



## CABINET

**Tuesday, 11 July 2023**

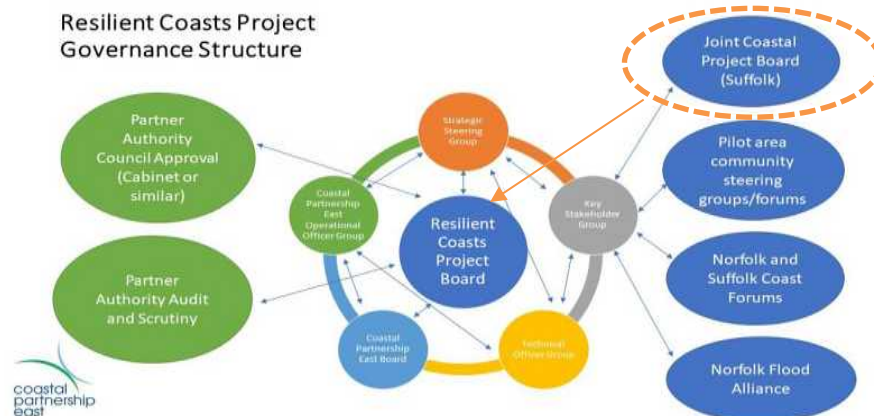
<b>Subject</b>	Resilient Coasts Project Board Governance Structure
<b>Report by</b>	<p>Cllr Kay Yule</p> <p>Cabinet Member with responsibility for Planning and Coastal Management</p>
<b>Supporting Officer</b>	<p>Trazar Astley-Reid</p> <p>Programme Manager Resilient Coasts</p> <p>Coastal Partnership East</p> <p><a href="mailto:Trazar.astley-reid@eastsoffolk.gov.uk">Trazar.astley-reid@eastsoffolk.gov.uk</a></p> <p>No telephone contact please use TEAMS</p>

Is the report Open or Exempt?	OPEN
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<p>Category of Exempt Information and reason why it is <b>NOT</b> in the public interest to disclose the exempt information.</p>	Not applicable
<p><b>Wards Affected: Original group agreed at Cabinet 07,09,2021</b></p> <p><b><i>New request:</i></b></p>	<p>Gunton &amp; St Margarets Aldeburgh and Leiston Kirkley and Pakefield Lothingland</p> <p>To include the above &amp; Pilot Site Wards below: Hemsby – Hemsby Civil Parish Pakefield – Kirkley and Pakefield Ward Thorpeness – Aldringham cum Thorpe Civil Parish Southwold – Southwold Civil Parish Great Yarmouth – Great Yarmouth Borough Lowestoft – Lowestoft Town Council</p>

## Purpose and high-level overview

### Governance Structure for Resilient Coasts:



**Purpose of Report:** To alter the Governance structure of Resilient Coasts to amalgamate the Joint Coastal Project Board (JCPB Suffolk) onto the Resilient Coasts Project Board. The New Resilient Coasts Project Board is yet to be initiated due to the recent elections in May 2023.

#### Reason for the change in Governance Structure:

We believe drawing in the knowledge from the JCPB Suffolk into the Project Board for Resilient Coasts will enable the project to build on the established knowledge of this group and to increase local knowledge and buy-in for the Resilient Coasts Project.

Establishing a full, clear open, honest and transparent governance structure is crucial to decision making. Best practice for other projects such as the Gorleston to Lowestoft Coastal Strategy has ensured that decisions made about future coastal management are open to scrutiny, giving confidence to communities and statutory partners such as the Environment Agency, Natural England and Defra.

The JCPB Suffolk are already committed to attend four meetings per year. If this request is not accepted the, officers and partners, will need to attend 4-8 more meetings per year.

#### Options:

Option 1. To start the Resilient Coasts Project Board meetings with the Members of the JCPB Suffolk and additional Pilot Sites included. This would reduce the number of meetings attended by officers and members. And the need to set up another group to incorporate the additional pilot sites Great Yarmouth and Lowestoft.

Option 2. To request the members of the JCPB Suffolk also attend the Resilient Coasts Project Board meetings and request other Pilots sites request to attend the JCPB.

Option 3. To request the members of the JCPB Suffolk also attend the Resilient Coasts Project Board meetings in addition to the NCPB Suffolk meetings. In addition request that the Pilot Sites for Resilient Coast set up another Group to include Lowestoft and Great Yarmouth.

**Recommendations:**

That the amalgamation of the Joint Coastal Project Board (Suffolk) onto the Resilient Coasts Project Board be approved.

## Corporate Impact Assessment

**Governance:**

Partial project governance has been established. Table 1. Proposed Amalgamation of the two groups into the Resilient Coasts Project Board

Name of Group	Linked to/Membership
<p><b>Resilient Coasts Project Board:</b></p> <p>Chair: (ESC Planning and Coastal Management Portfolio Holder)</p> <p>Vice Chair: Elective Member GYBC (GYBC Chair of Environment Committee)</p>	<p>Central to the project and made up of elected members and critical partners</p> <p>Likely to be:</p> <p>Environment Agency</p> <p>Natural England</p> <p>GYBC elected members</p> <p>ESC elected members</p> <p>Strategic Directors ESC/GYBC</p> <p>Head of CPE</p> <p>Chaired by the Planning and Coastal Management Portfolio Holder</p> <p>Chair of the Strategic Steering Group</p> <p>Vice-Chair will be GYBC Elected Member</p> <p>Chair RFCC</p> <p>NALEP</p>
<p><b>Current Joint Coastal Projects Board (Suffolk)</b></p>	<p>Chair – (Previously) Cllr Tony Cooper</p> <p>Brings together EA/NE and affected wards members to take an overview of coastal projects along the coast. Can make recommendations to Cabinet.</p> <p>Pilot Site Wards:</p> <p>Hemsby – Hemsby Civil Parish</p> <p>Pakefield – Kirkley and Pakefield Ward</p> <p>Thorpeness – Aldringham cum Thorpe</p>

	<p>Civil Parish</p> <p>Southwold – Southwold Civil Parish</p> <p>Great Yarmouth – Great Yarmouth Borough</p>	
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**ESC policies and strategies that directly apply to the proposal:**

East Suffolk Council Constitution  
 East Suffolk Strategic Plan  
 East Suffolk Economic Growth Plan

**Environmental:**

Environmental studies and surveys and in some cases a full Environmental Impact Assessment will be carried out as appropriate. Liaison with critical organisations such as the Environment Agency, Suffolk Wildlife Trust, the RSPB and Natural England are on-going.

**Equalities and Diversity:**

An Equality Impact Assessment is being undertaken for each project. The development of the appraisal work being undertaken has no impact. This may change as the impacts are further assessed once a preferred option has been identified, particularly if this means a significant change. Any option identified however, will be open to public scrutiny and seeks to enhance and enable inclusive growth and enhance community development.

**Financial:**

No implications

**Human Resources:**

No resource implications for the recommendation included in this report. This request would reduce the officer resource needed.

**ICT:**

No implications.

**Legal:**

No legal implications for the recommendation included in this report.

**Risk:**

Risk Register in place for the Resilient Coasts Project Board

<b>External Consultees:</b>	<b>David Beavan &amp; Tom Daly</b>
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## Strategic Plan Priorities

Select the priorities of the <a href="#">Strategic Plan</a> which are supported by this proposal: (Select only one primary and as many secondary as appropriate)		Primary priority	Secondary priorities
<b>T01</b>	<b>Growing our Economy</b>		
P01	Build the right environment for East Suffolk	<input type="checkbox"/>	<input type="checkbox"/>
P02	Attract and stimulate inward investment	<input checked="" type="checkbox"/>	<input type="checkbox"/>
P03	Maximise and grow the unique selling points of East Suffolk	<input checked="" type="checkbox"/>	<input type="checkbox"/>
P04	Business partnerships	<input type="checkbox"/>	<input type="checkbox"/>
P05	Support and deliver infrastructure	<input type="checkbox"/>	<input type="checkbox"/>
<b>T02</b>	<b>Enabling our Communities</b>		
P06	Community Partnerships	<input type="checkbox"/>	<input type="checkbox"/>
P07	Taking positive action on what matters most	<input checked="" type="checkbox"/>	<input type="checkbox"/>
P08	Maximising health, well-being and safety in our District	<input type="checkbox"/>	<input type="checkbox"/>
P09	Community Pride	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>T03</b>	<b>Maintaining Financial Sustainability</b>		
P10	Organisational design and streamlining services	<input type="checkbox"/>	<input type="checkbox"/>
P11	Making best use of and investing in our assets	<input type="checkbox"/>	<input type="checkbox"/>
P12	Being commercially astute	<input type="checkbox"/>	<input type="checkbox"/>
P13	Optimising our financial investments and grant opportunities	<input type="checkbox"/>	<input type="checkbox"/>
P14	Review service delivery with partners	<input type="checkbox"/>	<input type="checkbox"/>
<b>T04</b>	<b>Delivering Digital Transformation</b>		
P15	Digital by default	<input type="checkbox"/>	<input type="checkbox"/>
P16	Lean and efficient streamlined services	<input type="checkbox"/>	<input type="checkbox"/>
P17	Effective use of data	<input type="checkbox"/>	<input type="checkbox"/>
P18	Skills and training	<input type="checkbox"/>	<input type="checkbox"/>
P19	District-wide digital infrastructure	<input type="checkbox"/>	<input type="checkbox"/>
<b>T05</b>	<b>Caring for our Environment</b>		
P20	Lead by example	<input type="checkbox"/>	<input type="checkbox"/>
P21	Minimise waste, reuse materials, increase recycling	<input type="checkbox"/>	<input type="checkbox"/>
P22	Renewable energy	<input type="checkbox"/>	<input type="checkbox"/>
P23	Protection, education and influence	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>XXX</b>	<b>Governance</b>		
XXX	How ESC governs itself as an authority	<input type="checkbox"/>	<input type="checkbox"/>
<b>How does this proposal support the priorities selected?</b>			
<b>Growing our Economy</b>			
<b>1. Attract and stimulate inward investment</b>			
<p>In the 2019 House of Lords Select Committee on the regeneration of coastal towns it was recognised that, to attract inward investment into coastal areas, it is crucial to manage coastal change. Managing coastal change effectively requires a periodic review of evidence, data and policy to ensure that the right decisions are being made for the future of that area and that protection or adaptation maximises opportunities for future growth</p>			

to the local economy. The proposed Joint Coastal Projects Board will provide overview of the current review process, keeping local economy as one of the important areas of focus.

## **2. Maximise and grow the unique selling points of East Suffolk**

Arguably, the jewel in East Suffolk's crown is its beautiful coast; wild and untouched in some areas and developed to accommodate the growth of coastal communities in others. Whether natural or populated, the coast requires review and management to ensure that actions taken or plans for adaptation enhance this most unique of selling points. The proposed Joint Coastal Projects Board will provide overview of the current review process, keeping the coastal environment as one of the important areas of focus.

### **Enabling our communities**

#### **1. Taking positive action on what matters most.**

Our coastal communities need to feel reassured that we are supporting the management of the Suffolk coast. Suffolk has one of the fastest eroding coastlines in western Europe. The 2021 Intergovernmental Panel on Climate Change (IPCC) report recognises the increased risk to coastal communities of increased erosion. The projects in Corton & Gunton, Pakefield and Thorpeness are conducting important reviews of coastal processes and determining options for the future of those coastal communities. The proposed Joint Coastal Projects Board will provide overview of the current review process, keeping coastal change and potential options for coastal communities as critical areas of focus.

### **Caring for our environment**

#### **1. Protection, education and influence**

As previously mentioned, our coastal communities need to feel reassured that we are supporting the management of the Suffolk coast. Managing the coast is not necessarily building hard defences; this may not be an appropriate course of action. Coastal processes, environmental considerations and financial constraints may mean that, longer-term, we will need to work with our coastal communities to create options for an alternative future, an adaptation of their community. Adopting adaptation pathways takes time. Coastal communities need to feel that they are architects of change not victims of change. This means working closely with them to explore data, evidence and potential options. The proposed Joint Coastal Projects Board will provide overview of the current review process in Corton & Gunton, Pakefield and Thorpeness, supporting conversations around coastal change and potential options for coastal communities as critical areas of focus.

## **Background and Justification for Recommendation**

<b>1 Background facts</b>	
<b>1.1</b>	<b>The Resilient Coasts Project:</b> Coastal Partnership East submitted an Outline Business Case (OBC) to the Flood and coastal resilience innovation programme <b>FCRIP</b> in 2021 it was approved by Cabinet on the 7 <sup>th</sup> of June 2022 to receive £8.4 million external funding from the Governments Innovation Programme, with CPE contributing £750K. Projects Duration March 2022 – 31 <sup>st</sup> March 2027.

**The Innovation Programme-** In the 2020 Budget, the government announced a £200 million innovation fund to help meet the aims set out in the: Government's policy statement on flooding and coastal erosion. Environment Agency's National Flood and Coastal Erosion Risk Management Strategy for England  
Between 2021 and 2027, the flood and coastal resilience innovation fund, managed by the Environment Agency, will allocate:

**FCRIP** - £150 million to the flood and coastal resilience innovation programme where 25 local areas will demonstrate how practical innovative actions can work to improve resilience to flooding and coastal erosion

**FCRIP broad aims:**

FCRIP has allocated £150 million to 25 local areas. With this funding, projects will demonstrate how practical innovative actions can work to improve resilience to flooding and coastal erosion. These 'resilience actions' can be individual or a combination of actions. Resilience actions might include:

- nature based solutions
- sustainable drainage systems
- approaches for making existing properties more flood resilient
- encouraging local businesses to improve their flood resilience
- building community and voluntary sector capacity to respond and recover

**Programme aims:**

The aims of the flood and coastal resilience innovation programme are to:

- encourage local authorities, businesses, and communities to test and demonstrate innovative practical resilience actions in their areas.
- improve the resilience of 25 local areas, reducing the costs of future damage and disruption from flooding and coastal erosion.
- improve evidence on the costs and benefits of the innovative resilience actions and demonstrate how different actions work together across geographical areas.
- use the evidence and learning developed to inform future approaches to, and investments in, flood and coastal erosion risk management.

**Types of innovation**

- Combinations of actions that maximise overall resilience.
- This includes a combination of different resilience actions working together to improve resilience to flooding and coastal change. Specifically, we want to understand how actions complement one another, and add more value compared to individual actions.

**Broadening the range of resilience actions,** The projects will:

- fill gaps in our evidence on the costs and benefits of types of resilience actions.
- seek to roll out resilience actions that have only been trialled in a limited number of places or circumstances.

	<ul style="list-style-type: none"> <li>• trial new flood and coastal resilience activities</li> <li>• Increasing uptake and achieving resilience actions</li> </ul> <p><b>This includes:</b></p> <ul style="list-style-type: none"> <li>• new approaches to achieve a resilience action, for example, using new partnerships, or different ways of working or funding projects to achieve the outcomes.</li> <li>• actions which seek to overcome existing blockers or barriers.</li> </ul> <p><b>Project specifications:</b>  <b>Resilient Coasts March 2022 – March 2027</b></p> <p><b>Case study sites:</b> Lowestoft, Hemsby, Pakefield, Great Yarmouth, Southwold, Thorpeness,  <b>Twin sites:</b> Corton and Gunton, Winterton, Shotley</p> <p>The Resilient Coasts project works alongside affected coastal communities in carefully selected pilot locations to create practical resources that enable practitioners, people, economies and environment of the Great Yarmouth and Suffolk coastal frontages to transition to a climate resilient coast.</p> <p><b>Short description of the benefits</b></p> <ul style="list-style-type: none"> <li>• The Resilient Coasts project will deliver practical solutions to deal with climate change and sea level rise that are co-created and implemented by communities. The project aims to facilitate a sense of ownership that increases community resilience to tidal flooding and coastal erosion.</li> <li>• High risk communities with no resilience options will benefit from a suite of innovative resources that will allow them to plan and transition in response to coastal change to viable, sustainable places whilst delivering wider outcomes of local plans and strategies.</li> <li>• Our project will add value to traditional coastal management and planning approaches and go beyond other resilience work initiatives by offering the first dedicated joint UK erosion and tidal risk resilience project. This will generate significant learning locally, nationally, and across public and private sectors. The project will provide evidence for policy change and underpin how coastal practitioners manage the coast as we learn to adapt to coastal change now and in the future.</li> </ul>
1.2	<p>Over the last two years Corton &amp; Gunton, Hemsby, Pakefield and Thorpeness have experienced increased rates of erosion. This rate of erosion is impacting upon homes, businesses and the communities in these areas. Three projects have been initiated to capture and review data and evidence around coastal processes and to assess options. In addition, Shoreline Management Plan policies are being examined. There is an urgency amongst the communities in these areas to move forward swiftly to identify what options are available. Project start for each area was impacted upon by delays caused by COVID 19. However, all projects have made good progress since November 2020 despite those difficult circumstances.</p>



1.3	<p>In 2016 the Environment Agency approved the Gorleston to Lowestoft Coastal Strategy. This was then approved by Waveney District Council Cabinet. The coastal strategy reviewed the management intent of the Shoreline Management Plans 6 and 7, covering the coast from Gorleston in the north to Pakefield in the south.</p> <p>The coastal strategy made recommendations for management actions based upon data gathered in 2014. Since then, erosion in <b>Corton and Gunton</b> has increased. The erosion in Gunton exposed oil on the beach from a spill from the Eleni V in the late 1970s. Anglian Water has critical infrastructure in this area, serving Lowestoft and Corton, which may potentially be impacted by the continued erosion.</p> <p>The initial options appraisal for the Corton &amp; Gunton project began in November 2020, focusing first on Gunton and working in partnership with Anglian Water.</p> <p>At the time of approval in 2016 <b>Pakefield</b> benefitted from a significant beach. The recommendations of the coastal strategy therefore focused on the monitoring of beach levels suggesting if beach levels deteriorated to:</p> <p>If partnership funding is available: design new works, obtain permission and construct.</p> <p>If partnership funding is not available: carry out regular assessment of the erosion; engage with the local community on impacts and way forward; if necessary, develop adaptation and exit strategies.</p> <p>Over the four years since the approval of the coastal strategy beach levels at Pakefield have deteriorated significantly. This is largely due to Benacre Ness moving north at an approximate rate of 50 to 80m per annum, bringing with it a period of erosion ahead of the beach building again.</p> <p>Mott MacDonald were contracted in February 2021 to begin an options appraisal and Shoreline Management Plan review. Pakefield also continues to be regularly monitored by the Coastal Partnership East engineering team.</p>
1.4	<p><b>Thorpeness</b> has experienced long periods of erosion. In 1976 gabion baskets were put in place by Suffolk County Council. In 2010 the community worked with Suffolk Coastal District Council and contributed funds to install geo-textile bags to help slow the erosion to the northern end of Thorpeness beach. This intervention was designed to last up to 20 years. Unfortunately, the increased erosion here has meant that the geo-textile bags have lasted less than 10 years.</p> <p>Royal Haskoning DHV were contracted in February 2021 to develop options for this frontage. It is accepted by the local community that any option will not be a long-term solution. The pressure on coastal processes and the need for a defence to be removed before it is detrimental to natural processes, means that the design life will be for no longer than 25 years with continual monitoring.</p> <p>The well-established community steering group (now a Community Interest Company) are raising funds to progress with a rock revetment.</p>
1.5	<p>It is note-worthy that all 4 projects are part of the Norfolk and Suffolk Coast Transition Programme (NSCT); either as a pilot area or a twinned area. NSCT was awarded £8.4m as a winning bid as part of Defra’s Innovative Resilience Fund.</p>

2 Current position	
2.1	The Resilient Coasts Project Board TOR is yet to be developed so this is a timely opportunity to set the TOR with the new requested members of the JCPB and New Members Including Great Yarmouth and Lowestoft Pilot Sites.
2.2	Establishing a full, clear open, honest and transparent governance structure is crucial to decision making. Best practice for other projects such as the Gorleston to Lowestoft Coastal Strategy has ensured that decisions made about future coastal management are open to scrutiny, giving confidence to communities and statutory partners such as the Environment Agency and Natural England.

3 How to address current situation	
3.1	Option 1, provides the best possible outcome for all Pilot Sites within Resilient Coasts and members. The resource implications for Members, officers and partners are significantly less and therefore more likely to be possible in line with other commitment.

4 Reason/s for recommendation	
4.1	The implementation of Option 1, the Amalgamation would support the Project Team in ensuring that critical pathways are met, and progress is made through the project stages in a timely manner.
4.2	Best practice gathered from other coastal projects in East Suffolk such as the Gorleston to Lowestoft Coastal Strategy and the Lowestoft Flood Risk Management Project demonstrates that a robust governance structure supports decision making and aids liaison with partner organisations. In addition, communities and partners are reassured that decision making is sound when supported by good project governance.

## Appendices

Appendices:	
<b>Appendix A</b>	Terms of Reference for the JCPB (Suffolk)
<b>Appendix B</b>	Resilient Coasts Outline Business Case

Background reference papers:		
Date	Type	Available From
	Gorleston to Lowestoft Coastal Strategy	<a href="http://www.coasteast.org.uk/projects">www.coasteast.org.uk/projects</a>
	Shoreline Management Plan 7 – Lowestoft Ness to Landguard Point	<a href="http://shorelinemanagementplan7.suffolksmp2.org.uk">Shoreline Management Plan 7 (suffolksmp2.org.uk)</a>
	Pakefield progress report	<a href="http://www.coasteast.org.uk/projects">www.coasteast.org.uk/projects</a>
	Thorpeness progress report	<a href="http://www.coasteast.org.uk/projects">www.coasteast.org.uk/projects</a>