

COASTAL TRANSITION ACCELERATOR PROGRAMME - UPDATE AND APPROVALS

Summary: This report provides the background to the Coastal Transition Accelerator Programme (CTAP), sets out what it seeks to achieve and updates Cabinet on progress to date.

Cabinet agreement is sought to approve project governance alongside delegated authorities to enable timely submission of an Outline Business Case to the Environment Agency alongside exempt decisions.

The report also sets out proposals to develop an initial phase of support for those at more immediate coastal erosion risk to begin to facilitate coastal transition and to buy time before wider opportunities are developed by the programme.

Options considered:

1. That Cabinet does not agree the CTAP arrangements as proposed within the report. This option is not recommended given the significance of the programme and the benefits that it will bring.
2. That Cabinet accepts the CTAP arrangements as detailed within this report. This option is recommended.

Conclusions: The Coastal Transition Accelerator Programme provides a significant opportunity to develop approaches to manage the impacts of coastal change that will benefit our local communities. Furthermore, the learning generated will shape future guidance, funding and policy and could ultimately provide a long-term approach for coastal localities around the country, not just those in North Norfolk. CTAP therefore offers a tremendous opportunity to be at the forefront of this work in finding solutions that will benefit the nation and offer examples of best practice.

The development and submission of the Outline Business Case to the Environment Agency must follow the EA guidance and requires submission by the end of March 2023. The OBC will form a robust business case and programme framework from which the CTAP Programme Board can oversee the development and delivery of the projects and programme activities. Through the inclusion of external scrutiny, the board will be strengthened and ensure a wider outward looking programme of work. The active inclusion of wider stakeholder involvement and engagement is critical in order to understand local

needs, to encourage participation and to develop preparedness and awareness.

The Phase 1 of Coastal Transition support seeks to provide assistance for those most in need in the short term whilst the wider programme and projects are developed. It also seeks to provide initial opportunities for coastal communities and in doing so help facilitate a coastal transition conversation. This support will also provide valuable learning to the project and may identify further opportunities or needs to be taken forward.

The details included within the Exempt appendices will enable NNDC to move forward with wider opportunities should it be required.

Recommendations:

- 1. That Cabinet notes progress to date.**
- 2. That Cabinet agrees that the Programme will be overseen by a Programme Board, which is to be constituted in accordance with NNDC project guidance.**
- 3. That Cabinet authorises the Director for Place and Climate Change, in consultation with the Coastal Portfolio Holder, to approve the submission of the Outline Business Case to the Environment Agency and undertake any subsequent amendments as necessary.**
- 4. That Cabinet agrees that the approved Outline Business Case is to form the NNDC Programme Business Case.**
- 5. That Cabinet agrees the development and delivery of the Stage 1 Coastal Transition Support Package and authorises the Director for Place and Climate Change, in consultation with the Coastal Portfolio Holder, to undertake any necessary amendments to the package provided they are within the CTAP budget.**
- 6. That Cabinet agrees that land and asset purchases in excess of £100,000 for the purposes of the Coastal Transition Accelerator Programme are 'exceptional circumstances' and acquisition is delegated to the Leader the of the Council, Portfolio Holder, Chief Executive and Monitoring Officer. With report to the next available Cabinet.**
- 7. That Cabinet authorises the Director for Place and Climate Change to enter into legal agreements with land/asset owners in order to secure transition opportunities with advice from the Estates Team and in consultation with Legal Services and Portfolio Holder and Assistant Director Finance Assets**

Reasons for Recommendations:

- To enable timely progression of the Coastal Transition Accelerator Programme
- To ensure robust governance and oversight
- To enable immediate support to those most impacted by coastal change

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

(Papers relied on to write the report, which do not contain exempt information and which are not published elsewhere)

- NNDC Project Proposal Template
- Environment Agency CTAP Principles

Cabinet Member(s)	Ward(s) affected
Cllr. A. Fitch-Tillett (portfolio Holder for Coast)	Coastal, Sheringham South, Sheringham North, Beeston Regis and the Runtons, Cromer Town, Suffield Park, Poppyland, Roughton, Mundesley, Bacton, Happisburgh

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1. Introduction

- 1.1 The North Norfolk coast has some of the most rapidly eroding coastline in Europe, due to its soft erodible cliffs and natural coastal processes. The rates of erosion are expected to accelerate due to climate change, particularly in response to increased storminess, intense rainfall and sea level rise. Coupled with aging defence assets and a long-term trend of falling beach levels, many homes, businesses and infrastructure along the 21 miles of the cliffed North Norfolk coast are at risk from erosion.
- 1.2 The Shoreline Management Plan (SMP6) sets out the strategic policies for managing coastal erosion risk management. Whilst in some locations it is the policy intent to seek to ‘hold the line’ of erosion risk management assets in the long term, the SMP recognises that the continued maintenance of these assets, such as sea walls and groynes, is considered neither affordable, technically feasible or environmentally sustainable in many locations. As such the SMP identifies that there is a need for measures to be developed to support those impacted by coastal change.
- 1.3 North Norfolk District Council and our communities have been at the forefront of coastal change management since the development of the current SMP. This has included some of the earliest coastal change planning policies, now nationally incorporated into guidance and further developed. North Norfolk also received a significant share in the national Pathfinder coastal adaptation trails

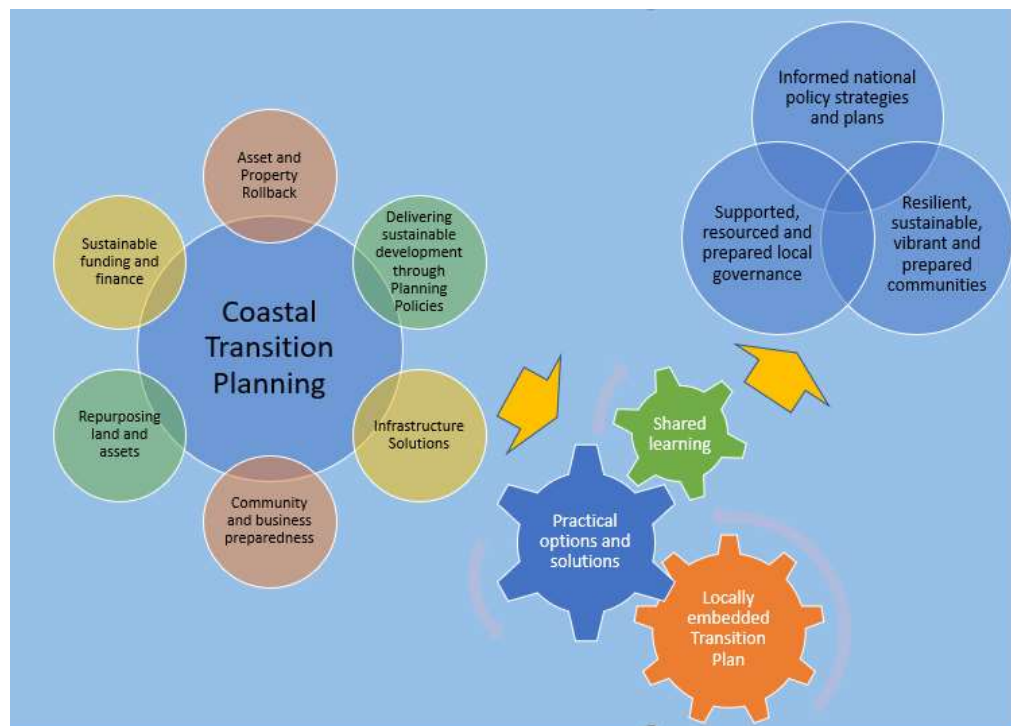
in 2010. This enabled the Council to work alongside local communities and business in developing and implementing practical ways to manage the impacts of coastal change. Key learning included the importance of all parties working together and that through availability of focused resources and funds, it is possible to manage the impacts of erosion. Details of the Pathfinder projects investigated and delivered are available at [NNDC Pathfinder - Home \(north-norfolk.gov.uk\)](https://www.north-norfolk.gov.uk).

- 1.4 Although the SMP highlights a need to manage coastal change, the successes of the Pathfinder and the ongoing discussions with government, actions to support communities, asset owners and individuals in managing coastal change has, until now, remained limited. Beyond provision of coastal information, housing advice and planning policy opportunities to 'rollback or relocate' properties, support has been limited to a £6k national Coastal Erosion Assistance Grant which assists with demolition costs for residential properties purchased before 15 June 2009.
- 1.5 North Norfolk District Council has long recognised the challenges around coastal erosion and the [Corporate Plan](#) sets out the objective to "continue to take a lead role nationally in coastal management initiatives recognising our position as a "frontline" authority in meeting the challenge of rising sea levels".
- 1.6 NNDC, alongside Coastal Partnership East, other Local Authorities and the Local Government Association Coastal Special Interest Group, have been working with Government and the Environment Agency (EA) to highlight the needs and challenges faced by local communities on eroding coasts. Awareness of these challenges has been heightened with the rising understanding of the anticipated impacts of climate change.
- 1.7 In 2020 the Government published the first [Flood and Coastal Erosion Risk Management Policy Statement](#) which was followed by the Environment Agency's [National Flood and Coastal Erosion Risk Management Strategy](#) (*N.B. the EA have national strategic oversight of coastal management*). This national policy and strategy have highlighted the need to support local authorities and communities in transitioning from the risks of coastal change. This in turn led in 2022 to the announcement of the [Coastal Transition Accelerator Programme](#) (CTAP).
- 1.8 This report provides the background to the Coastal Transition Accelerator Programme, sets out what it seeks to achieve and updates Cabinet on progress to date (see Section 2).
- 1.9 Cabinet approval is sought for the proposed project governance measures and authority is sought to allow the Director for Place and Climate Change, in consultation with the Portfolio Holder for Coast, to submit an Outline Business Case to the Environment Agency (alongside exempt decisions - see Section 3).
- 1.10 The report also sets out proposals to develop an initial phase of support for those at more immediate coastal erosion risk to begin to facilitate coastal transition and allow time to progress and develop wider opportunities of the programme (see Section 4).

2. The Coastal Transition Accelerator Programme (CTAP)

- 2.1 The Coastal Transition Accelerator Programme is part of the Government's £200 million flood and coast innovation programme. North Norfolk District Council is one of only two English coastal authorities to have been selected and is to receive part of a £36 million investment from 2022-2027 to explore innovative approaches of adapting to the effects of coastal erosion. The other selected Council is East Riding of Yorkshire. It is understood that the Council can apply for £14 million of funding from this programme.
- 2.2 The programme aims to:
- accelerate strategic planning (and associated action planning) to set out how coastal local authorities, partners and communities will address the long-term transition of communities, businesses and assets away from the coastline at risk
 - support the trialling of early on the ground innovative actions in support of medium and long term plans, that enable those coastal areas at significant risk to address the challenges posed by a changing climate
- 2.3 This programme provides a significant opportunity for North Norfolk, as a community, to plan and prepare for where coastal change will occur, whilst also gathering learning and evidence to support the case for new, longer term initiatives alongside identifying necessary changes to wider policy, strategy and legislation.
- 2.4 The key principles and requirements of the programme are set out in the below diagram which captures the core areas for activities, outputs and outcomes.

Diagram 1. CTAP core areas of activity, outputs and outcomes



- 2.5 Department for Environment, Food & Rural Affairs (DEFRA) have set out some key deliverables which include the need to develop Coastal Transition Plans

that are integrated into wider policy and plans, the need to generate and disseminate learning for longer term sustainable transition approaches for eroding coasts and to deliver 'practical actions'.

- 2.6 EA guidance states the funding cannot be used for traditional coast protection or compensation for losses due to erosion. Coast protection already has a well-established process for central government funding and compensation for coastal erosion loss has been a successive and established position of government.
- 2.7 To initiate and develop the North Norfolk CTAP, DEFRA have already provided a first phase of funds. In order for NNDC to access the full funding, there is a requirement that an Outline Business Case (OBC) is developed in accordance with the Environment Agency (EA) guidance and EA approval is sought. This is the normal process for traditional coastal management schemes where government grant is required, although in this case, the guidance has been amended in recognition of the innovative nature of the programme.

3. Programme / Project Development and Governance

- 3.1 In early 2022 DEFRA approached the Council to offer the opportunity of participating in CTAP. Over the following weeks an initial proposal was prepared, in confidence, for DEFRA outlining the initial activities proposed. CTAP was formally announced on 24 March by Rebecca Pow MP, Parliamentary Under-Secretary of State for DEFRA. Since the announcement, work has progressed on the development of the proposal, including internal cross-service area workshops and Member input.
- 3.2 An Outline Business Case (OBC) is currently being developed for submission to the Environment Agency, to secure their approval for the full funding. This OBC document will form the key Business Case document for the project and will set out the overarching themes and activities of work. The OBC will be completed in line with the Government Five Case Business Model process, which includes Strategic Case, Economic Case, Commercial Case, Financial Case and Management Case.
- 3.3 As the programme by its very nature is innovative, it is not expected or intended that the Business Case will set out in detail all the actions to be implemented, but rather provide a framework from which to develop ideas, engage with stakeholders and capture and share learning.
- 3.4 It is essential to highlight that whilst the OBC identifies the overarching areas of work, the details of what will be delivered will come through a process of involvement of those communities, individuals, infrastructure providers and businesses on the coast.

High level programme objectives

- 3.5 The below box sets out the high-level North Norfolk CTAP business objective.

<p>The North Norfolk Coastal Transition Accelerator programme will develop and embed whole coast strategic planning approach which facilitates and delivers practical actions to support communities through coastal change.</p>
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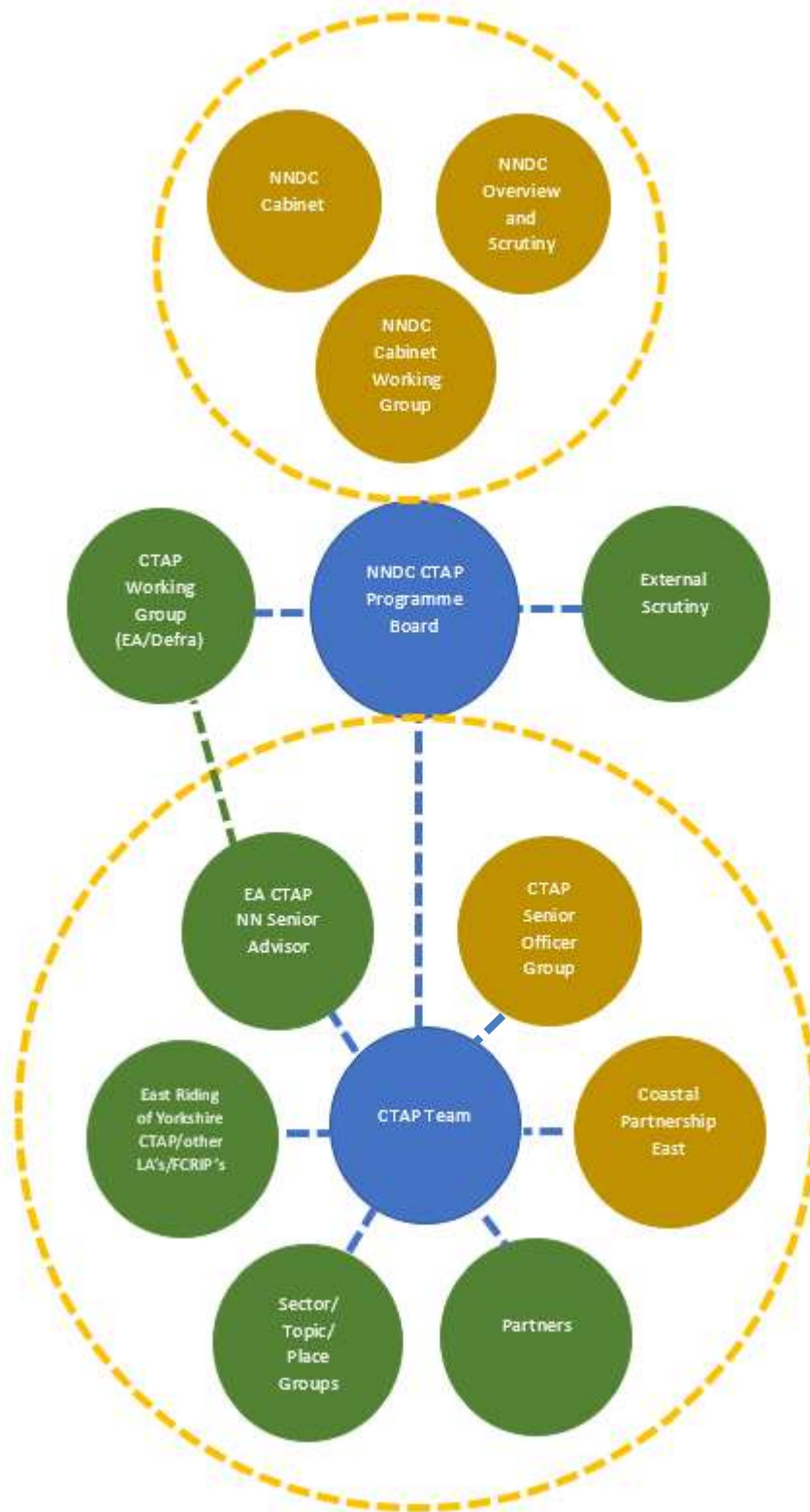
By 2027 we will have worked with communities in North Norfolk at imminent risk of erosion to explore, develop and facilitate a transition planning process, trial practical actions and capture evidence to demonstrate learning.

- 3.6 Details of the CTAP objectives, outcomes, outputs and work themes are in development and will be included in the Outline Business case. These will also be integrated into the DEFRA programme evaluation process that has recently been initiated.

Governance and Resources

- 3.7 The OBC will form the adopted NNDC Business Case from which the programme and associated projects will be delivered. By the nature of the programme, it is seeking to innovate and therefore in the initial discovery and development phase, through key themes such as community engagement, details of activities will be identified for delivery.
- 3.8 With innovation at the programme core, it will be essential for robust project and programme management to oversee project development and change processes. Accordingly, the NNDC Project Management Guidance will form the framework from which the programme will be delivered.
- 3.9 The proposed programme governance structure, as set out below, will fully link into the NNDC reporting structures and Environment Agency Programme governance, whilst also identifying the benefit of external scrutiny alongside topic area and local community insight. Draft terms of reference for the Programme Board and key roles are set out in appendix 2.
- 3.10 The CTAP team will be overseen by the Director for Place and Climate Change and managed by the recently appointed Coastal Transition Accelerator Programme Manager (funded via the CTAP Programme budget for the duration). The Project team will be recruited and appointed as the programme develops and is likely to include skills such as communications, community engagement and planning specialists. Opportunities to utilise the existing skills and knowledge of the CPE team and NNDC teams is already being actively investigated alongside the valuable input from partners, most notably the Environment Agency, East Riding of Yorkshire Council and the University of East Anglia.

Diagram 2. Programme Governance



4. Phase 1 – Coastal Transition Support Package

- 4.1 The programme will be seeking to create initiatives and guidance in order to develop local preparedness to coastal change for years to come. As with many programmes it will take time to develop and move forward with planned practical assistance, however, there is an immediate need to those at imminent erosion risk.
- 4.2 This initial support package seeks to provide more immediate assistance to help those in need, begin local discussions and provide time to generate the longer-term innovative solutions. It has been based upon responses from coastal communities who have approached the Council before and since the CTAP announcement and utilises knowledge from previous North Norfolk District Council initiatives.
- 4.3 It is proposed to set aside an initial £150,000 (excluding administration costs) in this phase of assistance. This support is not immediately available as resources and processes will need to be put into place, however, initial expressions of interest can be directed to coastal.management@north-norfolk.gov.uk.
- 4.4 NNDC currently has community grant schemes such as the Sustainable Communities Fund and Arts and Culture Fund. It is understood that through the UK Shared Prosperity Fund and Rural Prosperity Fund that further local grants may be offered in the coming year. The opportunity to utilise the skills and knowledge of existing funding administration alongside the development of additional grants schemes will be investigated to make best use of existing resources, identify additional administrative resource needs, ensure efficient working and to integrate CTAP into wider Council activities.
- 4.5 The below sets out the draft package of support.

Stage 1 Coastal Transition Support Package

1. Provision of **Town and Country Planning Advice** to residential and commercial properties within the coastal change management area (see Local Plan) for planning proposals which support coastal transition.
 - Resources required to be provided by CTAP
 - To be made available once resources are available
 - Expressions of interest welcome
2. **Coastal Transition Professional Services Fund** to support residential and commercial properties at short term coastal erosion risk to investigate opportunities for rolling back the asset/property or preparing for coastal change. To include but not limited to land agents, planning consultants, legal assistance, business advice, coastal erosion vulnerability assessment.
 - Grant conditions to be developed with legal guidance
 - Grant value per property to a maximum of £10,000 unless otherwise agreed
 - Appropriate subsidy control guidance to be followed for commercial properties
 - Administration and resourcing to be agreed

3. **Practical Coastal Transition Fund** to support physical actions to enable the continued use of properties/community assets at erosion risk in the short term to provide time whilst wider CTAP activities are developed.
 - Grant conditions to be developed with legal guidance
 - Grant value per applicant to a maximum of £5,000 unless otherwise agreed
 - Administration and resourcing to be agreed
4. **Coastal Community Transition Fund** to delivering practical actions to support transition, repurposing land or assets at risk of erosion, investigating coastal change, recording heritage at risk, improve awareness of coastal change
 - For established and constituted groups including Coastal Parish Councils.
 - Potential be administered via existing NNDC Sustainable Communities and Arts and Culture Fund, to be agreed.
 - Grant value per applicant to a maximum of £3,500 agreed for arts and culture, up to £15,000 for sustainable communities fund.
 - Administration and resourcing to be agreed

4.6 Details of grant criteria, terms and conditions and administration are to be finalised. Administration costs to be met by the CTAP funds. Evaluation of uptake, feedback and learning will be essential and there will be a need to develop a methodology of capturing key information and case studies created through these schemes.

5. Conclusions

- 5.1 The Coastal Transition Accelerator Programme provides a significant opportunity to develop approaches to manage the impacts of coastal change that will benefit our local communities. Furthermore, the learning generated will shape future guidance, funding and policy and could ultimately provide a long-term approach for coastal localities around the country, not just those in North Norfolk. CTAP therefore offers a tremendous opportunity to be at the forefront of this work in finding solutions that will benefit the nation and offer examples of best practice.
- 5.2 The development and submission of the Outline Business Case to the Environment Agency must follow the EA guidance and requires submission by the end of March 2023. The OBC will form a robust business case and programme framework from which the CTAP Programme Board can oversee the development and delivery of the projects and programme activities. Through the inclusion of external scrutiny, the board will be strengthened and ensure a wider outward looking programme of work. The active inclusion of wider stakeholder involvement and engagement is critical in order to understand local needs, to encourage participation and to develop preparedness and awareness.
- 5.3 The Phase 1 of Coastal Transition support seeks to provide assistance for those most in need in the short term whilst the wider programme and projects are developed. It also seeks to provide initial opportunities for coastal communities and in doing so help facilitate a coastal transition conversation.

This support will also provide valuable learning to the project and may identify further opportunities or needs to be taken forward.

- 5.4 The details included within the Exempt appendices will enable NNDC to move forward with wider opportunities should it be required.

6. Implications and Risks

- 6.1 A full risk log will be developed as part of the programme management moving forwards. Key programme risks include:

Risk	Likelihood	Mitigation
OBC not being approved by the EA	Low	NNDC is working closely with the EA in the development of the OBC.
Stakeholders e.g. communities, individuals, businesses do not engage with the opportunity	Medium	Communications and engagement is a key theme for CTAP and will be properly resourced.
Inflation, cost increases and changes to national economy	High	Risk contingencies to be incorporated into financial planning. Flexibility in delivery and fluidity of approach.
Unable to access skills required to deliver programme	Medium	A number of procurement and recruitment opportunities are available. As a nationally significant project there is wide interest.
Changes in government direction over delivery period	Low	Programme is embedded in national policy and strategy. Climate change impacts are now more widely recognised and integrated in national approach.
Programme scope expansion	Low	Robust governance.

7. Financial Implications and Risks

- 7.1 NNDC has already received, £1,015,000 capital and £405,000 revenue funding from DEFRA during 2022/23 under CTAP Memorandum of Understanding's, in order to begin the early phases of the programme. A request to roll forward of

the funds not already utilised during this financial year has been submitted to DEFRA at their request. All financial commitments DEFRA.

- 7.2 The OBC, once approved, will enable NNDC to draw down funds from the Environment Agency to fund the delivery of the wider programme. It is anticipated total funding from CTAP to the North Norfolk will be approximately £14million.
- 7.3 Common with most significant projects, the risk of cost escalation is real (see implications and risk). The OBC is required to include contingencies within the funding allocation of between 20-40%.
- 7.4 The innovative nature of the programme is accepted by EA and there may be a need to adjust elements of the OBC as the themes are developed and delivered.
- 7.5 Currently, programme delivery following EA approval does not present any financial risks to NNDC due to the funding already committed. In the longer term, the learning from CTAP is anticipated to improve the sustainability of coastal management, including funding and financing and this is likely to reduce coastal risk and financial implications for the authority.

8. Sustainability

- 8.1 The Council has declared a climate change emergency and climate change is a key factor in future accelerated coastal change as such part of CTAP will need to consider how carbon emissions can be minimized and mitigated. As part of the baselining for the programme we will be exploring the carbon baseline for Business As Usual and then consider how we can evaluate carbon values for the projects implemented. Coupled with ongoing development of this field in more traditional flood and coastal erosion risk management, comparisons between options will be able to be considered.
- 8.2 The NNDC Net Zero 2020 Strategy and Climate Action Plan sets out how NNDC will seek to meet the net zero ambition. It will need to be explored as to how CTAP can assist NNDC in meeting this goal. For example, opportunities may exist with the repurposing of coastal land for carbon capture or in replacement of inefficient at risk coastal properties with well insulated and efficient homes built from sustainable materials.
- 8.3 A key objective set by DEFRA is to seek to find sustainable approaches for coastal transition and long term funding and financing which are not solely reliant on Flood and Coastal Erosion Risk Management Funding. This will form a key theme and learning from the programme and the ambition is for North Norfolk to have a long term and sustained transition approach by the end of 2027.

9. Equality and Diversity

- 9.1 Under the general equality duty as set out in the Equality Act 2010, public authorities are required to have due regard to the need to eliminate unlawful discrimination, harassment and victimisation as well as advancing equality of opportunity and fostering good relations between people who share a protected characteristic and those who do not.
- 9.2 The protected grounds covered by the equality duty are age, disability, sex, gender reassignment, pregnancy and maternity, race, religion or belief, and

sexual orientation. The equality duty also covers marriage and civil partnership, but only in respect of eliminating unlawful discrimination.

- 9.3 The law requires that this duty to have due regard be demonstrated in decision making processes such as the award of a grant or the removal of a grant. Assessing the potential impact on equality of proposed changes to policies, procedures and practices is one of the keyways in which public authorities can demonstrate that they have had due regard to the aims of the equality duty.
- 9.4 NNDC Equality, Diversity and Inclusion Policy will be followed. The recently adopted North Norfolk Community Engagement Strategy 2022-24 will be fully considered and incorporated into engagement planning.
- 9.5 An Equalities and Inclusion assessment is required by the Environment Agency and will form part of the OBC, further guidance will be requested.

10. Section 17 Crime and Disorder considerations

- 10.1 No specific crime and disorder considerations have been identified. In developing coastal transition options and plans with communities it will be possible to consider what improvements could be made with regard to reducing crime when delivering coastal transition practical actions.

Appendix 2 – CTAP Programme Board Terms of Reference

North Norfolk Coastal Transition Accelerator Programme Board

Terms of Reference

1.0 Purpose

- 1.1 The Programme Board is an essential part of the North Norfolk District Council (NNDC) project management governance. The Project Board provides overall direction to the project and is accountable for its success – ensuring the project remains within timeframes, scope and budget.

2.0 Objectives

- a) The Board ensures that the required resources are committed and arbitrates on any conflicts in the project.
 - b) It has a remit to make project decisions wholly within the approved scope and budgets as defined in the cabinet approved business case.
 - c) These decisions should be made according to the principles of decision making outlined in the constitution (Chapter 1 Part 12) and if a formal vote is required then decisions will be passed by a majority.
 - d) The board provides progress updates as requested to the North Norfolk District Council Cabinet Working Group (CWG) – Major Projects, using the appropriate template.
 - e) Any significant changes to scope, budget or risk should be elevated to the CWG for decision (using the appropriate template) but ultimately may require Cabinet approval to change (see Terms of Reference for the Cabinet Working Group – Major Projects).
- 2.1 In addition, the board has responsibility for:
- Championing the project and raising awareness at a senior level
 - Recruiting project staff and consultants (where required)
 - Ensuring the Project team / Senior Officer Group (CTAP SOG) function satisfactorily
 - Communicating with other key organisational representatives
 - Approving detail of proposals that involve external parties
 - Approving project documentation
 - Resolving issues and mitigating risks in programme scope
- 2.2 The minutes provide a record of progress and the decisions made by the board and those escalated to the North Norfolk District Council Cabinet Working Party Group.

3.0 Values and behaviours

- 3.1 The values and behaviours of the board should align with our corporate values and key behaviours and with particular reference to the Member Code of Conduct, the Employee Code of Conduct and the protocol on Member Officer relations. Attendees are expected to respect other attendees and treat others as they would, as an individual, like to be treated.

4.0 Membership

- 4.1 The North Norfolk Coastal Transition Accelerator Programme Board shall comprise of the following:

Name	Programme Role	Position
Martyn Fulcher	Chair, Project Sponsor	Director for Place and Climate Change
Karen Thomas	Senior Officer representative	Head of CPE
Rob Young	Senior Officer representative	Assistant Director Sustainable Growth
Rob Goodliffe	CTAP Programme Manager – Senior Responsible Officer	CTAP Manager
Kellie Fisher	CTAP Advisor	Environment Agency Senior Advisor CTAP
TBC	Finance Representative	TBA
TBC	Communications Representative	TBA
TBC	RFCC Eastern Rep	TBA
Cllr Angie Fitch-Tillett	Responsible Member and Programme Champion	Portfolio Holder for Coast - NNDC
TBC (up to 3)	External Scrutiny	National Trust/EA/Other LA representative

- 4.2 The Chair of the Board will agree representatives and appoint further representatives to the Board as required.

Additional attendees

- 4.3 Representatives of other interests or other organisations may be invited to attend specific Board meetings, where relevant to matters on the agenda. Similarly additional elected Members may be invited to attend as necessary.

5.0 Meetings

- 5.1 The North Norfolk Coastal Transition Accelerator Programme Board shall meet as directed by programme need (minimum four times per year) and items for the agenda will be agreed in advance.
- 5.2 Attendees are expected to have read the agenda and any supporting documentation so that they attend the meeting well prepared and able to participate fully.
- 5.3 Items and papers for the agenda should be received no less than two full working days prior to the meeting, inclusion of meeting papers after the circulation of papers is to be negotiated with the Chair.
- 5.4 North Norfolk Coastal Transition Accelerator Programme Board representatives are expected to attend meetings wherever possible. However,

in consultation with the Chair, members may authorise an appropriate colleague to represent them if they are unable to attend a meeting.

5.5 Meetings should be restricted to no longer than 1.5 hours to ensure a suitable focus. It will be the responsibility of the Chair, in conjunction with report authors/other Board members, to agree timings for report discussions. Where an agenda contains too much business a discussion will be held regarding items for potential slippage/discussion outside of the wider meeting.

5.6 Notes and actions from meetings will be recorded and confirmed at the end of the meeting. Draft minutes will be available within five working days of the meeting.

6.0 Reporting

6.1 North Norfolk Coastal Transition Accelerator Programme Board agendas, papers and minutes will be shared on the programme SharePoint site.

7.0 Version control

7.1 These terms of reference were compiled as draft on 12.12.22