

*Red Kite*

Developing a Strategic Partnership  
for the wild coast of Lincolnshire  
Lincolnshire County Council



Final Report

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# Developing a Strategic Partnership for the wild coast of Lincolnshire

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Lincolnshire County Council

*Red Kite*

## **Countryside Training Partnership**

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*Cover: the Lincolnshire coast at Chapel Point RKE*

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## 1. The Wild Coast

Lincolnshire is one of England's largest counties with a 50 mile long coastline that extends from the Humber Estuary to the marshlands of the Wash. Parts of the coast are popular holiday destinations, with resorts at Mablethorpe, Ingoldmells and Skegness that attract thousands of visitors in peak holiday periods. Between the holiday resorts in the north of the county there are stretches of coastline that are undeveloped and have sandy beaches and well developed dune systems. South of Skegness and around the Wash, the coast consists of salt marsh, silt and mud. Along the whole length of the coastline there are coastal defences that protect the coastal zone from inundation.

The undeveloped sections of the coast have important habitats, many of which are protected as nature reserves or through conservation designations. There are Natura 2000 sites, National Nature Reserves, Sites of Special Scientific Interest and a proposed Marine Conservation Zone. Inland from the coast, along the coastal zone, the historic grazing marshes, now largely converted to arable agriculture, are also important habitats. The remaining grazing land and the remnant marshes are vital for wetland wildlife and as habitat for resident, migratory, and, particularly, overwintering birds.

The coast and the coastal hinterland have an important heritage interest, with Scheduled Ancient Monuments, historic buildings, wartime remains, and other archaeological sites, all within a fascinating historic landscape of drainage systems, field and settlement patterns. Grazing marsh was claimed from salt marsh, and the long history of holding and protecting the land from the sea, improving the farmland and trading agricultural products with other countries has left its distinctive mark on the landscape.

The many organisations and projects working in the area have achieved much to manage it successfully, yet there is no overarching initiative to coordinate policy, or to achieve synergy in project delivery. There needs to be a more thorough assessment and considerable investment for the area to be considered as a prime green tourism destination. An evaluation of the Lincolnshire Coastal Grazing Marshes (LCGM) Landscape Partnership Scheme and the ongoing development of the Lincolnshire Coastal Country Park (LCCP) have highlighted the need for a more holistic approach to connect existing initiatives and projects to make the most of the undeveloped coast and to integrate it with other Lincolnshire coastal attractions.

To help address the need for a more holistic approach for organisations to work together, Red Kite Environment and the Countryside Training Partnership were commissioned by Lincolnshire County Council to conduct research into the development of a strategic partnership for the Lincolnshire Coast. This report reflects the discussions held with over 30 people from 18 different organisations (see Appendix 1) that have an interest in benefitting from the development of such a partnership.

Any partnership needs to work within a context and a policy framework. Appendix 2 of this report lists the current strategic policies, plans and economic drivers that influence coastal land use and management in Lincolnshire.








## 2. Key points from the consultation

### 2.1 ~ Interests and ambitions for the coast

When thinking about the development of a partnership mechanism for the Lincolnshire Coast the following interests and ambitions for the whole coastline need to be considered:

- There are two distinct areas along the Lincolnshire Coast where the **local economy** of the coastal hinterland is dependent on, or influenced by, the environmental assets. Between Cleethorpes and Boston the focus is on tourism with agriculture an important element. Moving south from Boston the area becomes a regionally and nationally important area for food production and associated water management.

#### Key

	Point of interest
	Growth Deal Project
	Growth Point
	Petro-chemical
	Manufacturing & Engineering
	Fisheries
	Agri-Food
	Tourism

Extract from Greater Lincolnshire Local Enterprise Partnership Interactive Map  
<http://www.greaterlincolnshirelep.co.uk>



- Strategically two of the most significant estuaries in the UK occur along Lincolnshire's coast. To the north, lies the Humber Estuary Special Area of Conservation (SAC), Special Protection Area (SPA) and RAMSAR site, the second largest coastal plain estuary in the UK. The Estuary, together with Spurn Head (in East Yorkshire), has important habitats such as salt meadows, mudflats and coastal lagoons. To the south, the Wash and North Norfolk Coast together is a SAC, and SPA, two designations that help to form a European Marine Site (EMS). The Wash is also a RAMSAR site.
- The long-term management of flood risk in a sustainable and economic manner is a key strategic issue. The shoreline flood defences are crucial for stabilising the coast and preventing inundation.
- The natural coast of Lincolnshire, between Cleethorpes and Skegness, is in marked contrast to the tourist destinations of Mablethorpe, Ingoldmells and Skegness. It has areas of near wilderness, significantly important natural and cultural heritage attractions, designated protected areas, scheduled monuments and surprisingly empty beaches even in the peak of the holiday season. There are many important features and also many initiatives that try to protect these precious resources.

- The undeveloped coast is some of the only true wild areas left in Lincolnshire. The connection between the coast and the grazing marsh hinterland is very important for biodiversity. The coast and marshes form a National Character Area (Lincolnshire Coast and Marshes). The marine area is a candidate marine conservation zone.

*“The Marine and Coastal Access Act allows for the implementation of a coherent network of Marine Protected Areas, including the designation of Marine Conservation Zones. Six sites have been proposed off the Lincolnshire coast and the Government still has to decide which will be formally designated”* ~ Greater Lincolnshire Local Nature Partnership ~ [www.glnp.org.uk](http://www.glnp.org.uk)

- Donna Nook, Saltfleetby – Theddlethorpe National Nature Reserve (NNR), Tetney Marshes and Gibraltar Point are important protected sites and also major visitor attractions. Annual visitor numbers are 120,000 for Donna Nook, 300,000 for Saltfleetby – Theddlethorpe and 180,000 for Gibraltar Point. Frampton Marsh, near Boston, managed by the RSPB, is also becoming a major attraction.
- The number of visitors at key places, such as Donna Nook during the seal pupping season in November and December, exceeds their capacity and causes significant disturbance. Other areas along the coast can be deserted even at the height of summer.
- Work is underway on the England Coast Path - a new National Trail around the entire coast, due for completion by 2020. For the first time people will have the right of access around all open coast. This includes – where appropriate – any land, other than the trail itself, which forms part of the coastal margin and which has public rights of access along the way. This is known as ‘spreading room’. The section of the coastal path through Lincolnshire is expected to start to be delivered during 2016.



<https://www.gov.uk/government/collections/england-coast-path-improving-public-access-to-the-coast>

- Lincolnshire Coastal Country Park is an important area for wildlife farming and visitors. It covers five miles of sandy beaches, nature reserves and visitor attractions between Sandilands and Chapel St Leonards. The LCCP aims to develop a sustainable coastal environment providing high quality facilities for communities and visitors, improvements for wildlife and contributes to the local economy.
- There are important cultural and visitor facilities such as the planned North Sea Observatory at Chapel Point and Gibraltar Point Visitor Centre. These attract, or are likely to attract, significant numbers of visitors.
- The coast and its hinterland is an important historic environment with many Scheduled Monuments. The field, drainage and settlement patterns form an important historic landscape associated with agriculture and the wool trade. The vernacular architecture reflects some of the oldest brick buildings in the country, and fine churches, indicating considerable medieval and Victorian wealth. There are strong cultural traditions of folk music and language.



- Heritage management initiatives include LIDAR imaging (computer projection of historic interest in the landscape) of the coast and coastal grazing marshes, a Townscape Heritage Initiative in Boston that could be rolled out to other areas, and studies on the history of drainage of the fens.

## 2.2 ~ The current situation – what partnerships already exist?

There are already partnerships that exist within Lincolnshire that address specific issues. Some of these are formally recognised and are supported by government, while others address more specific county issues. The existing partnerships include:

- The **Greater Lincolnshire Nature Partnership (GLNP)** is recognised by Government as a strategic partnership with the intention of integrating environment, economy and health and wellbeing. The partnership, of 48 organisations, arose from the local Biodiversity Action Plan partnership, being seen as a natural progression absorbing its functions.
- The **Greater Lincolnshire Local Enterprise Partnership (GLLEP)** is a public/private partnership that aims to improve the economic climate for businesses in Lincolnshire, by improving infrastructure and the conditions for doing business. The GLLEP has submitted a Growth Plan to Government and has bids for funding that is aligned to economic growth and jobs. GLLEP partners include Lincolnshire County Council, North Lincolnshire Council, East Lindsey District Council, the Environment Agency, the University of Lincolnshire and many local businesses.

*“As the LEP evolves, our relationships must evolve to support more effective local partnership working. Alongside our offer to government, we wish to achieve a series of integrated flexibilities and freedoms to achieve greater local influence in the key areas of policy and delivery that will complement local collaboration to unlock Greater Lincolnshire’s latent growth potential.”*

Greater Lincolnshire Local Enterprise Partnership <http://www.greaterlincolnshirelep.co.uk>

- The **Coastal Action Zone (CAZ)** Leader Group is a partnership of public and private sector organisations funded by the Rural Development Programme for England (RDPE) 2015-2020. It is one of 64 Local Action Groups in England. The CAZ supports economic development in communities along the coast.
- The **Lincolnshire Coastal Grazing Marshes** and the **Lincolnshire Coastal Country Park** both have partnerships that include public and voluntary sector organisations, and have a remit to support management of these key areas within the coastal zone. Gibraltar Point is also managed by a partnership of organisations including the Lincolnshire Wildlife Trust and Lincolnshire County Council.
- The **Lincolnshire Flood Risk and Drainage Management Partnership** was established to deliver the requirements of the Flood and Water Management Act 2010. The partnership, which includes Lincolnshire County Council, the Environment Agency, 14 Internal Drainage Boards, the 7 district councils in Lincolnshire, the two water companies and Natural England, is coordinating the implementation of, a framework that ensures all agencies responsible for managing water operate more effectively and efficiently at the local level. The partnership therefore has a very specific role in water management for the coast and inland water bodies.
- A Shoreline Management Plan has been produced by the **Humber Estuary Coastal Authorities Group (HECAG)**, which presents a preferred option for managing flood and erosion risk between Flamborough Head and Gibraltar Point. This recognises the strong relationship between flood and erosion control and social, economic and environmental activities around the coastline. HECAG is a partnership that includes Lincolnshire County

Council, North East Lincolnshire Council, East Lindsey District Council, the Environment Agency, Natural England, English Heritage and the National Farmers' Union. The *Lincshore Scheme* that re-nourishes the beaches with sand dredged from the sea is currently being considered for economic sustainability.

- Lincolnshire County Council is starting to develop a **Coastal Vision** as a broad framework to coordinate activities in the coastal area. The vision will be developed through partnership at a strategic level is likely to be a concise statement of intent highlighting the key elements of the coastal zone and the major actions required to sustain and manage these assets. It will form a basis for seeking long-term funding for projects but there is so far no mechanism in place for a long-term strategic overview on implementation. Any initiative developed for the 'wild coast', including any related strategic partnership, would be seen as a key contributor to the Coastal Vision initiative.
- Lincolnshire County Council is developing a **Coastal Plan**, listing all projects being planned or developed along the coast. The plan is intended simply as a checklist to quickly bring projects forward when funding allows.

### **2.3 ~ The current situation – how well do current partnerships, and other initiatives, work for coordinating management of the Lincolnshire Coast?**

Many of the partnerships listed appear to be performing well considering the purposes for which they were intended. However, a wider question emerges of: How well do partnerships perform as a means of coordinating strategic management and action for the coastal zone?

- The GLNP is a good existing partnership with specific interests and responsibilities. It is one of the most successful in the country, sustaining the momentum generated by the Lincolnshire BAP partnership and coordinating delivery of successful projects. It works with people and organisations across four thematic areas – farming with nature, planning with nature, enjoying nature and being well with nature. The focus of the GLNP is on biodiversity and has no remit currently for consideration of wider landscape, and historic landscape, issues.
- The GLLEP is also considered to be one of the most successful LEPs in the country. It has recently submitted a growth plan to Government and has made bids for funding aligned to economic growth and jobs. It is a close partner in the Coastal Vision initiative. The main drivers within the coastal area are for growing the visitor economy, packaging the offer and selling the coast as a year-round destination. The GLLEP recognises and acknowledges the value of the natural environment as an important factor in economic development. It considers the strategic risk of flooding (due to climate change) as having a significant impact on economic development.
- The Coastal Action Zone (CAZ), funded by the RDPE, covers the coastal strip between Tetney Lock and Gibraltar Point. Partners are the Environment Agency, East Lindsey District Council and LCC. Its objectives are job creation and economic growth for micro and small businesses, and farm diversification and has provided support for many projects including farm and forestry productivity, small enterprises, rural tourism, cultural and heritage activity. It has been successful in securing LEADER funding for the period 2014-2020 and from summer 2015 grants will be available for projects that will create jobs and growth that will benefit the coast economy.
- One gap that needs to be addressed is that despite the good work of various agencies insufficient information is known about how the environmental assets contribute to the economics of the coastal zone. Developing a strategic investment case utilising the opportunities for nature tourism the coastline would help support the work of the GLLEP.



- At the local level, there is insufficient understanding among residents and visitors of the value and benefits of the coast. Some consultees felt that while local people enjoy the tranquillity of the coastal zone many lacked an understanding of its value as a landscape and habitat, and lacked an appreciation of its value for the local economy.
- It is felt that organisations work together well in partnerships on specific projects, or areas, but there is a lack of strategic coordination and direction for the coast as a whole. A communication gap exists between partners about the long-term direction for developing and managing the coastal area and subsequent implementation of projects. There is clearly a need and aspiration to have a more integrated and coherent perspective, with representatives of organisations expressing the opinion that opportunities are being missed by the absence of a strategic overview.

Almost every consultee expressed a strong view that a continuation of the current situation will not achieve what is needed for the coastal area. The environmental, economic and social connectivity is considered to be poor and the current partnership arrangements are not sustainable for addressing major issues in the long term. Some consultees expressed a fear of “yet another partnership being just a talking shop” that may achieve little in real action. No consultee objected to the notion of some form of partnership helping to improve on the current situation and, in fact, the majority felt there were considerable benefits.

## 2.4 ~ Aspirations for the future – what do we want for the Lincolnshire Coast?

Consultation for this study has suggested that the current arrangements of working between partners are not integrated enough and that opportunities are being missed. Everybody we spoke to wanted an improvement to the current situation, with some differences in what mechanism was most appropriate for the area. All consultees favoured establishing a partnership in some form with the aim of coordinating strategic planning of coastal management and the delivery of projects and initiatives in a more efficient and effective way.

All consultees expressed strong views that any partnership developed should have **clear aims and a strong sense of purpose**, and with clearly defined outputs and outcomes.

It is recognised that developing any form of partnership will take time and resources so it is essential that in addition to having clear aims and a strong sense of purpose. Any new mechanism should contain some, if not all, of the following requirements:

- Address major strategic issues of impacts of climate change, coastal defence and water management with broader set of organisations.
- Provide a long-term vision/framework for coordinated management of the coast and a clear mechanism for delivering action with identified outputs and outcomes.
- Consider the coastal area as a ‘whole landscape’ with environmental, historic, cultural and economic elements, including tourism.
- Be more effective working to make the best uses of available resources making the most of identified opportunities to draw down additional resources.
- Bring organisations together in a positive and mutually supportive way and with a strong community perspective.
- Have high-level representation from partner organisations with an independent chair.

The Coastal Action Zone initiative has undertaken public consultation to find out what local people want for the coast. Its findings suggest the need for an agreed vision for the coast:

- It should be a worthwhile visitor destination
- People should have a strong sense of place or ownership of the coast
- The coast should be a place for volunteers to get involved
- It should have an identity that captures something that is uniquely ‘Lincolnshire Coast’

### 3. Options for a partnership

Consultation for this study has established there is a significant need for a more co-ordinated and joined up approach, linking the organisations that have an interest in the Lincolnshire Coast. There is a clear need for some form of strategic mechanism that would formulate an agreed vision and framework of joint aspirations and ambition for the coast. There is also a need for a mechanism to help co-ordinate delivery of large overarching and linking projects in the most effective and efficient way.

#### 3.1 ~ What type of partnership?

The Coastal Vision, being developed by LCC, will highlight the main elements of the coast and provide a statement of intent on the actions needed to sustain and manage these elements. There is no other mechanism at present or planned to oversee the delivery of the vision, develop further, longer-term, strategy or guide the implementation of actions. Establishing a strategic partnership arrangement, would help to coordinate policy, strategy and project delivery within a defined area of the Lincolnshire coast. There is opportunity for such a partnership to operate at a number of levels to satisfy different demands.

- **Higher strategic level.** At this level organisations and interested parties would meet infrequently to discuss key issues about the coastal zone and to guide and shape future policies and actions, forming a **Strategic Partnership**.
- **Local strategic level.** This would be a more formal arrangement of organisations from statutory, voluntary, community and private sectors brought together to address local problems, discuss strategies and initiatives and to secure funding. The **Local Strategic Partnership (LSP)** is an example of this arrangement. LSPs aim to encourage joint working and community involvement and their structure is flexible, and decided at the local level. There are many examples of LSPs around the country with a wide variety of aims and functions.
- **Project delivery level.** At this level the aim of the partnership will be to oversee effective delivery of a programme of actions, to make sure projects are mutually compatible and that funding is effectively and efficiently spent. This type of partnership could operate on its own or be a delivery arm of an LSP.

#### 3.2 ~ What are the organisational options?

The options available for the Lincolnshire Coast are mapped out in the following diagrams:

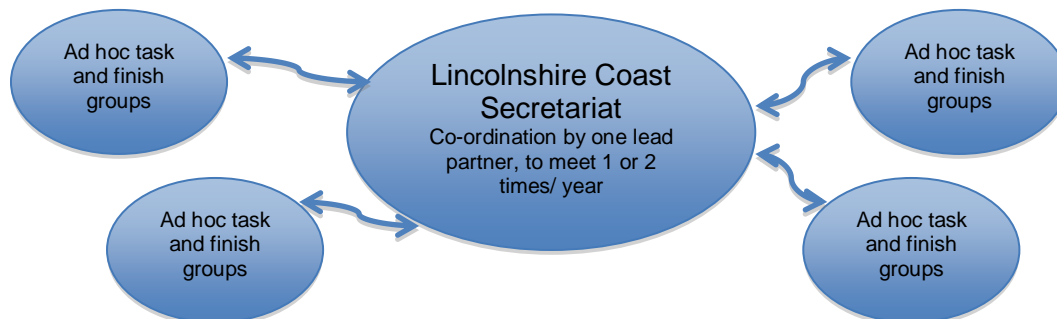
##### A. Forum

This option would be just the strategic forum meeting once or twice a year. The forum could have an open membership and any organisation would be free to apply to join. Membership would allow organisations to find out what is happening within the coastal zone. The forum could produce regular newsletters or information emails, or could host a website with news items. All members would be eligible to attend the annual, or biannual forum meetings.



### B. Coordination secretariat

A secretariat would be a voluntary association of organisations coordinated by one partner, with no formal terms of reference. Partners would be invited to join the group. The secretariat could form smaller task and finish groups to develop policy or to coordinate the implementation of specific projects.



Meetings can be ad hoc according to need.

### C. Full strategic partnership structure

This option uses all the structures above, organised in a layered arrangement. Partners can be involved at all levels, though it is likely that different representatives may attend each of the levels. It is important that the appropriate level of representation from each organisation is committed to each of the layers to make a full strategic partnership work.

#### Lincolnshire Coast Strategic Partnership

**Implementation group** as a smaller working group of the CSP

#### Lincolnshire Coastal Forum

Meeting twice a year

Meeting three times

Annual meeting

In working towards, and developing, a full partnership structure it may be helpful to break the development down into smaller chunks. For example as a first step setting up and running the Forum would be a “quick win” at little risk to all the partners involved. This would require some organisation and resourcing but with a well structured programme, a mixture of presentations, participatory workshops and possible field visits it would be an ideal opportunity for all those people and organisations with an interest on the coast to get together, find out what is going on and share experiences and ideas for moving forwards.



Development of more formal partnership arrangements would emerge from the forum if it was felt that there was the need to move towards the more formal partnership structure as described. Over time, any partnership arrangements could become permanent, with formal membership and agreed terms of reference.

In other areas of the country some of the Local Nature Partnerships have been set up in a similar way. A Strategic Partnership would provide leadership and co-ordination of all the partners, aspirations and activity over the partnership area. The project implementation group would meet two or three times a year and would work on a series of themes that reflect the priorities for the coastal area as set by the Strategic Partnership. The annual forum meets once a year to celebrate achievements, share lessons learned and allows for one or two wider partners to be elected to the partnership board.

The Northern Upland Chain Local Nature Partnership <http://www.nuclnp.org.uk> is one example and lessons learned from their evolution could be used as a template to help guide the development of a similar Strategic partnership for the Lincolnshire Coast.

### **3.3 ~ How could a partnership be hosted?**

At the second consultation meeting we discussed how such a partnership arrangement could be hosted and whether any existing partnerships or initiatives could be a managing agent.

The GLNP covers the whole of the historic county, including the coastal zone and fulfils many of the aspects of a coastal partnership. The partnership has many existing members and it is well respected by partners and other organisations for its coordinative function and its successes. Although it has a broad remit it is, by its very nature, focused on nature conservation and was felt by the majority not to satisfy the requirements of the historic environment and economic development sectors. For this reason the GLNP was felt not to be a satisfactory mechanism for establishing and running a strategic partnership for the coastal zone.

Lincolnshire County Council covers the whole of the county, including the coastal zone and is developing A Coastal Vision with partners. The vision is a statement about the future management and development of the coastal zone. It will be framework for the coast but not necessarily a mechanism for coordinating policy or delivery of actions. A coastal partnership would fit into this vision and could be a means of implementing many of its recommendations.

Lincolnshire County Council is undergoing a major restructuring exercise that divides the authority into commissioning and delivering services. It is also placing many aspects of environmental policy and management, including heritage, into a 'Place Making' division. The aim is to more closely integrate policy making and to guide the delivery of a cohesive place-making service. Locating a coastal partnership within the 'Place Making' division would be logical and would mean that support could be available for coordination. Consultees felt strongly, though, that any partnership would need to be a-political and not tied too firmly to one partner organisation. However, a partnership could be '**hosted**' by LCC, or any other partner, which would provide it with a nominal base and organisational mechanism without it being influenced by any political leaning of the authority.

There are other organisations within the potential strategic partnership that could provide a hosting facility. The Lincolnshire Wildlife Trust currently hosts the GLNP and is familiar with hosting arrangements. The two realistic options for hosting a strategic partnership are:

#### **1 ~ Lincolnshire County Council**

LCC's developing Coastal Vision, its breadth of services and its reorganisation makes it well placed to host a coastal partnership. Hosting would involve officer time, co-ordinating activity between internal departments within LCC, providing a base, a means of contact, and a mechanism for hosting a website.

#### **2 ~ Greater Lincolnshire Nature Partnership**

There is opportunity for GLNP to host a coastal partnership but the relatively narrow remit of GLNP makes this a less attractive option than for hosting by LCC.

### **3.4 ~ How could a partnership be resourced?**

When considering the resources needed to undertake the necessary work to develop any of the partnership options, the main implication is the need to identify dedicated officer time to fulfil the role. In an ideal world the creation of a “Lincolnshire Coast Partnership Officer” would be an ideal scenario and given the current economic climate this post could be a critical part of an initial funding bid.

Some funding does exist following completion of the Lincolnshire Coastal Grazing Marshes Landscape Partnership Scheme and it is recommended that the marginal costs of developing and supporting a strategic partnership (for example the cost of meetings, running the forum, associated promotional expenses) are met from this budget. This is the type of legacy project that would be supported by HLF. The Wyre Forest Landscape Partnership is an example of an LP scheme that led to the development of a strategic partnership upon completion.

<http://www.wflp.org.uk>

### **3.5 ~ Developing projects strategically**

Developing projects over the short, medium and long term should be a function of any partnership/forum once the coastal vision and a strategic framework are in place. Natural England has piloted a method for planning integrated project delivery as part of the Bassenthwaite Upland Ecosystem Services Pilot Project and the approach was demonstrated during a consultation meeting with all partners. Identifying key actions results from a critical assessment of the ecosystem services and an opportunity mapping exercise to help build up an integrated delivery plan. Full details can be found on the ecosystem knowledge network.

<http://ecosystemsknowledge.net/resources/examples/bassenthwaite>

Examples of activities that could be developed through partnership include:

- Develop a brand for the coastal zone that can be used for natural environment, heritage and economic development activities.
- Undertake an Ecosystems Services assessment of the coastal zone that would include the natural and historic environment.
- Develop the access infrastructure of the coastal zone with improved walking and cycling opportunities.
- Develop public transport along the coast.
- Enhance the management of critical habitats and increase the capacity of habitats to accommodate visitor pressure.
- Develop a strategic overview of the historic environment.

## 4. Purposes of a strategic partnership

### 4.1 ~ Having a clear purpose

Consultees for this study were clear that a partnership would only be supported and regularly attended if it had a clear purpose with defined outputs and outcomes. It would fail if it became just another 'talking shop' with no sense of direction. The list below is a summary of consultees' responses on the desired strategic drives for a coastal partnership.

Some possible aims of a strategic partnership should be to establish or achieve:

- **Providing a long-term vision or framework for coordinated management of the coast.** LCC's Coastal Vision will provide an overall framework. A strategic partnership should take that vision as its framework for action.
- **A more positive view of the coast as a valued environmental resource.** A partnership should address community and visitor perceptions of the coastal zone and work towards enhancing people's understanding of its landscape, heritage and economic values.
- **Addressing major strategic issues.** The potential impacts of climate change and the defence of the coast are key strategic issues for the coastline and the coastal zone. Water management is also a major issue for agriculture and coastal communities.
- **A coordinated approach to dealing with change.** The coastline is probably going to look very different and dealing with the impacts of coastal change needs to have a partnership approach. Such a partnership needs to be broad based and cover a range of interests.
- **Managing the coastal zone as a complete landscape.** The landscape has many elements including environmental, historic, recreational and economic. The principle opportunity for a strategic partnership is to plan and implement integrated management that not only takes account of all these interests but also considers the landscape as a whole – the whole is greater than the sum of the parts.

The following activities could be ways of achieving the aims but establishing any objectives needs to be completed as part of any partnership development:

- **Coordinating the management of key environmental and heritage resources.** There are many organisations managing land, water, access or recreation in the area. Coordinating strategy and delivery would make more effective use of limited financial resources and help draw down additional resources where necessary.
- **Co-ordinating the management of existing and future wildlife habitat to ensure that it can accommodate existing and any potential visitors.** Environmental organisations such as the Lincolnshire Wildlife Trust aim to increase available habitat for wildlife along the coast. Currently, visitor pressure on some sites is significant and, at times, can exceed the capacity of the sites to absorb visitors adequately. Increasing the amount of wildlife habitat available – for wildlife and to satisfy increasing visitor numbers – will greatly enhance the natural resources of the coastal zone.
- **A more clearly identifiable 'product' or 'brand' for the coast.** The undeveloped sections of the coast have a low profile with little public understanding of their value. Branding will help to raise this profile and help develop a sense of ownership and product identity.
- **Developing infrastructure along the coast, particularly access and transport.** There are currently few easily accessible routes along the coast for public transport, walking and as designated cycleways. Enhancing access, though without spoiling its tranquil character, will allow more people to enjoy its natural assets. LCC is currently commissioning a feasibility study for a cycleway from Humberston to Gibraltar Point and to link this through to Boston and then the National Cycle Network. Such as project would be delivered most effectively through a partnership arrangement.



- **Sustainable long-term management of the critical environmental assets that underpin the agricultural economy.** Security of supply is needed to 'grow' the agricultural economy. Multiple objectives could be achieved through integrating water resources with flood risk management.
- **Developing the local economy of coast through expanding initiatives such as green tourism.** Green tourism is seen as part of the solution to better connectivity along the coast. It is also a niche product that has potentially high value for the local economy. Resources include wildlife, habitats, wind sports, heritage assets, wide-open landscapes and seascapes. Green tourism plays a significant role in expanding the tourism season into shoulder periods of spring and autumn.
- **Expanding visitor numbers to the coastal zone.** Although visitor pressure can be considerable in some places, particularly the nature reserves, there are many places that are almost deserted during the high season. There is opportunity to increase visitor numbers to these places, particularly out of season, and in a sustainable way.

As indicated within section 2.4, there is a need to attract **high-level representation** from partner organisations with, ideally, an **independent chair**. These two requirements are essential for the success of a strategic partnership for the coast. Representatives should have the authority to speak for the organisations and be knowledgeable about their policies and planned projects. By having an independent chair the partnership is not aligned to any one organisation and has no political bias.

#### 4.2 ~ Possible designations

Seeking a designation for the coastal zone that might help to protect its features or focus funding opportunities may be a desirable step in effecting a more strategic approach to its management. We feel, though, that any consideration of a designation should be an output of the work of a strategic partnership, rather than as a 'driver' for establishing the partnership. As the purpose of the strategic partnership is to pursue policy and projects in a strategic and integrated way, the need for any designation may emerge from this work.

Some of the possible designations that could be considered, for targeted areas of the Lincolnshire Coast, are:

- A Lincolnshire Coast brand – this is clearly not a designation but it would be a first, and crucial, step to providing the coast with an identity that would capture the attention of residents and visitors.
- Local Nature Improvement Area. There are no planned additional rounds for applying for Nature Improvement Area status but there is opportunity for conferring a Local Nature Improvement Area designation.
- Biosphere Reserve – this could be considered for the Lincolnshire Coast, the Wash and North Norfolk Coast. It could embrace some of the finest habitats and heritage features of the East of England, although it should be noted that the Norfolk Coast Partnership withdrew from this designation in 2014 as it was felt that the value and work of maintaining this status was not worthwhile.
- Lincolnshire Heritage Coast – a non-statutory definition recognised within the statutory planning system established by agreement between the maritime local authorities and Natural England.

## **5. Boundaries for a strategic partnership**

### **5.1 ~ Review of boundaries**

The brief for this contract asked to consider the coastline from Cleethorpes to Skegness as the prime study area. It was a requirement of the brief to more precisely define a boundary for a partnership for the length of coastline, and for the area both inland and out to sea.

The views of the consultees on the precise details of a boundary varied widely. Many felt that the section between Cleethorpes and Skegness, while diverse and containing much interesting habitat and historic landscape, was nonetheless too limiting in truly representing the diversity of Lincolnshire's coastline. We were asked therefore to consider including the section between Skegness and Boston, and maybe also around the southern arm of the Wash coastline to the county border with Norfolk. A few felt that to include part of the Wash coastline necessitated including all of the Wash around to Hunstanton.

The views also varied on the extent of a boundary to the west. The coastline itself was widely regarded as too narrow, as the influence of the coast extends eastwards beyond the shore. Lincolnshire's coastal grazing marshes have a strong relationship with the coast, both historically through the development of agriculture and trade, and ecologically through the development of habitats. The coast and grazing marshes form one National Character Area. Further south the landscape inland from the coast extends into the Fens, with a potentially large area of similar landscape extending as far as the Sleaford and Bourne. Opinions varied between making the area inland one parish wide to including all the area to the Wolds.

To the east there was agreement that the boundary should include the marine environment, potentially including the extent of the Crown Estate's responsibility of 12 nautical miles. This would include any area of sea to be incorporated into a potential marine conservation zone.

Whatever the area to be chosen it would be our recommendation that the boundary is not precisely defined but kept deliberately 'fuzzy'. The rationale is that the area should include land that has a relationship with the coast or has a coastal influence. The partnership should then include organisations that reflect this remit.

### **5.2 ~ Options for the partnership boundary**

#### **North/South**

#### **1. Cleethorpes to Skegness, or Humberston to Gibraltar Point**

This was the suggested study area and includes many areas of historic, biodiversity and economic interest. It also has a clear identity with sandy beaches and inland coastal marshes.

Pros ~ smaller and more manageable area with high diversity and clear identity.

Cons ~ too small for a strategic overview of the Lincolnshire coastline and to attract a comprehensive partnership of organisations.

#### **2 Humberston to Boston**

This length of coast includes a section of the Wash coastline from Gibraltar Point to Frampton Marsh, which has a different character to the first section but together represents a wide diversity of Lincolnshire's coastal zone. It overlaps with the Wash and North Norfolk Coast European Marine Site.

Pros ~ more representative of the diversity of Lincolnshire's coastline and at a scale that could be easily manageable as a strategic partnership

Cons ~ the Wash has a very different character and is already well catered for with the EMS partnership.

### **3 Humberston to the southern Lincolnshire border**

This area includes all of Lincolnshire's coastline south of Cleethorpes. It has the widest representation of coast in the county and includes a significant area of the coast around the Wash. Strategically this area would fit with goals and aspirations of the GLLEP and GLNP.

Pros ~ this includes the whole diversity of the county's coast.

Cons ~ the partnership may become unmanageable with the number of partners and the distance for travelling to meetings.

### **4 Humberston to Hunstanton**

This area includes the whole of the coast of the county of Lincolnshire south of Cleethorpes and of the Wash.

Pros ~ this embraces the widest diversity of coastline habitat and historic environment.

Cons ~ the partnership may be too large to be manageable, and to achieve its objectives.

## **West/East**

### **1 An area approximately bordered by the A1031 and the A52 to Boston and the A16/A17 to King's Lynn.**

This boundary runs largely parallel to the coastline along much of its length and includes a coastal fringe that is highly influenced by its location close to the coastline.

Pros ~ the narrowest option focuses the partnership on the coastline and the area of coastal influence immediately inland.

Cons ~ this area may be too narrow to attract a wide partnership and it may miss many features that have a coastal influence.

### **2 Including one parish council from the coast.**

This area includes the coastline and the width of one parish alongside the coast. As parishes vary greatly in size the distance of this boundary from the coastline also varies greatly but it provides a notional boundary for an area of land that has the most influence from its location by the coast.

Pros ~ the boundary is clearly defined and the partnership could realistically include representatives of all the coastal parishes.

Cons ~ the area may be too narrow to attract a wide partnership and it may not include features and interests that have a coastal influence.

### **3 The whole of the grazing marshes to the Wolds.**

This boundary would include much of the low-lying land east of a line approximately connecting Louth, Sleaford, Spalding and King's Lynn. It includes the Lincolnshire Coast and Marshes National Character Area (NCA) and much of the Fens NCA. It allows for maximum exploration of opportunities for a large area that has a connection with the Lincolnshire coast.

Pros ~ this area would include the whole of the grazing marshes that have a strong historic relationship with the coast.

Cons ~ the size of this area could make the partnership less manageable.

#### **4 A more diffuse (fuzzy) boundary through the coastal grazing marshes**

A diffuse boundary that includes the coastal grazing marshes south to Skegness and then follows an approximate boundary similar to 2 above, following the A52, A16 and A17. This boundary includes land that has a coastal influence but is deliberately kept wide and diffuse to allow a wide range of opportunities to be explored along the coastal zone.

The rationale is that it is more important to include a diverse range of relevant organisations in the partnership that can explore coastal zone policy and projects than it is to define a precise boundary for the partnership's work.

Pros ~ a diffuse boundary allows for flexibility for developing policies and projects for the 'coastal zone' without constraining the partnership with a precise boundary.

Cons ~ the boundary is too imprecise, leading to uncertainty about what could be included for consideration.

#### **5 An area of sea up to the boundary of UK territorial waters at 12 nautical miles from mean low water mark**

This area would include any interests for potential marine conservation zones and would also include the whole of the Wash, should the southerly boundary include parts of the Wash coast. There is also opportunity for the boundary to be up to 6 nautical miles from the coast, which is the boundary of inland waters.

Pros ~ including the sea allows for consideration of marine conservation zones and for inclusion of submerged heritage features.

Cons ~ the range of issues becomes too large for a partnership to manage.

## 6. Recommendations and next steps

### 6.1 Consultation responses

Sections One to Five of this report including the draft options for the type of partnership, the organisational structure, the hosting and the boundary for a partnership were distributed for consultation with the key partners and stakeholders in April 2015. The responses were varied but provided some guidance for the development of these recommendations on the most favoured, and most workable solutions for developing a strategic partnership for the Lincolnshire Coast. A summary of the responses, with implications for the recommendations is shown in Appendix 3 below.

### 6.2 Type of partnership

By far, the majority of consultees were in favour of establishing a form of strategic partnership for the natural sections of the Lincolnshire Coast. The partnership should be able to take an overview, and have a role to deliver overarching coordinated projects that link the whole coast. The partnership should therefore be located at both the **strategic** and the **delivery** level.

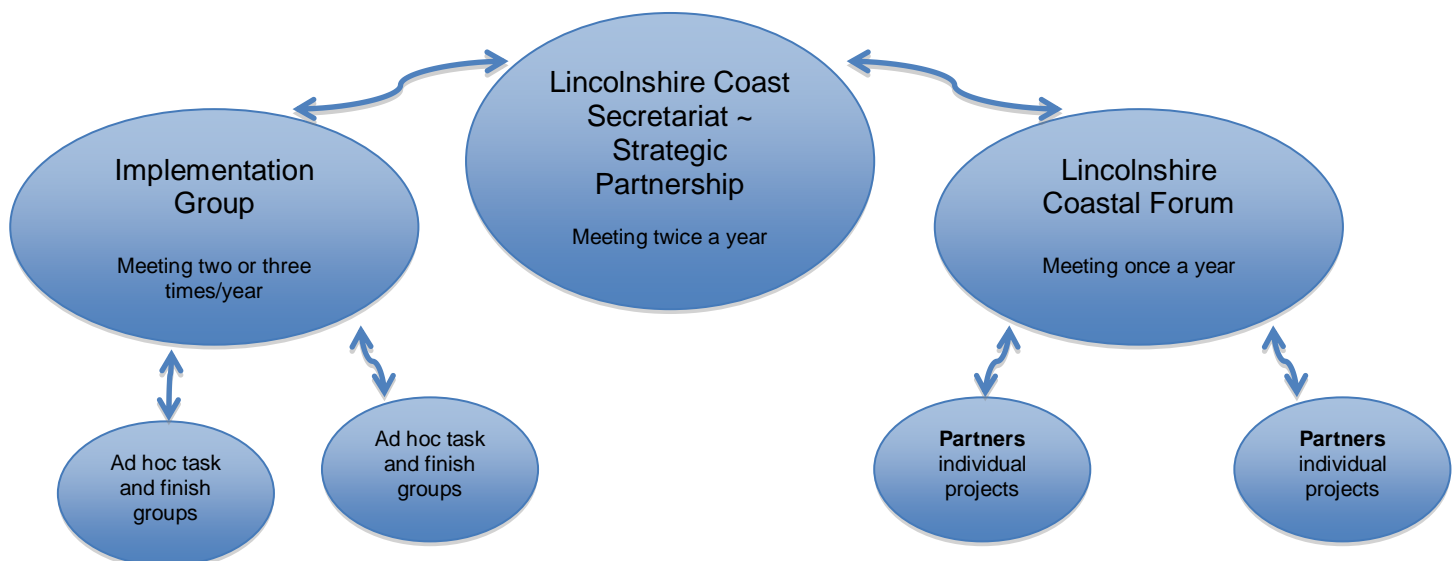
Care should be taken in choosing the terminology for the partnership. 'Local Strategic Partnership' is an older term and has been used in the past. It may cause confusion if used for the coast. A working title for a new partnership could be "The Lincolnshire Coast Strategic Partnership."

### 6.3 The organisational structure

The responses were less clearly defined than for the type of partnership, though there is a widely held view that a partnership should not become 'just a talking shop'.

A **full strategic partnership** is the preferred option, which should have an appropriately high level of representation in order to achieve its aims and remit. This may need to be developed in stages through initially establishing a **coordination secretariat** that would develop the purpose, aim and objectives of the partnership and to coordinate initial partner meetings. This staged approach would allow the partnership to develop iteratively, to gain acceptance and credibility with partners to achieve consensus on its purpose.

An essential element of this structure is an **annual forum** that would allow other organisations and interest groups to meet and share ideas and lessons learned from their project delivery work. **Task** and **finish groups** would be the most appropriate mechanism for developing, delivering and evaluating coordinated projects and accessing external funds.



## 6.4 Hosting

There is clear support for a strategic partnership to be hosted by **Lincolnshire County Council**. The authority has a remit for ‘place-making’ embracing the natural and historic environment, economic regeneration, public health and access, and covers the whole of the coastal area.

## 6.5 Boundary

There was varied perspective on the boundary for a strategic partnership. Our strong recommendation is that it is more important to have the most appropriate organizations involved in the partnership than it is to precisely identify its boundary. Many responses proposed the ‘fuzzy boundary’ model that aligns with this view. There was a clear division though on keep the boundary around the northern part of the coast between Humberston and Skegness and extending it further south to include the entire coast within Lincolnshire.

We have therefore proposed two boundaries, both with ‘fuzzy’ edges, for the **northern section of the coast** and for the **whole Lincolnshire coast** that could form the basis of early partnership discussions. Our recommendation would be to consider initially the whole Lincolnshire coast for to cover the remit of a strategic partnership and to adjust this at a later date if it is considered to be too large to be tackled effectively and efficiently. Partners can come together to form “task and finish” groups covering any areas within the larger boundary and where appropriate incorporating the marine environment. Any implementation groups should utilise the strategic aims of the partnership to develop a co-ordinated group of projects that could access appropriate external funding streams.



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Possible Strategic Partnership Area



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Possible Implementation Partnership Area



## 6.6 Next steps

Throughout this study there has been a clear indication from all partners that the current arrangements of working together are not integrated enough and that opportunities are being missed. Everybody wants to work towards improving the current situation, with some form of partnership being developed to help with the aim of coordinating strategic planning and the delivery of projects and initiatives along the Lincolnshire Coast in a more efficient and effective way.

The consultations undertaken to date have helped to narrow down some of the possible options without reaching a definitive conclusion and agreed way forward. To progress to the next stage it is recommended that the ideas contained within section 6 of this report are used as a starting point to be worked on by a development group containing representatives of the likely partners of any strategic partnership. To help support this work a small operational resource could be called upon from the Legacy Fund from the Lincolnshire Coastal Grazing Marshes Landscape Partnership Scheme (subject to HLF approval).

To make real progress with the development of a strategic partnership it is recommended that Lincolnshire County Council (subject to priorities and reorganisation) look to dedicate some staff resource who could take on the role of coordination secretariat and work with all possible partners to further develop the ideas and recommendations from the work carried out to date. Subject to the creation and further work undertaken through the development group, any outcomes from this work could be presented to and discussed at an initial Lincolnshire Coastal Forum meeting along with the sharing ideas, lessons learned and future plans from project delivery work within the coastal area.

## Appendix 1 ~ List of consultees

### **Boston Borough Council**

Peter Udy  
Ian Farmer

### **Coastal Boston**

Caroline Wallis

### **Crown Estate – Carter Jonas**

Roger Thorpe

### **East Lindsey District Council**

James Makinson Sanders  
Kay Turton  
Alison MacDonald

### **English Heritage**

Tim Allen

### **Environment Agency**

Andy Bailey  
Vicki Hands

### **Greater Lincolnshire Local Enterprise Partnership**

Jon Burgess

### **Greater Lincolnshire Nature Partnership**

Fran Hitchinson

### **Heritage Lincolnshire**

Liz Bates

### **Lincolnshire County Council**

Kate Percival  
Liz Fleuty  
David Hickman  
Beryl Lott  
Nicola Radford  
Pete Fender  
Andrew Savage

### **Lincolnshire Wildlife Trust**

Caroline Steel  
Paul Learoyd  
Dave Bromwich  
Sarah Smith  
Mark Tartellin

### **Lindsey Marsh Drainage Board**

Chris Manning

### **Marine Management Organisation**

Rachel Wood

### **National Farmers' Union**

Paul Tame

### **National Trust**

Sara Blair-Manning  
Rachael Hall  
Carl Hawke

### **Natural England**

James Marshall

### **North East Lincolnshire Council**

Teresa James

### **RSPB**

John Badley

## Appendix 2 ~ Policy contexts

Many potential partners of a strategic partnership for the Lincolnshire wild coast have strategies or plans that are relevant to the management of the coastal zone. The following is a summary of the key documents and drivers that can provide context to a strategic approach to the management of the undeveloped coast.

**Marine and Coastal Access Act 2009:** within this legislation are a number of drivers for coastal management:

- East Inshore/Offshore Marine Plans: the aim of marine plans is to help ensure the sustainable development of the marine area. The boundary between land and sea is the focus of many activities and marine planning will help facilitate an integrated and holistic approach to the planning and management of coastal areas; contributing to the economic regeneration and development of local communities
- Marine and coastal designations eg Marine Conservation Zones
- England Coastal Path : public access around the entire coastline of England is scheduled to be completed by 2020

All Marine Protected Area (MPA) designations are relevant under the EU Marine Strategy Framework Directive, transposed into UK law through the marine Strategy Regulations 2010

**Flood and Water Management Act 2010:** Lincolnshire County Council is now Lead Local Flood Authority, giving them a local leadership and co-ordination role in flood risk management. Duties include the management of surface water flooding. Lincolnshire Flood Risk and Drainage Management Partnership Framework in place since 2009

**Humber Flood Risk Management Strategy:** Environment Agency's long term plan for managing flood risk from the Humber Estuary. The strategy will ensure that 99 per cent of the people living round the estuary continue to receive a good standard of protection from tidal flooding for the next 25 years and beyond.

**Shoreline Management Plans** – the relevant ones for the Lincolnshire Coast are Flamborough Head to Gibraltar Point; Gibraltar Point to Hunstanton. These are the high-level policy documents from which the organisations that manage the shoreline set their long term plan. These are the preferred Plans that have been developed based on a full appraisal of options carried out against a wide range of criteria. These documents aim to inform interested groups or individuals of why and how coastal flooding and erosion might occur, and the impacts of it on people, their use of the land and the environment.

**Planning Policy:** Local Plans (including Core Strategy and Local Development Framework) for North Lincolnshire and Central Lincolnshire planning authorities. The Core Strategy sets out the long term spatial planning framework for the development of North Lincolnshire up to 2026 by providing strategic policies and guidance to deliver the vision for the area including the scale and distribution of development, the provision of infrastructure to support it and the protection of our natural and built environment. It will also help to ensure that the investment decisions of key bodies are not made in isolation, but are properly co-ordinated, with a strong focus on the principles of sustainable development.

**Greater Lincolnshire Strategic Economic Plan:** Greater Lincolnshire contributes over £16 billion to the national economy. It has a pivotal role in relation to the food security of the UK, growing more than one-eighth of the nation's food; There are also factors that hold the economic growth of Greater Lincolnshire back: transport bottlenecks, underdeveloped economic infrastructure and a risk of flooding are problems that need solving. The Greater Lincolnshire Local Enterprise Partnership has set out in the Strategic Economic Plan that its priorities and drivers of success will be to drive the growth of the area's three defining and strongest sectors: agri-food, manufacturing and the visitor economy.

**RDPE LEADER Local Action Groups:** the relevant LAGs for this area are the Coastal Access Zone and the Wash Fens.

**Water Framework Directive (2000)** commits European Union member states to achieve good qualitative and quantitative status of all water bodies (including marine waters up to one nautical mile from shore) by 2015. The Directive aims for 'good status' for all ground and surface waters (rivers, lakes, transitional waters, and coastal waters) in the EU. The ecological and chemical status of surface waters are assessed according to the following criteria: Biological quality (fish, benthic invertebrates, aquatic flora); Hydromorphological quality such as river bank structure, river continuity or substrate of the river bed; Physical-chemical quality such as temperature, oxygenation and nutrient conditions; Chemical quality - standards specify maximum concentrations for specific water pollutants. If even one such concentration is exceeded, the water body will not be classed as having a "good ecological status". The Water Framework Directive stipulates that groundwater must achieve "good quantitative status" and "good chemical status" (i.e. not polluted) by 2015. The Environment Agency leads on this.

**Wildlife and Countryside Act/Habitats and Species and Wild Birds Directives/The Conservation of Habitats and Species Regulations (2010):** statutory protection for Sites of Special Scientific Interest (SSSI), and sites of European importance designated as Special Areas of Conservation (SAC) and Special Protection Areas (SPA), the latter for birds. Stretches of the Lincolnshire coast and inshore waters, notably on the Humber Estuary and the Wash are designated.

**Convention of Wetlands of International Importance (1971):** RAMSAR Site e.g. The Wash

**Natural Environment White Paper 2011** – this sets the policy framework for 'mainstreaming the value of nature across our society', including the setting up of Local Nature Partnerships and the pilot Nature Improvement Areas. The main themes are: Protecting and Improving our Natural Environment; Growing a Green Economy; Reconnecting People and Nature. Much of this stems from the UK National Ecosystem Assessment and the findings of the 2010 Lawton Review – an understanding of the wider benefits (ecosystem services) that society receives from a healthy and well- managed natural environment, and the key to achieving this being to improve the condition of and expand our core wildlife sites ('bigger, better and more joined') and restore functioning natural systems at the landscape scale.

**Biodiversity 2020:** A strategy for England's wildlife and ecosystem services: this sets out how we can deliver the ambition of the White Paper and includes outcomes for terrestrial priority habitats (improving the condition and extent of priority habitat inside and outside of SSSIs, and managing in an integrated way for biodiversity and ecosystem services), marine habitats ecosystems and fisheries (includes marine protected areas network, marine plans, and sustainable fisheries), species (preventing further human-induced extinctions of known threatened species), and people (more people engaged in and valuing biodiversity).

**Greater Lincolnshire Nature Partnership Strategy:** The work of the Greater Lincolnshire Nature Partnership focuses on eight key areas. The delivery workstreams include the Geodiversity Strategy, the Lincolnshire Environmental Records Centre, Local Sites and the Nature Strategy. The strategic workstreams involve working with people and organisations across four thematic areas: farming with nature; planning with nature; enjoying nature; being well with nature.

**Heritage at Risk** – action to survey and reduce the risk to heritage sites in Lincolnshire.

**Offshore developments and extractive industries:** wind farms, fisheries, marine aggregates. These are a key driver for change in the coastal zone.

**Recreational use and tourist economy:** growing the visitor economy is a stated aim of the Strategic Economic Plan.

### Appendix 3 ~ summary of consultation responses

The tables below are a summary of the responses received from the consultation on the draft report along with implications for the recommendations made within the final report.

	Consultation response	Implications for recommendations
What type of partnership?	<p>The most appropriate type of partnership is at 'local strategic level' that brings together all the relevant parties but one that also has a delivery arm / delivery team that then takes appropriate projects forward.</p> <p>The Local Strategic level is preferable providing resources and capacity is available. Local Authority budgets are constrained and there is little or no support for increasing funding to existing initiatives.</p> <p>The partnership should mix both strategy and project delivery.</p> <p>Local strategic level, sounds about the right level of overarching views and local knowledge to get something done.</p> <p>Local strategic level, but be aware that Local Strategic Partnership was a pre-2010 concept so using such terminology could be off-putting. Any partnership should be formal yet “light touch” avoiding legal implications and will need commitment if the Partnership and associated projects are to deliver meaningful and significant results.</p> <p>Local strategic level, would offer the best option to ensure that there is creditability behind the partnership. A balanced representation of organisations is needed to ensure partnership working while enabling funding to be accessed with a strategic oversight.</p> <p><b>Higher strategic level:</b> In support of this option, but don't feel the example of the Strategic Forum is representative of this as on its own it would be more of a discussion group than high level decision making. <b>Local strategic level:</b> In support of this more formal arrangement but the term LSP should be avoided as it will be confusing (ELDC, Boston and S Holland have had these in the past).</p>	<p>Having a partnership that takes a strategic view of the Lincolnshire Coast is an important role that needs to be taken on. Any partnership should mix both strategy and deliver overarching co-ordinated projects that link up the whole coast, ie branding.</p> <p>Caution should be given to terminology and the naming of any partnership. “Local Strategic Partnerships” should be avoided as these have been in existence in the past and are likely to cause confusion.</p>

	Consultation response	Implications for recommendations
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">What are the organisational options?</p>	<p>The only way to turn round the fortunes of the Lincolnshire coast and make the most of it as an asset would be to develop a strong full strategic partnership.</p> <p>Bearing in mind current funding constraints, it is considered that a Forum is the most realistic option at the present time.</p> <p>Coordination Secretariat.</p> <p>The organisational structure should follow from the purpose, aims and deliverables of any strategic partnership.</p> <p>The Lincolnshire Coastal Strategic Partnership would require a secretariat (i.e. the dedicated 'day job' for someone) and that the level of representation on the LCSP should be of sufficient seniority to speak for their organisation, but not CEO level. The Forum concept is good, and works well for the GLNP and for the Humber. There may well need to be a number of 'implementation'/'ad hoc task &amp; finish' groups so that time &amp; expertise is channelled effectively. This will be needed to deliver complex and integrated projects.</p> <p>An open forum has inherent risks of just becoming a talking shop. A coordination secretariat with no formal terms of reference could also become disjointed, and a talking shop. This option might function well in the initial stages of developing a Lincolnshire Coast Group, where resources will be limited. A full strategic partnership could be resource heavy in terms of time commitments by partners.</p> <p>A stand-alone forum on its own will not deliver what is needed, but it could be an important part of a full strategic partnership. The <b>Full strategic partnership structure</b> is the preferred option but the co-ordination secretariat could be used in the short term to get the full partnership established and running. An Annual Forum would be held for interested parties and organisations in the coast. Implementation Group would involve projects of the broader partnership that would meet the aims of the strategic partnership. Would like to enable small group projects to utilise the strategic aims of the partnership to support funding bids.</p>	<p>Responses are not as clear with a valid concern that there is a need to avoid creating "just a talking shop"</p> <p>A strategic partnership with the right level of representation is preferred but it is recognised that some development work through setting up a co-ordination secretariat may be needed in the short term to develop the purpose, aim and objectives of a partnership and to co-ordinate initial partner meetings. An annual forum would be part of this structure allowing interested groups a chance to meet and share ideas and lessons learned from their project delivery work. Task and finish groups would be the mechanism to develop, deliver and evaluate co-ordinated projects accessing external funds utilising the aims of the partnership</p>



	<b>Consultation response</b>	<b>Implications for recommendations</b>
<b>How could a partnership be hosted?</b>	<p>Given the variety of the issues and potential on the Lincolnshire Coast that the host of the partnership would need to have a wider remit than one that just looks at the wild/natural elements of the coast...given that, LCC are the most appropriate host.</p> <p>We would favour Lincolnshire County Council undertaking this role through its 'Place Making' division.</p> <p>Lincolnshire County Council would be best placed to host a partnership.</p> <p>LCC – Due to their procurement and funding rules there are issues around partnership/external funding of posts. This combined with their restructure does a commitment interesting. However, marketing this under the heading of 'place making' would increase the chances of success.</p> <p>Lincolnshire County Council – probably the most suitable Partner to start and lead the project through the first three years.</p> <p>GLNP – Unknown at this stage if GLNP would be willing to take on this partnership as it has not yet been taken to the Steering Group and would only be taken on if fully funded.</p> <p>Given that many organisations that attend the GLNP coastal and marine habitat group it would be worth considering options to have the partnership hosted by GLNP to avoid repetition of meetings and duplication of time resources by partners attending.</p> <p>Lincolnshire County Council would be the most appropriate place to host the partnership and project officer, although the Nature Partnership is great too. The County Council has that important economic dimension which the LNP does not.</p> <p>Lincolnshire County Council has the political support for a strategic view of the coast and coordination of coastal initiatives.</p>	<p>There is clear support for Lincolnshire County Council as the lead accountable body for any strategic partnership. The Authority has a remit for place making, natural and historic environment, economic regeneration, public health, access and covers the whole coastal area.</p>

Prepared for Lincolnshire County Council by

*Red Kite*

**Countryside Training Partnership**

*We would like to offer our thanks to everyone who provided the information and insights that enabled this work to be carried out. Any errors and misinterpretations in the report are in good faith and remain our responsibility.*

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*May 2015*