

A Report for the North America & UK Countryside Exchange Programme



**The Alde & Ore Estuary
October 2002**

Acknowledgements

The Countryside Exchange Team would like to thank the many people who have helped in the initiation and undertaking of this research project, namely:

- The Countryside Exchange Programme, in particular the Glynwood Centre and CEI Associates
- The Local Organising Group for initiating the project and establishing the aims and questions to guide the study.
- The many hosts that have entertained us throughout the week, including the residents and local businesses. Many thanks for your warmth and hospitality.
- The various organisations and stakeholders we have met, who have offered their time and resources. Thank you for your open and frank discussions.

Whilst it is impossible to name people individually, it is very obvious that a lot of time and effort has gone into organising and implementing the study. All members of the exchange team have found the project extremely rewarding and we hope that our combined efforts will help initiate an effective and sustained community for future generations, so that they too can enjoy the unique environment within which you live.

Background to the Exchange

The North America/United Kingdom Countryside Exchange programme has its origins in a memorandum of understanding signed in 1986 between the United States National Park Service and the Countryside Commission, in which it was agreed to co-operate "on the conservation and management of cultural, natural and recreational resources". The Memorandum has been renewed twice, most recently in 1997.

In 1987 the first Exchange took place in New England, USA, establishing a model which has been followed ever since. A mixed team was assembled from both sides of the Atlantic, bringing together in this case land conservation, development and planning professionals, to work for a short period on common problems in a specific community or group of communities, and in so doing to share experience and expertise.

Since 1987, 100 case studies have taken place in the UK, the USA and Canada, involving more than 700 team members. Exchanges lead to valuable recommendations for the case study areas, upon which the communities and local agency representatives can act, providing at the same time a professionally rewarding experience for the participants.

In the United Kingdom the Exchange is organised by CEI Associates Ltd. under contract to the UK Steering Group. This body is chaired by the Countryside Agency and made up of representatives of the national funding partners. In 2002 these were: the Countryside Agency; the Countryside Council for Wales; the Department for Environment, Food and Rural Affairs; English Heritage; English Nature; the Forestry Commission; the Heritage Lottery Fund; Scottish Natural Heritage, and the Welsh Development Agency. Representatives of BTCV (formerly the British Trust for Conservation Volunteers) and the National Trust attend as observers.

In North America the Exchange is organised by the Glynwood Center, based in New York State; a not-for-profit body dedicated to helping communities take charge of their future.

Contents:	Page
1.0 Executive Summary	4
2.0 Introduction	5
2.1 The North American & U.K. Countryside Exchange Programme	5
2.2 Research Aims	6
3.0 Uniqueness & Significance of the Area	7
3.1 Unique Features	7
3.2 Significance of the Estuary	7
4.0 Communications	8
4.1 Communications & Management Issues	8
4.2 Principles of Communication	9
4.3 Communications/Management Strategy	11
4.4 Integrated Planning & Management	13
4.5 Financing & Resources	14
5.0 Sustainability	15
5.1 Socio – Economic Factors Affecting the Study Area	16
5.2 Quality of Life for All	17
5.3 Environmental Assets	17
5.4 A vision for the future	18
5.5 Coastal Estuarine Management	18
6.0 Recommendations	19
6.1 Primary Recommendations	19
6.2 Other Recommendations	19
 Appendices	
Appendix 1 - Map of the Alde & Ore Area	20
Appendix 2 - Strengths & Weaknesses of the Alde & Ore Area	21
Appendix 3 – Questions & Answers	23
Appendix 4 – Members of the Local Organising Group	25
Appendix 5 – Local people consulted by the Team	26
Appendix 6 – Exchange Visit Timetable	27

1.0 Executive Summary

Not surprisingly in the time available the Study Team was unable to complete an executive summary of their report before they left. The Local Organising Group has prepared this summary. It reflects comments by some but not all members of the Study Team. The terms of reference of the Study are set out on page 7 of this report. They are, to identify what creates the area's unique and special character, how communications can be improved and how to improve understanding of what is meant by an environmentally sustainable future for the estuary.

1.1 Findings

The Study Team noted that the coastline with its shingle beaches is an unusual geological feature; that the area has noteworthy historical significance and provides a variety of quality features which make it a 'North Sea Gem' (page 8). The Team identify the main reasons which attract people to the area, including attractive towns and villages, access to the estuary, outstanding number of designated conservation sites, and wide range of cultural opportunities (pages 8 and 9).

They note that poor communications has constituted a major problem and that there is no co-ordinating or integrating mechanism to minimise overlap and duplication and work towards consensus (page 9). They set out the main principles of a communications strategy emphasising that this involves participation, dialogue and input but point out that there is no one way of doing this successfully (pages 9 to 12).

In terms of sustainability the Team emphasise that environmental, social and economic factors must all be taken into account. They identify socio-economic factors affecting the study area including those depending on the use of the Estuary, Snape Maltings, the increasing role of tourism and relative decline of agriculture, second homes, employment opportunities in the service sector, and the lack of affordable housing (pages 15 to 18). Under environmental assets the Team stress the advantages gained from having national heritage sites of international importance and emphasise the opportunity for translating environmental gain into economic gain (page 18 to 19).

1.2 Recommendations

The Study Team's main recommendations are **that an Estuary Planning Partnership (EPP) should be created as soon as possible**; to include all interests, serve as a communications forum and to guide the process of creating **an Estuary Strategic Plan (ESP)** (page 20). They also recommend that –

- The EPP give priority to resolving issues of coastal estuarine management.
- Local authorities and others should give priority to planning and funding **affordable housing**.
- Ways of providing better **transport facilities** and, **using community trusts** to provide retail outlets for basic supplies in small towns should be examined.
- That partnerships should be used to match and develop **labour force skills**, making better use of **local entrepreneurial skills**, taking advantage of the **built and natural environmental assets** of the area
- Consideration should be given to establishing **a world class national heritage centre**.

2.0 Introduction

2.1 The North American & U.K. Countryside Exchange Programme

The Exchange Programme is a unique international programme bringing together countryside management, conservation, community development, economic development, planning and other professionals from both sides of the Atlantic. It aims to provide a professional development opportunity for experienced professionals and volunteers while at the same time helping local communities and organisations with specific, pressing problems. Since the programme began in 1987, more than 650 participants have taken part in the Exchange, resulting in nearly 100 case study projects.

The Exchange consists of an annual, co-ordinated programme of case studies. During a case study an eight-member team travels to a specific location and works there for a concentrated period of between a week and ten days to a brief developed by representatives of local residents and organisations. Each team has four members from the UK and four from North America, chosen for the relevance of their skills to the specific needs of each case study. The Exchange Team for the Alde & Ore Estuary Case Study comprised of:

- **Andrew Anderson (U.K.)** – is a Community Land Project Manager with Highlands and Islands Enterprise, a rural development agency based in northern Scotland.
- **Robert Brotherton (U.K.)** – is a Rural Development Adviser with the Department for Environment, Food and Rural Affairs, a government department based in North East England.
- **Ruth Crabtree (U.K.)** – is a Lecturer and Researcher in Sport and Countryside Management at Northumbria University in Newcastle.
- **Andrew Jones (U.K.)** – is a Principle Countryside Officer with Kent County Council in southern England.
- **Michael Hill (U.S.A.)** – is a Superintendent of the Assateague Island National Seashore in Berlin, Maryland.
- **Don Paul (U.S.A.)** – is the Great Basin Bird Conservation Region Coordinator for the Intermountain West Joint Venture.
- **Herb Simmens (U.S.A.)** – served as the Director of the New Jersey Office of State Planning where he was responsible for the creation of New of New Jersey’s Smart Growth Blueprint, “*The New Jersey State Development and Redevelopment Plan*”.
- **Richard H Sussman (U.S.A.)** – serves as the Chief of the Planning and Compliance Division of the Southeast Regional Office of the National Park Service, where he is responsible for overseeing planning and compliance activities for 65 units of the National Park System in the Southeast Region

The team met with a variety of interested parties, including residents, officials, statutory bodies and other stakeholders. They then made a public presentation of their initial observations towards the end of their stay, and leaving with their hosts a report containing specific recommendations that they can use to move forward.

2.2 Research Aims

Prior to the Exchange Team arriving in the Alde and Ore area they were sent a research brief by the Local Organising Team that outlined the study area, aims and key questions to be addressed.

Study Area: - included the tidal estuary from Snape Bridge to the sea at Shingle Street including the Butley River and encompassing the floodplain and adjoining settlements (Refer to Appendix 1).

Aims: - to use the concentrated effort, fresh perspectives and expertise of the team to consider and suggest options that could:

- Identify what creates the area's unique and special character
- Improve communication between stakeholders
- Improve understanding of what an environmentally sustainable future for the estuary means

Key Questions:

- There are important aspects that help define the Estuary's special character and make people see the Estuary as a special place. Which of these aspects should be maintained in the future?
- What processes of communication should we be using to effectively involve stakeholders in the various management plans and strategies for the Alde and Ore Estuary?
- How can the statutory bodies and decision makers be better informed about local issues and concerns relating to the management of the Alde and Ore Estuary?
- What needs to be done to develop local confidence in the approach (including the idea of an overall Estuary Management Plan) that the statutory environmental bodies are taking to the complex management issues of the Alde and Ore Estuary?

In attempting to address the aims and questions highlighted above the team engaged with a large number of organisations including statutory bodies, local groups, voluntary organisations, commercial interests and residents of the area. The meetings were held over an intense five-day period and were intended to provide a wide spectrum of interest and information, which would help inform the Exchange Team. The research process culminated in an open public meeting and presentation by the Team, where people were invited to comment and ask questions on the initial observations made. The meeting was seen as an important and integral part of the study, which provided additional information for the report, the results of which will now be discussed.

3.0 Uniqueness & Significance of the Area

3.1 Unique Features

The Team has gained a sense of uniqueness from their personal and collective experience and from impressions of the stakeholders associated with the area. (Refer to Appendix 1). The Alde and Ore area is a unique site in a setting of an extensive river environment associated with a coastal estuary, set against a north seascape where many enjoy a pleasant climate and tranquil environment. The area has a rich diversity of natural and historical settings. Its location not too distant from major metropolitan sites offers the opportunity for weekend and extended holidays.

A sinuous estuary and river system lies on the landscape as an artery providing life to communities, agriculture, recreationists, unique wildlife and habitats that support them. The river corridor provides commerce, footpaths, and access to villages, towns and cultural opportunities. Its banks and marshes are grazed, walked and hunted, its channels sailed and fished, to put it simply the estuary is the 'centre of life'.

The coastline and Orford Ness is a unique geological feature of shingle beaches where generations have enjoyed innumerable sunrises. Communities are enjoyed by families with generations of traced ancestry and recently are being enjoyed by new residents. It is clear many appreciate the area assets in retirement.

The area has a noteworthy historical significance, much of which is associated with coastal defence and maritime commerce. In the end result, it is an area that provides a variety of quality features that make this a 'North Sea Gem'. Maybe the consummate example of this fact is the plethora of special, natural areas that are the foundation for many designations all wrapped inside the Suffolk Coast and Heaths Area of Outstanding Natural Beauty.

3.2 Significance of the Estuary

Through the observations of the team, the major reasons why people are interested in the Alde and Ore were identified as:

- **Residential** – the attractive towns and villages that have access to both the river and estuary offer an opportunity for natural resources, work and pleasure.
- **Commercial** – traditional businesses are still available and thriving, these include fishing, farming and maritime services. The rise in tourism within the area has been of benefit to the service industry, including hoteliers, restaurants and businesses associated with the tourist sector.
- **Recreational** – the area is replete with opportunities to enjoy the surrounding water environments including sailing, fishing, bird watching and other leisure pursuits. The unique landscape also offers the opportunity to undertake activities such as rambling, horse riding, cycling, golf, and tennis among others.
- **Conservational & Preservation** – the outstanding number of designated natural sites is noteworthy. These include a heritage coast, an area of outstanding natural beauty, sites of special scientific interest, special protection areas, protected wildlife sites, and nature reserves to name but a few.

- **Cultural** – there is a variety of cultural opportunities to meet the interests of a broad spectrum of tastes. In particular there are fine examples of local art, poetry and literature. The Snape Maltings is an example of a unique opportunity to experience the conversion of a maltings into a fine period concert hall. Here those interested in absorbing fine music can gather and those interested in developing their talent can grow. An example of the area's cultural depth is the Aldeburgh citizenship of Benjamin Britten.
- **Historical** – the area is rich in history especially as it pertains to coastal military defence and maritime commerce. The team discovered that from one place a continuum of coastal military defence persists at the time of Norman occupation through to the modern age. From the Orford Castle, which was placed here to defend a seaport in the twelfth century one can view the Martello towers of the Napoleonic period, World War II bunkers and facilities constructed to develop atomic weapon components.

4.0 Communications

4.1 Communication and Management Issues.

It is important to recognize that communication and management cannot be separated. Successful communication is dependent on effective management and vice versa. That said, the following represents our conclusions regarding some of the more problematic aspects of the communication process in the Alde and Ore.

First, many studies, plans and regulations are being developed or modified in the Estuary or affecting it. There is no coordinating or integrating mechanism to minimize overlap and duplication and work towards consensus. These efforts occur at multiple scales and over differing timetables.

In addition information, often necessarily technical, is often either inaccessible or presented in ways that are not understandable by the ordinary citizens or even decision makers. There is limited face-to-face communication and many seem to feel they are either not asked to be involved or if involved, their perspectives are distorted or discounted. Blaming, accusing and disinformation (or the perception thereof) seem to be all too common. Some believe that communications is simply 'PR' and not an integral part of a planning and decision making process. Other people in the area exhibit no concern. Still others like the area's youth, are difficult to reach and to gauge their concerns.

Different means and media are used by different agencies, outreach is often spotty or incomplete, and resources devoted to providing people skilled in professional communications are not common. When communication does occur it is often started midway through the process or at the moment when conclusions are presented rather than built in to the planning process from the start.

Communication is also often thought of as a one-way episodic process, rather than as a two way (or indeed all way) continuous process. Evaluation of the effectiveness of processes is not done, and venues, meeting times and communication materials are not always targeted for maximum effectiveness.

Ultimately, one must acknowledge that, while improving communication is necessary, it will not resolve many disagreements. Fundamental values and differing priorities amongst people and organizations do exist and indeed should exist. An effective communications process – comprehensive, developed early on with sufficient resources, and with information understandable to the broad public - can achieve clarification of those areas where consensus can be achieved and minimize those areas of disagreement between and among groups and individuals in the Alde and

Ore Estuary Area.

4.2 Principles of Communication

This is a summary of what the group developed as effective ways to communicate in a consultative process. We offer these for your consideration. We believe it is vital that whatever occurs after the group departs, that the Alde and Ore community makes a concerted effort to subscribe to these principles in its endeavours to effect an integrated management strategy.

It is essential to develop a communications process. (Here, we believe, the terms communications and consultations may be interchanged.) To be effective this process should be as important as the work of producing a management strategy or plan. Inasmuch, it should be conducted in a deliberate and conscientious manner.

Special interest groups as well as public agencies or other forms of land managing agencies should subscribe to these principles when undertaking an action that may have an effect on the social, economic, natural, and historic environment. In fact, the public bodies or agencies have a higher duty to ensure that it consults effectively in whatever action they may take directly or indirectly affecting the environment. Public agencies enter into a public trust with its constituencies. They make a promise through a planning process or through a management strategy that is sealed with the public. To gain that trust they should reach consensus or agreement, given the laws and regulations of the nation. Whenever public agencies consider an action that may change the terms of that agreement, it should reach out again to the public to gain its confidence, input, and understanding.

That said the initial step in the communications process focuses on the following questions:

- Who are the parties involved in this action?
- Who will be affected directly or indirectly?

Engaging all the parties at the beginning of the process and continuing regular communications periodically and at key points in the process is critical. Often the beginning of the process is carried out through a concept called scoping. Once the stakeholders are identified, it is required that they are notified that some action is to begin and you wish to include them in the process. Scoping meetings are usually held face-to-face in a small group setting. Here the concerns of the constituent groups are aired within the parameters of the proposed project. As a result of the series of these 'scoping meetings' the parameters of the proposed projects may be adjusted or issues may be brought to light heretofore unknown to the group or agency initiating the project or action.

A good communications strategy invites participation, dialogue, and input—it is not window dressing to appease the various interests. It is not a public relations tool, but an integral element of the process. By all means, keep the process transparent. When seeking advice or input, demonstrate how you have or will use the views and knowledge of the stakeholders in the planning or management strategy process.

We have observed that at times, some groups believe their comments have been ignored or not taken seriously. It may be good practice to adopt a policy of providing written responses to comments. In that way, you can acknowledge and respect the input of stakeholders and other commenters. Also, keeping all parties apprised of the project's schedule or changes in the schedule will build confidence in the process and amongst stakeholders.

A variety of means can be used to seek and gain input: field trips are an effective way to share ideas and foster understanding between opposing viewpoints. At the resource, it is easy to discuss various points of views—a great deal of expertise, information, and knowledge exists within the communities. At the same time, field trips present the opportunity to dispel misinformation and to identify where and how additional information should be obtained.

Choosing the appropriate venues and media are critical to an effective communications process. There is no one answer or path to follow. Each should be tailored to fit the situation. But inclusion of all the identified stakeholders is absolutely critical. Face-to-face meetings, focus groups, brochures, radio, television, or newspaper spots, and group meetings may be integrated into the process at the appropriate times. Sometimes it will be enough to listen; other times an interchange between parties is effective, and at other times a specific agenda will drive the outcome. Needless to say a variety of means is available, if an impasse is reached, agree to disagree!

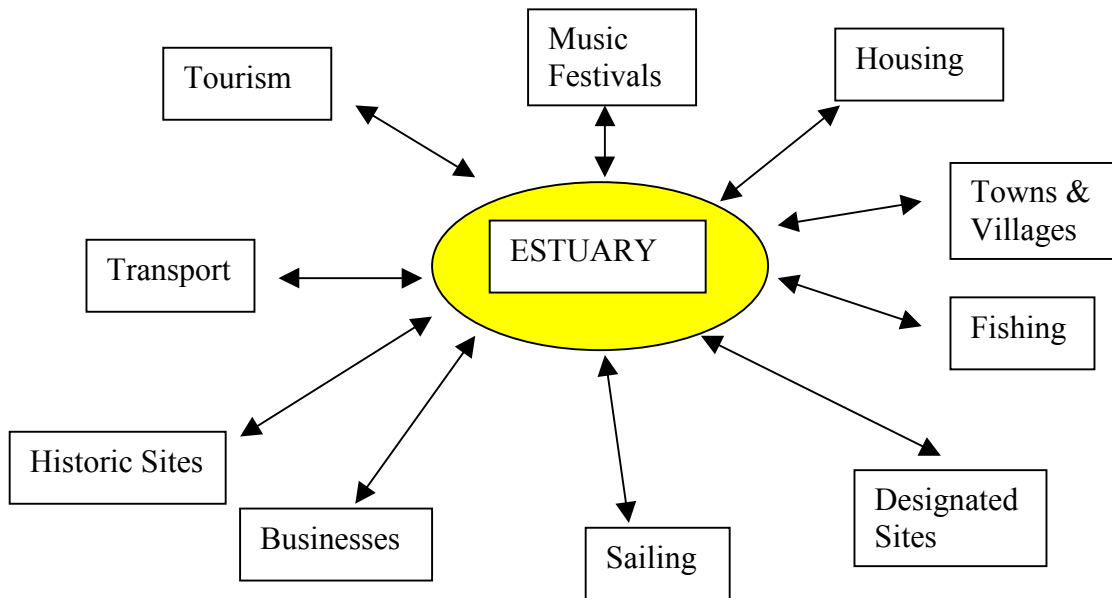
Collaboration has proven to be a valuable tool to gain consensus on interests and values from disparate groups. In this case a neutral third party is brought into a situation. That person will meet with each party or individual and assess the situation. Often, it becomes apparent that the parties have much in common. A series of group meetings will then follow to voice common concerns and get agreement on moving forward. This technique requires a commitment of resources both in funding and time. The results are often startling.

This is hard work that may be daunting to the professional or technician. When that is the case calling in or seeking resources to develop and carry out an effective communications process is critical. It may be that a special individual has these skills, or a professional acquires these skills over the years. In some instances, it is necessary to bring in a neutral third party or facilitator to drive the process. Nevertheless, an effective communications strategy involves a commitment of staff and other resources. The costs may be ascertained at the beginning of the process, but will have to be adjusted along the way. In the end, the benefits of implementing an effective communications' strategy will far outweigh the costs.

4.3 Communications/Management Strategy

There is no one correct route to address these issues. What is compelling is that you should put together some type of communications strategy. This is needed whether you choose a committee, a formal organisation or small groups, or some combination. This will provide a method of communicating with all directly related and indirectly related interests. Following this strategy will help to avoid any errors that might have been made in the past.

The following chart illustrates how actions on the estuary interact with other interests. Similarly, these interests may have an effect on the estuary.



If properly prepared, an Estuarine Strategic Plan for the Alde and Ore could ensure success in taking into account the many interests and activities related to it. For example, a change in agricultural practices may affect water resources; by assessing impacts to the total environment and drawing all related and indirectly related interests, a fair evaluation may be achieved.

There are several ways you may want to organize your effort. This may need to be phased, initially leading to the establishment of a framework under which the initiative could develop. Ultimately there may be need to consider what structure, both organisationally and operationally would be most appropriate in the long term. Issues which need to be considered include options of having an independent chair, set up a charity and/or company limited by guarantee (which can have benefits in terms of buy-in from partner organisations and options for funding). Equally there is a need to consider how such a partnership organisation fits into and is represented or linked to local government and other organization structures.

Options include:

- Build upon the organizing group for the Countryside Exchange. We were quite impressed with the scope and breadth of its efforts.
- Use the steering committee responsible for the proposed Estuarine Management Plan. The Suffolk Coast and Heaths Project appears to have the skills necessary to organize and provide staff support.

- Suffolk Coastal District Council, which represents and deals with most or all the parties and interests, could also singly or in combination with the above options play an organizing role.

Whilst recognising the uniqueness of the area and combination of issues it faces, a number of similar estuary partnerships occur in other parts of the UK and these could inform how options for the partnership could be taken forward.

There is a clear need for statutory regulators, and to some extent other stakeholder organisations, to engage fully and inclusively in the process, looking at how their activities could utilise such a partnership. For example, providing outreach and public interface with other stakeholders during the preparation of plans and projects.

Consideration also needs to be given to how such a grouping could provide a more effective and easier means of overcoming some of the statutory agencies' internal and external communication difficulties which may be harder to overcome internally within the institutions themselves.

Equally there should be a recognition from other stakeholders that there is a baseline which currently exists which says such a partnership will have limited if any influence. For example, changing the operation of UK and European law relating to International and European designations. The key issue is how can these designations objectives, including the way they are owned and managed, be more sensitively met within the context of the local community.

Whether or not you organize a new body or use an existing organization we believe that each of your organizations taking action affecting the Alde and Ore would greatly benefit by subscribing to the communications procedures and methods that we have discussed

By following these principles you can establish a level playing field and respect for each other's interests, and most importantly for the sustainability of the Alde and Ore, or as Benjamin Franklin said, "We must all hang together or assuredly we shall all hang separately."

4.4 Integrated Planning and Management

While there are strategic/structure plans in place at the district, county, sub regional and regional and national level, and there are detailed *functional* plans for coastal defence, natural areas conservation and so forth at the local level, there is no *strategic plan for the local area of the Alde and Ore Estuary*.

For a successful reconciliation of the diverse planning, management, conservation, development and regulatory activities in the Alde and Ore Estuary, we strongly recommend that an integrated strategic planning process be established. The goals of this process should include:

- The establishment of an Estuary Planning Partnership (EPP) as a forum for integrating planning and fostering effective communication between the key interests
- The creation of an Estuary Strategic Plan (ESS)

It should be noted that the EPP cannot and should not replace either the plans or the planning undertaken by the various bodies. It can and must, however, ensure that the timing, scope, data and outreach of each study and plan be integrated into the ESS and reviewed and approved by the EPP prior to initiation of all formal studies.

The process should be guided by the principles set out in the section of our report on Communication and Management.

Consideration should be given to including the following in the Plan.

- A planning horizon of 15 to 20 years with detailed strategies for at least three years
- A description of the key issues facing the Estuary area including economic development, housing, community design and youth needs in addition to the environmental issues pertaining to the Estuary
- A comprehensive analysis of what is known, what is believed to be known and what needs to be known about the Estuary in particular and the area in general.
- A common vision, goals, strategies, targets, timetables and implementation strategies for a sustainable future for the Estuary area
- Sub plans for Aldeburgh, Orford, Snape and Butley
- A strategy for integrating and coordinating all relevant plans

Most importantly, all National, regional, and local agencies as well as private trusts must agree to abide by the plan to the extent allowed by statutory authority. In the event that statutory or regulatory authority thwarts any key aspect of the plan, all efforts must be made by the appropriate agency to seek relief through whatever means are available to it.

Strong consideration should be given to the execution of Memorandum of Understanding or other binding agreement between the parties outlining the charter and procedures governing this effort.

4.5 Financing and Resources

While it was not in the brief of our work to identify financial resources, we could not help but take note of the substantial investments currently being made in the various public and trust planning efforts. We believe that a not insignificant proportion of these expenditures are either somewhat duplicative or could be avoided or minimized if integrated into the overall planning process recommended. Thus we believe the net cost of planning, including adequate resources for this effort will be no more, and in all likelihood less than current and planned expenditures. These resources should be identified through the Memorandum of Agreement.

5.0 Sustainability

In 1987, the World Commission on Environment and Development developed a definition of sustainability that was included in its findings, which became known as the Brundtland Report.

“Sustainable development meets the needs of the present without compromising the ability of future generations to meet their own needs.”

In order for estuary management planning to be truly sustainable it needs to consider environmental, social and economic factors. These three factors can be considered as the three legs of a stool. If any of the legs is missing or shorter the stool will not stand.

Approaching environmental sustainability without reference to social and economic factors will potentially create costs that either the economy cannot bear or society will not tolerate.

Similarly, approaching social sustainability without reference to environmental or economic sustainability will potentially result in either an undesirable (or even unliveable) environment or costs that the economy cannot bear.

Finally, economic sustainability should result in both social and environmental sustainability or else what is the point of having an economy at all?

The European Union has recognized this interrelationship in its guiding principles for coastal zone management.

“On 30 May 2002, the European Union adopted a Recommendation on implementing integrated coastal zone management (ICZM) in Europe. This asks Member States to undertake a national stocktaking of legislation, institutions and stakeholders involved in the management of the coastal zone and, based on this, to develop national strategies to deliver ICZM.

The principles of integrated coastal zone management are set out as:

- taking a long term view
- a broad holistic approach
- adaptive management
- working with natural processes
- support and involvement of all relevant administrative bodies
- use of a combination of instruments

- participatory planning
- reflecting local characteristics”

(source – Defra)

5.1 Socio – Economic Factors Affecting the Study Area

This section provides an overview of the local economy, based on the impressions gained over the period of the study. We cannot give a quantitative assessment of the economy, but the Economic Study commissioned by the Alde & Ore Association and others will provide invaluable factual evidence in due course.

The Estuary. We were repeatedly informed that people live here to be beside the Estuary, that their businesses depend on the Estuary for a range of reasons. We agree that it is a primary driver of the local economy. Some of the activities associated with the estuary contributing to the economy are listed below.

- **Fishing** - although commercial fishing has declined over the years, the level of fishing appears to be sustainable. The information received from fishermen that fish quality and numbers are improving is very encouraging, and many other areas in the UK would be envious of this.
- **Sailing** - the management of moorings and use of the waters for sailing appears to be successful, and to satisfy the desires of most users. We noted that there are no marinas (or jet skis) and commend the clubs for resisting commercial pressure to develop along these lines.
- **Boatyards** - these provide local employment, including apprenticeships.
- **The Beach** - thousands of visitors are attracted to the area purely to view the estuary, and to enjoy the local fish and chips.

Tourism. Day and short break visits appear to be the most significant components to the tourism sector. The hotel owners spoken to reported that business is rising, and in fact they are operating at maximum capacity in August. However the season is extending and occupancy rates in the shoulder months improving. Again, this is a situation of which many other areas dependant on tourism would be envious.

Second Homes. We were informed that 25% of homes in Aldeburgh and Orford are in this category. This brings several serious social and infrastructural problems, but we believe that the owners of these homes also bring substantial capital to the area, which could be described as inward investment of capital, supporting services and high quality shops and restaurants. Many also become long term residents in the area. However, empty streets have replaced active streets in some cases.

Agriculture. As in the rest of the UK, far fewer people are employed on local farms than there were even 20 years ago. However the favourable climate and excellent soil means that farms here may be less vulnerable to falling prices than in other areas.

Snape Maltings. This is an extremely important part of the area's attractiveness to visitors, and has created 175 direct and indirect jobs.

Hollesley Bay Prison Colony. An important employer, which we understand, is under review at the moment. The Suffolk Punch centre established at the prison is vulnerable to funding changes by the Prison Service. We hope that local funding can ensure the continued presence of the Suffolk Punch as an icon of Suffolk.

Local entrepreneurs. There is a significant level of activity by high-level businesses employing less than 5 people, operating from small business centres or from home. There may be a need for establishment of further business centres to encourage more of these businesses to be established. These will create high quality local jobs that are much needed.

The Service Sector. This is probably the main source of employment in the area.

We consider that the local economy is quite diverse and operating successfully, but there are several areas of weakness causing serious social problems. These can be listed as:

- Several housing issues are causing real problems. The second home sector, described earlier as bringing capital to the area, has also resulted in a severe lack of affordable housing. A secondary consequence is that a GP reported to the team that her patient list has declined to such an extent that medical staff have had to be made redundant.
- Lack of non service-sector jobs
- Limited public transport
- Limited facilities for young people
- Commodity shops have been replaced by boutiques and galleries

The study team has identified some examples of good practice, locally and from other areas, which might be developed in the area to address these problems.

Housing. Planning conditions, attached to private developments of new housing, have had the desired result of providing more, small, houses. However they have been sold as second homes, and conditions could be strengthened in future to include conditions affecting future tenure of the homes.

Housing Associations, or Registered Social Landlords, operating in Public and Private Sector partnerships can provide affordable homes.

The Local Authority can assist this process by allowing development of additional land, outside the normal development envelop of the village or town.

A good example of a shared equity scheme already exists in Orford. This is an excellent example of community ownership, in this case of the riverbed and moorings, bringing benefit to a village through providing funding for improvements to the town.

Employment. The high level of entrepreneurship amongst new comers to the area, including second homeowners, can be exploited by developing private or publicly owned business centres. Larger employers will be better located at Bentwaters and other similar local business parks.

Further employment could be created through the establishment of an interpretation, education and research centre for both the environment and heritage of the area, as well as better interpretation throughout the natural and built environment. This should include the unique examples of coastal defence systems ranging from Orford Castle to the beginnings of atomic warfare.

Community Transport Schemes. There are many examples throughout the UK of successful schemes. The local authorities can set these up, but self-help among the community may bring quicker results.

Community Trusts. A community trust, like the New Orford Town Trust, is a suitable vehicle for management of community owned assets. A Trust could be established with the aim of addressing the problem of traditional shops, e.g. ironmongers, being tempted to sell their businesses to reap the benefit of high property values. Such a Trust could buy premises and lease them at rents that would allow viable businesses to operate in town centre locations. There are fiscal incentives for investment in charitable trusts, and these can be used to encourage investment by high net worth locals.

5.2 Quality of Life for All

The question was posed to the team as to what a sustainable future for the estuary amounted to. As discussed previously environmental sustainability cannot be viewed in isolation and needs to follow the principles outlined elsewhere in the report.

There is the need however to consider the variables and restrictions that we operate within. A key defining parameter is the underlying European Union (EU) and UK national legislation that puts a base in the planning process. This legislation is complex and has to be complied with.

Why should we care about a bird like the Avocet? This bird is one of the defining elements of what actually makes the Alde and Ore Estuary special. It puts the area on the map and links strongly to the economic and social fabric of the community. This is a good example of how environmental gain can translate into economic gain.

Sailing also is an important component of what the estuary is all about. This fulfils an important social and economic element of the triangle of sustainability that very much focuses on the needs of people who live and work in the area.

5.3 Environmental Assets

Dealing with the environmental assets of the area a number of things struck the team

- Natural heritage sites of international importance
- A unique wild character
- Abundance of military heritage (from the Romans to the Atomic Age)

All of these represent an opportunity to translate environmental gain into economic gain. A world-class natural heritage centre could be developed to complement the internationally renowned Snape

Maltings concert hall. This again would develop the direct links to the social and economic development of the area.

The process of a changing environment was a clear theme running through the team's week in the area. A number of environmental changes are impacting on the area.

- The south eastern area of the UK is sinking
- The dynamic process of coastal erosion and deposition is ongoing
- EU and national legislation is ever evolving
- Sea levels are rising
- Agriculture is no longer the main driver of the rural economy
- Tourism is increasing in its contribution to the rural economy.

5.4 A vision for the future

It is essential that future planning and implementation of practical actions on the Alde and Ore estuary and its hinterland are undertaken within the principles of sustainable development. The long term vision for the future needs to be one shared by all. All views need to be taken into account although this does not mean that individuals will always receive the answer that they want.

Central to achieving the vision of the future will be the bringing together of all current plans operating within the estuary and its hinterland within one integrated plan. A good example of the starting point for this process is looking at the estuary management plan and the coastal management plan in unison rather than separately.

While looking to the future some short term fixes also need to be considered. A primary example of the type of action that fall within this category is the need to recharge the shingle on Aldeburgh beach as required to prevent failure of the sea wall defences. The Environment Agency has made it clear to the team that it has the emergency powers in place to override the need for English Nature's consent should the need arise and is committed to maintaining the sea defences in this area. This is perhaps a good point from which to develop the process of understanding on this issue.

5.5 Coastal Estuarine Management

The issue of coastal and riverine defence is beyond the remit of this study. It is, however, symptomatic of the issue of communications. There appears to be conflicting, legitimate, approaches to meeting diverse environmental, social and, prospectively, economic goals. Fundamentally, the particular issue has been cast as pitting the environmental concerns against the community's concerns such as, potential flooding of homes and agricultural land and the negative impacts on river recreation activities.

The issue is sufficiently contentious that there is a likelihood that it would serve as an impediment to progress on broader, integrated, sustainable planning. The team recommends that a priority initial step in planning be resolution of the issue through the Estuary Planning Partnership. Any such resolution should ensure at least,

- Habitat requirements
- Flood protection
- Navigation of the estuary

6.0 Recommendations

All recommendations should be considered in the context of the principles of sustainable development, that is with due consideration for social, environmental and economic dimensions for present and future generations.

6.1 Primary recommendations

- An Estuary Planning Partnership (EPP) should be created as soon as possible. This partnership should include all interests, serve as a communications forum and guide the process of creating an Estuary Strategic Plan
- Initial impetus for the creation of the EPP might best come from Suffolk Coast and Heaths Project, the Suffolk Coastal District Council or the Countryside Exchange Local Organizing Committee

6.2 Other recommendations

- Special consideration should be given to resolving the issue of coastal estuarine management as a priority of the EPP
- Local authorities and housing associations should give planning and funding priority for affordable housing for the area
- A variety of transport schemes should be considered to provide transport alternatives
- Community Trusts should be considered as a vehicle for insuring adequate commodity shopping in Orford and Aldeburgh
- Partnerships should be explored between local and regional educational institutions and employers to match labour force skills.
- The high level of local entrepreneurial skills should be harnessed to create small businesses
- The wealth of distinctive and significant features in both the built and natural environments would be enhanced by a comprehensive program of interpretation
- A World Class national heritage center should be considered to complement Snape Maltings

Appendix 1
Map of the Alde & Ore Area

MAP NOT AVAILABLE ON LINE

Appendix 2
Strengths & Weaknesses of the Alde & Ore Area

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Plethora of significant sites of natural importance • Historical setting • Links to Benjamin Britten • Climate • Seascape • Towns & Villages • Tranquillity & Ambiance • Location – proximity to major urban areas • Geology & Geography • Sailing conditions • Recreation opportunities • Concerts & Festivals • Pleasant environment • Scenery • A feeling of isolation and space • Financial solvency of some bodies • Wealthy community • Diversity of farming • Low unemployment • Large number of voluntary bodies • Willingness to resolve issues through proactive outreach (i.e. countryside exchange) • A common appreciation of the Alde and Ore area and its unique environment • An awareness of key bodies and organisations associated with the area • Potential leadership qualities • Wide organisational interest in identifying and resolving issues • The community has demonstrated the capacity to use innovative marketing (i.e. Snape Maltings, Tourist Information Centre) • Architectural diversity and 	<ul style="list-style-type: none"> • Housing (insufficient affordable housing) • Transport (problems in peak months of parking, congestion) • Skewed demographics • Loss of some community services • Insufficient labour force (with both necessary skill base for some jobs, whilst other less paid service orientated jobs cannot be filled) • Lack of coordination and communication of solving local issues between interested parties • Lack of partnership building • Perceived elements of mistrust • Exclusion of stakeholders in decision making processes • Poor dissemination of reports and data • Lack of consultation • A lack of willingness to accept and identify change • A misunderstanding of the aims, roles and of organisations involved within the area both statutory and voluntary • Poor awareness of legislative policies and poor understanding of obligatory responsibilities that agencies are bound to • An apathy of certain parts of the population • Suspicion about validity of some reports and data • An unwillingness of some organisations to share and involve the public with technical aspects of data • Many plans that are not coordinated with one another • Perception that socio-economic factors are secondary to the environment • A perceived lack of information shared with the wider public • Minimal interpretation resources • Little or no feedback to respondents • Difficulty in ascertaining the issues of the youth • Lack of sensitivity

<p>distinction</p> <ul style="list-style-type: none">• Wide variety of skills available• Positive land use	
---	--

Appendix 3
Questions and Answers - Public Meeting on 3rd October 2002 Orford Town Hall

Question:

How effective would the Suffolk Coasts and Heaths Project or the Suffolk Coast District Council be in taking on the estuarine plan?

Response:

These two organizations are identified as potential leads for the projects.

Question:

Can this area qualify for a national park?

Response:

Two years ago this proposal was made and determined not to qualify.

Question:

There is a need for a local management body to address the situation in the area. The solutions should be long term and managed by an umbrella organization.

Response:

The group recognized the need for this type of action. Statutory authority may be needed to transfer this authority to the local level.

Question:

Why doesn't the Orford Land Trust assume the responsibility to lead the effort?

Response:

It does not have the resources but it is certainly welcomed to participate.

Question:

Cannot lose sight of the importance of habitat; all around the country these habitats are under threat. Planning and strategies must take a holistic approach.

Response:

The group recognizes that sustainability is key to the long-term viability of the area; sustainability of the social, economic, and natural environment.

Question:

Second homes are not an asset to the community. And the team has not said what the problems are in the community.

Response:

Second and holiday homes have their pluses and minuses. The team believes, however, that on balance their benefits outweigh the costs. The SWOT addresses problems and opportunities.

Question:

Who or what will finance the estuarine planning effort? How will the committee receive its financing?

Response:

With so many disparate plans for the area, the team believes that effective planning may reduce costs by integrating some of the plans.

Question:

What skills are necessary in a committee or group to manage the project?

Response:

Please refer to the communications section of the report.

Appendix 4
Members of the Local Organising Group

Name	Organisation
David Andren	Alde & Ore Association
Dale Boast	Alde & Ore Wildfowlers Association
Felicity Bromage	Aldeburgh Town Council
Phil Dagnall	CEI Associates
John Davies	Suffolk Coastal District Council
Tim Hannon	Aldeburgh Yacht Club
Simon Hooton	Suffolk Coast and Heaths Unit
Neil Lister	Suffolk Coast and Heaths Unit
John Jackson	English Nature
Penny Kay	Friends of the Rivers
Grant Lohoar	The National Trust
Jane Stearn	Hollesley Parish Council
Mike Steen	The Environment Agency
Cllr Maggy Wilson	Suffolk Coastal District Council
Brian Upson	R F Upson & Co., Slaughden Quay
	Snape Parish Council
	Sudbourne Parish Council

Appendix 5

Local people consulted by the Team

In addition to members of the Local Organising Group, the Team met the following -

Name	Organisation
John Grimsey	Farmer
Guy Marshall	Orford Youth Club/Primary School Governor
Chris Martin	Orford Quay supervisor/ boatman
John Gooderham	Snape Maltings
Councillor Margaret Smith	Orford Parish Council/New Orford Town Trust (NOTT)
Alison Keeble	Orford Parish Council/NOTT
Councillor Richard Willan	Orford Business Association
Councillor Tony Logan	NOTT Riverside Committee
James Robinson	NOTT Riverside Advisor
Geoffrey Smeed	Orford Sailing Club
Neil Macro	Fisherman
Peter Benstead	Fisherman
Philip Attwood	'The Jolly Sailor'/Floodwarden
Ralph Brinkley	Harbourmaster/boatman
David J Robinson	Farmer (Sandy Pigs Ltd)
Stuart Bacon	Suffolk Underwater Studies
Craig Ambury	'The Lady Florence'
Judith Golder	Orford resident
Paul Cooke	Farmer
Roger Horton/Melanie Thurston	Snape Parish Council
Michael Flint/ Michael Pearce/	Alde & Ore Association
Trevor Wilkinson	
Stephen Hawes/ Wendy Marjoram/	Aldeburgh Town Council
Malcolm Walker	
Cllr Ronald Ward	Aldeburgh Town Council/Suffolk CCI
	Aldeburgh Business Association
Carol Somerset	Aldeburgh Society
Peter Wilson	Aldeburgh Boatyard Co Ltd.
Alison Andrews/Tom Miller-Jones/	Aldeburgh Yacht Club
Patrick Nicholls	
Tim Rowan-Robinson/	Aldeburgh Hotels Ltd
Graham Tinnion	
Jonathan Reekie/David Edwards	Aldeburgh Productions
Brian Upson	Aldeburgh Fisherman's Guild
	Alde & Ore Wildfowlers Association
John Thompson	Thompson Galleries, Aldeburgh
Michael Pritt	Wentworth Hotel, Aldeburgh
Susan Thompson	Aldeburgh resident
Elizabeth Nicholls	Aldeburgh resident
Sir Derek Andrews	Aldeburgh resident
Cllr Peter Monk	Suffolk County Council
Barry Skelcher	Slaughden Sailing Club
Ian Hawkins	RSPB Minsmere
Robert Skepper	Ferry Farm, Sudbourne
Paul Haste	Hill Farm, Leiston
Mick Wright	Suffolk Wildlife Trust
Brenda Williamson	'Lifescapes' Project, English Nature
Amy Hinks	Stour & Orwell Estuaries Officer
Jackie Ward	Suffolk Coastal District Council
Peter Riches	The Crown Estates
Merle Leeds	The Environment Agency
Alan Douglas	HMIP Hollesley Bay
Dick Hazell	Shingle Street Residents Association
Mrs C Lummis	Forest Camping, Tangham

Appendix 6 Exchange Visit Timetable

UK/North America Countryside Exchange Case Study – Meetings and Visits Schedule

Saturday 28 September 2002.

Location: London, Aldeburgh.

Time	Location	People
13.00	Travel from Heathrow to Aldeburgh (bus).	Team; Neil Lister -Suffolk Coast & Heaths Unit (SCHU)
16.00/17.00	Arrive Aldeburgh	
17.00 - 18.00	Aldeburgh – 14 Market Cross Place & 9 Park Lane. Team Time.	Team.
18.00 – 20.00	Aldeburgh	Team meet LOG reps – walk around the town.
20.00	Evening meal	Team
21.00	Aldeburgh – Team Time	Team left to own devices

Sunday 29 September 2002.

Location: Alde & Ore Estuary (Whole Area) – Orford & surrounds, Havergate Island, Orford Ness, Shingle Street, Snape, Aldeburgh.

Time	Location	People	Points for discussion
09.00	Depart Aldeburgh - Travel to Orford Quay.	Exchange Team (8) ; LOG Reps	
09.30	Arrive Orford Quay (Board 'Lady Florence' – 'sail' to Shingle Street – Havergate Island – Orford).	Exchange Team etc, met by more LOG reps.	Introduce guests <ul style="list-style-type: none"> • Future of grazing • Contribution to landscape & local economy • Community involvement • Land ownership by conservation bodies • Coastal management
10.45	Walk to Orford Castle (Gedgrave/Sudbourne Marshes) Explore Orford	Exchange Team; LOG reps. English Heritage rep. At Castle.	<ul style="list-style-type: none"> • Heritage conservation/promotion (castle) • Farming • Visitor Management
12.30	Packed lunch at Orford SC/Quay.	Exchange Team; LOG reps	
13.30	Storytelling event – Orford Quay		
14.30	Board boat (provided by Upson's) – 'sail' to Snape	Exchange Team; LOG reps.	<ul style="list-style-type: none"> • Sailing – management/sustainability.
17.30	Arrive Snape Maltings	Exchange Team etc. met by Snape Maltings reps (John Gooderham, Aldeburgh Productions, etc), Snape village reps, etc.	<ul style="list-style-type: none"> • Running a tourism business in a protected area
17.45	Tea at Snape Maltings	Exchange Team + guests	• “
19.30	Depart Snape Maltings – travel to Aldeburgh (by road)	Exchange Team; LOG reps.	
20.00	Aldeburgh – Evening Meal	Exchange Team	
21.00	Aldeburgh (houses) – Team time	Team	

This day gives you a chance to reflect on the area's 'unique and special character' – does it have such a thing? What would be needed to deliver 'an environmentally sustainable future for the Estuary? What are the important/impressive things that you see?

Monday 30 September 2002.

Location: Alde & Ore Estuary (Central Area) – Orford & surrounds, Havergate Island, Orford Ness.

Time	Location	People	Points for discussion
08.10	Aldeburgh - breakfast	Team	•
08.30	Depart Aldeburgh by car Travel to Orford Town Hall.	Team; John Davies & David Andren of LOG	• Heathland/Forestry
09.00	Arrive Orford Town Hall	Met & welcomed by 'Orford Organisers' – Orford Town Council, Penny Kay (LOG), Orford Round Table, etc.	30 minute interviews with local organisations <ul style="list-style-type: none"> • 0900 John Grimsey - (landowner/farmer) • 0930 Guy Marshall - Youth/School rep. • 1000 Cllr Margaret Smith/Alison Keeble - Orford Parish Council/ New Orford Town Trust • 1030 Cllr Richard Willan - Orford Business Association • 1100 Cllr Tony Logan/James Robinson - Orford Riverside Committee • 1130 Geoffrey Smeed – Orford Sailing Club
12.00	Packed Lunch - Orford	Team	
12.30	Walk to Orford Quay and board boat for Havergate Island and Orford Ness	Team; National Trust staff; RSPB (Royal Society for the Protection of Birds) staff; Merlin Communications.	<ul style="list-style-type: none"> • Managing coastal features • What is important about coastal sites • Coastal dynamics – shingle spits, etc. • Heritage – historical importance • Tourism • Visitor Management
18.00	Return to Orford Quay – explore Orford further (meet more people at informal meeting.).	Team; local residents.	
19.00	Evening Meal, Green Lane House Orford – hosted by Michael Flint, Chair of Alde & Ore Association.	Team; Flint family; LOG Reps;etc.	• How does Alde & Ore Association communicate with its audiences?
22.00	Depart Orford – travel to Aldeburgh.	Team	

Today gives an opportunity to find out more about the socio-economic mix of the area and looks at coastal management. You will be able to start to evaluate the effectiveness of communication between stakeholders. Which methods of communication exist and are working well? Can these be extended? Which methods haven't been tried but could be used to good effect? You can find out more about the approach the statutory bodies are taking to management issues and start to gauge local confidence in this approach.

Tuesday 1 October 2002.

Location: Alde & Ore Estuary (Northern Area) – Aldeburgh, Aldeburgh Marshes.

Time	Location	People	Points for discussion
08.10	Aldeburgh - breakfast	Team	
08.50	Leave for Aldeburgh Yacht Club	Team; DA/TH	
09.00	Aldeburgh Yacht Club (Slaughden).	Team; 'Aldeburgh Organisers' – Felicity Bromage, Alison Andrews, David Andren, Brian Upson.	Local issues introduced by Aldeburgh Team 30 minute interviews with local organisations <ul style="list-style-type: none"> • Alde & Ore Association • Aldeburgh Town Council • Aldeburgh Business Association • Aldeburgh Society • Aldeburgh Boatyard Co Ltd • Aldeburgh Yacht Club/Slaughden Sailing Club • Alde & Ore Wildfowling Association • Aldeburgh Hotels • Reade's Builders (local business) • Fishermans Guild • RSPB
12.30	Packed lunch - Aldeburgh		
13.30	Walk to Slaughden – Aldeburgh Marshes – return to Yacht Club.	Team; Aldeburgh organisers; Meet – Robert Skepper (riparian landowner); Paul Haste (farmer); Mick Wright (Suffolk Wildlife Trust); Barry Skelcher (Slaughden SC); Ian Hawkins (RSPB); Stephen Hawes (Aldeburgh Town Council).	<ul style="list-style-type: none"> • Agriculture • Visitor Management • Nature Conservation • Recreation management (sailing) • Coastal management
15.00	Return to Aldeburgh YC	Team; Aldeburgh Organisers	Latest documents on EU Legislation & correspondence with European Commission
15.30	Return to Aldeburgh – Houses – Team Time	Team; possibly Paul Esrich/NL.	<ul style="list-style-type: none"> • Recreation/Access Management
19.30	Evening Meal in Aldeburgh	Team; LOG Reps; hosts	
21.00	Return to houses – Team Time	Team	

Today's programme gives an opportunity to find out more about the socio-economic mix of the north of the area and looks at estuarine management.

You will be able to further evaluate the effectiveness of communication between stakeholders. Which methods of communication exist and are working well? Can these be extended? Which methods haven't been tried but could be used to good effect? You can find out more about the approach the statutory bodies are taking to management issues and start to gauge local confidence in this approach (especially in the business community).

Wednesday 2 October 2002.
Location: Aldeburgh Yacht Club.

Time	Location	People	Points for discussion
08.10	Aldeburgh - breakfast	Team	
09.00	Aldeburgh Yacht Club (Slaughden).	Team; LOG Reps; Met & welcomed by Mike Steen, Environment Agency. 10-15 min presentations by national/local organisations followed by 10-15 mins questions. <ul style="list-style-type: none"> English Nature – John Jackson (Conservation Officer) English Nature – Brenda Williamson (‘Lifescapes’ Project Officer) Suffolk Coast & Heaths Unit – Amy Hinks (Estuaries Officer) Suffolk Coastal District Council – John Davies ((Countryside Manager) Suffolk Coastal District Council – Jackie Ward (Assistant Director, Environment & Policy) 	<ul style="list-style-type: none"> Sustainable Development Coastal Zone/Estuarine Management Community Involvement UK Planning System
12.30	Aldeburgh Yacht Club (Slaughden).	“	Discussion of morning’s topics
13.00	Lunch with morning and afternoon speakers		
14.00	Aldeburgh Yacht Club (Slaughden)	Team; LOG Reps; NL; 10-15 min presentations by national/local organisations followed by 10-15 mins questions. The Crown Estates – Peter Riches (Agent) Environment Agency – Mike Steen (Flood Defence Engineer) Environment Agency – Merle Leeds (Conservation Officer)	<ul style="list-style-type: none"> Sustainable Development Coastal Zone/Estuarine Management Community Involvement
15.30	Aldeburgh YC	“	
16.30	Team Time	Team	
20.00	Aldeburgh – evening meal	Team	
21.00	Aldeburgh – houses – Team Time	Team	

Midweek – chance to get from the Statutory/non-Statutory organisations their definition of ‘an environmentally sustainable future for the Estuary’. How do today’s organisations communicate effectively and obtain grass roots support? Do the roles of these organisations have any bearing on a possible Management Plan?

Thursday 3 October 2002 - Morning.

Location: Alde & Ore Estuary (Southern Area) – Butley (Capel St Andrew & Wantisden), Chillesford, Boyton, Hollesley.

Time	Location	People	Points for discussion
08.10	Aldeburgh - breakfast	Team	
9.00	Depart Aldeburgh by minibus Travel to Hollesley via Tunstall Forest/Chillesford/Butley/Boyton (Boyton Marshes?)	Team;NL ; Amy Hinks;	<ul style="list-style-type: none"> • Landscape • Heathland
10.00	Arrive Hollesley Bay Colony (Brief tour of Suffolk Punch stud & talk about future plans – Trust status, etc.)	Met & welcomed by Alan Douglas (Farm Manager)/Bruce Smith (Stud Manager)	<ul style="list-style-type: none"> • Future of rare breeds (Trust Status) • Contribution to landscape & local economy • Community involvement • Sustainable Development
10.45	Travel to Shingle Street	All – brief look around – meet botanist	<ul style="list-style-type: none"> • Visitor management on site of national importance for nature conservation
11.00	Travel to Butley Village Hall	Team; NL ;	
11.15	Arrive Butley Village Hall for meeting with Parish Councils	Team; Anita Johnson (SCHU); Heather Stephenson (SCHU). & local residents – Open informal session to enable Team to gain insight into life in the study area and perceptions of the way it is ‘managed’.	<ul style="list-style-type: none"> • Living and working in a protected landscape • Communications – are a wide range of local people ‘on board’ and ‘involved?’
12.30	Leave Butley Village Hall and travel by minibus back to Aldeburgh.’	Team; NL	
13.00	Packed Lunch (in Aldeburgh or ‘en route’ from Butley)	Team; NL	

This morning’s meeting with local residents is an opportunity to find out if the Estuary is widely defined as a ‘special place’.

What do local residents want to see ‘maintained in future’?

Is there a place for heritage (represented today by the anachronism of the Suffolk Punch)?

Thursday 3 October 2002 - Afternoon.**Location: Aldeburgh and Orford.**

Time	Location	People
14.00	Aldeburgh (houses) – Team prepares for ‘Open Meeting’. Team Time	Team
17.30	Team leaves Aldeburgh for Orford by car.	Team; Felicity Bromage; Tim Hannon.
18.00	Orford – evening meal.	Team; LOG Reps; Michael Flint;
19.00	Orford Town Hall - Team prepares for ‘Open Meeting’ Team Time	Team; LOG Reps;
19.30	Orford Town Hall – ‘Open Meeting’	Team; Michael Flint (Chair); LOG Reps & audience
22.30	Team travels from Orford Town Hall to Aldeburgh by car.	Team; Felicity Bromage; Tim Hannon.

Friday 4 October 2002.**Location: Aldeburgh, Snape.**

Time	Location	People
08.10	Aldeburgh - breakfast	Team
09.00	Aldeburgh – Houses – Team prepare ‘Final Report’. Team Time	Team; NL/DA with transport.
?	Visit Moot Hall if Team have time.	Team/FB
12.30	Packed lunch - Aldeburgh	Team
13.30	Aldeburgh – Houses – work on ‘Final Report’. Team Time	Team; NL/DA with transport.
20.00	Aldeburgh – Thankyou/celebration evening (LOG & Team)	Team & organising group

Saturday 5 October 2002.**Location: Aldeburgh.**

Time	Location	People
08.10	Aldeburgh - breakfast	Team
06.30 onwards	Aldeburgh to Heathrow & various destinations	Team; NL