



Stakeholder Involvement

Work Package 8



Fife Coast and Countryside Trust was responsible for the coordination of Work Package 8: "Stakeholder Involvement". This report was prepared by Julian T. Inglis, Fulcrum Environmental Management, on behalf of the Trust. The thoughts and opinions expressed in this report are those of the author and do not necessarily reflect the views of the Trust or other partners in the SUSCOD project. The author is solely responsible for the accuracy of the information contained in the report.

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sustainable coastal development



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Summary

“Stakeholder Involvement” is a major theme of the Work Packages in SUSCOD. This is reflected in the attention given to the subject in the summaries of Work Packages 3, 5, 6 and 7. It is also a theme in many EU funded projects. But what do we mean by Stakeholder Involvement? For many, the word “Stakeholder” is synonymous with “Public”. That is, stakeholder involvement is taken to mean how institutions such as government agencies relate to the general public in their activities, for example in routine information and consultation procedures.

In SUSCOD the term “stakeholder” is defined much more broadly to include all of those organisations, businesses, groups and individuals involved in, or concerned with, a particular activity, project or policy and where their active participation can lead to consensus on a course of action in accordance with ICZM principles. In SUSCOD, the approach combines the two principles set out in the box below. This approach is in line with current thinking which takes its departure from the most elemental level of engagement and aims to give all stakeholders an active role and meaningful role through partnership working.

Box 1 | EU ICZM Principles and stakeholder involvement

Support and involvement of all stakeholders

- involving all the parties concerned (economic and social partners, the organisations representing coastal zone residents, non-governmental organisations and the business sector) in the management process, for example by means of agreements and based on shared responsibility

Participatory approach

- support and involvement of relevant administrative bodies at national, regional and local level between which appropriate links should be established or maintained with the aim of improved coordination of the various existing policies.

The aim of WP 8, and of SUSCOD in general, was to develop a better understanding on the need for stakeholder involvement in ICZM in the North Sea Region, to look at how it is practiced in partner regions, to test methodologies in pilot projects, to share the results, and to help ICZM practitioners by including key information in the ICZM Assistant.

The Process

The process involved several steps:

- developing an understanding of the regional context, and traditions for stakeholder involvement. This included developing an understanding of the statutory framework, policy and guidance; lead agencies and organisations, available resources (institutional support, human and financial resources); examples of previous practices; expressed interest in improving stakeholder participation, and political support. Sources were primarily in English and a number of documents were translated from Swedish and Danish. Information was gained from a review of concurrent or past EU funded projects where stakeholder involvement was a key issue.

- visiting each region to learn about stakeholder involvement, its objectives and context with follow-up discussions.
- participating in key conferences, e.g. the OURCOAST Stakeholders Conference, Riga, Latvia, October 2011, and the LIFEscape “Stakeholder participation” Conference, Korsør, Denmark, May 2012. These were invaluable in developing networks of practitioners and exchanging information with other North Sea projects to be included in the ICZM Assistant.
- The fourth step in the process consisted of presentations, field visits, and discussions during SUSCOD partnership meetings. This provided a detailed overview of work in each region, and an opportunity to share experiences and follow progress.
- The final step involved the preparation of a detailed questionnaire which was distributed to all partners with stakeholder involvement in their pilot projects or activities. The completed questionnaires were analysed by the WP 8 coordinator. They form a key part of the final report.

About the process

It would have been possible to undertake stakeholder involvement in SUSCOD by focussing only on the diverse range of activities carried out in WP 8. This would have been simpler but would have given an uneven and fragmented picture of how SUSCOD activities as a whole contribute to advancing the project aims in the North Sea Region, and in providing the ICZM Assistant with a coherent body of useful information. As a result of the SUSCOD project we now have a much better appreciation of advances in this area, the challenges to be overcome, and the “direction of travel” in each region. This report can form a useful basis for future work in this key area.

In future projects it would be valuable for partners to personally experience stakeholder involvement activities in the other regions, to gain a first-hand appreciation of the process, the challenges and the realities of working in each of the regions. Language and nomenclature is, of course, an issue but should not be a barrier to gaining invaluable impressions and ideas that cannot be obtained from minutes of meetings or progress reports.

The Outcomes

Particularly striking was the enthusiasm and total commitment of the SUSCOD partners in carrying out their pilot projects. Bringing stakeholders together in a forum, a partnership or a fair and organising events and meetings – often on a frequent basis – is very challenging. Without exception all partners organised and successfully ran an ambitious range of activities which would not have been possible without the support of the North Sea Region Programme. Stakeholder involvement was a new departure for some government agencies so this could be seen as a big step forward. In other regions there are already sophisticated procedures for involving stakeholders, backed by government policy, procedures and funding. Some approaches seem to be working well but their sustainability is dependent on funding beyond the life of the project. There are many challenges to overcome – raising and meeting stakeholder expectations, stakeholder fatigue, over reliance on technology, connecting to a broad demographic, demonstrating the cost-effectiveness of resource intensive activities, and delivering meaningful results with a clear path to decision making. One of the major challenges is in presenting engineering and technical models to the public in a meaningful way. Computer visualisations appeal to a wide audience but developing them may be beyond the remit of the laboratories and universities concerned.

The results of WP8 and of SUSCOD as a whole give a clear demonstration of the need to employ a range of techniques to engage with stakeholders, on how to time activities to best effect, on how to use resources efficiently and effectively, and in being SMART.

Section 1: Introduction to stakeholder involvement in the SUSCOD project

“The complex and dynamic nature of environmental problems requires flexible and transparent decision-making that embraces a diversity of knowledges and values. For this reason, stakeholder participation in environmental decision-making has been increasingly sought and embedded into national and international policy. -----

Although few of the claims that are made have been tested, there is evidence that stakeholder participation can enhance the quality of environmental decisions by considering more comprehensive information inputs. However, the quality of decisions made through stakeholder participation is strongly dependant on the nature of the process leading to them.”

(Reed, Mark S. 2008. Stakeholder participation for environmental management: A literature review. Biological Conservation 141: 2417-2431)

A key outcome of the SUSCOD project is the development of the ICZM Assistant. (www.iczmassistant.eu). The Assistant is a web-based tool that helps coastal professionals in applying Integrated Coastal Zone Management (ICZM) as part of their daily activities. It is these professionals who are commonly confronted with the challenge of engaging with stakeholders in their projects, explaining and discussing current and future changes to the coast and discussing the implications for society. They engage with a wide range of government agencies, land owners, land managers, universities and colleges, research institutions, non-government organisations and the general public all of whom have a strong vested interest in the coast and its future as sea levels rise and the impact of severe weather events increases over time. Projects are often highly technical in nature, driven by complex models of predicted climate change, laboratory tests and engineering designs. The challenge is to involve stakeholders consistent with intent of ICZM principles.

Defining “stakeholders” in SUSCOD

For many organisations, the word “stakeholder” is synonymous with public or community engagement. That is, stakeholder involvement is taken to mean how institutions, such as government agencies, relate to the general public in their activities, for example in providing routine information and in their consultation procedures. Governments, for example, commonly place draft legislation, policies, programmes and plans online for a set period, consolidate and analyse the comments received, and act accordingly. Public meetings may be held where politicians and government officials present plans and respond to questions. There are formal channels where interested parties can obtain information, and often there are commissioners responsible for implementing freedom of information legislation.



In SUSCOD the term “stakeholder” is defined much more broadly to include all of those organisations, businesses, groups and individuals involved in, or concerned with, a particular activity, project or policy and where their active participation can lead to consensus on a course of action in accordance with ICZM principles. Put simply, stakeholders are those that can influence a decision or be influenced by a decision. In SUSCOD, the approach combines the two principles set out in the box below. This approach is in line with current thinking which takes its departure from the most elemental level of engagement and aims to give all stakeholders an active role and meaningful role through partnership working.

Box 1 | EU ICZM Principles and stakeholder involvement

Support and involvement of all stakeholders

- involving all the parties concerned (economic and social partners, the organisations representing coastal zone residents, non-governmental organisations and the business sector) in the management process, for example by means of agreements and based on shared responsibility

Participatory approach

- support and involvement of relevant administrative bodies at national, regional and local level between which appropriate links should be established or maintained with the aim of improved coordination of the various existing policies.

The aim of WP 8 was to develop a better understanding on the need for stakeholder involvement in ICZM in the North Sea Region, to look at how it is practiced in partner regions, to test methodologies in pilot projects, to share the results, and to help ICZM practitioners by including key information in the ICZM Assistant. WP 8 consists of a variety of pilot projects, stakeholder events and multimedia investments. These are listed in the Appendix. Stakeholder involvement, however, is a cross-cutting theme in the SUSCOD project, particularly Work Packages 5, 6, 7, 8 as illustrated in the project organisation chart. All partners and sub-partners have been involved with stakeholders in their activities to some extent. Their involvement is captured to some extent in the ICZM State of the Art report (WP 3) where partners completed a questionnaire on their approach to ICZM and the ICZM principles in their case studies or pilot projects.

The question for partners was how to report effectively and efficiently on the broad theme of stakeholder involvement? The options were discussed at a WP 8 meeting in Antwerp in February 2013.

One option was to list all activities specific to WP 8 take the numerous individual reports, outcomes and recommendations, and prepare a summary. A second option was to prepare a more comprehensive analysis of what has been achieved by the SUSCOD partnership, how it has contributed to the WP 8 objective, and what it contributes to the processes for engaging stakeholders in ICZM projects in the North Sea Region. Participants in the Antwerp WP 8 meeting agreed to the second option.

It was agreed that there would be three end products:

1 An analysis of stakeholder involvement in the SUSCOD project

The report should be accessible and useful to any organisation involved in ICZM in the North Sea Region. It should provide them with sufficient information (e.g. the context for involving stakeholders in SUSCOD activities in the various regions; the processes involved; the advantages and disadvantages of the approaches; lessons learned; recommendations and references to resources) to assist them in deciding the “who, what, when, where and how” of stakeholder engagement.

2 DVD: FLEX – Fife Landscape Explorer.

A 3D computer visualisation of the pilot project area in Fife with details of the historical evolution of the coastal landscape and future climate change scenarios e.g flood risk. This will be used to allow a wide variety of stakeholders (from children to decision makers) to use the visualisation to better understand the area and future challenges.

3 Summary report on WP 8 activities accompanied with links to reports on each of the WP 8 activities.

These may be in national languages with an English summary. Web links, video, posters, should be used where available.

This document is the first of these reports. The next section describes the process for the development of the report.

Section 2: Process for developing the final report on stakeholder involvement



The process involved several, concurrent, steps:

- a Developing of an understanding of the context, and traditions for stakeholder involvement in partner regions. This included reviewing, to the extent possible, the statutory framework, policy and guidance; lead agencies and organisations; available resources (institutional support, human and financial resources); examples of previous practices; expressed interest in improving stakeholder participation, and political support. Sources of information were primarily in English but some documents were translated. It became evident that some SUSCOD partners were also involved concurrently or previously in EU funded projects where stakeholder involvement was a key issue. To obtain a more complete account of stakeholder activities in those regions the documentation on several projects was reviewed. Projects included BaltCICA: Climate Change: Impacts, Costs and Adaptation in the Baltic Sea Region (www.baltcica.org/); Baltadapt (www.baltadapt.eu) C-SCOPE :Combining Sea and Coastal Planning in Europe (www.cscope.eu/en/); LifeSCAPE: Implementing European Landscape Convention in the South Baltic Region (www.lifescape.eu) and BLAST: Bringing Land and Sea Together (www.blast-project.eu).
- b Visits to each region as an entry point to work being carried out involving stakeholder involvement, its objectives and context with follow-up discussions.
- c Participation in key European conferences, e.g. the OURCOAST Stakeholders Conference, Riga, Latvia, October 2011 (<http://ec.europa.eu/ourcoast/>), the LIFEscape "Stakeholder participation" Conference, Korsør, Denmark, May 2012 (www.lifescape.eu/) and the BLAST End Conference, Edinburgh, Scotland, September 2012 (www.blast-project.eu/). These were invaluable in developing networks of practitioners and exchanging information with other North Sea projects to be included in the ICZM Assistant.
- d Presentations, field visits, and discussions as part of SUSCOD partnership meetings.. These provided a detailed overview of work in each region, with an opportunity for all partners to gain a more detailed understanding of the approach to stakeholder involvement in the six regions, share experiences and follow progress.
- e Completion of a detailed questionnaire. Partners and Sub-Partners completed a detailed questionnaire on the process and the outcomes of stakeholder involvement in their projects, the lessons learned and their recommendations. Partners could also include information on other stakeholder activities in their region.

Table 1 | Activities forming the basis for the report on stakeholder involvement in SUSCOD

Activity	Date	Location	Themes
1 Orientation Visits by WP 8 Coordinator			
Essex	January 16, 2012 March 29-30, 2012	Essex County Council and Essex Wildlife Trust (EWT) EWT	Discussion of Naze Heritage Project (Crag Walk and Visitor Centre); Essex Coastal Forum; Coastal Volunteers Essex Wildlife Trust; Visitor Centres Study tour: visitor centres and managed realignment projects in Essex
Belgium	November 14-15, 2010 January 27, 2012	Ostend Ghent	WP 3: ICZM "State of the Art" report
Netherlands	February 15, 2012 February 16, 2012	Haarlem Rotterdam	Study tour : Massvlaakte 2 visitor centre www.maasvlakte2.com/en
Sweden	February 21-23, 2012	Stromstad	Study tour, Norra Bohuslän; briefings on the "Living Bohuslän" project
Denmark	February 24, 2012	Sorø	Case studies from the municipalities Presentation on Citizen Summits on Climate Change Adaptation, Haslev, Region Sjælland: 30 October 2010; March 2011, Kalundborg
2 WP 8 Workshops			
Fife	October 2011	St. Andrews	WP 8 workshop sessions led by Grontmij
Essex	March 26, 2012	Harwich	Workshops on WP 6, 7, 8. Feedback from ICZM Centre, Ostend
Netherlands	February 7, 2013	Antwerp	Discussion and agreement on end product and questionnaire
Belgium	December 11, 2012	Brussels	WP Coordinators Meeting
Netherlands	May 14 2013	Amsterdam	Agreement on end products
3 Partnership Meetings			
Belgium	Oct 5-6, 2009	Ostend	
Germany	March 15-16, 2010	Nordenham	Extensive discussion on stakeholder participation. Field visits
Netherlands	September 15 2010	Haarlem	Additional meeting
Netherlands	November 15-16, 2010	Zandvoort	Presentation on the "Weak Links", by Chris Lansink and site visit to 2 weak links
Denmark	May 8-11, 2011	Rødby	COWI presentation on the regional analysis of Region Zealand Kalundborg Municipality experiences with stakeholder involvement (http://www.baltica.org/index.html) Lolland case studies and site visit
Fife	October 9-12, 2011	St. Andrews	Presentations and field visits on issues in pilot project area; approaches to stakeholder involvement; role of volunteers; use of visualisations
Essex	March 25-28, 2012	Harwich	Presentations on Naze Heritage Project, Harwich waterfront,
Sweden	September 30 – October 3, 2012	Strømstad	Norra Bohuslan Study tour
Netherlands	February 4-7, 2013	Antwerp	
Netherlands	May 13-17, 2013	Amsterdam	Presentation by the Identity Matching Academy
4 Exchange Visits			
BLAST project	October 9-12, 2011	St. Andrews	Joint project meeting; presentations on stakeholder involvement
BLAST project	November 9, 2011	Aalborg	Work of the Danish Coastal Authority
BLAST project	September 17-19, 2012	Edinburgh/Fife	BLAST End Conference and field visit
Lead Partner	April 23, 2013	Dysart, Fife	Bilateral discussions
Strømstad Delegation	August 13-14, 2013	N.E. Fife and Dundee	Study tour and seminars

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Table 1 | Activities forming the basis for the report on stakeholder involvement in SUSCOD

Activity	Date	Location	Themes
5 Conferences/Events			
Scottish Climate Change Impacts Partnership	November 20, 2009	Edinburgh	Climate Projections in Practice (Practitioners' Workshop)
East of Scotland European Consortium	April 8, 2010	Forfar	Networking event
EU Rural Cooperation Fair	September 23-24, 2010	Edinburgh	Networking event
KRING	September 26-28, 2010	Copenhagen	Network of coastal engineers and geomorphologists
Tay Estuary Forum	April 23, 2010 April 15, 2011 April 13, 2012 April 19, 2013	Dundee	Annual Conferences of Coastal Partnership – presentations and networking on SUSCOD activities and development of FLEX: Fife Landscape Explorer.
Forth Estuary Forum	January 31, 2011	North Queensferry	Annual Conference, Coastal Partnership
Fife Science Fair	March 10, 2012	St. Andrews	FLEX
DANCORE	October 30, 2012	Copenhagen	Seminar on Climate Change and Coastal Adaptation
OURCOAST	October 27-28, 2011	Riga	OURCOAST project conference commissioned by DG Environment on exchange of experiences and best practices.
LIFESCAPE	May 31, 2012	Korsør, Denmark	LIFEScape Conference on “Stakeholder Participation”
BLAST	September 17-18, 2012	Dynamic Earth, Edinburgh	End Conference
SUSCOD	September 3, 2013	Korsør, Denmark	Expert Seminar WP 5
SUSCOD	September 23, 2013 September 25, 2013	Copenhagen Clacton on Sea	Sweden-Denmark Transnational Conference Fife – Essex Transnational Conference
NSR Joint Annual Conferences	2010 - 2012	Stavanger Bruges Bremerhavn	Visit to Klimahaus Bremerhavn
6 PMG Meetings			
7 Activity Reports	Semi-annual	All regions	Partner reports on stakeholder participation in WP 3 -8 activities
8 Solicited documents			

Section 3: A typology of the main categories of stakeholder involvement

Partners in the SUSCOD project employed a wide variety of methods to involve stakeholders in their activities and pilot projects. These activities are not undertaken in isolation from other projects and practices in their regions. Frequently, partner organisations are involved, or have been involved, in other, similar international projects co-funded by Interreg. If they are viewed in the context of participatory practices for planning and project management in their regions a more complete and detailed picture emerges. Stakeholder participation in SUSCOD cannot therefore be viewed in isolation from this broader context. The challenge therefore is to organise the information gathered in the SUSCOD project in such a way that readers can understand the context for what was done, why it was done and how it contributes to ICZM practice in each partner area. Readers will hopefully have a road map to other projects and initiatives where stakeholder involvement is a key theme.

The first step was therefore to arrange the approaches taken in SUSCOD, and some closely related projects, in a simple typology of stakeholder involvement as a convenient way in which to describe and discuss them.

The typology is shown in Table 2. Examples of each type of approach are listed, where they were applied, and contact details. This list of partner activities is not an exhaustive one and reference should be made to all Work Package reports, SUSCOD publications and the project website (www.iczmassistant.eu) for more information.

The broad categories listed in the table are:

a Partnerships

- (i) Coastal Forums
- (ii) Planning Partnerships
- (iii) Project Partnerships

b Communicating widely with the public

- (i) Planning Events
- (ii) Visitor Centres and Interpretation
- (iii) Museums and Science Festivals
- (iv) Social networks

c Volunteers

d Informal networks

Examples for each of these categories are given in table 2.

Table 2 | A Typology of Stakeholder Involvement in SUSCOD partner areas

Type	Examples	Location	Contact Information
a. Partnerships			
(i). Coastal Forums	Tay Estuary Forum	Dundee, Scotland	www.dundee.ac.uk/crsem/TEF/
	Essex Coastal Forum	Chelmsford, Essex	dnn.essex.gov.uk/coastalforum/
(ii). Planning Partnerships	West Sands Partnership	St. Andrews, Scotland	www.fifecoastandcountysidetrust.co.uk
	Fife Shoreline Management Plan	Fife, Scotland	http://www.fifedirect.org
	Essex and South Suffolk Shoreline Management Plan	Environment Agency Peterborough	http://www.tendringdc.gov.uk www.youtube.com/watch?v=zmDaxBKNMh0
(iii). Project Partnerships	Naze Heritage Group	Walton on the Naze, Essex	www.nazeprotectionsociety.org.uk/
	Zandmotor	Ter Heijde, Zuid-Holland	www.youtube.com/zandmotor www.dezandmotor.nl/en-GB/
	LIFescape Stakeholder Conference	Korsør, Denmark	www.lifescape.eu/
b. Communicating widely with the public			
(i) Planning Events	"Living Bohuslän" Fairs	Norra Bohuslän, Sweden	www.tillvaxtbohuslan.se/
	Scenario Workshops	Kalundborg, Region Sjælland	The Danish Board of Technology Foundation (www.tekno.dk)
	Citizen Summits	Region Sjælland: Haslev : October 2010; Kalundborg March 2011	The Danish Board of Technology Foundation (www.tekno.dk)
	Community consultation	Wenduine, De Haan, Belgium	See Case Study, SUSCOD "Coast" Magazine
	Identity of Coastal Towns	North Holland	See Case Study, SUSCOD "Coast" Magazine
	Municipal level consultation	Lolland, Slagelse, Odsherred, Region Sjælland	See Case Study, SUSCOD "Coast" Magazine
(ii) Visitor Centres and Interpretation	Futureland Visitor Centres	Maasvlakte 2, Rotterdam Bremerhavn, Germany Essex, UK	www.maasvlakte2.com www.essexwt.org.uk/
(iii) Museums and Science Festivals	Fife Science Festival Klimahaus Dynamic Earth Science Museum	Fife, Scotland Bremerhavn, Germany Edinburgh, Scotland London	www.dundeesciencecentre.org.uk www.klimahaus-bremerhaven.de/ www.dynamicearth.co.uk www.sciencemuseum.org.uk/
(iv) Social networks and videoconferencing	Flickr, You Tube, Facebook, LinkedIn, Facebook	Global	
c. Volunteers			
	Essex Coastal Wardens	Colchester, Essex	www2.tcv.org.uk/display/essex_coastal_wardens
	Fife Coast and Countryside Trust	St. Andrews, Fife, Scotland	www.fifecoastandcountysidetrust.co.uk
d. Informal Networks	KRING	Netherlands	www.kring2011.eu

a. Partnerships

(i) Coastal Partnerships

Coastal Partnerships have existed in one form or another around the UK coast since the 1990's. They follow from a recommendation from the UK House of Commons Select Committee on the Environment (1992) that voluntary partnerships should be established to take coastal management forward. According to the Coastal Partnership Network (CPN), there are currently 42 Coastal Partnerships around the UK coast. (www.coastalpartnershipnetwork.org.uk/) According to the CPN, the shared, common values and services of CPs are based on communication:

- Stakeholder engagement and consultation
- Communication, awareness-raising and networking
- Bringing sectors together at the land sea interface
- Provision of information and data

Coastal partnerships in Scotland

In Scotland there are nine major voluntary initiatives or “Partnerships” with the primary objective of bringing together key agencies and stakeholders from different economic sectors to address issues affecting the sustainable use of coastal areas. All of the Partnerships are founded on voluntary participation and action. The policy framework for the partnerships in Scotland took the form of the National Planning Policy Guideline – NPPG13 (1997).

NPPG13 was superseded by the Scottish Government’s Scottish Planning Policy, 2010 which states that “Rising sea levels and more extreme weather events resulting from climate change will have a significant impact on coastal areas, and planning policy must respond to these challenges”. There is no mention of the coastal partnerships however. The policy clarifies that statutory planning control under the Town and Country Planning (Scotland) Act 1997 and associated legislation extends to the mean low water mark of ordinary spring tides, and to marine fish farming. A new marine planning system has been introduced to provide a framework for the sustainable development of the Scottish marine area, setting economic, social and marine ecosystem objectives and providing a framework for decision making. A national marine plan is currently being prepared by the Scottish Government, and regional marine plans will be prepared by Marine Planning Partnerships to guide decision making within the marine planning system. The powers of the marine planning system will extend up to the mean high water mark. The terrestrial planning system and the marine planning system are legally and functionally separate but overlap in the inter-tidal area. Planning authorities are expected to work closely with Marine Planning Partnerships and neighbouring authorities to ensure that development plans and regional marine plans are complementary, particularly with regard to the inter-tidal area but also for the wider coastal zone. The landward limit of the coastal zone will vary based on the geographical effects of coastal processes and coastal-related human activity. The Policy does acknowledge ICZM as “a strategic management process which aims to facilitate an integrated approach to the use, development and protection of resources across the interface between land and sea, and may be of use in addressing the areas and issues in which regional marine plans and development plans have a common interest.”

In the meantime the coastal partnerships continue to function.

Coastal Partnerships and emerging marine planning partnerships

The case for basing marine partnerships on the network of existing coastal partnerships in the UK is made in a report by Coastal Partnerships Network 2013 (CPN) – “Baseline report for developing Partnership working at the coast”. The report was commissioned by the Marine Management Organisation (MMO) The MMO is responsible for the preparation of marine plans in England. The report identified the potential of CPs to contribute to the marine planning process and overall sustainable management of our coastal resource.

www.marinemanagement.org.uk/marineplanning/process.htm

From the CPN perspective, “the commissioning of CP’s as service delivery partners by the MMO would illustrate how the intelligent and thoughtful application of existing resources can contribute to the establishment of new regimes and frameworks at a fraction of the cost, while demonstrating the MMO’s commitment to taking forward the Government’s aims for the Big Society agenda and Localism Act (2011). This would also signify a further step by the MMO in fulfilling the UK Government’s objective of ensuring that coastal areas – and all the activities taking place within these areas – are managed in an integrated and holistic way (HM Government, 2011). To establish the existing CP network from scratch would take a considerable capital investment, would frequently involve the same people that are already working on coastal issues, and would take many years to replicate the level of embedded good will and social-capital that currently exists.”

In its report, the CPN listed the following benefits of CP’s:

- a network of experienced coastal communication hubs with expertise in stakeholder engagement, awareness-raising and information provision.
- experience in facilitating conflict resolution and bringing stakeholders together to agree common objectives and voluntary codes of conduct.

- a proven track-record in delivery in these areas with coverage around the coastline of England (we also have strong links with networks throughout the devolved administrations, thereby aiding cross-boundary integration).
- strategic locations/partners within Local Government that enable CPs to:
- apply Localism Act/Big Society Agenda
- inform and influence through stakeholder engagement
- help to integrate policy and wider coastal initiatives within and between sectors – across the land-sea boundary
- develop strong links with planning and other Local Government functions
- be trusted partners
- links with the devolved administrations (Solway, Severn etc).
- potential to adapt to changing priorities as required.
- high levels of social capital together with un-equalled stakeholder buy-in and trust on coastal and marine issues.
- a business-model that delivers value-for-money to partners demonstrated by a Defra commissioned project.
- the ability to identify and reach the stakeholders and communities needed to participate in marine planning.
- a local point of contact for all with an interest in marine and coastal areas.

This assessment is supported by a SWOT analysis which presents a favourable view of Coastal Partnerships. (see below).

Table 3 | A SWOT Analysis of Coastal Partnerships in the UK

Strengths, weaknesses, opportunities and threats of working with CPs and the CPN Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> Uses existing resources to optimum effect Benefits from links across administrative boundaries Embodies Big Society agenda Embodies Localism Act (2011) Opportunity to design stakeholder engagement with key coastal networks in order to ensure success of process. 	<ul style="list-style-type: none"> Fragility of partnerships due to short term funding model CPs have a history of high staff turnover 	<ul style="list-style-type: none"> To establish a robust and comprehensive model for coastal stakeholder engagement across England To assist all sectors to fully engage with marine planning in all areas To embed coastal management firmly within the communities that will be effected by it Stakeholder influenced approach aiding the effective implementation of marine plans To establish a common approach to stakeholder engagement across the English coastline through existing CPs 	<ul style="list-style-type: none"> Need to ensure capacity and resources in order for additional effort to be applied to marine planning as required

The UK Government takes a more measured view of Coastal Partnerships, summarising the benefits under three key themes: Engaging with others; A helping hand; and Representation.

Table 4 | A Summary of benefits provided by Coastal Partnerships (Coastal Partnership Network, Defra 2008)

Engaging with others	
<ul style="list-style-type: none"> Inform on policy decisions Learn about others' activities Giving talks to inform and consult 	<ul style="list-style-type: none"> Share data Work in collaboration Make new contacts
A helping hand	
<ul style="list-style-type: none"> Making legislation locally relevant Project co-ordination Neutral facilitation 	<ul style="list-style-type: none"> Acting as an intermediary body Informing on local activities Contacts list
Representation	
<ul style="list-style-type: none"> Engaging and educating the public Community events and learning 	<ul style="list-style-type: none"> Take viewpoints to central Government Address un-resolved issues

In SUSCOD there are two examples where coastal partnerships play a key role in stakeholder involvement: the Essex Coastal Forum and the Tay Estuary Forum.

The Essex Coastal Forum

The Essex Coastal Forum was established in 2011 and represents the formation of a new coastal partnership in England. It was cofounded by Essex County Council (ECC) and SUSCOD and is chaired by a Cabinet Member of the Council. The chair's term was extended to ensure continuity and momentum. Membership of the Forum consists predominantly of local authorities with a tidal frontage, ECC representatives on the Regional Flood and Coastal Committees, government agencies and other organisations.

Coastal issues have been traditionally managed through a complex system where areas including flood defence, coastal protection and conservation management fall under the remit of a variety of statutory agencies, local authorities, government departments and non-governmental organisations, each one with a different strategy and interests.

The Forum takes its point of departure from the Essex and South Suffolk Shoreline Management Plan (SMP) to start integrating the SMP into county-wide planning, and to ensure on-going member involvement in coastal management, linked to inland flood risk issues. Through the sharing of information and best practice, it aims to improve integration between those with an interest in the Greater Essex coast and ensure consistent decision making. The functions of the Forum were agreed by the ECC Cabinet Office to clarify the relationship of the Forum with other decision making bodies.

Terms of Reference

- To discuss coastal issues within the County of Essex
- To make recommendations to organisations in relation to the delivery of the Essex and South Suffolk Shoreline Management Plan (SMP) and the Thames Estuary 2100 Plan (when published)
- To provide a conduit for the exchange of information between appropriate groups and to raise awareness about the wider coastal agenda
- To better understand the implications of emerging legislation, plans or groups of relevance to the coast
- To share information and best practice with and involve wider coastal stakeholders as appropriate (including EU partners in connection with the EU Sustainable Coastal Development (SUSCOD) Project)

While membership on the Forum is limited and meetings are formal, the ECC holds an annual Coastal Conference where local authorities, government agencies and other organisations present their work. The conferences are generally by invitation. The benefit of this approach is that there is a balance of key stakeholders and decision makers which ensures the maximum benefit and networking opportunities.

A SWOT analysis was held at the first conference to get stakeholders' views as a basis for a "Vision for the Essex Coast" which was endorsed by the Forum. This is a key output from the Forum.

(<http://dnn.essex.gov.uk/Portals/36/Documents/2011-Essex-Coastal-Conference-Programme.pdf>).

The current economic climate represents a constraint on the scope of the work undertaken by the Forum. The partnership resolved the issue by agreeing that the work of the Forum should be focussed on specific themes and actions in key priority areas. A new website has recently been launched to further the outreach of the Forum. (<http://dnn.essex.gov.uk/coastalforum/>).

The partner views the Forum as innovative for Essex, cost effective and a success in providing a function that that would not otherwise have taken place, resulting in a more coordinated coastal vision. The three conferences

have been very successful with improved networking opportunities. The Essex Coastal Vision and stakeholder comments provides support for progressing specific projects including the development of funding bids and the delivery of action plans. The partner suggested that they would take a similar approach to establishing of the Forum and recommended an increased level of Member involvement in the earlier stages to demonstrate political support and direction.

The Tay Estuary Forum

The Tay Estuary Forum brings together organisations and individuals with a common interest in the welfare and sustainable use of the Tay Estuary and adjacent coastline. The TEF region extends from the tidal limit of the Firth of Tay, to Fife Ness and to the River North Esk out to a distance of at least 5 km offshore. The area is governed by four local authorities (Angus, Dundee, Fife and Perth & Kinross) and encompasses a diverse range of environments including three estuaries: the Tay, Eden and Montrose Basin.

A Steering Group, comprising representatives from key organisations, meets regularly to manage the direction and progression of the work of the Forum. A Secretariat based at the University of Dundee, runs the day-to-day work. The wider body of the Tay Estuary Forum is represented by the mailing list comprising over 500 people with an interest in issues relating to the Forum. Individuals and organisations on the mailing list are encouraged to participate in Forum discussions, which relate to various themes on coastal zone management from water quality, fishing and economic development to recreation, nature conservation and education. The Forum hopes that, through improved co-ordination and communication between these diverse interests and themes, future conflicts within the coastal zone can be resolved efficiently and effectively and that management will progress towards the common vision set out in the management plan.

The strength of the Tay Estuary Forum (TEF) is linked to the following factors:

- it is seen as the “face” of ICZM in the region. The adjoining Forth Estuary Forum provides a similar role to the south.
- it is institutionalised – it was formed in 1998, based at University of Dundee, with a Steering Group and Secretariat with funding from Marine Scotland and other partners
- it is a neutral, rarely controversial, platform serving all interests
- It provides an excellent opportunity to network with a wide variety of organisations and individuals
- the agendas for the annual conference is topical and varied
- feedback from participants is consistently very positive
- it meets range of stakeholder needs – local interest – national; academic, business, government organisations, not a political forum
- it engages in local events such as beach cleaning

The Tay Estuary Forum has been invaluable to the delivery of the SUSCOD project in Scotland. The well-attended annual conferences provided an opportunity to present and discuss the work in the Fife pilot project area, particularly the Long Term Management Plan for the West Sands, St. Andrews, and the presentation of the interactive computer visualisation developed in cooperation with the University of Abertay, Dundee – FLEX: Fife Landscape Explorer.

The Scottish Coastal Forum is the conduit between the coastal forums and Marine Scotland, Scottish Government. This function in England and Wales is carried out by the Coastal Partnerships Network.

The future of the TEF and other coastal forums in Scotland – at least in their present form – is uncertain. They are largely funded by Marine Scotland which is in the process of preparing the National Marine Plan and ultimately Regional Marine Plans prepared by Marine Planning Partnerships chaired by Marine Scotland.

(ii) Planning Partnerships

West Sands Partnership, St. Andrews, Fife

N.E. Fife was selected as the SUSCOD project area as it offered the opportunity to tackle long-standing issues in coastal zone management in a highly vulnerable area. These included the need for a long-term, sustainable management plan for the West Sands, and the protection and management of the closed landfill. A number of steps were taken to engage stakeholders in this work. All stakeholders in the area were invited to the SUSCOD project launch which was followed by a expert workshop to more closely define and prioritise the issues that confront the area and how they should be approached. A West Sands Partnership was formed, chaired by a councillor from St. Andrews. The partnership consists of a small core group of organisations that have the management, scientific and technical capacity to assist in the preparation of the plan and deal with the landfill issue. The core group consisted of:

- The St. Andrews Links Trust
- Fife Council
- Fife Coast and Countryside Trust
- University of St. Andrews
- Scottish Natural Heritage (SNH)
- Scottish Environment Protection Agency (SEPA)

Coordination and drafting of the plan was carried out by Fife Coast and Countryside Trust on behalf of the partnership. At the outset there was consensus on the planning approach – styled on a global standard for conservation management plans – and the explicit recognition of ICZM principles. The partnership recognized the need to tackle local issues such as dune erosion in the larger context of a regional ecosystem – a Natura 2000 site. The partnership used several approaches to communicating with the public – town hall meetings, newspaper articles, conferences, workshops and science fairs – but the most effective approach was to undertake a demonstration project. This involved restoring part of the degraded dune system by creating a new dune, stabilizing it with native grasses and removing invasive plants. A Trust consultant provided the know-how on the technical aspects of the work, supervised the construction company and trained staff in survey and monitoring techniques. An important aspect of the project was to encourage volunteers from many different backgrounds to participate in the demonstration project. They continue to make a valuable contribution to this work.

The plan was approved by Fife Council in January 2012 and is now being implemented. The main reason for its success was the partnership approach to its development, and the willingness of the partners to cooperate and reach consensus in dealing with difficult issues. It was imperative to have an experienced elected councillor chair the partnership as this enabled the plan to adopted as a policy of Fife Council.

Apart from sustaining work on restoring the dunes, the partnership persuaded the many recreational interests on the West Sands to work together to ensure that all users can use the beach with mutual respect and consideration. A West Sands Users Group has been formally constituted and meets regularly. This has proven to be a much better solution than to introduce bye-laws and enforcement procedures.

A cost-effective solution was finally agreed to manage the eroding landfill and, like everything else in tight economic times, waits funding for its implementation.

Next Steps

Now that the plan has been adopted by Fife Council and key agencies, and enjoys broad public support, the next step is the development and monitoring of a management scheme for the Firth of Tay – Eden Estuary Natura 2000 site and surrounding area. This will require the constitution of a new and broader partnership with links to existing and future structures such as the proposed marine planning partnership and the development of regional marine plans. It will be a challenging but very worthwhile task, hopefully assisted by agreement on the future of ICZM in the EU.

Fife Landscape Explorer: FLEX

Written plans are a necessary part of the development process but are of limited interest to many stakeholders, and they may be soon forgotten by all except those that work with them on a daily basis. How then can we communicate the challenges of planning for an area such as the West Sands to a larger audience in an effective way?

Fife Coast and Countryside Trust worked with the University of Abertay to develop an interactive, 3 D computerized simulation of the area. The visualization is known as FLEX: Fife Landscape Explorer. FLEX forms part of the multimedia hub developed as part of WP 8. Details of FLEX can be found in the summary report posted on ICZM Assistant website. The programme was distributed to the partnership on CD.

Shoreline Management Plans

The UK Environment Agency describes shoreline management plans in the following terms:

“A Shoreline Management Plan (SMP) is a large-scale assessment of the risks associated with coastal processes and helps reduce these risks to people and the developed, historic and natural environments. Coastal processes include tidal patterns, wave height, wave direction and the movement of beach and seabed materials. The changing coastline has also been influenced by people’s actions throughout the years, particularly in attempts to stop the effect of erosion or flooding. In some cases, this has taken place without an appreciation of the effect these actions could have on other places up and down the coast.”

The first SMPs were produced in the mid-1990s. Each section of the shoreline is managed according to the policies adopted by the local authority once the SMP has been on approved.. In the UK there is no statutory responsibility on anyone to provide or maintain flood and erosion defences. Local authorities have the powers to do so, but they need to work within the limited budgets available. Therefore, implementing SMP policies will depend on funding being available to tackle high priority targets, particularly infrastructure.

Since the first SMP’s many studies have been undertaken under the UK Climate Impacts Programme, for Catchment Flood Management Plans and for Strategic Flood Risk Assessments carried out by local authorities. The results indicate that:

- predictions of sea level rise due to climate change have increased dramatically since the first round of SMPs, and need to be incorporated into the second generation;
- the current defences may have a limited life and improvements may not be economically, socially, technically or environmentally practical;
- changes in the shoreline may result in new approaches being necessary to manage future risks.

The second generation of Shoreline Management Plans (SMPs) are currently in production, covering the entire 6000 kilometres of coast in England and Wales. The central government provides guidance to local authorities on the preparation of SMP’s.

www.gov.uk/government/publications/shoreline-management-plans-guidance

The Guidance notes the importance of “More efficient and focused consultation, with stakeholders invited to comment on preferred policies (see the glossary) and their likely consequences. The adopted policies should take account of all the comments received. If the adopted policies are different from the preferred policies, you must clearly give the reasons and consequences. “

The Guidance contains an Appendix with considerable detail on Stakeholder Engagement Strategies.

Experience from preparation of the three ‘pilot’ SMPs has demonstrated the benefits of a participatory approach, with stakeholders involved throughout the SMP preparation process. In particular the early and ongoing involvement of local authority Elected Members in the process brings significant benefits, namely the ‘buy in’ to the process and understanding of the preferred policies which they will ultimately be asked to adopt.

Table 5 | Developing a stakeholder strategy for each stage of the SMP preparation process

Stage of plan preparation	Purpose of stakeholder involvement	The stakeholders to be involved	Methods of achieving involvement	Who is organising the involvement
Stages 1 to 3: Scope SMP, assessments, and policy appraisal	THE OBJECTIVE OF STAKEHOLDER INVOLVEMENT IN STAGES 1 TO 3 SHOULD BE TO DEVELOP GENERAL AGREEMENT OVER THE ELEMENTS OF THE PLAN (OBJECTIVES, VALUES, EXISTING SMP POLICY, SCIENTIFIC KNOWLEDGE). THIS IS BEST ACHIEVED THROUGH COMMUNICATION AND DISCUSSION. IT CANNOT BE ACHIEVED THROUGH SIMPLE DISSEMINATION AND RECEIPT OF INFORMATION.			
	To notify interested parties that SMP is being prepared.	Indicate to whom publicity will be orientated, which should be all stakeholders including general public. Methods may vary between different types of stakeholder.	State how publicity will be achieved e.g. letters to key stakeholders, adverts and articles in local press, local authority public newsletters, web site, media appearance or electronic newsletters. Might involve establishing a Key Stakeholder Forum, Elected Member Forum, or other group.	Establish responsibility for ensuring the task is undertaken and for writing it up for the report on stakeholder engagement.
	To collect information (e.g. review of policy in existing SMP, objectives of SMP, aspirations for shoreline, value of elements of shoreline, scientific information (social and natural science)).	Identify expected sources of information, including that held by key stakeholders.	State how information will be (a) collected (e.g. combination from questionnaires, public meetings, Forum or other group meetings, round table discussion, facilitated workshops, seminars, conferences, e mail discussion group), (b) recorded, (c) collated and (d) used.	Establish responsibility for ensuring that different tasks are undertaken, for writing them up for the report on stakeholder engagement and for maintaining catalogue of responses.
	Information review by stakeholders (e.g. to validate scientific information, to check understanding, and review outputs)	Identify those able to offer informed views: these may be community groups. Different approaches may be used with different stakeholders. Particular attention should be paid to how EN and LPAs are involved. The involvement of Elected Members must be addressed.	State how information will be disseminated (e.g. letters, public meetings, round table discussion, facilitated workshops, seminars, conferences, e mail discussion group). State how responses should be made, recorded, collated and used.	Establish responsibility for ensuring that different tasks are undertaken, for writing them up for the report on stakeholder engagement and for ensuring proper recording of responses.
	Draft SMP Agreement	Identify those from whom agreement to the draft Plan will be sought prior to its release for Public examination (Stage 4). Likely to include CSG and Elected Members.	States how the draft SMP will be disseminated (e.g. round table discussion, workshops, e mail). State how responses should be made, recorded, collated and used.	Establish responsibility for ensuring the task is undertaken and for ensuring proper recording of responses.

Stage of plan preparation	Purpose of stakeholder involvement	The stakeholders to be involved	Methods of achieving involvement	Who is organising the involvement
Stage 4: Public examination of draft plan	THE OBJECTIVE OF STAKEHOLDER ENGAGEMENT IN STAGE 4 SHOULD BE TO RESOLVE DIFFERENCES ON THE DRAFT SMP. AS MUCH AS POSSIBLE SHOULD BE DONE THROUGH NEGOTIATION AND DIALOGUE. ONE WAY PASSING OF INFORMATION WILL NOT ACHIEVE THE OBJECTIVE.			
To make stakeholders aware of the draft plan		Indicate to whom publicity will be orientated: this should be all stakeholders including general public. Different groups may be informed in different ways. Particular attention should be paid to informing EN and LPAs.	State where the draft plan will be made available (e.g. placed in LA offices and libraries and EA offices, on web, for purchase), how stakeholders are informed (by letter, through local media, by electronic news letter, through web, in public meetings, through channels established for SMP preparation – e.g. forum, conference etc.), how stakeholders can make their views known about the plan (e.g. on specific form, through comment at public meetings, conferences etc).	Establish responsibility for ensuring that stakeholders are aware of the draft plan and for writing this up for the report on stakeholder engagement.
To provide stakeholders with opportunities for support and objection and moving to resolve differences		Indicate where support and objection will come from; this should include all stakeholders, but means of dealing with different groups and types of response may vary. Particular attention should be paid to the views of EN and LPAs.	State how representations will be recorded and collated (e.g. data base maintained) and indicate how they will be dealt with (e.g. discussions/ negotiations with objectors, round table discussions or facilitated workshops with groups of objectors to try to reach agreement) and who might deal with them (e.g. particular person or group making the decisions).	Establish responsibility for receiving representations, for trying to achieve agreement and for writing this up for the report on stakeholder engagement. Establish who is responsible for receiving and collating the representations and recording outcomes and their justification so they can be made publicly available.
Stage of plan preparation	Purpose of stakeholder involvement	The stakeholders to be involved	Methods of achieving involvement	Who is organising the involvement
Stage 5	STAGE 5 INVOLVES AMENDING THE PROVISIONAL SMP POLICY, AS A RESULT OF STAGE 4.			
To ensure that the decisions that have gone into the SMP are transparent	This should include all stakeholders, including general public.		Establish the outputs associated with stakeholder engagement (e.g. comprehensive and up to date data base on representations and outcomes, summary report of stakeholder engagement for the SMP) and indicate where they are available to stakeholders (e.g. at specific locations, on web, for purchase).	Establish responsibility for ensuring these tasks are addressed.
Additionally, awareness raising	To raise awareness using the SMP preparation process	This should include all stakeholders but particularly the general public.	Indicate how the preparation of the plan can increase public awareness (e.g. through use of media, web, newsletters, public meetings).	Establish responsibility for ensuring these tasks are addressed.
	To disseminate information to stakeholders (e.g. to validate scientific information, to check understanding)	Identify those able to offer informed views: these may be community groups. Different approaches may be used with different stakeholders. Particular attention should be paid to how EN and LPAs are involved.	State how information will be disseminated (e.g. letters, public meetings, round table discussion, facilitated workshops, seminars, conferences, email discussion group). State how responses should be made, recorded, collated and used.	Establish responsibility for ensuring that different tasks are undertaken, for writing them up for the report on stakeholder engagement and for ensuring proper recording of responses.

The plans may be prepared under contract or by a government agency. The SMPs provide a 'route map' for local authorities and other decision makers to move from the present situation towards meeting future needs, and identify the most sustainable approaches to managing the risks to the coast in the short term (0-20 years), medium term (20-50 years) and long term (50-100 years). Within these timeframes, the SMPs will also include an action plan that prioritises what work is needed to manage coastal processes for the future, and where it will happen. This in turn will form the basis for deciding and putting in place specific flood and erosion risk management schemes, coastal erosion monitoring and further research on how we can best adapt to change.

In Scotland, there is no statutory obligation to produce SMP's but several local authorities, including Fife, do so. There is no guidance specifically tailored for Local Authorities undertaking SMPs in Scotland. In general the Procedural Guidance provided by Defra (see above) forms a basis for developing the SMP.

Fife Shoreline Management Plan 2011

The development of the revised Shoreline Management Plan benefited from widespread consultation with various stakeholders ranging from in depth discussions with statutory organisations to members of the public via an online consultation. At the beginning of the review, a Steering Group was formed to direct the Plan development. These were essentially the partners and met at around two month intervals through the development of the plan. The partnership included representatives of Fife Coast and Countryside Trust, Scottish Natural Heritage and Fife Council.

Fife Coast and Countryside Trust played an active role in the planning process, given its responsibilities for the coast and beaches, but also because it was seen as complementary to the work in the SUSCOD pilot project area. The SUSCOD project provided detailed input to the SMP process which is turn validated, in broad terms, the steps to be taken to address coastal issues by the West Sands Partnership.

Stakeholder Involvement was not a major feature of the Fife SMP although there were several meetings and workshops. Members of the public and other organisations were invited to contribute their views on coastal management via an online consultation hosted on www.fifedirect.org.uk. This consultation was also advertised in the local press. 76 responses were received.

Essex and South Suffolk SMP (2010)

The SMP was developed in partnership with all relevant authorities. These include the authorities that manage the shoreline, planning authorities, statutory stakeholders and other organisations which have a relevant interest or responsibility. These organisations have been involved through both officers and elected members.

(Essex and South Suffolk SMP2 Final version 2.4 - 32 - 15 October 2010)

Appendix B of the SMP contains a detailed account of the way stakeholders were involved. The process was led by a Client Steering Group and involved an Elected Members' Forum. The stakeholder engagement approach followed the '*Building Trust with Communities; Working with Others*' guidance, from the Environment Agency. Given the very large numbers of stakeholders within the SMP boundary area further stakeholder analysis was carried out by a public relations company to reach large groups of individuals or organisations.

In the development of the SMP the partners aimed to:

- inform and get responses from all interested groups or individuals on our understanding of why and how coastal flooding and erosion might occur, and their effects on people, their use of the land and the environment;
- consider the views of all interested groups and individuals on the approach for managing the shoreline of Essex and South Suffolk in the short, medium and long term.

The Environment Agency, as lead authority for the Essex and South Suffolk Shoreline Management Plan (SMP), produced draft engagement strategy together with advice and support from our partner local authorities: District and Borough Councils and Essex County Council.

The communications plan and draft engagement plan were approved by the Client Steering Group and Elected Members' Forum. A stakeholder engagement strategy is the basis for involving and informing communities, businesses and organisations on flood and coastal risk management. The aims and objectives of the strategy were devised to address the following questions:

- What is a stakeholder engagement strategy?
- What is the aim of this engagement strategy?
- What is our main objective?
- Why do we need to undertake this work?
- What other objectives do we have?
- Why do we need to work with partners, stakeholders, communities and the wider public?
- What are the benefits and constraints of working with others?
- How will we show that we have met our objectives, and how will we measure progress and success?
- Who do we have to involve?
- Who do we need to involve: key stakeholders
- Shoreline Management Plan engagement structure
- Stakeholder analysis
- How will we engage others?
- How will we review the strategy and share lessons learnt?
- What are the benefits and constraints of working with others?

(Essex and South Suffolk SMP2 Appendix B - Stakeholder engagement Draft for Public Consultation 11 March 2010)

(iii) Project Partnerships

The Naze Heritage Project, Essex



The Naze is a headland on the Essex coast, just north of the town of Walton-on-the-Naze. The 26 m Naze Tower, is privately owned and was built in 1720 as a navigational aid. It is a Grade 2* listed building and the nearby cliffs are designated as a SSSI. About 44 ha of Council owned land is leased to the Essex Wildlife Trust which also manages a nature reserve on the site. The Naze cliffs are eroding rapidly, threatening the tower and wildlife habitat. The coast at Walton-on-the-Naze has been eroding at a rate of about 6.5ft (2m) a year and the Naze Tower is currently a few metres from the edge.

The Naze Protection Society was formed to campaign for erosion controls. In 2006 the Naze Heritage Project was launched. A Steering Group was formed with which consisted of Essex Wildlife Trust, Tendring District Council, The Naze Protection Society, Frinton and Walton Town Council, owners of the Naze Tower, and owners of Walton Hall Farm and Stone Point. Essex County Council joined the Group and has provided funding.

There are two phases to the project: the construction of Crag Walk, a £1.2 million, 150 m long rock revetment and educational viewing platform at the foot of the Naze Cliffs. This was completed in 2011. Essex County Council (SUSCOD project) contributed five interpretation panels to enhance appreciation and awareness of the site's unique internationally renowned heritage, geology and ecology

Crag Walk received two East England Merit Awards from the Institute of Civil Engineers in recognition of its achievement as a physical structure and for the way it was created in partnership.



The second phase is “improving the management of the Naze and improving the visitor experience”. This includes access, interpretation and habitat improvements as well as a visitor centre.

Essex Wildlife Trust led an extensive consultation with community groups, landowners, and Town, District and County Councils, local residents, businesses and schools. This was achieved through targeted interviews and events and public events. The Trust prepared a “Statement of Community Involvement” which provides a detailed list of stakeholders and those consulted about the proposals. This was submitted as part of the planning application for the visitor centre.

In 2011 the Project was able to move forward with a contribution of €30,000 from the SUSCOD project. This enabled the development of the detailed architectural design of the education and visitor centre.

The objectives for the centre are:

- to be a Centre of Excellence for environmental education
- to provide top class visitor experiences throughout the year
- to inspire and encourage the involvement of people of all ages
- to encourage access to and understanding of this unique coastal landscape and its heritage

- to protect, enhance and create biodiversity – a Living Landscape
- to highlight the issues facing the Essex coast its communities and marine wildlife and and promote recovery through “Living Seas”.

Essex Wildlife Trust is seeking funding of £1 million for the Centre.

Zandmotor: Sand Engine



Introduction

The Zandmotor, or Sand Engine, has attracted a great deal of interest and publicity, particularly in its early stages. It is the outcome of many years discussion and the involvement of many partners. The lead partners in the implementation of the project are the Province of South Holland and Rijkswaterstaat, a SUSCOD sub-partner. Rijkswaterstaat has the lead in monitoring this major investment in sand nourishment.

Annual sand replenishments, addressing the last major weak links, and spatial planning in coastal towns are part of the ongoing work on the coast. Zandmotor is a pilot project on the Delfland coast which tests the feasibility of mega-nourishments of sand. The aim is to address long term safety in combination with providing additional space for nature conservation and recreational activities.

Background

Current government policy calls for an annual sand replenishment of about 12Mm³ sand to counterbalance a predicted sea level rise of 1.8 mm/year (18 cm/century). De Ronde (2008) estimated a sea level rise of 2 mm/year (20 cm/century), together with additional losses in the coastal system, indicating that 20Mm³ annual sand replenishment would be required.

The Delta Committee (2008) proposed a programme of seaward expansion using 85 Mm³/year. The aim was for long term flood protection together with benefits for nature and recreation. Very little, however, is known about the coastal response to large volumes of sand replenishment or the societal benefits from it.

Evolution of the Zandmotor (Sand Motor/Engine) Project:

In 2003, Delfland and its seaside resorts of Ter Heijde and Kijkduin was identified as one of the 12 weak links (“Zwakke Schakels”) on the coast. A conventional coastal reinforcement scheme was completed 2011 in connection with the adjacent Maasvlakte 2 project. The first, preliminary, proposal for seaward development in combination with residential construction was presented in the Chamber of Deputies, Province of South Holland. Following years of debate governments agreed to test coastal expansion according to the “Building with Nature” principle. The Zandmotor project was designed by the Province of South Holland and in 2010 Rijkswaterstaat took responsibility for project management. 21.5 million cubic metres of sand near Ter Heijde forming 128 ha of new beach at a cost of €70 million. 35 ha of new beaches and dunes were formed. The construction was widely publicised. It was captured on video and posted on YouTube. A preliminary study by Deltares suggests that the sand will be incorporated into the surrounding coast in about 20 years. The technique should prove to be cheaper than current annual replenishments and less disruptive to the environment.

Rijkswaterstaat is currently undertaking monitoring and stakeholder analysis. Also involved are researchers from the Technical University of Delft who share their findings with Deltares and Imares Wageningen UR. These two research institutes were commissioned by Rijkswaterstaat to monitor the sand engine and the currents and ecological parameters over the next ten years.

Stakeholders in the Zandmotor Project

The stakeholders in the Zandmotor project are principally Rijkswaterstaat, the Province of South Holland and the coastal towns with technical support from the Technical University of Delft. Zandmotor is a part of the Building with Nature concept advanced by Ecoshape, an applied research organisation initiated by the Dutch Dredging Industry, Deltares and other research institutes in the Netherlands. “Instead of working against the forces of nature, resulting in adverse environmental impacts, complicated and expensive mitigation programmes and negative publicity, the aim of Building with Nature is to seed innovative new approaches to avoid impacts, create new opportunities for nature development and incorporate ecological objectives into freshwater maritime infrastructure developments, the so-called ‘ecodynamic design.’”

One study recommended that the project should consider the surrounding environment and a wide range of stakeholders in order to obtain societal support, with equal importance given to long-term flood protection, nature and recreation. The design phase of the sand-engine began with decisions and solutions at a large scale which gradually shifted to issues at a smaller scale. At the policy level, the approval for construction was based on the EIA which in turn was based on long-term morphodynamic predictions. While most elementary uncertainties and questions were answered, several issues are still unresolved or have recently appeared and are a pressing matter for the stakeholders involved. Examples include water safety, changes in ground water level, impact of storm events, and silt accumulation. It has been suggested that a stakeholder platform should be formed to contribute to the analysis and investigation of these matters and identify the most pressing issues, focussing on those not addressed or fully investigated in the EIA phase. This in turn will contribute to the monitoring and maintenance of the sand-engine, the design of future mega-nourishments, and the basis for further research.

Perspective of the Province of South Holland

The Province’s vision is for attractive seaside resorts, an accessible coast and a natural (robust) coastal landscape.

The key factors for success involve:

- sticking to the strategy – a long term focus
- building with nature – being adaptable and flexible
- a knowledge based approach – learning by trying

- quality of design – linking to the hinterland
- good governance: involvement of stakeholders, research institutes, business sector
- the personal commitment of decision makers

Critical factors are:

- timing – a sense of urgency
- communication and participation
- funding – co-funding by local/regional stakeholders essential
- an integral approach
- passion

There are many images of the project on social media such as Flickr and You Tube. A visualisation of Zandmotor is found on the dedicated website.

Stakeholder Conferences and Seminars: LIFEscape

Many projects organise conferences and seminars to initiate a dialogue between the “experts” –for example academics, and experienced communicators – and project participants and a wider audience. The outcomes are often shared on project websites and incorporated in final reports.

An example, involving Region Sjælland, and Slagelse and Lolland municipalities was the LIFEscape project’s “Stakeholder Conference” held in Korsør, Denmark, May 31, 2012.

The theme of the conference is participation and involvement of stakeholders in landscaping projects. Guest speakers presented their thoughts on stakeholder participation on topics which included:

- Hands-on stakeholder involvement
- Young people as stakeholders
- Enthusiasm as the driving force
- Stakeholder questionnaires

The goal was to share learning and provide that you will learn about how others have been working with stakeholders and provide tools and ideas on how to manage your stakeholder involvement in other projects based on an insight into how the partners of the LIFEscape project are working with their stakeholders and focus groups.

The selection of the guest speakers was intended to challenge the audience to react and participate rather than to sit and listen. The programme also focussed on the participation of young people as key stakeholders.

Box 2 | LIFEscape: Teenagers views on raising awareness about the landscape

Berit Oline Pedersen and Charlotte Jørgensen of the Slagelse Commune visited the local high school to raise awareness on the landscape topic. Talking with teenagers proved to be a very enriching and rewarding experience, which resulted in some fresh ideas for landscape management. For example:

- teenagers didn’t find “nature apps” for mobile phones very interesting
- they liked parours and do-it-yourself activities such as shelter building
- girls liked “two person” tracks (to walk and talk)
- outdoor concerts in nature were another popular idea

Box 3 | LIFEscape: Motives for engaging citizens in governing processes

Generally, there are four comprehensive motives for engaging citizens in governing processes:

- better governing: e.g. to achieve legitimacy, confidence, control and good decisions
- better services: to increase efficiency and quality, and create services that serves the requirements of the individual in a better way
- knowledge build-up: to increase the competence, knowledge, awareness and self-confidence of the participants
- active citizenship: to support better relations between citizens and the municipality/county administration and discourage alienation.

Sometimes it is better to desist from performing a citizen dialogue e.g:

- when a decision has been made already and it is not possible to change it
- when the dialogue is performed merely because it ought to, without any genuine interest in learning the citizens' views
- when dialogue is used to postpone an issue where it is hard to make a decision, but the dialogue is not viewed as an important part of the decision-making

The presentations are on the LIFEscape website together with A Handbook on participative landscape planning, by Per Blomberg, Municipality of Lund, Sweden. (www.lifescape.eu).



A well-attended seminar was arranged by the Scottish Climate Change Impacts Partnership, in Edinburgh, 2009 to discuss the latest climate projections. The seminar involved presentations by experts and a former BBC weather presenter. The seminar was followed by a workshop for officials and others interested in applying climate change projections to the local area.

b. Communicating widely with the public

SUSCOD partners use many techniques to communicate with the public on coastal issues. For example these include online and structured public consultations, annual conferences, community meetings, printed materials and broadcast media.

Other outreach approaches include dedicated conferences, science fairs, museums, information centres, exhibitions, social media and interest groups.

(i) Planning Events

Stakeholder Involvement in Norra Bohuslan, Sweden



Norra Bohuslän is particularly interesting from the perspective of stakeholder involvement for three reasons:

- The partnership approach adopted by five municipalities to work together to develop the coast and hinterland in a sustainable way
- The innovative and flexible approaches in developing processes to engage with their target audiences that impact on the policy and decision making
- The cooperation among all levels of government in tackling coastal issues from local to international scales, and the ability to harness resources to deliver a wide variety of projects all of which engage with stakeholders.

Developing a community partnership

The development of a partnership approach adopted by five municipalities in Norra Bohuslan is a reflection of the way in which spatial planning is organised in Sweden at the national, county and municipal level, and the actions taken to develop policies and implement planning measures.

The County Administrative Board

The national government is represented in each of Sweden's 21 counties by a County Administrative Board. The

County Administrative Board of Västra Götaland (*Länsstyrelsen Västra Götalands Län*), based in Gothenburg, is the link between people and the 49 municipalities of Västra Götaland on the one hand, and between the government, Parliament and national authorities on the other. County administrative boards provide legal and technical advice and regional input to municipal planning, deal with appeals on land use issues, and pursue and coordinate central government interests. Additionally, the County Administrative Board coordinates the regional effort to adapt society to a changing climate. The focus of this work is to increase knowledge about climate change and its consequences and through dialogue encourage measures to prevent future problems.

Three of the 16 national environmental quality objectives are:

- Limited climate impact
- The seas in balance and a living coast and archipelago
- A good built environment

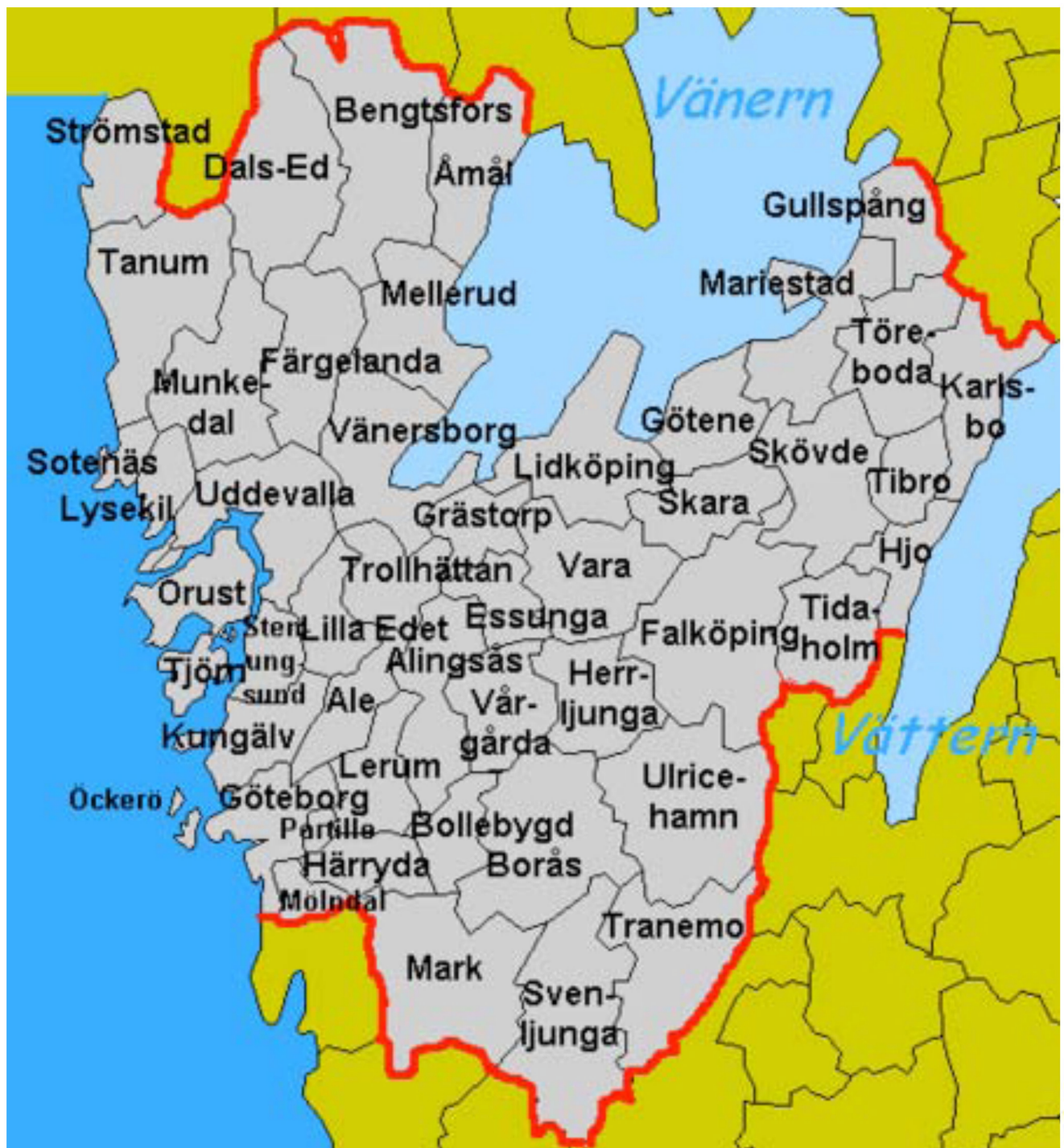
Municipal Planning

The national *Planning and Building Act* requires every municipality (*kommuner*) to have an up-to-date, non-binding, comprehensive plan (*översiktsplaner*) covering the whole municipality, taking national and regional objectives into account, together with detailed, binding, development plans (*detaljplan*) and area regulations. Municipalities are also required to cooperate with other municipalities. Both public and private interests must be taken into consideration in plan preparation. The *Act on Municipal Responsibility for Housing Provision* requires municipalities to ensure that measures for housing provision are prepared and implemented in order that everyone in the municipality lives in good housing. When preparing plans, both public and private interests must be taken into account.

Before a development plan is finalised, the proposed plan must be exhibited for at least three weeks for public comment. A property owner in the local plan area, or someone who lives near the area and is affected by the plan's implementation, has the right to appeal a decision concerning the plan. These people usually called interested parties/stakeholders - which means they have the right to appeal. The interested parties/stakeholders feedback is then presented to Planning Committee, which determines how the plan should proceed. Most municipal decisions on matters of land use can be appealed to the County Administrative Board, after which a further appeal may be lodged with the Land and Environment Court.

Community Partnership in the development of Norra Bohuslän

The communities, in particular Stromstad, Tanum, Lysekil, Sotenäs, and Munkedal, were concerned about the pace of development in Norra Bohuslän, particularly in the housing and hospitality sectors. (see location map, below). Developers were seen to have too much control over development in the municipalities which were ill equipped to deal with conflicts over competition for land and water, in an area of outstanding natural and cultural value. The municipalities faced the challenge of promoting growth in general and especially in the hospitality industry without compromising these values. A long standing issue for Norra Bohuslän is second homes. This is a largely rural area and a highly popular holiday destination, predominantly in the six weeks of summer. But the area is relatively quiet during the rest of the year despite its many attractions. As a result, the 58,000 permanent residents in the five municipalities pay for the facilities and infrastructure necessary to accommodate more than 200,000 summer visitors, including 40,000 second-home owners/part time residents who do not pay taxes in the region. Added to this is the high volume of day-visitors who cross from Norway to visit the shopping complex at Nordby, 4 km from the border.



Above: Map of Norra Bohuslän showing the Municipalities of Strömstad, Tanum, Sotenäs, Lysekil and Munkedal.

Coastal Zone & Rural Development in Northern Bohuslän

A project was undertaken: "Coastal Zone & Rural Development in Northern Bohuslän" (*Kustzonsplanering och Landsbygdsutveckling 2007-2009*)

<http://www.vgregion.se/Pages/167194/presentationkustzonsplanering.pdf>

The project goals were to:

- create joint plans and strategies to control the use and development of land and water, with particular focus on the coastal zone
- develop methods and tools to work and with other stakeholders

The outcome of the project was a framework for working and cooperation among the five municipalities, and the regional and state levels, on regional development and growth, comprehensive planning and environmental policy. At the municipal level the politicians and departmental staff are involved with a Growth Secretariat (*Tillväxtsekretariatet*) located in Strömstad (<http://www.tillvaxtbohuslan.se/>). The Growth Secretariat is the contact point for SUSCOD.

On the sub-regional level the five municipalities formed a steering committee consisting of political majority leaders, their oppositions and the chiefs of the municipalities. The County Administrative Board of Västra Götaland represents the national level and is a partner in the working groups and discussions. In this way the intent and provisions of the spatial planning system is met in an effective way tackling development issues in the coastal region.

In 2009, the partnership produced a structural plan (*Strukturplan*). The plan is described in the brochure “Strength through Cooperation. 5 Municipalities – A Common Structural Overview” (*Samarbete Ger Kraft. 5 Kommuner – En Gemensam Strukturbild*). The five key components of the Strukturplan, which extends from the offshore to the hinterland, are:

- Öppet Hav (High Seas)
- Skärgård (archipelago)
- Kustnära Områden (coastal areas)
- Inland (hinterland)
- Infrastruktur (infrastructure)

The *Strukturplan* was endorsed by the Municipal Assembly in December, 2009. The Action Plan 2011-2014 was endorsed in January 2011 and is reviewed annually. The Growth Secretariat manages the various projects in the Norra Bohuslän network of municipalities including SUSCOD, arising from the components of the Strukturplan.

Part 2 of the Action Plan includes a list of projects to be carried out. Of these, SUSCOD deals with four:

- Mässan “Levande Bohuslän (Fair “Living Bohuslan”)
- Utvärdering av detaljplaner (Evaluation of detailed plans)
- Gemensam policy for besöksboende och camping (Joint policy for visitor accommodation and camping) and
- The first phase of a common marine comprehensive plan for the municipalities

Other projects included in the Action Plan are: Attraktiv Kust; Samverkansplaner för värdefulla kust- och havsområden; Hav Möter Land, and Destination Norra Bohuslän

Implementing the Action Plan: The “Living Bohuslan Fair”

The “Living Bohuslan Fair” is a SUSCOD pilot project and is described in detail as follows.

To ensure the region’s economic viability, the partnership is attempting to attract more permanent residents and tourists year-round.

Box 4 | Second Home Owners and Permanent Residents in Norra Bohuslan



The chart shows the high level of seasonal housing vs. permanent housing in four municipalities.

Source: www.regionfakta.com

N.B. There are no statistics on those who own a condominium in the municipalities.



Smögen, Municipality of Sotenäs



Initial surveys revealed that most seasonal residents would consider moving permanently to their holiday home community. In addition, a relatively large number would be willing to move their business or start up new activities in their holiday home community.

The results of a survey of prospective permanent residents raised many new questions:

- What are the conditions for interim residents to get greater enjoyment by staying in a holiday home for longer, start businesses, become more, or remain engaged in society or even to move permanently?
- What are the specific needs for commercial and public services?

The partnership decided to address these questions by holding an annual fair, rotating around the five municipalities, to persuade seasonal residents and tourists to move to the area permanently. These very popular events were initially based around inspiring short seminars by entrepreneurs, scientists, artists, and incomers, all with the common background of living and working in the area.

An evaluation of each summer fair was carried out with all municipalities and invited participants. The focus of the discussion was on how to do better and to reach more part-time residents and summer guests. Planning for the following year's Fair was done later in the year. Materials used included a floor covering featuring a reusable satellite image of Norra Bohuslän. The evaluation on the Fair 2011 led to the decision to hold a one day "Knowledge Fair" with stakeholders, dealing specifically on questions raised by prospective year-round residents and building in the countryside and in the archipelago.

Details of the Fairs held from 2010 – 2012 are given in the Box below. Some publicity for the Fairs is given in Box 5.

Box 5 | Dates, Locations and Some Details of “Living Bohuslan”

1. July 7-9, 2010 Kungshamn (pop 2814), Sotenäs Municipality



<http://www.tillvaxtbohuslan.se/page/2351/massanlevandebohuslan79juli2010.htm>

2. July 15-16, 2011 Grebbestad (pop. 1401), Tanum Municipality

The population of Grebbestad can increase ten-fold between mid-June and mid-August. This Fair attracted about 800 visitors, most of whom were second-home owners. At the Fair, the municipalities presented their plans for building new houses and infrastructure and gave information about schools and other resident services. Real estate agencies, museums, local food producers, entrepreneurs, nature guides and the local art school took part in demonstrating the attractiveness of the region year-round.

3. August 18, 2012 Munkedal (pop. 3718), Munkedal Municipality

After two years with the Fairs the municipalities wanted to try a different model in meeting the stakeholders, by inviting concerned stakeholders in the building sector, both on local, regional and national level, to discuss the topic with seminars and Q&A sessions e.g. “How do we handle all-year living and house building on the countryside and in the archipelago – is a housing policy needed?”.

(Hur klarar vi helårsboende och bostadsbyggande på landsbygden och i skärgården - boendepolitik behövs det?)

About 70 people attended the day with the benefit of getting different stakeholders within the building sector to meet and also to document the issues and responsibility for the measures and questions discussed. The day was very much appreciated by all the once attending.

www.tillvaxtbohuslan.se/download/18.3c4af75413a97507601aa0/1352382705794/

Box 6 | Website Information: for the Kungshamn Fair, Sotenas Municipality (translated)

A Living Bohuslän - all year round

Fair: A Living Bohuslän is a meeting place for those who want to live and work in Norra Bohuslän. Be inspired by people who have chosen to settle here, run businesses and have discovered all the possibilities Norra Bohuslän offers, all times of the year. The Fair offers local food, cultural events, exciting development plans, an active club, exciting stage programs, and much more. You are very welcome to come and taste and enjoy A Living Bohuslän! The show takes place in Båthallen, at Sand Bogen in Kungshamn, July 7 to 9.

Free admission.

<http://sotenas.se/nyheter/nyhetsarkivet/ettlevandebohuslanaretrunt.5.39726def1280a294d01800016392.html>

For those of you who are curious about the good life in Norra Bohuslän - all year round.

Be inspired by people who have chosen to settle here, run a business and have discovered all the possibilities that northern Bohuslän offers, any time of year. Meet the people and entrepreneurs involved in nature, culture and enterprise. There is local food, cultural activities and much more.

You are welcome to taste and enjoy a living Bohuslän! The show takes place in Båthallen, Sand Bogen in Kungshamn.

Read more at www.tillvaxtbohuslan.se





Partner Comments on the Living Bohuslän Fair Pilot Project

On the basis of visitor statistics the municipalities decided to arrange each Fair over a 3-4 day period during the summer, when the part time residents/ tourists spend most of their time in the area. The process was very much a trial and error procedure since this was a new way for the municipalities to approach stakeholders. The SUSCOD project allowed the event to develop over a three year period with evaluation and development after each Fair.

The main constraints or difficulties during the project were finding the time and energy within the municipalities, and how to actually do it. Something like the Fair had never done before. It proved difficult to evaluate the outcome of a Fair as it involves planting seeds in the minds of potential residents and takes time to see any results. Some of these constraints were overcome by adjusting the timing, location and content of the fair from year one to year two.

It was agreed that the Fair would be held in turn in each of the municipalities. This provided the opportunity to try a new place, based on the evaluation of the first Fair. But planning and conducting the Fair consumed a lot of time, finance and energy and it needs to be evaluated based on how well we actually reached out to the part time residents.

In the third year of the project the municipalities decided to take a different approach, still aiming at increasing the numbers of all year residents, but this time not by meeting the part time residents through a fair but by inviting the stakeholders within the building sector, including planners, builders, politicians banks national organisation on countryside development and other decision-makers, to discuss how the municipalities could promote building for all year residents. This was organised in one day session called a Knowledge Day, and about 70 people attended.

The evaluation revealed that the Knowledge Day approach had been much more time, energy and cost effective on the basis that an invited target group can lead to a more in-depth knowledge exchange and a bigger chance of reaching the goal. The previous fairs had been based on stakeholders passing by, and from there to a start up conversation on their life as part time residents.

In retrospect it is questionable whether the Fairs were the right way to go to meet the target stakeholder group – part time residents. On the positive side the municipal staff learned a lot by having to leave the office and present their work to the public. Visitors to the Fair were given a very positive and open picture of the municipalities. On the negative side, the Fairs consumed a lot of time. As they were held during the summer, many municipal staff were on leave. The presence of the leading politicians from the five municipalities was very much appreciated, giving a direct connection between the decision makers and the stakeholders. For those visiting the fair there was a very positive response. This still has to be weighed against the time spent organising the whole thing.

The conclusion was that all partners agreed that the time and money spent did not meet up to expectations in terms of the numbers of visitors, and the possibility of follow up discussions with visitors. On the other hand the municipalities are very satisfied with the concept of inviting specific stakeholders to a knowledge day. This was also done concerning the development of camping areas. This type of stakeholder involvement generates a more controlled outcome, presents an opportunity to meet specific stakeholders and creates a dialogue between partners that rarely meet. Most of the results from the knowledge days have been incorporated in everyday municipal work and, but further contacts will be needed to be made with the stakeholders involved. The issue is far from solved: the dialogue has started but needs to be followed up. The results from the Fair, in some ways influenced some of the staff in the planning department in the way they work in terms of how they could be more transparent towards stakeholders.

Scenario Workshops and Citizen Summits in Region Sjælland, Denmark

“The Danish government wants Denmark to contribute actively to meeting the calls from scientists that significant reductions in greenhouse gas emissions are necessary. --- We also want Denmark to be the showcase to the rest of the world that the green transition can be reconciled with economic growth”.

Climate Policy Plan: Towards a Low Carbon Society. Danish Government (2013)

For a number of years, Denmark has given high priority to meeting the challenge of adapting to climate change. This led to the Climate Change Summit (COP 15) in Copenhagen 2009 and a succession of policy announcements and actions which will have far reaching impacts on Danish society.

Copenhagen, West Jutland and Sjælland are particularly vulnerable to the effects of sea level rise and the impact of increasingly frequent, severe weather, resulting in widespread flooding. In 2006, for example, Slagelse Municipality was hard hit by flooding along a 180 km long coastline that includes several towns and summer house areas. Slagelse Municipality subsequently developed a comprehensive coastal plan that also takes into consideration climate-related rises in water level.

Region Sjælland has, since its reorganisation in 2007, aspired to be the leading climate region in all of Europe in responding to the challenge of climate change. The Region has worked with municipalities to engage with stakeholders in a number of ways to meet this goal. Case studies of activities undertaken by Lolland, Slagelse and Odsherred were published in the SUSCOD “Coast” magazine and are posted on the website.

A Regional Climate Strategy was launched in 2009 as a cooperative effort of the Region, Local Government Denmark, and membership in the European Climate Alliance (the Covenant of Mayors). A regional climate network was established with participation of all 17 municipalities to promote coordination, exchange of experience and knowledge sharing.

Box 7 | Local Government Denmark

Local Government Denmark (LGDK) is a voluntary organisation representing the interests of all 98 Danish municipalities. The mission of LGDK is to safeguard common interests of the municipalities, assist the individual municipality with consultancy services and in addition ensure that the local authorities are provided with up-to-date and relevant information. (www.kl.dk) Denmark –

Make a Virtual Visit to a Climate Project. LGDK has launched the Danish Local Climate Map as a source of information for municipalities working on climate change issues. The map provides information work being done by the municipalities.

The Strategy has three components:

- adaptation to climate change,
- mitigation through reduction of CO2 emissions, and
- innovation potential for the Region.

An annual report was issued in 2009, together with a Regional Climate Song. The “Bright Green” exhibition at the Climate Change Summit (COP 10) in Copenhagen 2009 highlighted the technological aspects of the Strategy and reflected the participatory approach to the climate change challenge. In May 2010, a study on climate change adaptation by Danish municipalities ([Klimatilpasning i danske kommuner](http://www.klimatilpasning.dk)) was completed by the Information Centre for Climate Change Adaptation in collaboration with Local Government Denmark, the Coordination Unit for Research in Climate Change Adaptation, and the market research institute YouGov Zapera. The objective of the study was to improve the Danish Portal for Adaptation to Climate Change (www.klimatilpasning.dk) and make it easier for local government to exchange knowledge and experience about climate change adaptation.

The study consists of a questionnaire, asking questions about:

- how climate change adaptation is included in local government work;
- how far municipalities have come with strategies and concrete initiatives;
- the degree to which municipalities have the required knowledge base for carrying out climate adaptation work;
- the extent to which municipalities know and are using the Portal for Adaptation to Climate Change.

The study targeted all 98 Danish municipalities with 73 responding. Among the conclusions were:

That the public is interested and is being involved

As many as 67% of the municipalities answered that they found the public interested in climate change, and in possibilities for adaptation. A total of 41% have to a great or to some extent involved the public in climate adaptation, while 28% have informed the public and enterprises about what they themselves can do to adapt to the climate of the future, e.g. through information folders, information boards, and websites, for example with information about local stormwater drainage.

Many municipalities lack knowledge and tools

Only 7% of the municipalities believed that they have the knowledge and tools necessary to make decisions about climate adaptation. A total of 41% had the knowledge and tools necessary, while half of the municipalities believe that they did not have the knowledge and tools to make decisions about climate adaptation. The majority of these lacked knowledge about the consequences of climate change in different sectors and local areas, as well

as knowledge about concrete options available for climate change adaption in municipalities. They also looked for tools to perform socio-economic analyses and risk analyses, and lacked decision-making tools for prioritising efforts, as well as tools for mapping flood-threatened areas.

Half of the municipalities are familiar with www.klimatilpasning.dk

49% said that to a great extent or to some extent they are familiar with the Danish Portal for Adaptation to Climate Change at www.klimatilpasning.dk. 36% were to a small extent familiar with the portal, and 12% do not know about it. One third of the municipalities that know about and have visited the portal have to a great or to some extent found it useful.

Climate change adaptation included in plans and strategies

Climate change adaptation has been included in the municipal plan of 4 out of 5 municipalities.

Increased water volumes - the most urgent climate challenge, say municipalities

81% were to a greater or to some extent expecting more floods from precipitation in the future, while 65% of the coastal municipalities are expecting more challenges from flooding events from the sea in future.

The municipalities have gone great lengths to identify the scope of the problem and identify risk areas.

A total of 73% had to a greater or to some extent mapped areas vulnerable to flooding from stormwater, groundwater or sewage, and a total of 67% of the coastal municipalities had mapped areas vulnerable to flooding from the sea.

Concrete measures and future action areas of the municipalities primarily address water challenges

36% had a contingency plan for flooding from lakes, rivers and sewerage systems, and 33% of the coastal municipalities had a contingency plan for flooding from the sea. 18% of coastal municipalities had been involved in coastal protection projects that include climate change considerations.

Municipal collaboration about climate change adaptation

52% had collaborated with other municipalities on climate adaptation.

In November 2011, the Danish government decided to relocate the Information Centre for Climate Change Adaptation from the Ministry of Climate and Energy to the Ministry of the Environment. In the Ministry of the Environment the information centre is now incorporated in a new Task Force for Climate Change Adaptation. The Minister of the Environment, announced that every municipality in Denmark should have an action plan for climate change adaptation ready before the end of 2013. A Climate Change Adaptation Squad was established in February 2012 to ensure that every municipality has the necessary guidance to produce the action plan. The squad has visit municipalities at their request.



All levels of government, a broad range of interests and the general public have been involved as the discussion on climate change adaptation has progressed.

At the municipal level in Region Sjælland, the SUSCOD project supported stakeholder consultation processes on coastal defences in Lolland, flood risk management in Slagelse, and Odsherred. Case studies have been published in the SUSCOD “Coast” magazine and are available on the project website.

The Danish Board of Technology Foundation (*Fonden Teknologirådet*) is an international centre of excellence for the development and delivery of a range of techniques for stakeholder involvement. The various models employed are listed in Table 6 below, and are described in detail on the Board’s website. Board staff advise on the method appropriate to the particular context, and then organise, moderate and report on the process.

Table 6 | Participatory models employed by Danish Board of Technology (www.tekno.dk)

1. Inter-disciplinary Work Groups	8. Hearings for Parliament
2. Interview Meeting	9. The Voting Conference
3. Cafe Seminar	10. The Consensus Conference
4. Citizens’ Summit	11. Future workshops
5. Citizens’ Jury	12. Perspective workshops
6. Citizens Hearing	13. Scenario workshops
7. Future Panel	14. Future search conferences

The Citizens’ Summit (*borgertopmøde*) was one of the participatory methods used in Region Sjælland: in Haslev, October 30, 2010 and in Kalundborg on March 5, 2011.

About the Citizens’ Summit

The Citizens’ Summit is described by the Danish Board of Technology as follows.

The political arena is becoming increasingly complex and political decisions increasingly difficult to make. For this reason, many politicians would like to hear public opinion, allowing themselves to become inspired by their ideas. The citizens’ summit is a method to assess public opinion about political priorities and possible courses of action.

One of the strengths of the citizens’ summit is its ability to bring together many citizens in a single one-day session, thus increasing representationalism. The citizens’ summit puts the focus firmly on the citizens themselves, granting them the opportunity of giving their input to politicians and of hearing their detailed response to the questions in the course of the meeting. Via debate and voting, citizens express their attitudes towards the summit issue and these attitudes are continually presented on a giant screen.

The citizens’ summit is different from more traditional citizens’ meetings in that it focuses on the participating citizens – not on a speaker. Instead of one-way communication between experts and citizens, it is the citizens who discuss information prepared by experts and who give the summit an expedient and detailed feedback.

The purpose of the method

The purpose of the summit is to gain a clear picture of citizens’ attitudes towards specific political priorities and possible courses of action. Citizens are asked to consider specific choices, but at the same time there is room for debate and the formulation of ideas, and politicians can thus gain invaluable advice and become inspired by citizens’ ideas and proposed solutions. The purpose of a citizens’ summit is to provide advice and inspiration for the political decision-making process. Politicians receive informed feedback that is rooted in information about and

discussion of the topic. Even though the politicians are not bound by the voting results, the summit provides a clear indication, which involves a commitment.

Who participates in the various roles

Project management

The Danish Board of Technology project management team consists of a project manager and a project assistant who is responsible for planning and the practical implementation of the summit. In addition, a secretary is assigned to the project. As a citizens' summit often involves a good deal of press coverage, the Danish Board of Technology also assumes responsibility for press management and contact. The project management team also instructs the numerous table chairmen prior to the summit meeting.

Background group

At the citizens' summit, the Danish Board of Technology works closely with a background group to address all tasks relating to technical content. Among other things, these tasks comprise the formulation of questions to be voted on by citizens as well as the preparation of written material for the summit meeting. The background group consists of experts, interested parties and other players with a relation to the summit topic.

Participants

The actual participants are made up of citizens who are affected by problems relating to the summit issue and the political decisions and priorities that are to be debated (e.g. citizens in a municipality). Participants are selected by sending out invitations to addresses which are drawn from the central person registry (randomly selected and depending on the number of required participants). Those citizens who respond to the invitation participate at the citizens' summit. If there are more replies than available seats, participants are selected with a view to achieving the best representative spread of age, gender and employment. Alternatively, participants can be selected according to more specific issue criteria to identify a particular target group's attitudes.

Speakers

A number of speakers or "witnesses" also participate at the citizens' summit. Their task is to present summit topics and courses of action, which are to be voted on. Witnesses may be politicians, interested parties or experts, and presentations either take the form of opposing views or one speaker expressing several points of view.

Table chairmen

A number of table chairmen participate at the citizens' summit. Their task is to moderate discussion and control voting at each of the tables and report on discussions and ideas from the tables.

Procedure description

A Danish Board of Technology citizens' summit lasts one day and involves between 200 and 800 citizens, with 7-8 participants seated at each table. On each table are a corresponding number of wireless ballot boxes. One or more centrally placed giant screens allow participants to follow the proceedings. Depending on the busyness of the programme schedule, participants may be allowed to sit at the same table throughout the day without formal breaks. Similarly, depending on the number of participants, people can either leave the table for buffet refreshment, eat at the table or be served at the table while the summit takes place. Prior to the summit, a summit newsletter is sent out to participants outlining the topics for discussion.

The topics under consideration are discussed and voted on one at a time. First, summoned "witnesses" give a 10-minute presentation of the first topic of the day along with perhaps 5 pre-determined courses of action and

their possible consequences. Following this, a 30-minute debate of the first topic begins at the tables. The debate is moderated by the table chairmen, who are responsible for ensuring that everyone is given the chance to make their views known. After the debate, the 5 courses of action are voted on. All participants cast an electronic ballot, thus selecting their top priority. All participants can vote and the result immediately appears on the giant screen. Each topic is allocated a total of 45 minutes. After this, the summit deals with the next topic.

The citizens' summit can also include the gathering of participants' ideas. A reporter sits at each table and notes down important comments and ideas from the table on a computer. The last 5 minutes of discussion time from each topic can thus be used to collect table ideas. Ideas and comments are sent to a central computer, where a commentator can follow proceedings. In connection with voting, the commentator can simultaneously comment on the result as well as the ideas and comments that have been sent from the various tables.

These ideas can also be gathered together and used in the concluding stage and/or collated in a catalogue of ideas that can inspire politicians in their daily work. Votes are organised in such a way that the result is expressed partly as a prioritising of the various topics in relation to one another and partly as a prioritising of the solutions for each topic. From the outset it must be clear to one and all that citizens' decisions are not binding for politicians. There are many aspects to consider. For example, the fulfilment of the citizens' top priority may render impossible the fulfilment of another top priority decision.

In closing, a summary of the days' work and chief conclusions are presented. The summary can either be presented by the summit chairman, the commentator or a relevant politician who has monitored the process.

Direct results

The result of the citizens' summit is a prioritised list of visions and possible courses of action within the given area. At the end of the summit, politicians have a clear sense of citizens' priorities and are thus armed with a set of guidelines on which to act. In this way, political decisions can be based on citizens' wishes and achieve greater anchorage, acceptance and permanence.

Indirect results

As the citizens' summit is an event that receives a great deal of media attention, much focus is given to the issue in question. This can help to kick-start an official debate on the subject. As mentioned above, the summit can also help legitimise political decision-making as citizens have actually been asked about their priorities.

Presentation of results

The citizens' summit is a method that works well internally in relation to participants and externally in relation to the media. Given that a summit is a major event, it often attracts a good deal of attention in the form of media coverage and public interest. The method itself is also an open transparent process which delivers immediate onsite results that are visible for all to see on the giant screen. In this way, the citizens' summit almost markets itself.

The Danish Board of Technology publishes a citizens' summit report which is sent to participants, decision-makers, interested parties and relevant journalists. Among other things, the report contains the voting result from the summit meeting.

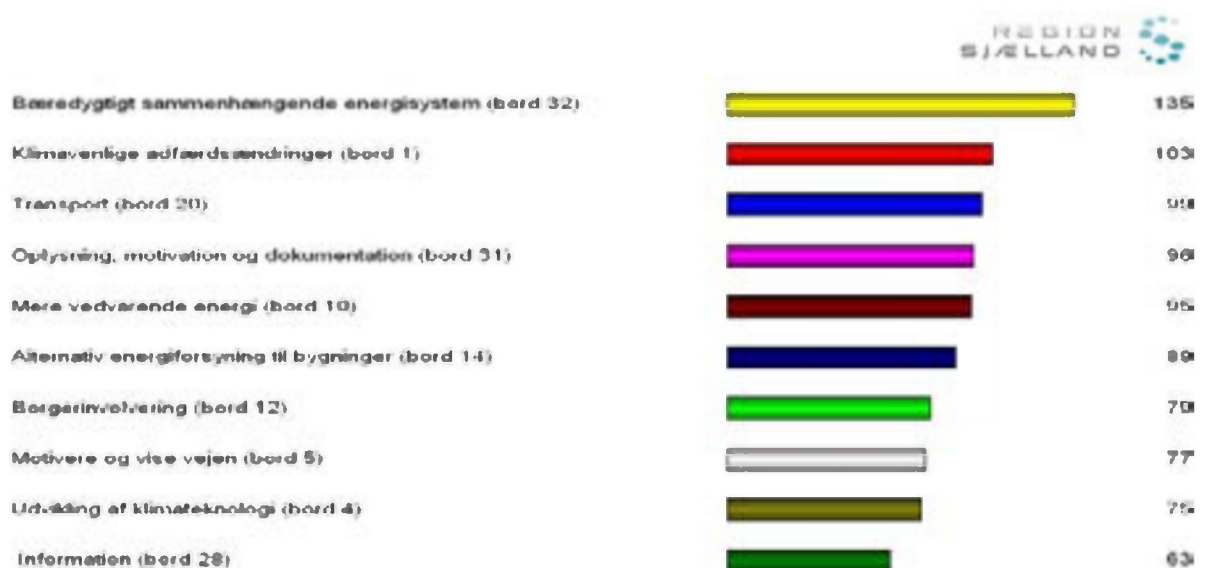
Suitability

Citizens' summits are well suited to political decisions that affect a great many people – whether they are at local or national level. The citizens' summit distinguishes itself by involving a large number of people who normally show a high degree of involvement in the summit process. Price: DKK 200,000-400,000 depending on the number of participants. The price is excl. the cost of the Danish Board of Technology's secretariat work.

Citizens' Summit, Haslev, October 30, 2010



About 250 citizens attended the meeting. To ensure that the composition was as representative as possible citizens in each of the 17 municipalities in the region were invited in numbers corresponding to the municipality's population, and equally distributed by gender. Participants were selected by lot, and were guided through a day of discussions and presentations. The event was an attempt to discover public preferences and agree on prioritizing the top issues to be dealt with as a consequence of climate change. A task for the participants was also jointly to articulate what they saw as the main challenges for the development of the response to the climate over the next 5-10 years. And to tell politicians what it would take to address these challenges. In the end this led to the following top recommendations on public initiatives directed from the citizens to the politicians:



In translation:

1. A sustainable and coordinated energy system
2. Climate-friendly behaviour
3. Transport issues
4. Information, motivation and documentation
5. More renewable energy
6. Alternative energy-supply for (public) buildings
7. More citizens involvement
8. To motivate and showing the way
9. Development of climate technology
10. More general information

On November 22, 2010 a meeting of municipal, regional, national and EU politicians was held in Søro to discuss the results and to identify priorities to strengthen climate action in the region. The results of the two meetings were compiled by the Technology Council: *"Citizens Climate Catalogue"* and *"Politicians Climate Document"*. These were distributed to all participants, all councillors in the region, to the parliamentary committee, the ministries, and the press.

Box 8 | Links to the Haslev Citizen's Summit (in Danish)

[Citizens Climate Catalogue with the results of the citizens' summit on climate \(PDF\)](#)

[Invitation issued to citizens in Region Zealand](#)

[Discussion paper for inspiration distributed to participants prior to the citizen summit](#)

[Program for citizens' summit](#)

[Participant Statistics. citizens' summit](#)

[Attendance. citizens' summit](#)

[Results from voting on the citizens' summit](#)

[Podcast from citizens' summit 30 October 2010](#)

[Program Politician meeting on climate. 22 November 2010](#)

[Framework for politician meeting - results citizen summit themes](#)

[Politicians Climate Document](#)

[Podcast from Politician meeting 22 November 2010](#)

[Photos from the citizens' summit \(PDF\)](#)

Kalundborg Municipality: Scenario Workshops and Citizen Summit.

The Danish Board of Technology Foundation played a key role in developing the two participatory methods used in Kalundborg Municipality as part of the BaltCICA project: scenario workshops and a citizen summit (www.baltcica.org).

Climate change scenarios were used as a first step in the process of developing and implementing municipal action plans for climate change. They were used to discuss and develop adaptation measures with planning authorities and stakeholders. The process followed in the scenario workshop is explained in detail on the Board's website. The theory behind it is described by Ida-Elisabeth Andersen and Birgit Jæger (1999) *Scenario workshops and consensus conferences: towards more democratic decision-making Science and Public Policy*, volume 26, number 5, October 1999, pages 331–340

Three future scenarios were presented and discussed in Kalundborg. The scenarios illustrated the consequences of three different ways of reacting to the likely climate changes in the Kalundborg area. The scenarios were fictional stories of the future, written by a fictional journalist at the local, fictional online newspaper.

During the scenario workshops the participating stakeholders created four visions that described various ways of dealing with climate changes. The visions ranged from turning existing farmland and developed areas into wetlands to the establishment of large dikes in order to protect those same areas. After the scenario workshops the economic, social and environmental consequences of the various visions proposed were further analysed.

The Danish Board of Technology Foundation trained the other BaltCICA partners in conducting scenario workshops and helped adapt the method to the circumstances of the individual partners. A survey among the partners shows that the two most appealing elements seem to have been the use of fictitious scenarios as a starting point for discussions and the efforts to involve a wide variety of stakeholders.

A second step was the Citizen Summit. The BaltCICA project has published a magazine and information video on these participatory methods which describe the two scenario workshops (2009) and citizen summit (2011) organised in Kalundborg Municipality.

The Citizens' Summit

On March 5th 2011, 350 Kalundborg citizens met to discuss climate adaptation, to prioritize their recommendations, and pass them on to the municipal council. The citizens' summit is a method enabling citizens to debate important issues and pass on their views to the politicians who make the key decisions on their behalf. The summit consisted of five rounds of debate on different themes. First the issue at hand is presented in a short movie after which an expert gives an account of the dilemmas to be debated. For instance, the participants were introduced to the consequences of climate changes in the municipality of Kalundborg and a number of possible action plans.

The discussions took place in small groups of about eight citizens conducted by a local politician or municipal official. These debates gave politicians and officials a chance to follow citizens' dialogues in action. At the end of each round of debate the participants used a personal electronic ballot device to vote on a number of questions formulated in advance. The results could be read directly on big screens.

The issues included:

- Should we protect ourselves with dikes, pumps and drains?
- Should we give in to the forces of nature and, in the long term, perhaps give up exposed houses and farmland?
- How are we to prioritize farmland, city, businesses, recreational housing and nature?
- Who are responsible?

Subsequently, the results from the citizens' summit were debated in the municipal council and included as an important input to the decision-making process in relation to the Municipality of Kalundborg's climate adaptation plan to be ratified in the beginning of 2012.

The Danish Board of Technology Foundation has also made assessments of the summit.

Stakeholder Involvement in Flanders: Master Plan for Coastal Safety



Sand recharge at Wenduine

In Flanders the SUSCOD project contributed to the implementation of a Master Plan for Coastal Safety. (*Masterplan Kustveiligheid*) The goal is to guarantee a minimum level of safety for the 65 km Flemish coast against a 1000 year storm event through to 2050. The Flemish Government approved the Master Plan in 2011, developed by the Agency for Maritime and Coastal Services (MDK) (www.afdelingkust.be) and Flanders Hydraulic Research (www.watlab.be). The plan is being implemented in 2011-2015.

The sandy coastline is a major attraction for European visitors with 15 resorts. The Coast Tram carries between De Panne near the French border and Knokke-Heist and is used by over 3 million passengers each year.

A communication plan had been used in developing the Master Plan, to take into account the interests of the many stakeholders along the coast. The communication plan was reviewed at the start of the implementation phase and was found to be flawed and inadequate.

A new communication strategy was developed to extend stakeholder engagement to all of those with an interest in the coast, and not just those concerned with the coastal safety issue. This enabled local concerns and waterfront improvements to be taken into account through co-funding arrangements. The Coastal Division switched roles from being the coordinator of passive information provider to being the facilitator of an active engagement approach. The communication strategy involved information sessions for the general public, consultations with coastal communities, and a communication plan that combined publications, educational materials, the Safecoast exhibition, and a website. (www.kustveiligheid.be).

The strategy was tested in a pilot project in Wenduine, De Haan under the direction of a steering committee. Wenduine was an ideal location for the pilot project as it is one of the weakest links on the coast, is very popular with tourists, has many stakeholders with a direct interest in the beach and sea wall, and is the site for the implementation of major coastal protection measures.

The stakeholder consultation process led to a consensus on how best to integrate coastal safety measures based on engineering input for Flanders Hydraulic Research (through design, testing, computer visualisations and models), and architectural designs, with the wishes and suggestions of all stakeholders through consultations and information sessions. A second pilot project is being carried for Zeebrugge building on the lessons learned at Wenduine.

Comments on the Wenduine pilot project by the SUSCOD partner

The intention of the pilot project was to make the Master Plan a plan in which everyone is involved and not one imposed by the Coastal Division's engineers. This was an innovative approach as stakeholder involvement is new to Flanders, given that all levels of government have jurisdiction and responsibilities. Stakeholders welcomed the opportunity to get involved but were very passive. Local elections in 2012 resulted in a change in council membership, significantly delaying the process. Despite some difficulties involving stakeholders has proven to be a positive experience in terms of having an influence on the final plans and works.

In future projects, stakeholders would be involved much earlier in the process in a more structured approach, with less emphasis on information and more on active participation. The Coastal Division needs to develop a better understanding of how to work with stakeholders and to maximise the benefits from it.

A case study on the Wenduine pilot project is included in the SUSCOD publication "Coast".

(ii) Visitor Centres and Interpretation

Visitor centres have enormous potential to engage with stakeholders. The rationale behind the multimedia centre being developed by Fife Coast and Countryside Trust is to communicate the effects of climate change, rising sea levels, and severe weather events on a dynamic coastal landscape. The centrepiece is FLEX: Fife Landscape Explorer. This visualisation can be enjoyed by any member of the public and as a tool for decision makers. The SUSCOD project is engaged in the design of a new visitor centre at Walton on the Naze, a project led by the Essex Wildlife Trust. The Trust has considerable experience in designing, building and operating visitor centres, based on sound business models. A separate report is available on the ICZM Assistant website. Visitor Centres have proven to be very popular with families as well as nature lovers as they offer a diversity of activities, and are an excellent opportunity to inform on the changing coast.

Maasvalkte 2 and Futureland





Maasvlakte 2 is a € 3 billion extension of the Port of Rotterdam and the biggest civil engineering project in the Netherlands since the Delta Works. Approximately 2000 hectares has been reclaimed, behind a 4 km dike. The first stage of the project is opened in 2013. Of particular interest to SUSCOD is the Futureland Information Centre, part of the Port of Rotterdam's extensive public relations programme, and a highly rated visitor attraction. The Futureland Information Centre is located adjacent to the construction site. The Centre uses a variety of advanced technology, guided tours and multimedia to engage families and tourists in the progress and benefits of the project and the other benefits from it including recreation and nature conservation projects. The Port offers free audio, land and water based tours of the construction site and an events programme including poetry, art (e.g. Portscapes) exhibits and lectures. The project is kept in the news with frequent updates to the website and the involvement of well-known figures in its activities.

<http://www.maasvlakte2.com>

<http://www.youtube.com/watch?v=RjNITK9Y6c4> YouTube Futureland

<http://www.youtube.com/watch?v=0i5hzH1BX6U> You Tube Intro to Maasvlakte

Interpretation

Communicating with the public can be inexpensive. The following two examples are from the SUSCOD project in Fife.

Public interest in the dune restoration project at the West Sands, S. Andrews raised the question of how best to inform passers-by and beach users. The project had been publicised in newspapers, on radio and television and in public meetings, but many people were not aware of what was going on. The solution was to install an inexpensive vinyl banner. (see below)

Despite the concern that the banner would be blown away, vandalised or generally ignored, it proved to be very effective. The message was brief and supported by the public. The banner has been in place for three years, and the recovering dunes have not been damaged by beach users.



The Fife coast is very popular with residents and visitors, and St. Andrews is one of the most popular destinations, not only for golf but for the beaches. An interpretation project was carried out by a partnership of four organisations concerned with the management of the coastline and estuary of the pilot project area: Fife Coast and Countryside Trust, Scottish Natural Heritage, Fife Council and Forestry Commission Scotland. The vision was to improve the visitor experience, raise awareness of the need to conserve the area, and make information about the area accessible to the growing numbers of visitors. (www.tentsmuir.org)

As part of the project interpretation boards on coastal issues were installed at a bird hide on the Eden Estuary, and a fully accessible viewing platform, built at the northern end of the West Sands path.. The idea of the viewing platform was not only interpret the natural environment of the Eden Estuary but to encourage visitors to explore the wider area and learn more about the coast. Especially important was the need to satisfy the curiosity of the majority of visitors and keep them from continuing across an eroding area of sand dunes. The platform was built by a voluntary organisation with a small grant and has proved popular with visitors. Disturbance to the dunes has decreased.

Interpretation panels at the Crag Walk, funded through the SUSCOD project, have received positive media reviews.



Viewing platform at OutHead, West Sands, St. Andrews. An interpretation panel depicts the geography and biodiversity of the Eden Estuary and north east Fife.

(iii) Museums and Science Festivals

Museums generally plan exhibits for the long term and are often large in scale. Examples of exhibits dedicated to climate change are:

- Dynamic Earth in Edinburgh, Scotland, the venue for the BLAST project final conference www.dynamicearth.co.uk
- Klimahaus, Bremerhaven, www.klimahaus-bremerhaven.de/
- Science Museum London, Climate Science Information Zone www.sciencemuseum.org.uk/



Science Festivals

Science Festivals are annual events held over several days and often connected with “Science and Engineering Weeks”. They are intended to popularise science and technology and are aimed at the family. In Scotland they are funded largely by the Scottish Government. They often involve partnerships of universities and colleges, schools and local authorities. The Dundee and Fife Science Festivals are coordinated by the Dundee Science Centre, a charitable organisation and part of a network of science centres.

(www.dundeesciencecentre.org.uk).

The Science Centre’s vision is “ --a culture of curiosity, confidence and engagement with science, for the whole community”. The Fife Science Festival offer an opportunity to SUSCOD to demonstrate FLEX: Fife Landscape Explorer, to discuss the issues of climate change on the coast, to inform about the sand dune restoration demonstration project, and to enlist public support. As these festivals are grant funded, participation is cost effective and have the potential to reach thousands of people – generally family groups that would not normally participate in stakeholder forums.

The festivals represent an opportunity to test, demonstrate and explain visualisations and computerised models, as these are rarely self-explanatory. Science and engineering is a very broad field however and a lot of thought needs to go into it in order to compete in a crowded marketplace.

(iv) Social Networks and Videoconferencing

Flickr, Facebook and LinkedIn are three popular social media tools used by SUSCOD partners to network and share information. Flickr is a social media site for photo sharing, commenting, and photography related networking, worldwide. YouTube is an effective vehicle for uploading short videos of the coastal projects and events, and to familiarise partners and stakeholders about the coastal locations, coastal projects and events. YouTube has been used by several SUSCOD partners for example to display visualisations such as FLEX: Fife Landscape Explorer and the Zandmotor. Interest in the subject matter is reflected by the number times they are watched.

Skype is an excellent means of communicating with partners but is not used as often as it could be. That may be because many organisations do not permit staff to use virtual community or social media in the workplace. Similarly, videoconferencing is not often used perhaps due to cost or limits set by organisations,

The Business Analyst, quickly realized she picked the wrong End Users to interview after she asks them about features they'd like to see in the new software.



c. Volunteers

Essex Coastal Wardens (http://www2.tcv.org.uk/display/essex_coastal_wardens)

In October 2012 Essex County Council launched a new volunteer initiative – the Essex Coastal Wardens – in partnership with TCV – The Conservation Volunteers. Joint funding was provided by Essex County Council and the SUSCOD project. According to a presentation at the 2013 Essex Coastal Conference the Coastal Warden scheme is now self-sustaining. The aim is to engage local communities with their beaches and coastline through a range of exciting practical and educational volunteering opportunities to help protect the wildlife and coastal habitats of Essex.

Fife Coast and Countryside Trust

Fife Coast and Countryside Trust manages a number of coastal sites, including the Fife Coastal Path and several award winning beaches. The coastal path runs from the Forth Estuary in the south, to the Tay Estuary in the north and stretches for 117 miles (188 km). (<http://fifecoastalpath.co.uk/>). Volunteers play an integral role in maintaining these resources for the benefit of local communities, visitors and the environment. Volunteering with the Trust depends on individual skills, interests and capabilities and serves three broad areas: conservation, education and field survey. Prospective volunteers complete a questionnaire and receive a Volunteer Information Pack. Community groups and organisations also play a role in volunteering. For example there are regular “Dune Action Days”, removal of invasive plants, fencing, and removal of litter at the West Sands, St. Andrews. Volunteer activities are led by one of the Trust’s Coastal Rangers, by the Beaches and Coastal Officer and seasonal lifeguards. The Ranger leads groups of visitors on guided walks along the beach, explaining the issues and how they are being addressed. Volunteers continue to be involved in the dune restoration work on a year-round basis. Over 100 have participated, coming from businesses (e.g. British Telecom) on team building exercises, St. Andrews Links Trust, St. Andrews University, Fife College, and local residents.



Volunteers at work in stabilising a newly constructed dune, West Sands, St. Andrews.

Groups of volunteers participate in a variety of dune conservation projects throughout the year under the direction of a Coastal Ranger and Beaches Officer. Over 100 volunteers have participated in this work.

d. Informal Networks: KRING



A meeting of the KRING network of coastal engineers and geomorphologists in Denmark.

An informal network of “seawall engineers” – KRING (“Circle”) was set up in the Netherlands following the devastating floods of 1954. Since that time KRING has given experts from Germany, England, Denmark, Poland, Belgium, France and the Netherlands the opportunity to share their knowledge and experience and to exchange views on coastal management. The circle has expanded to include coastal professionals with a variety of backgrounds, mainly from government agencies but also the private sector.

The circle is not an association. There is no constitution, no regulations or membership. In order to ensure the continuity of the circle, there is a chairperson and a secretary, both who come from Dutch coastal water areas. KRING meets at a different location on the North Sea Coast each year. The host organises the venue, field visits and agenda. There are about 100 participants, half from the Netherlands and the exchange is open and informal. The annual meetings are open to newcomers and provides an excellent opportunity for networking. Contact with KRING is mostly by e-mail from the local organiser and by word of mouth, with more information of a website.

A number of SUSCOD partners attend the annual KRING gatherings, make presentations and guide field visits. Presentations on the 2011 and 2012 KRING meetings are published on the following website.

<http://www.kring2011.eu>

Section 4: Reflections on Stakeholder Involvement in SUSCOD



SUSCOD partners have made good use of a wide variety of methods to engage with stakeholders in their coastal projects. Particularly notable was the enthusiasm, energy and total commitment of project staff in their work, and the assistance provided by the consultants serving as coordinators or facilitators. Organising any workshop or event can in itself be difficult. Designing and implementing an effective stakeholder strategy is really challenging.

On the much debated Arnstein's *Ladder of Citizen Participation*, partner projects score quite highly, progressing in some cases from what Prieto-Martin and Ramirez-Alujas refer to as consultative participation, to collaborative participation. (www.opengovpartnership.org). The two models are illustrated below. The partners are best placed to assess where they are, and where they aspire to be, on this ladder, if they feel it is relevant to achieving an improvement in coastal management, and how they should move forward in future.

Most of the partners in SUSCOD represent government agencies at national, regional or local levels and so inevitably, and sometimes pejoratively, they are seen to employ “top down” processes. This might convey an incomplete or misleading impression on their effectiveness in engaging with stakeholders in coastal management.

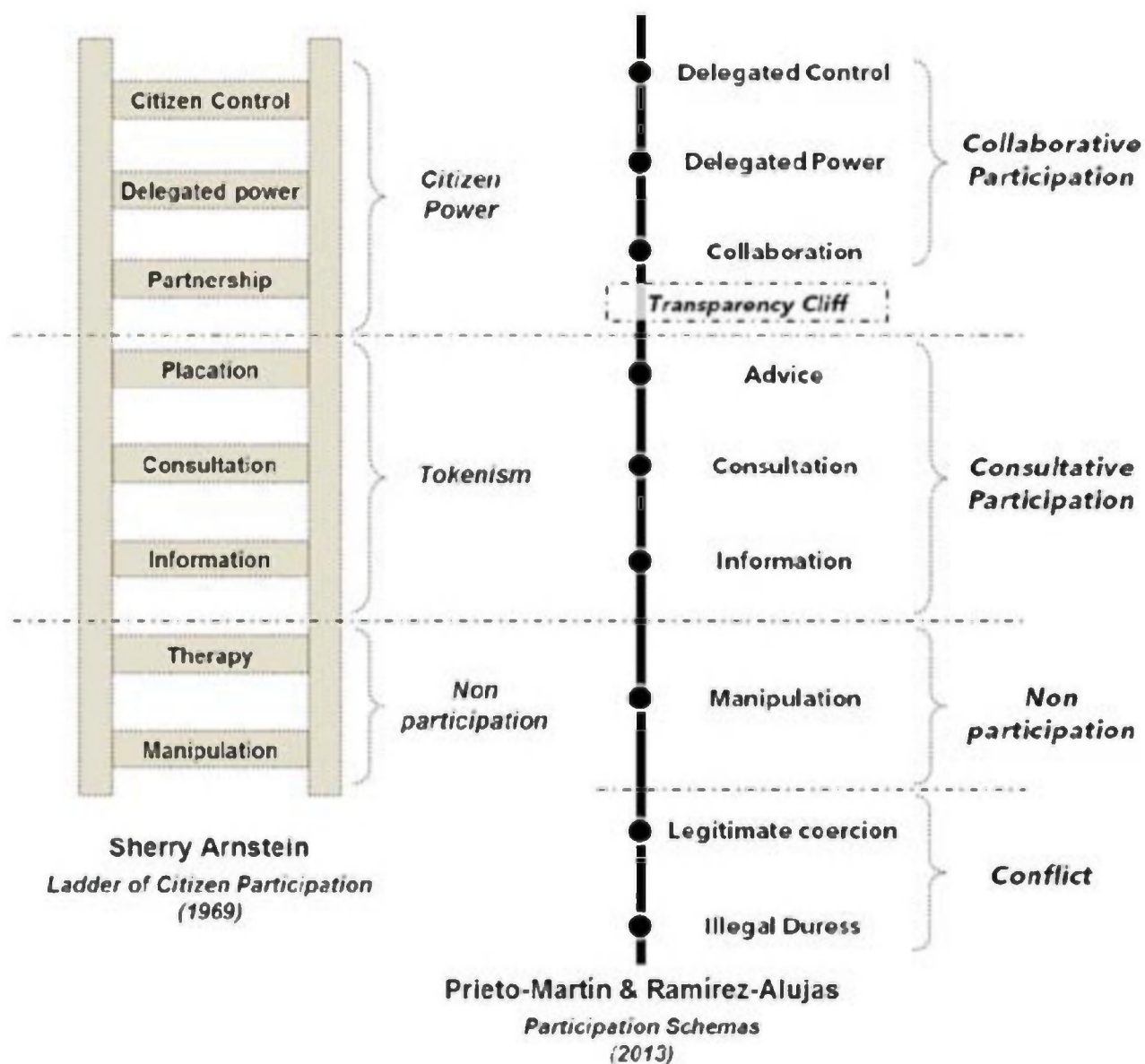


Table 7 | A Ladder of Citizen Participation

(Arnstein, Sherry R. "A Ladder of Citizen Participation," JAIP, Vol. 35, No. 4, July 1969, pp. 216-224) and Prieto-Martin and Ramirez-Alujas (2013) Open Government Organisation.

Awareness raising.

As an EU co-funded, transnational project, SUSCOD caught the attention of many more stakeholders in coastal management than would otherwise have been the case. The attendant publicity about new funding can serve as magnet in bringing organisations together. The prospect of co-funding can shift the balance from aspiration into action. It can also justify a level of risk taking that would not otherwise be possible. Projects such as SUSCOD allow for action on long standing issues where a clear process or framework for their resolution was not available. Secure funding over a three or four year period gives sufficient time to provide stakeholders with the security to move from concept to action, monitoring and adaptive management. It gives time for new initiatives to take hold before the next "new project" comes along. It can provide a road map for developing future initiatives or next steps to build on what has been accomplished and to develop new partnerships and networks. Finally, it allows relatively small organisations to play a much larger role, in coordinating projects, acting as a catalyst, maintaining momentum and bringing new ideas to the table.

It can also be said that short term projects raise expectations which cannot always be met, and may have been unrealistic in the first place.



"EACH OF YOU HAS BEEN GIVEN A SIMPLE, YET POWERFUL TOOL..."

The Possibilities of Partnerships

Without doubt, partnership working is a key to tackling the many issues surrounding coastal zone management. It is central to ICZM. Partnerships in SUSCOD function at all levels and each has its strengths. Partnerships are dynamic arrangements and can evolve and reinvent themselves according to changing circumstances.

The SUSCOD project made it possible to tackle what seemed to be intractable problems. It was not so much that solutions were so difficult to find but for the lack of a framework in which they could be addressed. For example, it enabled the development of a partnership approach to tackling issues of landscape degradation, sea level rise, and the impact of severe weather events on North-East Fife, and to undertake detailed planning and projects in concert with the development of the revised shoreline management plan for Fife. Without a small but effective partnership, issues that had been on the table for 20 years would still await resolution. The partnership did not only deal with local issues such as beach management, dune restoration, removal of invasive species and protection of an eroding coastal landfill, but expanded the scope of planning to a regional, ecosystem level that encompasses terrestrial, estuarine, intertidal and marine components. The prospect of dealing with pressing local issues is attractive in itself to elected members of the Local Authority but in turn provided the catalyst for a process that led to the adoption of plans and processes as official policy and the possibility of future funding.

The West Sands partnership continues with a focus on implementing the actions set out in the long term plan. While this is a satisfactory outcome for the SUSCOD project, the partnership is also a stepping stone toward the eventual goal of developing a management scheme for the entire coastal cell – the multi-designated Firth of Tay Eden Estuary SAC/SPA site. Up-scaling to the regional level represents major step in stakeholder engagement with links to marine planning initiatives including marine protected areas, marine regional plans and marine planning partnerships. The Tay Estuary Forum might be a logical place to generate discussion but there would need to be strong political support for such an initiative. A further application of the planning partnership approach is to

adapt it to another area. This is under active consideration for a project in an urban coastal location in Fife. Partnerships need not be expensive in terms of time and money. Periodic meetings were not a burden in a busy calendar when SUSCOD funding provided for coordination, preparation of documents, and follow up.

In Essex, the SUSCOD project enabled the County Council to invest in a range of coastal initiatives that might otherwise have not been possible. These include funding interpretation panels at the internationally significant Crag Walk, the preparation of a detailed design and technical work for a new visitor centre at Walton on the Naze, the establishment of a Coastal Warden Scheme and the establishment of the Essex Coastal Forum and its annual conferences. These are partnership activities with established organisations which ensure successful outcomes. Essex Wildlife Trust is another example of a non-government organisation that is extremely effective in leading partnerships in a focussed and effective way in designing and developing new visitor centres.

In Sweden, SUSCOD contributed in several ways to addressing shared concerns through a partnership of municipal politicians of all parties, planners, the county administration and organisations dealing with coastal issues. In particular SUSCOD provided the partnership with an opportunity to trial an innovative approach – the “Living Bohuslan Fair” over a three year period. That gave the partnership sufficient time to evaluate the effectiveness of the approach in terms of persuading seasonal residents in coastal communities – including second home owners – to move permanently to the region and to make changes to improve the process.

Science and Technology

Communicating complex scientific and technological information to busy stakeholders is always a challenge. In the case of coastal zone management SUSCOD partners used a variety of short and medium term approaches such as museum exhibits, science festivals, exhibitions, and visitor centres. Computer visualisations in particular present the opportunity to use technology familiar to stakeholders to create models that are appealing to a wide range of audiences, complementing and extending flexibility and power to the classic CAD based applications used in architecture and engineering. Interactive, 3D visualisations can now be developed with open source gaming software and can be run on any PC capable of playing video games. This opens up the opportunity to build a visualisation that can incorporate almost any digitised datasets. Once the framework is constructed, for example for part of the Scottish coast, it is possible to create visualisations for other areas of the North Sea Region within a matter of weeks and at a reasonable cost. Datasets can be updated as new information becomes available, or when new datasets or analysis is required.

FLEX: Fife Landscape Explorer is an example of this approach. The visualisation is very versatile. It is controlled by an Xbox controller or mouse, can be used by children to explore the pilot project area. They can learn about the coast and how it might change as a result of climate change. Projections of flood risk can be adjusted as new information from climate scientists becomes available. The threats to the area can be demonstrated in real time through the use of meteorological data for a March 2010 storm surge. The visualisation is particularly useful to decision makers. The changing landscape can be demonstrated quickly and effectively and serve as a basis for investment in infrastructure development. Data, for example on water pollution, can be added annually to give a time series of changes in environmental quality.

The development of FLEX was a direct benefit of the University of Abertay’s participation in other Interreg projects e.g. DC Noise, and is being followed up by the SUSCOD partner in Norra Bohuslan. Technology and data transfers require a partnership effort among the institutions involved. In the Fife case, the statutory authorities made datasets available to the U. of Abertay under licence, coordinated by the Fife Coast and Countryside Trust. FLEX has been demonstrated at several conferences and events and will have a full trial when installed in the Trust’s visitor centre. It can then be modified and updated as required.

It is difficult to know how well models have been received by stakeholders in the SUSCOD projects. Models were reportedly used to good effect in pilot projects in Wenduine, Flanders and in Region Sjaelland. Explaining models can be quite challenging as they do not perform well as stand-alone exhibits. Research laboratories are focussed on developing and testing solutions to protect against flooding and storm damage but have increasingly engaged with coastal communities to design upgraded coastal defences to meet aspirations for multipurpose use. One drawback is that laboratories and academic institutions may not budget for the development of interpretive tools, or have the personnel with the experience to do it. Much therefore depends on the how the R&D component is integrated into the stakeholder consultation process.

The Scottish Climate Change Partnership engaged with spatial planners and other professionals in workshops on how to use UK climate change projections. These workshops were well received but seem to have been a one-time event. It is not known how the skills learned are applied on a day to day basis.

The Futureland Visitor Centre represents a no-expense spared approach using the latest technology to engage with the public over the construction of Maasvlakte 2. Similarly, Zandmotor was the subject of great interest during the design and construction phase with the use of online video simulations to communicate about it. Hopefully public engagement on these two megaprojects will continue.

Although simulations can be run on most modern laptop computers, many governments and organisations prevent employees from running external software on their networks. Similarly there are commonly restrictions on access to many social media e.g. Flickr and video sharing sites such as You Tube, both of which have good value in communicating among stakeholders and the general public. Web based visualisations are constantly being improved and this should be a good approach subject to accessibility. In SUSCOD there was limited success in exploring the synergies of the various models used in partner areas for example models illustrating the effects of hard and soft engineering solutions on controlling coastal erosion and flooding.

Given the widespread use of smartphones, tablets and laptops, and the ease which many stakeholders use them, it would be useful to factor this in to a greater extent in engaging with stakeholders. The Citizen Summits used in Region Sjaelland made extensive use of technology with good results. Organisations may not have the internal capacity to use some technologies and are reliant on external support. This will eventually be overcome with new staff familiar with cutting edge applications, and the advent of more affordable hardware.



Voting at a Citizens' Summit, Haslev, Region Sjaelland

Transnational Exchange of Experiences

The 10 full partnership meetings held across the 6 SUSCOD regions provided the best opportunity for detailed presentations on stakeholder involvement in WP 8 pilot projects and in activities carried out in WP 3, 5, 6, and 7. The presentations, usually in PowerPoint format, were very useful in providing a context for the activity, and the process followed. Guided visits to key coastal locations provided an opportunity for first hand appreciation of local area and the issues being addressed. Presentations were also made by partners and sub-partners involved in specific work package meetings and in other SUSCOD events and were followed up in some cases by bilateral visits. Many of these presentations are available on the SUSCOD website.

There were a few major transnational exchanges out with formal project meetings. A 16 member delegation from Norra Bohuslan visited Fife and Dundee in August 2013. The visit was hosted by Fife Coast and Countryside Trust and the University of Abertay, Dundee. This two day event provided an opportunity for the delegation of politicians and executives to have a series of presentations and discussions with the Scottish Government, Local Authorities, University of Abertay and Fife Coast and Countryside Trust. Topics included stakeholder engagement; the application of computer visualisations for decision making (e.g. FLEX); and responding to demographic change. Field visits were made to the SUSCOD pilot project area and to the East Neuk villages to discuss second home issues. The study tour was led by Professor Lars Larsson and conducted according to the CCAL method (Lars Larsson, 2009. *Handbook: Cross-Cultural Analysis for Learning*). The Swedish partner will produce a report on the visit.

A number of partners had the opportunity to attend the Essex Coastal Conference held in conjunction with the Fife-Essex Transnational Conference in September, 2013. The theme for the event was Partnership Working on the Coast.

The BLAST project (www.blast-project.eu) held a joint project meeting with SUSCOD in St Andrews in October, 2011. Fife Coast and Countryside Trust gave a keynote address at the BLAST end conference in September 2012, which was followed by a field visit to the Fife coast by the Danish Coastal Authority.

Finally, the coordinator of WP 8, visited all partners to familiarise himself with partner activities.

Section 5: Final Thoughts



Stakeholder involvement is nothing new. Almost every method has been tried before, and there is a vast literature on successes, failures, and suggestions on how to make participation more effective. Arnstein (1969) was deliberately provocative in her assessment of the relationship between community and government, using the ladder as a metaphor for increasing access to decision-making power. The roles, responsibilities, tools, processes and instruments that can be used in pursuing each of the steps are summarised in Appendix 3. Another approach is The Engagement Continuum which proposes that community engagement is far from static and can be better represented by a dynamic “pin wheel” (see Appendix 4).

In SUSCOD stakeholder involvement for good decision making was in most cases, more than engagement with the public, but involved “all those that affect a decision (policy, plan, or project) and those that are affected by it”. In the case of the Fife Shoreline Management Plan, and other similar technical assessments, it was arguably as important to develop a partnership of key organisations as to have a public engagement process. Within the broad spectrum of government and non-government organisations there is a hierarchy of power that can sway decision making and can effectively side-line less powerful stakeholders. This may lead to the practice illustrated in the diagram below, often used by project managers in managing stakeholders who they perceive to have measurable degrees of power and interest:



In contemplating the development of a stakeholder strategy, project managers might consider the *Best Practice for Stakeholder Participation* put forward by Reed (2008 op. cit.) and other sources such as Blomberg's *Handbook on Participative Landscape Planning* (see LIFEScape, above), together with the findings of the many projects where stakeholder involvement played a key role. e.g. C-SCOPE and OURCOAST. This is where the ICZM Assistant can really help in learning about the various facets of the subject. If the proposed project fits within the typology set out above, then the case studies described in this report may be of use.

Box 9 | Best practice in stakeholder participation (Reed, 2008)

- 1 Stakeholder participation needs to be underpinned by a philosophy that emphasises empowerment, equity, trust and learning
- 2 Where relevant, stakeholder participation should be considered as early as possible and throughout the process
- 3 Relevant stakeholders need to be analysed and represented systematically.
- 4 Clear objectives for the participatory process need to be agreed among stakeholders at the outset
- 5 Methods should be selected and tailored to the decision-making context, considering the objectives, type of participants and appropriate level of engagement
- 6 Highly skilled facilitation is essential
- 7 Local and scientific knowledges should be integrated
- 8 Participation needs to be institutionalised

Most important among Reed's list of best practices is the recognition that stakeholder involvement is a process – not an event. The process also has to be thought through in terms of resources – human and financial, the risks and rewards, the outcomes and the eventual impact of coastal zone management.

The process therefore has to be SMART (see below), and likely to have a positive impact in the given institutional and political context. Careful consideration should be given on what is to be achieved and how stakeholder involvement can make a substantive contribution to ICZM. It is also useful to keep in mind the advice from the LIFSScape project on when **not** to involve stakeholder. (see above).

Box 10 | The S.M.A.R.T. acronym

The acronym SMART has a number of variations for a more comprehensive definition for goal setting:

- S - specific, significant, stretching
- M - measurable, meaningful, motivational
- A - attainable, agreed upon, achievable, acceptable, action-oriented
- R - relevant, realistic, reasonable, rewarding, results-oriented
- T - time-bound, time-based, timely, tangible, trackable

Project managers should seek, and be open to, advice. This can come from coastal partnerships and networks e.g. the Coastal and Marine Union (www.eucc.net/), experienced institutions such as the Danish Board of Technology, and the Coordination Centre for ICZM, Flanders. It is also important to understand what has been tried, what worked, what didn't and why in the jurisdiction concerned. Management should keep in mind that personnel

constantly change positions. Finding suitable replacements can be time consuming and difficult. Corporate knowledge and continuity is often lost, along with the networks that were put in place.

It is hard to overemphasise the need to use experienced moderators and facilitators wherever possible. This is essential if the process is to run smoothly, for example where project staff is concerned about their ability to manage the process, although it comes with a cost. The Danish Board of Technology has described in great detail a wide variety of approaches, their application and the human and financial resources required.

Also important is the need to continuously monitor and evaluate the efficacy and effectiveness of the process. The process should be planned to run for the lifetime of the project and beyond, it should be open to change. In Norra Bohuslan the “Living Bohuslan Fairs” were replaced by “Knowledge Days” with good results.

Government’s often run several online consultations concurrently, usually for a period of weeks and rely on them for feedback. This satisfies a statutory responsibility but does lead to “over consultation”. Coastal managers have to be aware of the many other ways in which stakeholders are open to engagement. Citizens in some regions are accustomed to spending time online and are keen to engage in spatial planning issues. In other areas this is seen as the business of the relevant authorities. Stakeholder involvement processes have to be conscious therefore of stakeholder fatigue and relevance to their interests. A mix of methods can be used for greater engagement.

Regular feedback to stakeholders is vital. In the case of the Tay Estuary Forum Annual Conferences, all participants are asked to complete an evaluation of the event. The results are circulated with the semi-annual newsletter and posted on the website. In the case of the Citizen Summits in Region Sjælland the outcome of the Summits and the subsequent political discussions were communicated to all participants.

Finally, in many stakeholder activities, participants tend to be drawn from particular social groupings e.g the ABC1 group in the UK. Particular attention should be given to getting representation from a broad demographic as was the case with the Essex and South Suffolk SMP, the Citizen Summits, and the charette approach to engaging the public in community development, an approach currently popular in Scotland.

Appendix 1

Description of W.P. 8 Activities

WP 8 Activities

From SUSCOD Application – Annex

WP 8: Stakeholder involvement (coordination by FCCT)

The involvement of stakeholders in the development and implementation process is a crucial element of ICZM and essential for the realisation of sustainable solutions of high quality and appreciation. WP 8 explicitly will look at this aspect. It comprises not only of a number of specific activities that focus on involving relevant parties in the development and decision making process, but also in general will guide and monitor this aspect of coastal zone management and development in the WP's 5, 6 and 7. It will integrate the finding in the pilot activities in these WP's with the outcomes of specific pilot activities in this WP itself. The following activities (besides coordination and knowledge exchange) form part of this WP:

Re-engaging communities and stakeholders in coastal management: It is important to involve stakeholders and especially the people who live along the coast in the management and development of the area they are living in. The awareness of what actually is going on in their direct environment regarding coastal issues is in general at low level. Inhabitants of coastal towns seem to be disconnect of their coastal identity. This activity aims at changing this situation and consists of a methodical approach to involve communities and stakeholders

in coastal issues, to raise the profile of these issues and to determine quality aspects and cultural aspects that form part of coastal identity. The activities will take place in:

- two pilot Towns in Noord-Holland: phase 1: identification of identities and vitality; phase 2 define and test-implement a number of interactive communication actions; phase 3: develop (based input from other pilot activities) a road map for decision making.
- In Essex, the following activities are foreseen: Formation of local authority and community partnerships and alliances and providing an information conduit for local communities to have an input to ICZM initiatives;
- Scotland: Fife C&C with the help of the SUSCOD team will develop and implement a public information, communication and education programme based on transnational best practice.
- North-Bohuslän area: to involve the stakeholders more actively, a fair named “a living Bohuslän” will be organised.

Results: four specific approaches tested, communication and education program developed and test implemented. ICZM assistant tested.

In the WP's 5-8 (1) the prototype assistant is practised and tested in a variety of actual situations and its added value is assessed simultaneously with (2) bringing these ICZM principles into practice in these situations with (a) functional participation and (b) critical supervision of project partners and stakeholders from other countries. The involvement of stakeholders in the development and implementation process is a crucial element of ICZM and essential for the realisation of sustainable solutions of high quality and appreciation. WP 8 explicitly will look at this aspect. It comprises not only of a number of specific activities that focus on involving relevant parties in the development and decision making process but also in general will guide and monitor this aspect of coastal zone

management and development in the WP's 5, 6 and 7. It will integrate the finding in the pilot activities in these WP's with the outcomes of specific pilot activities in this WP itself.

Please see the annex for a description of the Work Packages and their interrelation.

- 1 Coordination:** Fife Coast and Countryside Trust is responsible for coordination of WP 8.
- 2 Knowledge exchange and integration of results of stakeholder involvement in actions of WP 5-7 and activities 3-9:** All partners are involved.
- 3 Pilot coastal towns: Identification of identities and vitality - Meeting the stakeholders**
Partners are Stromstad and PNH. The result is a findings report on stakeholders meetings.
- 4 Pilot coastal towns: definition of communication options.** The partner involved is PNH. The result will be an options report with measures.
- 5 Pilot coastal towns: test implementation of communication measures.** PNH is the partner involved. The result will be the Implementation of communication measures and a road map for decision making.
- 6 Pilot coastal defence recreation and education: development communication strategy**
Most partners are involved. The result is the development of a communication strategy addressing relevant target groups.
- 7 Pilot coastal defence recreation and education: development and implementation educational materials.**
FCCT is the partner responsible. The result will be a multimedia hub, located in Fife, with related educational materials.
- 8 Fair - A Living Bohuslän - Meeting the Stakeholders. Annual Fair on all year living in Bohuslän** Stromstad is responsible for this activity. The result will be a report.
- 9 Essex Coastal Forum - Coastal Renaissance through stakeholder involvement**
Essex County Council is responsible for this activity. The result will be a report on the organisation and outcomes of stakeholder forums including an action plan with coastal priorities identified and the establishment of topic work groups to implement the action plan.

Appendix 2

Questionnaire: Stakeholder Involvement in Partner Activities

Notes:

- This questionnaire should be completed for all activities in Work Packages where stakeholders have been involved and for WP 8 specifically.
- The term “stakeholders” is broadly defined and includes EU ICZM Principle 6 “**Involving all parties**” and Principle 7 “**Support and involvement of relevant administrative bodies**”.
- The objective of stakeholder involvement in SUSCOD is “**Better quality of plans and improved stakeholder support for coastal development**”.
- Partners and sub-partners should complete the questionnaire based on their own experiences with stakeholder involvement in SUSCOD projects and activities but can also include information on other activities in their region.
- Suggested maximum response: 1 page per question. Please include links to sources of more detailed information where available.
- Questionnaires are confidential once completed and will be used by FCCT to prepare a summary document.
- FCCT will not circulate completed questionnaires.
- Questionnaires should be returned as soon as possible to Julian T Inglis, (julian@fulcrum-environment.com) and **no later than March 11, 2013**.

Questionnaire: Stakeholder Involvement

(confidential when completed):

Partner: (e.g Fife Coast and Countryside Trust)
 Work Package Number/Activity (e.g. WP 8.7 Multimedia; WP 7.3 Long Term Management Plan for West Sands, St. Andrews, Fife)
 Questionnaire Completed By: (name(s))
 Date: (not later than March 11, 2013)

No	Question	Response
1	Why did you decide to involve stakeholders in your projects or activities? <i>(for example, what were the drivers behind the decision?; were some stakeholders already engaged prior to the start of the project?; what were the arguments for and against it?; what were the themes you wanted to explore?)</i>	
2	What was the process or procedure you used? <i>(describe how you went about it e.g undertaking a stakeholder analysis?; following established policy and procedure?; based on previous experience or professional judgement?; engaging consultants?).</i>	
3	What were the constraints or difficulties you encountered, if any? How did you overcome them?	
4	Did you make any changes to your process or procedures from the start of your project or activity? If so why, and what were they? <i>(for example, by adaptive management; as a result of limitations of resources (time/money); feedback from stakeholders; time; quality; organisation)</i>	
5	Are you satisfied with the outcome of your stakeholder involvement process so far? <i>(Was it what you expected? How do you feel about the results/ outcome of the stakeholder process? Please give reasons for your answer; e.g. personal satisfaction? internal feedback?; stakeholder feedback?; external comments?)</i>	
6.	Was the process cost effective? <i>(for example, was it the most effective way of achieving the results you were looking for with available resources?)</i>	
7.	How did/will your stakeholder involvement process influence your coastal project? <i>(for example, comment on how the results were/will be reported and used in working toward better quality of plans and stakeholder support?)</i>	
8.	Would you use the same approach again in a similar project in your region? <i>(looking back, what are the lessons you have learned? (e.g. do's and don't's). Explain what you might do differently, in your region, in terms of the procedures and scope of the work and why)</i>	

9	<p>Was there a transnational/national aspect to your activity?</p> <p><i>(for example, did you involve other partners in your activities? If so, how? What was the added value? Under what circumstances? Did the work extend beyond the pilot project area you were working for example as part of a larger project?)</i></p>	
10	<p>Would you recommend your stakeholder involvement approach to others? If so, under what circumstances?</p> <p><i>(for example, you could discuss the overall approach or the advantages or disadvantages of specific aspects of it; offer suggestions on how to make it work better)</i></p>	
11	<p>Do you think that the process was innovative in your region?</p> <p><i>(for example, the first time the approach has been tried; a change to the way stakeholders are involved? How did SUSCOD make it happen, or contribute to it?)</i></p>	
12	<p>Do you have further comments or insights on stakeholder involvement not covered above?</p> <p><i>(for example what you consider to be "best practice" or recommendations to strengthen transnational practice in stakeholder involvement. This could be from experience in your own activities or others you are familiar with.)</i></p>	

Appendix 3

Stakeholder involvement and tools (source: adapted from Edelenbos, 2000; Gerrits, 2004; Pröpper, 1999)

Degrees of influence	Role of the stakeholder	Role of the expert	Role of the policy-maker	Possible tools, processes and instruments to be used
1 Stakeholders are informed – they remain passive	Stakeholders receive information but do not deliver input to process	Delivers information to the stakeholders on demand of the policy-makers	Policy-makers determine policy; information is issued to the stakeholders	Folders, brochures, leaflets, newsletters, advertisements, commercials, reports, exhibitions
2 Stakeholders are consulted	Stakeholders are consulted, act as interlocutors	Delivers information to the participants on demand of all parties; experts provide another flow of information to the process, next to the flow of the stakeholders	Policy-makers determine the policy and opens the process to input by stakeholders, but is not obliged to adopt their recommendations	Creative group sessions, study groups, focus groups
3 Stakeholders give advice	Stakeholders become advisors to the process	Delivers information to all parties on demand of all parties and investigate suggestions from participants on demand of the policy-makers	Policy process is open to input (other ideas, suggestions, etc.) by stakeholders; they take the input into account, but have the right to deviate from it in their decisions	Creative group sessions, advisory boards consisting of stakeholders, Internet Discussion
4 Stakeholders become co-producers	Co-decision makers within the set of preconditions Policy-partners on the basis of equivalence	Experts treat policy-makers and stakeholders as equal clients; advice and knowledge provision to both actors Experts treat stakeholders as equal knowledge providers; they need approval of the stakeholders	Policy-makers take the input of stakeholders into account, and honour it if it fits into the set of preconditions Policy-makers interact with stakeholders on the basis of equivalence	Creative group sessions, project group where stakeholders also take part in producing solutions, Internet discussions Organizing workshops, create a common ground for discussion, for example by joint fact finding
5 Stakeholders not only produce solutions but also decide about them	Taking initiatives, making decisions	Experts support stakeholders with knowledge; experts treat stakeholders as their clients, need no approval of the policy-makers	Joint role of policy-makers and actors: offer support (money, time of civil servants, etc.) and leaves the production of solutions and decisions to the participants	Joint groups that decide about implementation of solutions

Appendix 4

The Engagement Continuum



Because community engagement is just about as far from a static enterprise as one can imagine, we wanted to come up with a visual tool to represent that dynamism and make it easier for our clients to pick the right feedback tools for the job at hand.

The Engagement Continuum: [download an A4 PDF version here](#).

The outer fins represent the broad engagement objective and divide the wheel into six equal “pieces of pie” – and now I’m mixing my metaphors!. They could apply to an entire project, a particular phase during the project life, a particular stakeholder group, or a combination of both. The point being that the engagement objective changes through both the life of a project and also depends on who you are talking to at the time. The “wheel” is then divided into three rings that define the three essential functions of EngagementHQ; the outer ring lists the “learning” tools, the middle ring lists the “listening” tools, and the inner ring lists the “sharing” tools.

The individual segments identify the individual tools that we think may be most useful for projects – or phases thereof – working towards the particular identified objective.

<http://bangthetable.com/2012/02/17/the-engagement-continuum/#sthash.LoZ7CEN2.dpuf>

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