark Project

That a proper comparison of the work delivered versus the brief should be carried out.

North-Holland – 1st Project

Seek commitment from management to take forward the outcomes of any studies completed. Integration of project strategies with administrative strategies was therefore considered very important.

Homework for each partner in attendance - to consider the strategies / concepts that were used in the individual projects.

Links to ICZM Assistant

The Group was unclear how WP6 was being used in the ICZM Assistant, but felt that the lessons learnt should be highlighted within the tool to enable subsequent projects to benefit. The methodology which had been undertaken to score the projects should be included in the ICZM Assistant, and this also has the potential to overlap with the ICZM Inventory work.

It was suggested that differences between the pilots were discussed using the ICZM inventory to identify the ICZM approach at the outset and then again at the end using the ICZM Assistant.

It was anticipated that programming for the ICZM Assistant would start to be programmed after the summer.

Minutes from presentation on Dutch Projects by Kim Uittenbosch (Province of North-Holland)

24th January 2012

KU advised that the work completed by the Province of North-Holland were studies rather than projects

1. Strategies for ICZM in a fragmented institutional system

This study examined coastal development within 3 domains, i.e. water / spatial planning / nature.

Water Domain

Outcomes from the water domain were very strong and organised differently to the other domains. Many actors had been involved and there were very strict regulations. Outcomes had shown that integration was lacking as the only consideration had been for safety and therefore for coastal development it was considered important to overcome this.

All partner countries had been assessed to establish what could be learnt by the Dutch Government – particularly with regards to comparing coastal projects based on cost / benefit. KU advised that some projects tried to be more integral, for example there were “weak links” integrating safety and other aspects together. Financial constraints had prioritised safety and restricted further integration.

There was a strategy to use the private sector more as coast protection was currently a national priority and no contribution is currently sought from other actors, for example, nobody is required to have flood insurance.

A co-operative funding strategy was being considered, where all actors were to contribute in a “if you pay you get a say” approach.

It was questioned how strategies actually work, what they resolve and how applicable they are. There was also discussion over whether strategies complement or conflict with each other.

Spatial planning issues associated with coastal development looked forwards to the regeneration of areas and were dealt with at a provincial / municipality level. Nature was dealt with at the European / provincial level.

TM considered that there might be difficulty in implementing all strategies and thought that it might be worth separating the issues to identify those which could be influenced by the Province of North-Holland i.e. not national legislation but things that can be achieved directly with additional support / funding. It could also be beneficial to examine which elements can be used by the Province.

KU advised that the use of the strategy in local pilots had been considered to see whether the cost and duration of any project would be affected.

TM suggested that positive and negative aspects could be highlighted to show the lessons which could be learnt.

It was noted that the report had not presented any recommendations, but considered that these would have been useful to enable highlighting what different organisations can deliver.

HR felt that the study almost pre-dates the concepts and strategies stage. It was also felt that it might have been helpful to divide between policies and strategies.

TM commented that it was difficult to analyse the report against the ICZM principles.

Action : KU to forward through the ranking of the North-Holland Projects which she'd already completed.

Recommendation of Group re North-Holland – 1st Project

Seek commitment from management to take forward the outcomes of any studies completed.

2. North-Holland Project Recreational Space on Beaches

Coastal safety was very dominant in Holland and hence this study was very important.

The intention was for the study to show the beach nourishment benefits with regard to recreational as well as to wider issues.

4 types of recreational activity were identified

- Quiet (i.e. greater than/equal to 25m)
- Sports / event beaches (greater than/equal to 100m)
- Nature beaches (no economic or social activity)
- No minimum beach width

Calculations had taken place re how much space was needed and how much was available to determine whether there was insufficient beach area to allow for recreation

Recommendations for further studies

- There should be more coordination of policies
- Cost / benefits should be calculated for each location
- Private sector could pay for wider beach

It was felt that commercial operators would be prepared to pay additional amounts to increase the beach width and therefore increase the recreational use.

There was also a desire for the dunes to expand (i.e. towards the sea) but it was also recognised that this might not be required as the beach width might already be sufficient.

The economic uses e.g. bars etc were also examined – Kim was unsure whether marine recreational uses were also being included e.g. jetskis (KU to advise)

The Group advised that they liked the way the document had been prepared.

Presentation on Danish Project by Rasmus Kruse Andreassen (Odsherred, Denmark)

RKA advised that he was representing 1 of the 3 municipalities which had participated in the project. He also agreed to send the presentation to the WP 6 partners.

Area concerned has 170 km of coast, with approximately 1/3 of the holiday cottage areas based on the lowlands. The summer houses are occupied from October to April (and only at weekends). The area experiences severe problems with flooding both from the sea and from rain (due to poor run off) as well as with erosion. Conflict of interests exists between nature interests and the human influenced coast defences. The project's focus area was on the west coast which is low lying and will be increasingly at flood risk due to sea level rise.

There are freshwater boggy areas which the farmers will need to continue cultivating in order to get their subsidies (which remain the same despite the quality of the soil).

Institutional challenges exist regarding who does what and how. It is mainly the municipalities who make the decisions – local politicians find it difficult to prioritise between nature and coastal defences. A key question is the amount of money which it is considered appropriate to pay to protect any specific nature area.

Through the completed study, it had been hoped that an “Assistant” would be developed to help with assessing the socio-economics whilst also taking into account relevant EU Directives (where applicable).

Tool developed by the consultants examined;

- What is the cost of the coast protection project ?
- What is the price of this activity for tourist interests resulting from a loss of “nature” features?
- Do nothing
- What is the cost of creating a new “nature” area?

There were no other factors taken into account and no conclusions were drawn together. The focus area chosen was to enable links to locals using the area, but there was no liaison with this group as the study was also conducted in the summer.

It was acknowledged that there was insufficient communication with the consultant, who had received no response to their enquiries.

Recommendation of Group re Danish Project

That a proper comparison of the work delivered vs the brief should be carried out.

Minutes from meeting to discussions North-Holland, Essex and Belgian projects

1pm on 10th July 2012 in the Commission room 2 from the Province.

Dreef 3, Haarlem

Present

Hilary Rowlands (ECC), Nicky Spurr (ECC), Kim Uittenbosch (Province of North-Holland - PNH), Michael Pauwels (Belgian Coastal Division, Belgium), Rasmus Kruse Andreasen (Odsherred, Denmark), Kathy Belpaeme (Coordination centre ICZM, Belgium), Martijn Vos (PNH), Reineke Kanne (PNH)

Hilary Rowlands (HR) welcomed attendees who then introduced themselves. HR then relayed apologies received from Julian Inglis (Fife Coast and Countryside Trust)

HR gave an overview of the previous WP 6 meeting through reviewing the minutes of the last meeting.

The notes of this meeting should be read in conjunction with the scoring sheets for the relevant projects discussed below.

Martijn Vos (MV): Province of North-Holland

MV outlined how Holland are looking at the identity of their coastal towns by focusing on 2 examples – Petten and Zandvoort

It is expected that there will be problems in the future due to economic restructuring, as some of the small villages are not expected to grow much over next 20-30 years whereas the area surrounding Amsterdam is expected to grow.

Much of the area in the south nearer Amsterdam was constructed after World War 2. A large strip (500 m) was demolished during the war and rebuilt in 1950-60. The architecture existing there consists largely of flat apartments which is not really suitable for quality / mass tourism. On a busy day in the summer, 100 000 people can access the beach, where the town only has 1500-1600 inhabitants. There are problems with infrastructure and with safety. It is anticipated that a big North Sea storm could cause much devastation including impacting on a large hotel.

It was questioned how you could complete a strategy which can also cope with coastal change. A strategic agenda for the coast is being developed with a long term vision, which will itself feed into the national vision being developed next Spring (2013). A better reinforcement programme has been introduced where there is the requirement that works must mean communities are safe until approx 2050.

Coastal Towns Project – Petten and Zandvoort

An awareness of the identity of each coastal town was ascertained and work then completed to see how this can be reinforced to build on existing qualities. The steer from the Province has been that there should be a difference between the different coastal towns, despite many common features e.g. beach, dunes, sea, safety etc. Mapping of specific qualities (known as 'peaks') has been undertaken for each coastal town, which has then enabled opportunities to be identified to introduce more 'peaks' to add more quality to each town's offer.

Petten has a resident population of 1500 – 1600 living in the vicinity. There is one major dyke in the province and the rest of the walls are dunes. The dyke is due to be repaired in 2013 using an estimated 250 million m³ of sand. In the longer term, it is felt that innovative approaches to defence of the coastal town could be beneficial e.g. using dunes as defence structures for the protection of Amsterdam.

The process of collecting coastal town 'DNA' is now being carried out for all coastal towns. This work has involved workshops, so that each community is able to help define their own future. The future development of the town (both safety and economic growth) is also being taken into account.

HR asked whether the process of collection of the DNA in each coastal town was to raise awareness for inhabitants or to guide policy makers. MV replied that it was for both of these groups, as well as for private businesses and visitors. It was considered important that the strategy needs also to be translated through policies too. It was noted that some towns were much more advanced re their profiling and therefore more likely to be able to position themselves positively against others. CB questioned the degree to which the municipalities were prepared to accept a steer from the Province? MV replied that they were prepared to accept the steer as the Province is one of the layers of Government which still has funding available.

Story pavilions were put into some coastal towns and ended up with 150 stories being collected, of which the local people were very proud. The process worked like a travelling roadshow and the engagement process also incorporated chairs being placed at intervals along a 5.5km stretch of beach where people could sit and listen to stories. This was one way of educating people that Government was thinking re the future of the coast. It is planned to translate the information gained into the Structure Plan so that it can steer development etc. This was only one way in which coastal issues were being taken forward, as there would also be numerous technical studies carried out.

Safety is considered to be the starting point from which all the rest flows. Current political situation means that the coastline in Holland will be defended at all times though new strategies for coastal management are having to be continually reinvented.

There were considered to be links to WP8 regarding stakeholder involvement and how you can use this in the process of developing a coastal strategy.

Master Plan for Coastal Safety – Michaël Pauwels

This will outline what the Policy was, the processes used, stakeholder involvement and also relate all to the ICZM principles.

Governance associated with the Flemish Coast

Federal Government environment of the North Sea

Flemish Government shipping and coastal safety

Coastal communities

Over 85% of polders are less than 5m high meaning that a storm event would result in the area being at flood risk. The standard policy is for Hold the Line. Safety is considered fundamental with the minimal level of protection being for a 1:1000 year storm.

The Master Plan examines whether the beach volume is sufficient and the sea / quay walls high and strong enough. Flooding is anticipated from the harbours rather than from the sea. Various scenarios for sea level rise were considered

and also a movement from using hard to soft defences. Weak zones were identified and it was found that 95% of these related to the harbours rather than the sea including one where an 8 metre storm would result in approx 4000 victims.

Communication and stakeholder participation

Many organisations have been involved including city councils / Province of West Flanders / Flemish Government / Federal Government as well as the general population including those in the coastal communities. A Task Group and Steering Committee were established which fed information into an Advisory Board. A press release was distributed in 2009 providing the general public with information about the plan / EIA and encouraging responses to be returned. A coastal city consultation was carried out between Sept 2010 and Feb 2011 regarding the measures planned for the city.

An external communications agency reviewed the Comms Strategy that had been completed and highlighted that the Master Plan was too technical and that a number of parties had only had a passive role. This resulted in the decision to undertake a new Communications Strategy – the initial stage of which is completed. A participation model was agreed, though due to the need to co-fund some actions, it was the organisations nearer the harbours where flood risk was higher that were more likely to engage. A website exists which highlights actions completed as well as those in implementation and planning phases.

ICZM principles

MP's presentation then ran through the ICZM principles and showed that these had been considered during the Master Plan development. The concept had been to ensure a coordinated approach to coastal defence where the safety of people was linked to both coastal defence and tourism. Modelling had shown that 2 walls were needed rather than 1 for safety reasons, though it was acknowledged that this would have visual implications. Soft defences were to be used where possible along with hard ones where they were needed. Due to the built up nature of the Belgian coast, it had not been considered possible to have different zones as the whole coast has almost equal economics and hence there was an equal level of safety required.

It was noted that Belgium and Netherlands have a similar approach to defend everywhere irrespective of cost, whereas in Denmark and UK funding constraints were resulting in different policies being pursued in different areas. In Belgium the municipalities have not traditionally been used to paying for their defences (which are funded by the Provincial Government), however they are now considering making contributions if this could result in a wider dyke for example.

Lessons Learnt

Problem with looking at each principle independently has resulted in some very high scores, which it is thought would not have resulted if an overview of the scheme in its entirety had been considered. The broad strategy focuses on coastal defence and this could have been widened.

Hilary Rowlands (Essex County Council) – review of Harwich projects

Harwich is a port on the East Coast of Essex which is very deprived which differs from the situation found in coastal towns in other Member states. In Essex, coastal communities seem to be either deprived or quite affluent.

A number of studies have been concluded since 2004 to help inform the current approach being taken forward in Harwich. In 2005 a Master Plan was written, which was adopted in 2006. This divided the town into 4 areas namely Quayside, Station, Navy Yard and Amenity which were then progressed separately.

Navy Yard – due to the development of wind farms, the landowner has advised that he's not prepared to consider developing a marina at this current time.

Station – Network Rail advised that they had no desire to develop a transport hub but that their intention was to develop residential housing.

Quayside – many studies had been completed including a design statement highlighting proposals for tourism and the local community. A report completed in 2010 further considered the Quay frontage and the potential for the development to benefit the economy and bring visitors into the town. Another document looked at 7 different locations and identified site 2 as being the best for a marina but also considered that Site 4 had potential. At the same time, work was initiated to find ways to make Harwich a more attractive location for visitors which resulted in improvements to the public realm and also the restoration of the Light Vessel (LV18).

SUSCOD projects have built on the marina study. As site 2 in Navy Yard could not be progressed, focus has been moved to site 4 as a potential intermediary solution. 3 potential marina sites have been considered with regards to the number of berths and also the optimum size of marina. A marina development would be considered to cost an estimated £6-10 million – this has been referred to the Coast Renaissance Partnership Board.

Politicians now want consultation to take place with local landowners to examine the options, costs and the potential benefits to the community and to key stakeholders, to assess whether or not a marina would be appropriate. This would also enable the exploration of the potential links of the port to the town.

Extensive stakeholder input was involved in determining improvements to the public realm however they have not yet been consulted over any marina proposal. The reason for this has been not wishing to raise stakeholder expectations before determining whether a marina might actually be feasible.

RKA enquired whether you could take the land by law in order to build the marina?

HR/NS advised that in UK it would not be possible to compulsorily purchase the land which would be required for the marina development, due to the resultant entity being a commercial enterprise rather than a facility for the public funded by the public sector.

If the marina was constructed in Zone 2, then this would also allow for the provision of additional housing. Any development in Zone 4 however would not be able to incorporate additional housing due to the space which this aspect would require. It was questioned as to how the marina would be funded and HR advised that it was envisaged that there could be appetite from the private sector.

Other options other than marina development had also been considered including opportunities around the cruise business and offshore wind, however it was considered that securing funding through tourism was the primary driver. Offshore wind energy production was creating some local jobs though many components were being sought from Europe. There was also a skills shortage for some aspects with an element of catch up being required.

Minutes from meeting to discuss Scottish project in Fife

10th December 2012 in Brussels

Present

Kathy Belpaeme
Kim Uittenbosch
Rasmus Kruse Andreassen
Irene van der Craats
Michael Pauwels
Julian Inglis
Hilary Rowlands
Nicky Spurr

Review of Work Package 6 minutes – Hilary Rowlands

Hilary apologised for not distributing minutes prior to today's meeting but noted that there were no actions to take forward. A project from North-Holland was reviewed (which was additional to the core WP 6 work). Learning experiences were shared from 2 other projects. It was noted that the notes of the meeting showed the discussion which had taken place, with the rankings collected separately and which will form part of the final report.

Michael had given a presentation on the Flemish coast and Hilary had presented projects from Essex which had then been reviewed and scored.

For the benefit of those that hadn't participated in previous WP6 meetings, Hilary then gave an overview of the process which had been adopted for WP6, which examined "Integrated Concepts and Strategies". At the outset, definitions for concepts and strategies had been agreed within the group. The Group then proceeded to review for each project each of 8 ICZM principles, agreeing on a ranking out of 5 (with 5 representing a high score, and 1 a low score). Opportunities were also taken to highlight best practice examples and learning opportunities, with the intention of providing constructive comment rather than being unnecessarily critical about any given project.

Julian Inglis – Project Update Discussion

Project "Development of long term perspective for sustainable management of the Firth of Tay".

JI advised that a good overview of the project could be found in the presentation to the project launch on 18th Nov 2009. This outlined how the project would contribute to SUSCOD and the area which had been chosen where all of the ICZM principles could be demonstrated. A selected coastal cell, which has all the characteristics (socio/economical/ecological) associated with ICZM, particularly at a Natura 2000 site.

JI advised the location to be on the Fife peninsular in central Eastern Scotland. This area included 2 estuaries located in a very dynamic coastline. All those with an interest, had been invited to the project launch where it was made clear that their involvement through the formation of a partnership was essential in order to take

forward a plan for the area. Councillors and a whole variety of organisations had been involved, with approx. 50 in attendance who were all familiar with the project area. The concept of the project was discussed by those present at the launch who saw the opportunity to shift from an ad hoc approach to one which was fully integrated and which included, amongst other things, assisting the delivery by partner organisations as well as the development of management plans for specific sites. All those in attendance had been asked to indicate which part of the plan they wished to be involved in, and then through the partnership a vision was developed for the long term sustainable management strategy for the coastal cell in question.

The West Sands vision had been developed up to 2025. The process timeline recalls the stages which had been undergone. Fife Coast and Countryside Trust (FCCT) had then guided people through the process of developing a plan. A draft Management Plan for the West Sands had been developed with a larger ambition of developing a management scheme for the whole area. The Plan was approved by Fife Council in January 2012 and was now being implemented. A whole series of actions plans including a dune restoration plan and monitoring plans had been included for the next 15 years. There had not been a great deal of action following the approval by Fife Council as the intention was for the partnership to take greater ownership of delivery. There had also been a change in political representation at the council, and it was uncertain whether the Plan would still be taken forward by the council and the statutory agencies. Local councillors advised however that they were keen to see the process taken forward.

The West Sands User Group had been established so that local people were taking responsibility rather than through those responsible for making laws/regulations. Three meetings of the User Group had already taken place.

The sand dune restoration work was seen as a demonstration project to provide action on the ground, which was an essential output for local people and although not funded through SUSCOD, had engaged volunteers and had been found to be the best way to sell the concept of developing a long term plan. A 2nd technical workshop had taken place to push the statutory agencies to take charge of managing the scheme. It was not felt that coastal partnerships were adequately equipped to do this work. It was felt that the approach undertaken in North East Fife can be used elsewhere and that it could be useful to offer to Marine Scotland as an example of good practice in how to set up a regional Marine Plan.

Work had also been undertaken with Abertay University to demonstrate the dynamics of the area and look at flood scenarios through a 3D computer visualisation tool, which it was felt would also be of use by politicians.

Scoring

Thematic: Concept

Rationale was to bring all aspects together i.e. social, economic and environmental and also to show best practise. The 100 mile long coastline was very varied and there had also been interest from other areas to have similar approaches adopted there.

JI advised that the Shoreline Management Plan represents voluntary policy guidance, and having been completed at the same time as the West Sands/Fife work ensured that the 2 were compatible.

In Flanders a project is progressing which follows a similar process, though it was not considered that presenting the technical approach to the general public (who don't understand it) actually works. JI responded that the 1st technical workshop was to examine the social/environmental and ecological characteristics of the area. The public meeting was open to all, including through local press advertisements, and the approach taken was very different based on the use of pictorial images and a 2 page leaflet which contained easy to understand messages in plain language.

The Dune Restoration project conveyed the importance to the public and made a real positive impact in their area, even if they'd not fully understood coastal processes. The Science Fair enabled families to play with Flex system and also to have educational walks along the beach. It was therefore decided that a variety of different techniques has been used according to the audience.

The aim was for a Management Scheme for the Whole area not just for West Sands, although it was now necessary to persuade government agencies to give due attention to this. KB asked whether the focus on what people were most interested in, had actually resulted in a greater understanding of coastal processes. JI felt that certainly the partnership members had benefitted from a greater level of understanding, although it was felt that the general public had done so less as their focus was on their day to day activities. A game was being developed for children regarding dune restoration – giving them choices to learn about appropriate management.

Scoring for Thematic approach: Concept 5 Strategy 5

Geographic

Project had been focused on a single cell, and it was questioned whether more issues might have been able to be encompassed if they'd gone wider. JI explained that this would have been very difficult for Fife given its very varied nature. There has been a historic and political reason to work in distinct areas. Also, from a practical point of view it would have become too vast and would have lost the intimacy of the partnership approach. There are also areas of deprivation and coal mining which would have needed a very different approach.

FCCT has the responsibility for all 3 areas, but had only selected one of these as it was felt that the project would have become more generalised. It was questioned whether it might be possible to broaden out to a wider geographical area once West Sands had been completed – JI felt that this could be appropriate, and advised that many discussions were already taking place regarding marine planning.

JI felt that the scale of the West Sands initiative made it tangible for delivery, but felt that it would be good for FCCT to also do a Management Strategy for the Forth of Tay. In an ideal world it would have been good to have taken the broader approach but in order to progress it was important to do what's best specifically locally. The ability to demonstrate best practice for a smaller area has meant that other people / areas want to see the same sort of initiative delivered for their areas.

Geography Score Concept 4 Strategy 3 (given difficulty of rolling out further)

Long Term Perspective

Concept: long term strategy to ensure good management for the longer term

Long Term Perspective Concept Scoring 5

The Strategy (up until 2025) was considered to be quite short term. JI felt that the SMP which focuses on flood risk (to a timescale of about 2100), showed increasing scepticism when looking beyond the 25 year timescale. By having a rolling plan on a 25 year basis, this was thought to potentially put pressure to act in the shorter term. The West Sands Management Plan was seen as providing the detail to the SMP. It was questioned whether, instead of relying on the SMP to look to the longer term, whether it might instead have been possible for the West Sands Management Plan to have looked at 2 different time periods.

Strategy Scoring 3

It was felt that the West Sands Management Plan represented a rolling plan with actions and monitoring although there was no longer term vision beyond 2025. Rasmus felt that the shorter term soft engineering solution supports the lack of a long term perspective. In Denmark, hard defences were considered a better approach than the use of soft engineering using the wrong sediment grain size.

Adaptive management

Concept scoring 4

Strategy scoring 4

Soft engineering was being undertaken with 5 year reviews, continuing stakeholder engagement etc. There was also a lack of knowledge re how storm cycles and climate change impacts would develop. Different actions had been taken for different activities / sectors e.g. for recreation

Local Specificity

Concept Scoring 5

The areas were so different that it was felt that this initiative had reflected local specificity – this high scoring had also been justified due to the strong arguments presented.

Strategy Scoring 4

It was considered that it would be good to have a link to the wider scale that it would have been good to have had a recommendation for a future approach.

Work with Natural Processes

Concept Scoring 4

Work within the whole coastal cell had been undertaken. Visitors were being appropriately guided to minimise damage and also natural materials were being used in the approaches being undertaken.

Strategy Scoring 4

Participatory Planning

Concept scoring 4

Strategy scoring 4

Workshops had been undertaken, and also professionals had been engaged, an event at the university and also the development of a tool to engage children demonstrated a good range of participatory planning. Kim Uittenbosch enquired whether the plan had been adjusted following feedback from the participants who'd contributed at the annual events. It was felt that their views had been taken forward

The scoring reflects a really good level of participatory planning, but it was considered that there must be extra ways of engaging people which had not been utilised.

The technical workshop means that regular updating can be undertaken should the technical input suggest that this is necessary.

Support and Involvement of all Relevant Administrative Bodies

It was thought that ideally, it would have been good to have had the involvement of additional bodies at the table. All the key people were felt to have been engaged, and there had been attempts to involve others.

9 | Appendix 2: Tables of Assessed Scores

Partner: Essex County Council (Hilary Rowlands) Project Name: Harwich Marina Study

It was decided that it was more appropriate to score only re concept and not for strategy.

ICZM Principles	Ranking (all projects scored between 1-5)
A broad 'holistic' perspective (thematic and geographic)	
Thematic	Concept score: 4 Although this is a single issue study, broader themes have been considered e.g. wind farms / transport hubs / housing, which has resulted in specific zones being eliminated from further consideration.
Geographic	Concept score: 3 Study was focused purely on Harwich, though the existence of other nearby sailing activity in other locations was considered in determining the economic viability of the proposal.
A long term perspective (ensure that decisions taken today do not foreclose options for the future)	Concept score: 3 Didn't look at economic viability over the longer term though did consider coastal processes.
Adaptive management during a gradual process (integrated planning and management is a process that develops and evolves – good information provision is basis)	Concept score: 3 A number of potential sitings (and cost options for one site only) were considered. Whilst a preferred option was identified, this was not examined in detail due to current economic conditions however if this situation changed it would enable this site to be revisited for a further study
Reflect local specificity	Concept score: 5 Very focused on a specific geographical area
Work with natural processes	Concept score: 3 Looked at sediment movement and the need for shelter from waves / wind in the marina design
Participatory planning	Concept score: 2 Stakeholders have not yet been involved, though it has been explained why this has not been undertaken at this stage (risk of raising expectations that development might be undertaken which could be unrealistic)
Support & involvement of all relevant administrative bodies	Concept score: 3 A number have been involved, but not all as these would be consulted/involved if the project progresses further
Use of a combination of instruments	Concept score: 2 Some instruments were considered when assessing the location but these could be further explored if the project was progressed to the next stage.

Partner: Odsherred (Rasmus Kruse Andreassen)

Project Name: Summer Houses

ICZM Principles	Ranking (all projects scored between 1-5)
A broad 'holistic' perspective (thematic and geographic)	Concept : Rank = 4 Concept considered good. Focus on sea level rise along the coast and its impact on tourism though the brief includes wider socio-economic considerations such as nature / Water Framework Directive. Additional aspects e.g. housing should also have been taken into account
Thematic	Strategy : Rank = 2 Too narrow in focus has resulted in not achieving the desired results with resultant difficulties in implementation
Geographic	Concept : Rank = 4 Any consideration of wider municipality. Assistant was meant to be for the whole country using this area as a pilot. The west of the area doesn't suffer from erosion only flooding. Strategy : Rank = 2 Wasn't of quality to enable roll out nationally
A long term perspective (ensure that decisions taken today do not foreclose options for the future)	Concept : Rank = 2 Strategy : Rank = 2 Although flood prone, the Government are not recognising that action needs to be taken in that area relative to the Flood Directive – particularly due to the tourists living there. 1:50 year flooding risk.
Adaptive management during a gradual process (integrated planning and management is a process that develops and evolves – good information provision is basis)	Concept : Rank = 3 Based on good scientific basis Strategy : Rank = 1 Research etc which was carried out was not adequate. Survey was completed only in summer, not large enough representation included (no locals and not enough tourists)
Reflect local specificity	Concept : Rank = 5 Strategy : Rank = 2 Did not survey local residents
Work with natural processes	Concept : Rank = 4 Considered climate change / Natura sites etc Strategy : Rank = 1 Didn't take account erosion and didn't understand climate change
Participatory planning	Concept : Rank = 1 Public should be involved in planning (Aarhus Convention) but this is not specifically highlighted. Minimal involvement of about 25 people (out of 50 consulted) Strategy : Rank = 2 Minimal
Support & involvement of all relevant administrative bodies	Concept : Rank = 1 Strategy : Rank = 1 Didn't contact any other administrative bodies
Use of a combination of instruments	Concept : Rank = 3 Were meant to also examine the socio-economic aspects / WFD / Floods Directive / Shoreline Management Plans Strategy : Rank = 2 Only used 1 instrument

Partner: North-Holland (Martijn Vos)

Project Name: Coastal Towns project

It was agreed by the group that the concept and strategy for this project were very closely linked and that scoring was likely to reflect this

ICZM Principles	Ranking (all projects scored between 1-5)
A broad 'holistic' perspective (thematic and geographic)	Concept score/ analysis: 5 Safety and economic growth also considered as well as constraints such as existing infrastructure, education etc.
Thematic	Strategy score/ analysis: 5 Concept score/ analysis: 4
Geographic	High scoring as the project considered a variety of coastal towns along the North-Holland coastline as well as the predicted economic growth in Amsterdam. Strategy score/ analysis: 4
A long term perspective (ensure that decisions taken today do not foreclose options for the future)	Concept score/ analysis: 5 Project deemed necessary due to economic forecasting for 20-30 years hence proactively planning now to try to avoid the predictions that the smaller villages would not experience economic growth. Strategy score/ analysis: 5
Adaptive management during a gradual process (integrated planning and management is a process that develops and evolves – good information provision is basis)	Concept score/ analysis: 5 Strategy score/ analysis: 5 The mapping of each town's specific qualities has enabled new opportunities to be identified, which if implemented could increase their offer and economic potential
Reflect local specificity	Concept score/ analysis: 5 Mapping of specific qualities has been undertaken for each coastal town resulting in its DNA (locally specific information) being determined. Strategy score/ analysis: 5
Work with natural processes	Concept score/ analysis 3 – the political priority which is placed upon defence from coastal flooding, means that natural processes are not always considered fully Strategy score/ analysis: 3
Participatory planning	Concept score/ analysis: 5 Strategy score/ analysis 5 Workshops at each town so that communities help to steer the future direction of their town's development
Support & involvement of all relevant administrative bodies	Concept score/ analysis: 4 Strategy score/ analysis: 4 The Municipalities and Province were involved – and steer of province considered acceptable due to the funding they can input for the project
Use of a combination of instruments	Concept score/ analysis: 4 Project incorporating education, research and analysis and economic instruments Strategy score/ analysis: 4

Partner: North-Holland (Kim Uittenbosch)

Project Name: Strategies for Integrated Coastal Development in a Fragmented Institutional System

The group decided that it was only relevant to score the concept of the project

ICZM Principles	Ranking (all projects scored between 1-5)
A broad 'holistic' perspective (thematic and geographic)	Concept : Rank = 5 A high score was considered appropriate for the thematic perspective as the project encompassed safety, nature and spatial planning.
Thematic	Social issues were included within the spatial planning and the nature domains.
Geographic	Concept : Rank = 4 Relatively high score as the project looks not only at Holland but also at other partners.
A long term perspective (ensure that decisions taken today do not foreclose options for the future)	Concept : Rank = 3 (this was initially scored as a 5 as it included spatial planning but was reduced following reference to the ranking definitions previously circulated)
Adaptive management during a gradual process (integrated planning and management is a process that develops and evolves – good information provision is basis)	Concept : Rank = 3 This looked to the past really well, but didn't really look to the future although it was noted that some text does highlight some recommendations. As the study wasn't prescriptive and doesn't rule out the options, it could be considered as adaptive management.
Reflect local specificity	Concept : Rank = 5 High score, as it did look at both provincial and the municipality which considered OK if this was considered enough for the Province.
Work with natural processes	Concept : Rank = Not Applicable It was not really considered to be relevant for scoring
Participatory planning	Concept : Rank = 1 Low score as this was a desk study which was interviewing 'experts' and not actively engaging stakeholders.
Support & involvement of all relevant administrative bodies	Concept : Rank = 1 Low score as, whilst the study might deliver what the Province wanted, it does not even have the support of all the service areas which might be affected by the study.
Use of a combination of instruments	Concept : Rank = 2 Limited use. Instruments used included both a desk study and interviews. It was considered that a Communications Strategy could have been helpful along with stakeholder analysis. A co-ordinating body to involve others regarding the identification of next steps, a register of risk analysis, and a common platform for data sharing would also have been considered useful.

Partner: Fife Coast and Countryside Trust (Julian Inglis)

Project Name: Development of a long term perspective for the sustainable management of the Firth of Tay

ICZM Principles	Ranking (all projects scored between 1-5)
A broad 'holistic' perspective (thematic and geographic)	<p>Concept score/ analysis : 5</p> <p>Strategy score/ analysis : 5 The analysis was discussed jointly for concept and strategy. Rationale was to bring all aspects together i.e. social, economic and environmental and also to show best practise. 1st technical workshop was to examine the social/environmental and ecological characteristics of the area. The public meeting was open to all. The aim was for a Management Scheme for the Whole area not just for West Sands</p>
Thematic	<p>Concept score/ analysis 4 There has been a historic and political reason to work in distinct areas. Also, from a practical point of view it would have become too vast and would have lost the intimacy of the partnership approach. There are also areas of deprivation and coal mining which would have needed a very different approach.</p>
Geographic	<p>Strategy score/ analysis 3 Given the difficulty of rolling out to a wider area In an ideal world it would have been good to have taken the broader approach but in order to progress it was important to do what's best specifically locally. The ability to demonstrate best practice for a smaller area has meant that other people / areas want to see the same sort of initiative delivered for their areas.</p>
A long term perspective (ensure that decisions taken today do not foreclose options for the future)	<p>Concept score/ analysis : 5 The Strategy (up until 2025) was considered to be quite short term. JI felt that the SMP which focuses on flood risk (to a timescale of about 2100), showed increasing scepticism when looking beyond the 25 year timescale. By having a rolling plan on a 25 year basis, this was thought to potentially put pressure to act in the shorter term.</p> <p>Strategy score/ analysis : 3 It was felt that the West Sands Management Plan represented a rolling plan with actions and monitoring although there was no longer term vision beyond 2025</p>
Adaptive management during a gradual process (integrated planning and management is a process that develops and evolves – good information provision is basis)	<p>Concept score/ analysis: 4</p> <p>Strategy score/ analysis: 4 Both concept and strategy were considered together Soft engineering was being undertaken with 5 year reviews, continuing stakeholder engagement etc. There was also a lack of knowledge re how storm cycles and climate change impacts would develop. Different actions had been taken for different activities / sectors e.g. for recreation</p>
Reflect local specificity	<p>Concept score/ analysis: 5 The areas were so different that it was felt that this initiative had reflected local specificity – this high scoring had also been justified due to the strong arguments presented.</p> <p>Strategy score/ analysis : 4 It was considered that it would be good to have a link to the wider scale that it would have been good to have had a recommendation for a future approach.</p>

continued on page 41 >>

>> continuing from page 40

ICZM Principles	Ranking (all projects scored between 1-5)
Work with natural processes	<p>Concept score/ analysis: 4</p> <p>Strategy score/ analysis: 4 Both Strategy and concept were considered together. Work within the whole coastal cell had been undertaken. Visitors were being appropriately guided to minimise damage and also natural materials were being used in the approaches being undertaken.</p>
Participatory planning	<p>Concept score/ analysis: 4 The public meeting was open to all.</p> <p>Strategy score/ analysis: 4 Workshops had been undertaken, and also professionals had been engaged, an event at the university and also the development of a tool to engage children demonstrated a good range of participatory planning. Kim Uittenbosch enquired whether the plan had been adjusted following feedback from the participants who'd contributed at the annual events. It was felt that their views had been taken forward</p> <p>The scoring reflects a really good level of participatory planning, but it was considered that there must be extra ways of engaging people which had not been utilised.</p>
Support & involvement of all relevant administrative bodies	<p>Concept score/ analysis: 4</p> <p>Strategy score/ analysis: 3</p>
Use of a combination of instruments	<p>Concept score/ analysis: 3</p> <p>Strategy score/ analysis: 3</p>

Partner: Belgian Coastal Division (Michaël Pauwels)

Project Name: Master Plan for Coastal Safety

It was decided very difficult with hindsight to differentiate between the concept and strategy when it came to scoring and hence the similar scores were considered appropriate in the majority of cases

ICZM Principles	Ranking (all projects scored between 1-5)
A broad 'holistic' perspective (thematic and geographic)	Concept score/ analysis 2
Thematic	Strategy score/ analysis 2 The Master Plan focuses entirely on coastal defence whereas greater been achieved if a wider remit had been considered ... e.g. the potential for tourism benefits to also result
Geographic	Concept score/ analysis 4 Strategy score/ analysis 4 The Master Plan looks at the whole of the Belgian coast but does not look beyond to learn from international experience
A long term perspective (ensure that decisions taken today do not foreclose options for the future)	Concept score/ analysis 5 Strategy score/ analysis 5 The minimal level of protection is for a 1:1000 year storm
Adaptive management during a gradual process (integrated planning and management is a process that develops and evolves – good information provision is basis)	Concept score/ analysis 4 Strategy score/ analysis 4 Various scenarios for sea level rise were considered and also the potential to move from purely hard coastal defences to softer approaches.
Reflect local specificity	Concept score/ analysis 4 Strategy score/ analysis 4
Work with natural processes	Concept score/ analysis 4 Strategy score/ analysis 4
Participatory planning	Concept score/ analysis 5 Strategy score/ analysis 4
Support & involvement of all relevant administrative bodies	Concept score/ analysis 2 The review by an external communications consultancy showed that a number of stakeholders had been passive in their involvement which meant that a new Comms Strategy had to be produced. Strategy score/ analysis 2
Use of a combination of instruments	Concept score/ analysis 3 Strategy score/ analysis 3

Partner: North-Holland (Kim Uittenbosch)

Project Name: Recreational Space on Beaches

ICZM Principles	Ranking (all projects scored between 1-5)
A broad 'holistic' perspective (thematic and geographic)	Concept : Rank = 5 Have incorporated environmental /social / economic aspects
Thematic	Strategy : Rank = 5 These have been delivered
Geographic	Concept : Rank = 5 Strategy : Rank = 5 Whole coastline of the Netherlands has been considered (though not confirmed whether or not marine recreational uses were also considered)
A long term perspective (ensure that decisions taken today do not foreclose options for the future)	Concept : Rank = 4 Strategy : Rank = 4 Could increase the use of beaches but this would increase the numbers of people and their impact on nature. Aim of study was to increase uses of the coast therefore longer studies were recommended.
Adaptive management during a gradual process (integrated planning and management is a process that develops and evolves – good information provision is basis)	Concept : Rank = 4 Strategy : Rank = 4
Reflect local specificity	Concept : Rank = 5 Looked at local situation for existing beaches Strategy : Rank = 5
Work with natural processes	Concept : Rank = 1 This wasn't considered therefore poor ranking Strategy : Rank = 2 Further studies recommended for measuring and monitoring. Never envisaged implementation as the study acknowledges natural processes but makes no attempt to work with them. This work has been identified for the future
Participatory planning	Concept : Rank = 5 Strategy : Rank = 5 Workshops were held therefore demonstrating good stakeholder participation
Support & involvement of all relevant administrative bodies	Concept : Rank = 5 Strategy : Rank = 5 Many partners were involved as well as communication with the municipalities and Rijkswaterstaat
Use of a combination of instruments	Strategy : Rank = 4 Variety but not all were used.

