



# Business Plan

The Coastal Partnership East Business Plan 2022-2025



INVESTING IN A RESILIENT FUTURE



# FOREWORD from the CPE



## Foreword by Cllr Penny Carpenter, Chair Coastal Partnership East, Vice-Chair Environment Committee, Great Yarmouth Borough Council

I am delighted to share the new Coastal Partnership East Business Plan for 2022-2025.

This is an important document at a critical time that I believe demonstrates our response to the changing climate and sea level rise impacting upon our coast now. It sows the seeds for a step-change in how we will manage those impacts and transition to a more resilient coast through our coastal management services across East Suffolk, Great Yarmouth Borough and North Norfolk District Councils.

This plan sets out the work and ambition of the Partnership over the next 3 years across 6 key themes:

- **Knowing our Coast**
- **Creating a Climate Ready Coast**
- **Supporting Climate Resilient Communities and Businesses**
- **Managing Resilient Assets**
- **Innovative Investment in Our Coast**
- **Investing in our People and Partnerships**

Our Business Plan sets out the vision, values and aims of Coastal Partnership East, how they will be achieved and monitored, how learning and development needs will be identified and met, what support and resources are available, and defines the role of the Partnership, its leadership team, and its Board.

During the next three years we aim to make a significant step forward in our approach to coastal management; both in terms of scale of investment in our delivery of coastal protection schemes and through our innovative adaptation and resilience approaches. As I reflect on the last five years and look forward to the coming years as part of this partnership, it is with a sense of real pride that I view my role as current Chair of Coastal Partnership East overseeing the work of a fantastic group of officers from three coastal local authorities.

We have demonstrated that by sharing skills and resources we can attract and retain specialist expertise to deliver fantastic outcomes for one of the UK's most 'at risk' coasts. In an ever-changing climate when we are already experiencing loss of homes and businesses -the Partnership, under the direction of our Head of Partnership Karen Thomas, are growing in expertise and approach.

I know first-hand the impacts on local people along my own frontage and I am personally struck by how the team have listened to our residents and stakeholders with care and compassion recognising how invested local people are in their homes and livelihoods.

Evidence gathered from our 2021 reputation survey suggests that the team have listened intently to the community, businesses, partners and colleagues alike. We will continue to develop that approach, listening to feedback and making changes to offer a constantly

growing and improving approach to the challenges facing us now and in the future. I applaud the team and look forward to our future knowing we will make a difference to people's lives.

This is an exciting time for Coastal Partnership East. We have been and will continue to work tirelessly to secure better options for those who live and work on our coast and the many thousands that choose to visit here to take advantage of our beautiful coastal landscape and environments.

There are real challenges now in dealing with the impacts of coastal change for many communities and there will no doubt be more ahead. But we aim to move further away from reacting to coastal change, building a comprehensive planned approach with our colleagues, partners, and communities. We cannot protect everywhere, and we need to create a balanced coast given the importance of some of our natural frontages for wildlife and tourism and our mental health and wellbeing. The direction of our Business Plan aims to bring that balance of coastal communities, the environment and our wildlife transitioning towards a more resilient coast. A coast fit for generations to come, adapting to a changing climate; one that is viable, for people, the economy, and the environment.

And we can only achieve this by working closely with others. I would like to end this foreword by paying tribute to the many communities, community groups, businesses, internal colleagues, and partners that have worked with us over the last five years and with whom we will continue to work to deliver this ambitious Business Plan.



# FOREWORD – Head of Partnership



**Karen Thomas**  
Head of Coastal  
Partnership East



Since taking over the role of Head of Partnership in 2019 I am excited at the challenge and opportunity this moment brings and, on behalf of the team, proud to set out our ambition in this new CPE Business Plan.”

Having worked in the Coastal sector for over 20 years, we are now facing our greatest challenge – Climate change and its effects notably sea level rise and increased storminess. In Norfolk and Suffolk our soft eroding coast is already very vulnerable. Erosion impacts wider community and society as it undermines livelihoods, investment and accessibility and areas of our coast become blighted. But it's also an integral part of our coastal make-up- as cliffs erode and feed beaches which in turn provide natural defences, habitats and places we love to visit.

I am convinced we need a monumental shift in thinking from all sectors and communities, underpinned by innovative solutions and bespoke policy to ensure we can be resilient to increased erosion, and that time is now.

The ambitious COP26 target of a 1.5°C cap in global temperature rise will still mean 0.5m sea level rise for our coast this century as a minimum.

The UK Climate Change Committee report (June 2021) stated that not enough is being done to mitigate and manage coastal risks associated with sea level risk increased storminess and associated flood and erosion.

We must rise to this challenge with a shared purpose. This is a watershed moment in coastal management and at CPE as we are shifting gear as we enter an ambitious period of delivery £220M capital and innovative adaptation and resilience delivery programme.

Since taking over the role of Head of Partnership in 2019 I am excited at the challenge and opportunity this moment brings and, on behalf of the team, proud to set out our ambition in this new CPE Business Plan.

Our Plan embeds the new EA National FCERM Strategy and Defra Coastal Policy. We are also at the start of significant EA national investment in the coast, and we have worked hard to attract funds from national Government programmes including the new Flood and Coast Resilience Innovation Programme (FCRIP).

We cannot protect everywhere forever, so I am also pleased to share our new Vision and set out how we will rise to the coastal challenge we face. Our work will continue to deliver significant benefits through

traditional coastal management but now we will also have resource to build on our innovative resilience and adaptation approaches which we have been co-developing with our communities at greatest risk of erosion.

As such - CPE- informed by our work over the next 5 years - will co-create a new coastal management framework for the Norfolk and Suffolk coast that properly acknowledges latest climate change and sea level rise predictions.

We aim to give our communities and businesses options which do not currently exist for those facing erosion. With our stakeholders nationally and locally- we will understand the value of our coast's natural and built environments and use this to support the change we need to all make the transition from the coast we have now to a coast that can deal with the impacts of climate change. We will set out a new agenda to ensure we understand and value coastal viability not just property numbers at risk and in doing set out why 'Our Coast Matters' locally and nationally.

Partnerships, collaboration and co-creation of approaches will be critical to ensure we have both traditional and new innovative options for our coastal communities, businesses and environment through integrated coastal planning, landscape, funding and investment routes. All our work will deliver multiple outcomes for society, the economy and the environment.

To achieve all this takes a great team and I would like to personally thank my CPE colleagues and Elected Members who are exemplars for coastal management and our wider national and international coastal practitioner network for their support. We will continue to develop our team and grow our expertise to meet the challenges and opportunities that working on this beautiful, dynamic and challenging coast.



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## What is the purpose of this document?

- To provide a clear plan for the operation of CPE for the next 3 years including our vision and purpose which guides our work priorities
- Provide greater transparency on CPE's governance, structure and work programme
- Demonstrate our work is aligned with our three Local Authority's Local and strategic plans as well as Defra and EA national policy and strategy and wider coastal and climate context
- Provide clarity, assurance and accountability to our partners, local businesses and communities about our priorities and how we would like to collaborate with them to create a resilient coast
- Maximise opportunities to work in partnership with others through shared goals and timely integrated investment to deliver broader socio-economic and environmental outcomes

# CONTEXT - Who are CPE?

CPE was formed in 2016 under a Section 113 agreement which allows our team to work across all partner authorities, to bring together the expertise of the coastal management officers across Great Yarmouth Borough Council, North Norfolk District Council and East Suffolk Council (formerly Suffolk Coastal and Waveney District Councils).

Our multi-skilled team include specialists in engineering, coastal science, engagement, communication, incident and crisis management, media, partnership funding, planning and policy. We are all local authority officers working alongside local authority planners, procurement, finance and legal teams, wider local authority services and Elected Members to ensure we manage the coast as effectively and efficiently as possible to deliver broader outcomes for our coastal communities, business and environment.

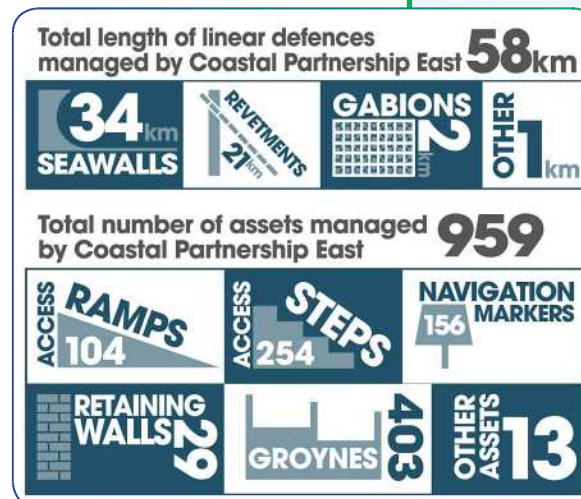
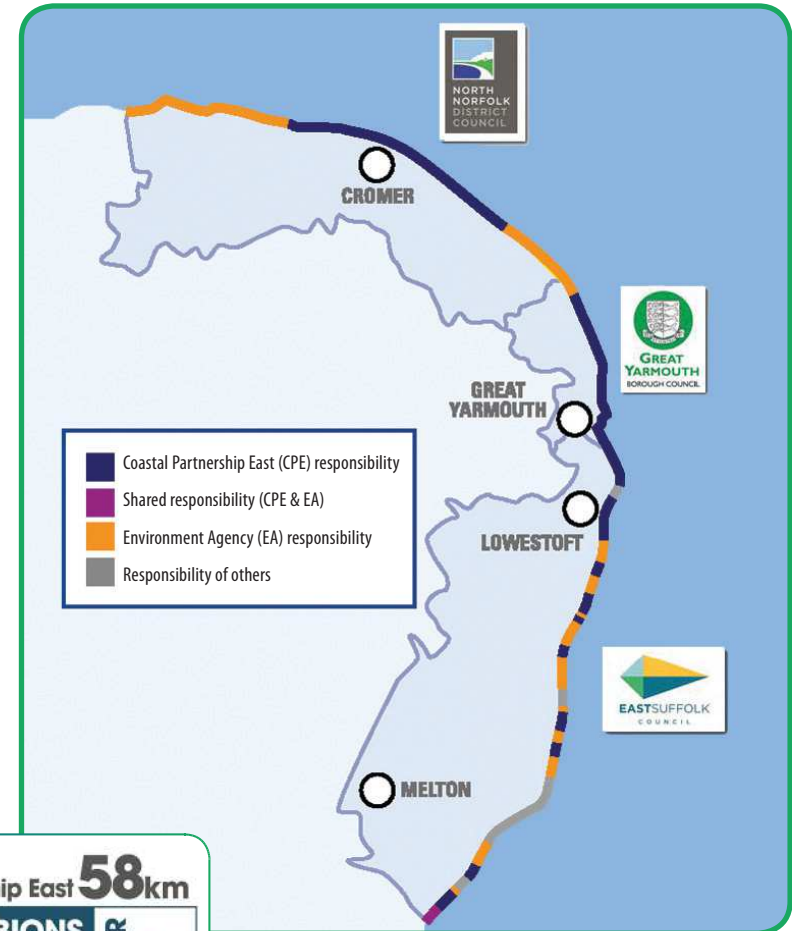
Of the 173km coast between Holkham in Norfolk and Landguard Point in Suffolk, we work alongside the Environment Agency and other Risk Management Authorities (RMA) to manage almost 100km of coast largely where there is coastal erosion risk. Some of our frontage is managed through hard-coastal defences and in other areas natural erosion is taking place on one of NW Europe's fastest eroding coasts.

Over 352,000 people live in our coastal zone and many more work and visit. Almost 3,000 permanent homes are at known erosion risk, this equates to some 7,500 people, many of these in socially deprived areas and many thousands more properties are at risk associated with holiday accommodation and coastal businesses.

There are also nationally and internationally important environments habitats and landscapes alongside some of Europe's key ports and offshore energy producers, a strong agricultural economy and coastal tourism offer.

Our diverse coastal zone needs a coastal partnership that can deliver flexible coastal management solutions that also support the wider aspirations of national government departments, local authorities plans and strategies and those of our local communities and partners.

Our team is delivering a prioritised programme of capital and revenue investment through both traditional coastal management and innovative resilience and adaptation programmes. We aim to maximise the local authority resources we have through a team that is resilient to the coastal management challenges we face. Because we all work for our three partner councils we are well placed to integrate with wider council services to broaden outcomes and co-create sustainable places. We aim to communicate our work clearly, so it's well understood, and we create opportunities for co-creation and collaboration that benefit those at greatest risk of coastal change. Now and for the future.





# National Coastal Management Context

Following extensive consultation in September 2020 the Environment Agency published the new Flood and Coastal Erosion Risk Management (FCERM) Strategy on 25 September 2020.

It sets out the vision 'for a nation ready for, and resilient to, flooding and coastal change today, tomorrow and to the year 2100'. The Strategy provides three long-term ambitions to help move the country towards the vision:

- **climate resilient places**
- **today's growth and infrastructure resilient in tomorrow's climate**
- **a nation ready to respond and adapt to flooding and coastal change**

## **This Strategy states that;**

'Risk management authorities (RMAs) cannot achieve the ambitions of the Strategy on their own. We all need to act now so we are ready for what the future will bring. Everyone needs to contribute to planning and adapting to future flooding and coastal change, including:

- **communities**
- **voluntary organisations**
- **businesses**
- **farmers**
- **land managers**
- **infrastructure providers'**



In order to meet the three Strategy ambitions there is a co-owned Strategy Action Plan which was published in February 2022 and RFCCs and RMAs have a key role to play in delivering the actions and supporting the move towards a more resilient nation from flood and erosion risk.

Between 1 April 2021 and 31 March 2027 the Government will invest £5.2 billion in FCERM sector. This will protect an additional 336,000 properties as well as avoid £32 billion of wider economic damages. Alongside better protection, we must adapt to our changing climate, and we must do so now. Even if we reach the Government's target of net zero by 2050, it is likely that we will experience once-a-century sea level events becoming annual events by 2100.

In June 2021 the International Panel for Climate Change and the UK Committee for Climate Change released reports alongside a follow up to the House of Lord's Select Committee's Regeneration of Seaside Towns report. These provide a significant body of evidence that we cannot ignore regarding the significant risks we face from climate change and sea levels rise.

This coupled with more recent work on the issues of health and wellbeing of coastal communities and evidence that most of the UK's infrastructure and utilities are not climate resilient highlights the need to view the coast in the broadest sense and establish urgently what a 'viable' coast looks like. This is critical in order to manage the coast holistically, across terrestrial and marine, to ensure the needs of all our coastal communities are met whilst also ensuring we transition towards a resilient future.

In East Anglia this means we will experience greater flood and erosion risk than ever before alongside seasonal drought and water shortages. We can no longer take traditional approaches in isolation. We know we need to build in new innovative and adaptive measures to support resilience and as such we need to ensure an integrated approach through new funding and finance approaches, bold technical solutions to spatial planning and development, open and transparent data and information about risk that we can share easily and a collaborative approach to engaging and communicating the risks and opportunities. This approach will need to inform process and policy and we will need to be prepared to rewrite these if they are not able to meet the demands of tackling climate change and creating resilient places.

Coastal Partnership East has a critical role to play in facilitating the change we need to make to support coastal transition for those at most risk to a more resilient future. By supporting our communities understanding of all these issues and finding new ways to integrate our approaches so we have real options communities can work with that help them shape their place on our coast. This is key to how we as FCERM organisations proceed.

# Our CPE vision and purpose

## Vision

Through collaborative and innovative coastal risk management, we will enable options for people, economies and the environment to transition to a climate resilient coast.

## Purpose

To co-create climate resilient approaches to coastal management with our communities and partners.

To manage our coast supported by robust evidence, integrated investment and coastal planning and a blend of traditional and innovative engineering solutions.

To support the Norfolk and Suffolk coast to transition from current erosion risk and future predicted risk towards a resilient future, to support change where it is needed and give those affected by erosion options where they currently do not exist.

To take a collaborative approach in developing well-planned sustainable solutions that deliver wider outcomes for people, businesses and the environment and ultimately create a viable coast.



# OUR PRIORITIES 6 priority themes supporting our vision

## Knowing Our Coast - Evidence-based approaches

Develop and share a coherent and integrated coastal management approach based on robust data and research which is flexible to the demands of climate change and sea level rise. Ensure our evidence underpins prioritised and plans for erosion risk which that can be easily communicated with others.



## Create a Climate Ready Coast - Adaptive Planning for Climate Change

Flexible, integrated coastal planning and development with options to support coastal change transition for people and environment. Influence national and local coastal planning policy, strategy and plans that support the delivery of strategic coastal management needs of our communities and coast.

## Managing Resilient Assets - Delivering and maintaining assets in Partnership

Delivering and managing traditional and adaptive assets for coastal management and wider infrastructure. Making sure our delivery plans demonstrate value for money and embed the wider ambitions of Government, MHCLG, Defra, Environment Agency, Lead Local Flood Authority and Local Authority, private and public sector organisations and local community and partnership approaches.

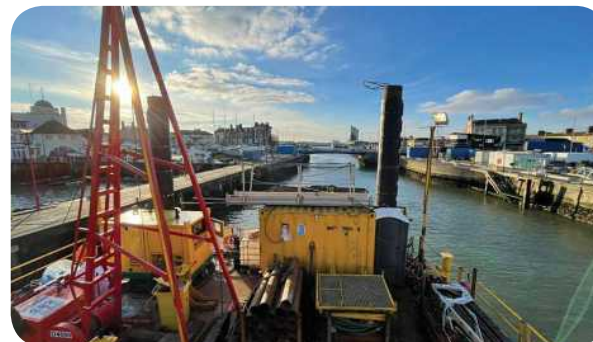


## Supporting Viable Climate-Resilient Communities & Businesses - Engaging, Communication and Community Response

Engage, collaborate and co-create with our partners and communities; Through comprehensive engagement we aim to co-create approaches to coastal management and transition towards a more resilient future with our communities and partners. We develop and offer frameworks that support coastal communities, practitioners, elected members and people in education and training to hear about our coast and shape what we do. Our coastal communities become the architects of change and not the victims.

## Innovative Investment in our Coast - Resilient Funding and Finance

Sustainable investment in resilient funding and finance that supports wider outcomes. Ensure funding and strategy decisions about the way we manage the coast in partnership with others are informed by local knowledge, outcomes and requirements.



## Investing in our People and Partnerships- Resilient Strategy, Policy and Resource

Developing and influencing coastal policy and strategy. Building and creating a resilient team of experts with appropriate capacity and skills who can provide a strong, loud and collective coastal voice and develop partnerships through strong collaboration and sharing resources to get the best for our people and coast.



# HOW WE WORK

## GOVERNANCE

**Our Board** our Partnership is over-seen by the Board. The CPE Board agrees our core plans and strategies. It comprises of six local authority Elected Members, two from each of the three partner authorities alongside their senior officers who form the Operational Officers Group.

All meeting dates, papers, agendas and minutes are available at [www.coasteast.org.uk](http://www.coasteast.org.uk)

**Our Senior Leadership Team** the Operational Officers Group (OOG) oversee the CPE work programme and delivery and ensure our work is linked and embedded into the respective local authority plans and strategies and give steer to the Head of Partnership.

**Our Management Team** the Head of Partnership co-creates the strategic direction, work programme, and day-to-day management of CPE with the Board, OOG and CPE officer team. East Suffolk Council hosts the Head of Partnership East and administrative support. The CPE Management Team support the strategic objectives of CPE and lead on the priority themes to ensure we deliver coastal management outcomes aligned with national and local policies, planning and strategies. It comprises of Head of Coastal Partnership East, Coastal Manager (NNDC) and Coastal Manager (ESC/GYBC), Engineering and Operations Manager and Strategic Funding and Strategy Manager.

### **Environment Agency's Strategic Coastal Overview**

**Role** The roles and responsibilities of Risk Management Authorities are set out in the Flood and Water Management Act (F&WMA) (2010) under which the Environment Agency have the Strategic Overview role for the Coast on behalf of Defra. Coastal Protection Authorities also have specific permissive powers under the Coastal Protection Act (1949).



**Regional Flood and Coastal Committees (RFCCs)** are comprised of democratically elected and appointed members. Under the F&WM Act, the twelve committees in England and Wales play an important role in helping to protect communities from flooding and coastal erosion. They help the Environment Agency and partners to understand local issues better, and to balance local and national priorities. We are represented by Norfolk and Suffolk County Council Members and a dedicated Coastal Member.

**East Anglian Coastal Group (EACG)** meets regularly to co-ordinate work and collaborate on areas of common interest around the Norfolk, Suffolk and Essex Coast and we feed into the national Coastal Groups Network (CGN) through this group.

**Norfolk and Suffolk Flood Risk Partnerships** are led by the Lead Local Flood Authorities at Norfolk and Suffolk County Councils. We support these groups alongside our resilience colleagues in flood resilience initiatives, flood response and recovery planning and action.

**Norfolk Coast Forum and Suffolk Coast Forum** are constituted groups that include key partners working along the coast and in our estuaries. They include statutory, non-statutory and community group membership. The constitution of each Forum varies depending upon its initial set up and purpose. In Suffolk the Forum makes oversees and makes recommendations on the review and progress of Shoreline Management Plan changes. The Forum's join together annually with the Anglian Easter RFCC to host the Norfolk and Suffolk Coast and Estuary Conference.

**Norfolk Strategic Flood Alliance** - this group have a key role in supporting integrated approaches to flood and coastal risk in Norfolk and representatives of the EACG and NRP support a Coastal Members Board to oversee coastal matters from Hunstanton to Great Yarmouth.

**National Local Government Association Coastal Special Interest Group (LGACSIG)** lobby Government on behalf of Coastal local authorities and interest groups. We also progress elements of LGACSIG work programme and provide lead officers for the Adaptation, FCERM Strategy and Funding and Bathing Waters and Water safety Working Groups. We are actively involved in influencing and developing national FCERM policy and strategy on behalf of those at coastal erosion risk and through this group provide evidence direct to the All-Party Parliamentary Group for Coast.

**Our Wider Partnership** includes a wide range of government bodies, organisations, communities, businesses, interest groups and neighbouring authorities. Our programme of engagement at both national, strategic and project level is designed to fully understand our communities and partners' needs and make sure we have a representative single voice for the Coast we manage on behalf of NNDC, GYBC and ESC.



# HOW WE WORK

## RESOURCING AND VALUE FOR MONEY

The core running costs of CPE, including staffing, communications, programme management and advocacy are largely funded by our three partner authorities and through MHCLG Revenue Support Grant (RSG). Our coastal repairs and maintenance budgets- currently £870k annually are also allocated from RSG.

Following the 2020 Government Budget announced £5.2B for FCERM, we are programmed to deliver £200M of coastal management initiatives by 2027. These schemes are in our CPE capital programme, and all require an element of partnership funding to attract Flood Defence Grant In Aid.

In addition, we have also secured a further £20M of Defra and EA Flood and Coast Resilience Innovation Programme funding for our Norfolk and Suffolk Coastal Transition programme. We can apply for and have received funding from both the RFCC and the New Anglian Local Enterprise Partnership (NALEP). In order to meet the requirements for FDGIA we must demonstrate a cost benefit ratio greater than one based on national Treasury Guidance. All our work requires partnership funding in order to attract Government grants, so we also work hard to source partner and local contributions. All our finances are overseen by the Chief Finance Officers and legal teams of the three partner authorities.

**200M**  
for capital  
project delivery

**870k**  
repairs and  
maintenance

**20M**  
for adaptation  
and resilience  
programmes

## PROCUREMENT, EFFICIENCIES AND WIDER OUTCOMES

We manage our procurement, efficiencies and wider outcomes in order to make sure all our funding delivers the greatest impact we work hard to drive efficiencies and deliver wider social, economic and environmental outcomes. We are ambitious in our desire to deliver World Health Organisation standards of sustainability and support our Councils in meeting their net zero carbon targets.

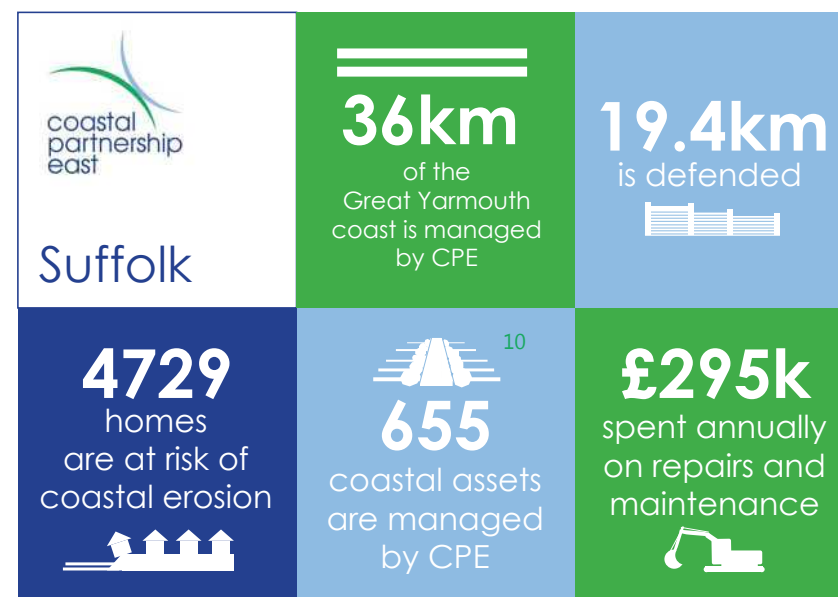
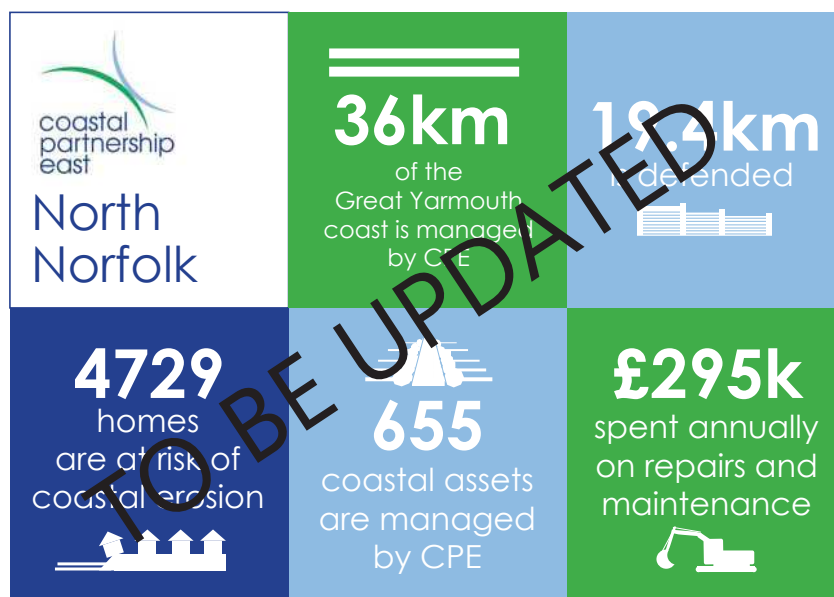
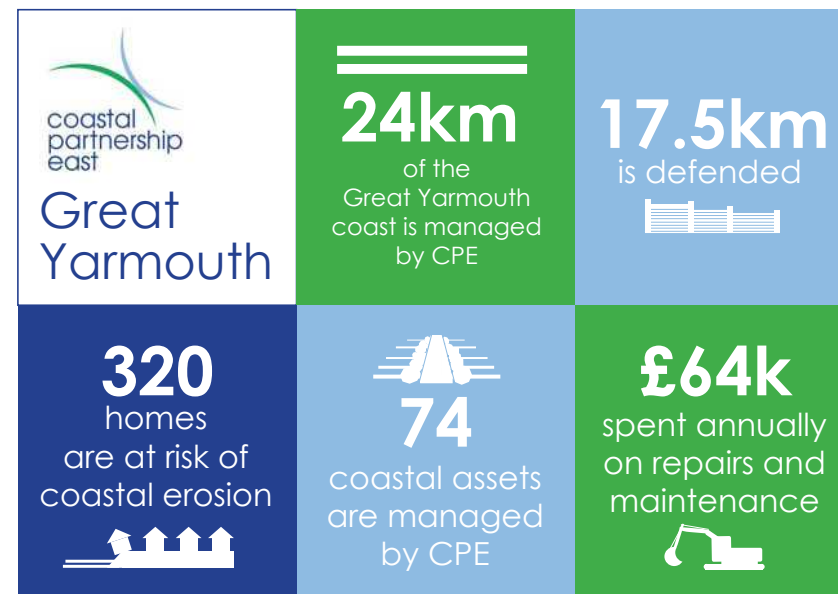
Our procurement approaches conform to international standards (OJEU) and are designed to attract both local suppliers and specialists alongside national and international contractors and consultants. We have a Dynamic Purchasing System (DPS) open to all, to streamline procurement processes which attracts UK and International experts in coastal management to our coast. To accelerate delivery, we are also broadening the use of the Scape Framework, notably with Balfour Beatty and AECOM to offer even greater flexibility for delivering our work and supporting our team's resources. We have also reviewed our capital programme alongside our Internal Drainage Board partners the Water Management Alliance and have created a new Delivery Board for to bring efficiencies across our joint £0.5B capital programme.

These approaches are aimed at building and retaining capacity in our area with our partners and ensure we attract and retain the best people to work on our dynamic coast for the benefit of all who live and work here.



# OUR PROGRAMME/INVESTMENT

TEXT TO COME





# CPE THEME-LED PROGRAMME

## - supports transition to adaptation and resilience 2022-2025

### Knowing Our Coast - Evidence-based approaches

Driving a strong partnership with new 6 year monitoring programme.  
Prioritising investment in both strategic data gathering and targeted analysis.  
Innovate our data collection methods in house and with partners.  
Develop multi-agency approaches to maximise on data available and reduce costs.  
Inform our investment in our capital and R&M programme.

### Create a Climate Ready Coast - Adaptive Planning for Climate Change

Develop planning policies with LA teams to support coastal change (Roll-back - SofCG & SPD's)  
Map CCMA's and highlight risks & opportunities to LA's  
Demonstrate impacts of CC/SL at the coast.  
Develop CPE adaptation policies and practises - FCERM 2050 strategy and Defra policy.  
Support carbon+ policies by 2030.  
Develop a consistent adaptation and emergency response.

### Managing Resilient Assets - Delivering and maintaining assets in Partnership

£150M capital programme.  
Maximise social economic and environmental value in all we do.  
Attract industry leaders to support and deliver our work.  
Demonstrate high quality procurement processes that deliver good value and high quality.  
Develop multi-agency partnerships to deliver our programme.  
Demonstrate a risk based investment in maintaining and improving our assets.

### Supporting Viable Climate-Resilient Communities & Businesses - Engaging, Communication and Community Response

Engage and support our communities to be prepared for and resilient to coastal change.  
Support local businesses and strive to maintain and enhance vibrant coastal economy.  
Work with partners, communities and businesses to develop coastal plans and policies.  
Support and encourage strategic decisions through the SCF and NCF  
Communicate incident Response and Adaptation Plans

### Innovative Investment in our Coast - Resilient Funding and Finance

Review services to consider in/outsourcing opportunities.  
Look to generate income through sale of service/IP.  
Invest in our land - roll-back portfolio.  
All services are lean and cost effective.  
Potential revenue is identified and collected where due.  
Grow our own experts.

### Investing in our People and Partnerships- Resilient Strategy, Policy and Resource

Support the health, safety & wellbeing of the team.  
Develop our team and build capacity, knowledge and resilience - national exemplars, proud to be CPE.  
Align CPE Service plans and business plan with LA Corporate strategies.  
Contribute to national policy and develop local strategies to support our coast needs.  
Progress an integrated strategy and clear coastal management vision for CPE to 2030.

# MEASURING SUCCESS -

## Overview of our Strategic Measures 2022-2025

**We will agree our annual work programmes with our Board and OOG.**

**We will monitor the effectiveness of our work programmes, using both quantitative and qualitative data, including national and local partner and community feedback.**

**Our strategic outputs and outcomes from our themed work programme are set as follows:**

### CPE STRATEGIC OUTPUTS

1. We have published an annual report at the end of each year to report on this Business Plan.
2. We have completed work programmes annually.
3. Our plans show that local authorities, partners and communities are involved in shaping our work
4. Investment is integrated to deliver wider outcomes through partnership and innovative investment opportunities
5. We have developed capacity, skills and resilience and ensure CPE is a great place to work whilst tackling the challenges of coastal change

### THEME MEASURE OUTCOMES

1. Our stakeholders know what we have planned and seek to achieve, and we will have shaped innovative coastal management approaches locally and nationally.
2. Our coast is more resilient to coastal change and we have evaluation and evidence to support that change.
3. Our work has been shaped with those it most affects and gives those at erosion risk options they don't currently have.
4. Wider benefits are realised for our environment, economy and society
5. Our team are resilient, recognised coastal management professionals locally and nationally and are proud to be CPE.  
#ProudtobeCPE
6. Our annual reputation survey actively demonstrates an improved year-on-year.





# OUR CPE CREDO

## IN ALL OUR WORK WE WILL

- Work as one team across our coast
- Ensure that the welfare, health and safety of all those we work with is paramount in all we do
- Treat our coastal communities, businesses and environment with respect and work in collaborative partnerships as our primary mode of engagement
- Be innovative in our approach to funding and finance models to ensure we have the funds available to deliver our programmes and deliver sustainable outcomes
- Be professional and ethical in all our work to ensure we attract develop and retain the best people to work with CPE and support the outcomes we wish to achieve for our coast
- Demonstrate model behaviour as Climate Champions - ensuring we seek ways to reduce carbon personally and professionally and embed the principles of biodiversity net gain and natural capital across our work for the benefit of our coastal environments and communities

### OPERATIONAL OFFICER GROUP



**Jane Beck**  
Head of Property and  
Asset Management  
Great Yarmouth Borough Council



**Steve Blatch**  
Chief Executive  
North Norfolk District Council



**Nick Khan**  
Strategic Director  
East Suffolk Council



**Philip Ridley**  
Head of Planning and Coastal Management  
East Suffolk Council

### THE BOARD



**Cllr Penny Carpenter**  
Chairman (in rotation) CPE, Vice  
Chairman Environment Committee  
Great Yarmouth Borough Council



**Cllr Angie Fitch-Tillett**  
Cabinet Member for Coastal Management  
North Norfolk District Council



**Cllr David Ritchie**  
Cabinet Member for Planning and Coastal Management  
East Suffolk Council



**Cllr James Bensly**  
East Flegg Ward Councillor  
Great Yarmouth Borough Council



**Cllr Dr Clive Stockton**  
District Councillor for Bacton Ward  
North Norfolk District Council



**Cllr James Mallinder**  
Cabinet Member for the Environment  
East Suffolk Council

## THE TEAM



**Karen Thomas**  
Head of Coastal  
Partnership East



**Karen Thomas**  
Coastal Manager  
(South)



**Rob Goodliffe**  
Coastal Manager  
(North)



**Tamzen Pope**  
Coastal Engineering  
Manager



**Paul Mackie**  
Coastal Strategic  
Funding Manager



**Paul Patterson**  
Senior Coastal  
Engineer



**Chris Finbow**  
Senior Coastal  
Engineer



**Brian Farrow**  
Coastal Engineer



**Madeline Fallon**  
Senior Coastal  
Advisor South



**Colin Bye**  
Senior Coastal Advisor  
North



**Sharon Richardson**  
Senior Partnerships &  
Engagement Advisor



**Thomas Yeung**  
Senior Technical  
Funding Officer



**Fiona Johnson**  
Senior Technical  
Funding Officer



**Keith Roper**  
Coastal Officer  
(Repairs & Maintenance)



**Anne Casey**  
Coastal Adaptation  
Officer



**Tom Chalker**  
Funding Officer



**Warren Hoskins-Davies**  
Coastal Engineering  
Assistant



**Charlotte Flight**  
Engagement Officer



**James Cochrane**  
Engagement Officer



**Fiona Keenaghan**  
Assistant Coastal  
Engineer



**Thomas Walker**  
Coastal Management  
Technical Support Assistant



**Lisa Mills**  
Coastal Projects  
Coordinator



**Peter Jermany**  
Shoreline Management  
Plan Coordinator



**Isobel Steen**  
Coastal Projects  
Coordinator



**Alysha Stockman**  
Partnerships &  
Engagement Support Officer



**Thomas Hayden**  
Coastal Engineering  
Support Officer



**Chloe Bragg**  
Funding & Strategy  
Research Admin Apprentice



**Dr Sophie Day**  
Senior Research Associate  
on secondment