

## Resilient Coasts Board

### Terms of Reference

(1<sup>st</sup> August 2022)

#### 1. Introduction

These terms of reference are for the Resilient Coasts Board, covering the Flood and Coast Resilience Innovations Programme (FCRIP) funded project.

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 along East Suffolk and Great Yarmouth coastal frontages. The project aims to facilitate a sense of ownership that increases community resilience to tidal flooding and coastal erosion.

##### ***Our Vision***

***‘A ‘toolkit’ of options that enable the people, economies and environment to transition to a climate resilient coast’***

##### ***Our Legacy***

***‘A Catchment-based’ approach to creating a resilient place’***

High risk communities with no resilience options will benefit from a suite of innovative tools 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. Through eight work packages we will create much needed tools and options for those affected by coastal change so we can co-create new community-led resilience master plans. (See diagram below).



The 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.

The £9.1m Resilient Coast project is funded by the Defra and Environment Agency (EA) Flood and Coast Resilience Innovation Programme (FCRIP) and is one of twenty-five projects across England to be funded and one of only 5 dedicated coastal projects.

The project will focus on finding practical solutions to enable adaptation to coastal erosion, flooding, and climate change risk. The funding is not available to spend in locations that already have flood and coastal solutions through existing funding routes.

The project's work will be focused on four core pilot locations and the outputs will also feed-in to three 'twin' locations. These are:

- Southwold**, a defended coastal town between the mouth of an estuary at flood risk and soft eroding cliffs- focus is on the transition between hard defences and soft/natural coast.
- **Hemsby**, an undefended coastal resort with properties at risk behind an eroding sand dune with significant environmental designations.
- **Great Yarmouth**, a defended urban zone at flood risk with areas of uneconomic frontage that need resilience solutions and potential for enhanced biodiversity and alternative flood management solutions.
- **Thorpeness**, a partially defended rural coastal heritage village at both erosion and flood risk

The twin locations are:

- The undefended cliff top community in **Pakefield** at significant erosion risk.
- The rural community at erosion risk in **Shotley Gate** within an estuary environment.
- The area from **Corton to Gunton**, with key infrastructure, holiday parks, failed historic coastal defenses and a village at future erosion risk.

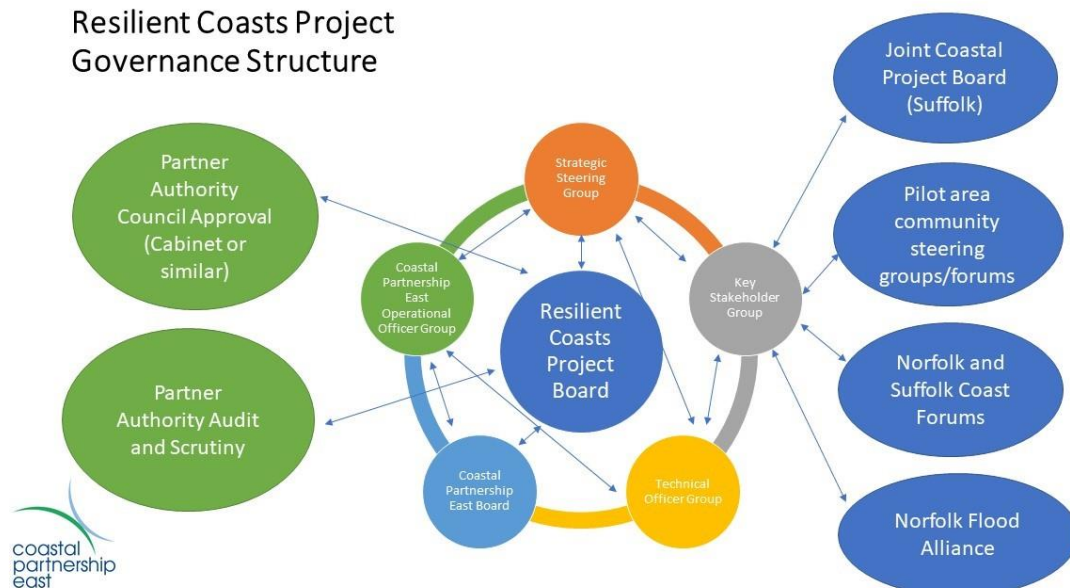
## 2. Structure

The Resilient Coasts Project Board will be chaired by East Suffolk Council's Cabinet Member for Planning and Coastal Management and will include additional elected members representing the pilot area wards in both partner councils.

The board will include heads of service from both East Suffolk Council and Great Yarmouth Borough Council, as well as representatives from the Environment Agency, Natural England, Anglian Water and the UEA. Both the chair and heads of service provide links to Coastal Partnership East's Board and Operational Officer Group, providing an added layer of scrutiny. Audit and scrutiny in each partner council will receive regular updates on the project to ensure full transparency and accountability.

The project governance structure supports the two-way symmetrical approach (systems theory) towards communications and engagement that underpins the project and its goals.

## Resilient Coasts Project Governance Structure



### 3. The role of the Resilient Coasts Project Board

The Board are responsible for providing an oversight of the projects relating to the Resilient Coasts project twin and pilot areas as outlined above, taking into consideration the Gorleston to Lowestoft Coastal Management Strategy and the relevant Shoreline Management Plan (SMP) policies (SMP 6 and 7). The coastal strategy and the SMPs have been endorsed by East Suffolk Council, Great Yarmouth Borough Council and formally signed off by the Environment Agency.

The role of the Board is in the context of a wider Governance Structure (as above), which includes an officer-led Project Teams, Strategic Stakeholder Group, Key Stakeholder Group, and community-led stakeholder groups. The twin and pilot areas and the related work packages as part of the project are all co-created, community and partnership-based initiatives, encompassing a range of coastal resilience and adaptation issues that require the involvement of community and businesses locally.

It is anticipated that the board will have a programme of quarterly meetings set in advance. However, it is likely that within the first year the board may meet more frequently to ensure the best possible start and to provide formal guidance and direction. The board will be formally set up by the lead authority, East Suffolk Council, and is likely to be an executive group as per the constitution but not have budgetary responsibility. Key decisions, including spending will be the responsibility of East Suffolk Council's Cabinet, with support from Great Yarmouth Borough Council's Environment Committee (as per their constitution and financial management).

To ensure that the project has full scrutiny, accountability and a comprehensive joint approach to development and delivery, a Strategic Steering Group and Key Stakeholder Group will both inform and be informed by the board. These groups will share information, guidance and views from the existing groups shown below.

The Project Board is therefore required to:

- Support the governance arrangements.
- Support and steer the Technical Officer Group and assist with opportunities and challenges faced by them.
- Consider the recommendations of the Strategic Steering Group and the Key Stakeholder Group when making recommendations to ESC Cabinet, as lead authority and Great Yarmouth Borough Council Environment Committee as supporting authority.
- Challenge and endorse recommendations of the Technical Officer Group regarding the development of the Resilient Coasts project and specific work packages.
- Ensure, through the structure set out above, that local people and businesses have had opportunity for appropriate involvement in the project(s) through an agreed communications strategies for each work package/pilot area.
- Make recommendations on funding requirement/spend.
- Ensure cost beneficial options are developed where it is appropriate to do so.
- Make recommendations, when appropriate, to East Suffolk Council Cabinet as lead authority and Great Yarmouth Borough Council Environment Committee as supporting authority.

This will be achieved by.

- Attending 4 Board Meetings per annum (subject to increase in response to demand. In some circumstances this may require the Board to comment between meetings where this helps project progress/facilitates achieving milestones).
- Collaborative working at the Board meetings.
- Seeking wider views of those you represent outside of Board meetings
- Facilitating discussions outside of Board meetings, where appropriate, regarding funding and facilitating options that bring a wide range of benefits

#### **4. Group Responsibilities and Membership**

The Project Board will:

- Review tasks undertaken by the project team as presented by the Technical Officer Group and monitor progress at Board meetings and through updates.
- Have an understanding of the Resilient Coasts project and the issues surrounding resilience and adaptation on the coast (following presentations at Board meetings).

- Support the Technical Officer Group development of any additional FDGIA Business Cases or other funding business cases, towards the delivery of the Resilient Coast project work packages.
- Agree the overarching communications and public engagement strategy and action plans.
- Support the project(s) with engagement opportunities, where appropriate and share feedback from stakeholders and partners.
- Identify any other relevant work that might need to be included in the project(s) or linked to other projects as part of the delivery of the Resilient Coasts project.
- Identify any opportunities that could be encompassed within the project(s).
- Identify other sources of funding and flag opportunities to the Technical Officer Group.
- Highlight any technical, social, economic, or political risks to developing any of the projects or work in this area.

**Membership of the Project Board includes:**

- East Suffolk Council (lead authority)
- Great Yarmouth Borough Council (supporting authority)
- Environment Agency
- Natural England
- Anglian Water
- University of East Anglia
- Chair of the Strategic Steering Group
- Chair of the Key Stakeholder Group
- Chair of Coastal Partnership East Board
- Senior officers CPE Operational Officer Group
- Head of Coastal Partnership East

## **5. Governance.**

The Technical Officer Group, through its Chair, the Head of Coastal Partnership East, will report to the Project Board with technical information, communication and funding activities and feedback and development of work packages or next steps. The Chair of the Technical Group will highlight project risks to the Board for their consideration. The Project Board will also receive feedback from the Strategic Steering Group and Key Stakeholder Group.

Key matters for Project Board Governance.

1. The **Chair** of the Board will be the East Suffolk Council Cabinet Member for Planning and Coastal Management as lead authority. The role of vice-chair will be chosen from its members and elected on an annual basis.
2. Each member appointed to the Board will be afforded a vote except that the **Chair** of the Board will be afforded a casting vote in the event of a tied vote.
3. Where a member is not able to attend a meeting, substitute provision from the same organisation/group is encouraged.
4. The quorum for meetings will be 5 Board members
5. In attending Board Meetings, it is assumed that each member has the backing of their respective organisations and can speak on their behalf excepting that funding decisions may need to be referred back to the relevant organisation.
6. Board Meetings are not open to the public nor press to attend.