

# IMPROVING THE EFFECTIVENESS OF LOCAL COASTAL PARTNERSHIPS IN DELIVERING CZM IN SCOTLAND THROUGH ENHANCING VERTICAL INTEGRATION BETWEEN LOCAL AND NATIONAL LEVEL

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Local Coastal Partnerships (LCPs) are delivering coastal zone management at the local level in Scotland; they are voluntary partnerships and receive no central funding. LCPs cover a large area that is diverse biologically, geographically, culturally, economically and socially. LCPs take a holistic approach to management, bringing together stakeholders and statutory bodies to facilitate networking and discussion, encouraging members to adopt the principles of CZM into the activities of their organisations. They have been very successful in delivering effective integration between their members and other partnerships at the local level. Such integration can be described as 'horizontal', i.e. characterised by effective networking and open discussion between those individuals working with LCPs at the local level. Horizontal integration is one of the strengths of LCPs, such as the Tay Estuary Forum. It is acknowledged that a degree of consistency in approach is valuable and many of the LCPs work under the umbrella of the Scottish Coastal Forum (SCF). As is happening at the local level, horizontal integration is also working effectively between those operating at the national level within the SCF. There is a second dimension to effective integration, which has yet to be addressed fully by those implementing CZM in Scotland, which can be described as 'vertical' integration. This is the integration that takes place between organisations that are represented at the local and national levels. For a fully integrated approach to coastal management, lines of communication should exist that allow local representatives to effectively communicate with their national level counterparts and *vice versa*. Currently, however, there is a perceived insufficiency of vertical integration between the local and national level in Scotland. Now that horizontal integration has been established at the local and national level, it is timely to explore the second evolution of CZM in Scotland, vertical integration.