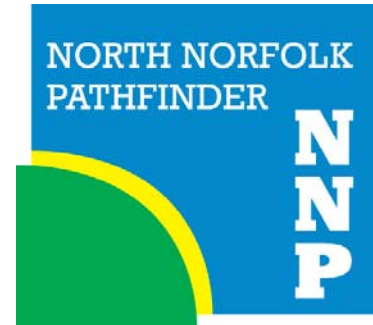


PROGRAMME INITIATION DOCUMENT **North Norfolk Pathfinder Programme**

March 2010

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1.

Introduction

The North Norfolk Pathfinder Programme aims to demonstrate methods for the management of coastal change, which together will help mitigate its impacts on coastal communities. This will have the joint outcomes of achieving our local coastal management objectives, whilst demonstrating a methodology for using resources to best effect in the management of coastal change nationally. The programme follows an approach that NNDC has been developing over the past two years to reconcile the emerging shoreline management policies with the impacts of coastal change on communities and the economy on which they depend. Addressing these consequences is a precursor to adopting a changed coastal erosion and flood management agenda, demanded by the interests of long-term sustainability and social justice.

Two Shoreline Management Plans affect the North Norfolk coastline (sub cells 5 and 6). These plans are currently going through the finalisation process and, whilst both are sensitive to the consequences of the policies they contain, they provide no mechanism for addressing the impacts on specific communities. In recognition of the need for coastal change impacts to be addressed NNDC has aligned its LDF Core Strategy with the most advanced of these SMPs, including developing specific policies relating to development in Coastal Constraint Areas and 'roll-back'. The Council has also developed and adopted its own development control guidance for development in areas susceptible to coastal erosion. As a separate exercise the Council has also been developing a 'Coastal Management Plan' which will set a framework for integrating coastal management decisions in the District, which is in accordance with the principles set out in Defra's ICZM Strategy.

By establishing a mechanism for addressing coastal change impacts, with the help of this Pathfinder project, in North Norfolk we will be able to move towards a shoreline management process that is considered to be more sustainable in the longer-term; and which is acceptable to coastal communities.

Defra's emerging Coastal Change Policy gives coastal communities a chance to engage in planning for their futures. The introduction of the Coastal Change Pathfinder fund has presented a pivotal opportunity to begin planning for a more secure future for some of the areas most affected by coastal change. In particular in North Norfolk it will help:

- address the existing impacts of erosion on Happisburgh, the community perhaps most affected to date;
- address the blighting effect of (emerging SMP) predictions of coastal change in the future; and
- prepare the ground so that future changes to the coastline will not have such a detrimental impact on the important qualities and values of the areas affected.

Accessing the funding for our pathfinder projects is the culmination of the innovative programme that NNDC has been developing to formulate a sustainable management plan for our coast, which safeguards the interests of our coastal communities, whilst bringing environmental and economic benefits.

NNDC has worked closely with many representatives of the coastal communities over recent years in order understand the issues from their perspective and, whilst there is never going to be a consensus over such a complex and emotive issue,

we have achieved a common understanding of the position we are in and the need for adaptation activity to supplement shoreline management measures.

2. Scope and Overall approach

2.1 Programme Aims

The pathfinder programme aims to implement initiatives developed from previous community engagement to address the impacts of coastal change on communities and businesses in north Norfolk. The initiatives are experimental and a key requirement is to develop methodologies for the project approaches to enable future use at other locations and to learn from the experiences. The programme will also develop a Continuity Strategy to enable the findings to continue locally and encourage successful projects to be adopted nationally.

2.2 Scope

The scope of the programme will include all the projects outlined below. Should funds be available through under spend of the programme budget, the Project Board may agree to extend existing projects or deliver projects in the original project bid. The programme will not consider new projects not included in the original project bid unless very strong circumstances dictate it necessary.

2.3 Pathfinder Programme – Projects

The table below states the four work packages, the projects within these and the key outputs of the projects.

Projects	Description
Happisburgh Whole Settlement Package	
Cliff top Enhancement Project	This project aims to create a buffer of open land along the cliff top. It will look at the provision of a new car park, public conveniences, beach access, cliff top paths and look to secure new locations for threatened infrastructure such as the Coastguard Lookout.
Property Acquisition for Demolition Project	NNDC is investigating methods of purchasing properties at risk on Cliff Road. We are currently looking to recruit an independent property agent to work on our behalf to negotiate a method of valuing and purchasing these properties and scope the options for meeting the housing needs of those occupiers.
Property Acquisition for Lease Back Project	NNDC is investigating methods of purchasing properties at medium term risk on Cliff Road. We are currently looking to recruit an independent property agent to work on our behalf to negotiate a method of valuing and purchasing these properties with the option to lease back to existing occupiers or find new uses.
Happisburgh Beach Debris Removal Project	Following community discussion beach debris will be removed to improve the beach environment.
Coastal Heritage Project	Help the local community understand, record and manage the impacts of coastal change on heritage on record their own story.
Manor Farm Caravan Site Project	Assist in the relocation of this immediately at risk business.
Business Support Package	
Business Advice Project	Provide initial business diagnostics advice, agree an action plan and 3 year business plan for businesses located or operate on the coast.

Specific projects to cascade from 3(1)a - Business Relocation Projects	Businesses who have completed a Business Plan from the Business Advice project may then be selected for further projects to assist them in the options of future relocation.
Specific projects to cascade from 3(1)a - Business Investment Projects	Businesses who have completed a Business Plan from the Business Advice project may then be selected for further projects to assist them in the options of future investment opportunities.
East Norfolk Tourism Marketing Project	Development of a marketing Plan for the Eastern Norfolk Coast and marketing and promotion support to businesses.
Infrastructure Package	
Pilgrim Shelter Project	Assisting with the relocation of Trimmingham Village Hall
Cromer Path Project	Realign the coastal path from Runton Road car park to the Cromer town centre
Beeston Beach Debris Removal Project	Following community discussion beach debris will be removed to improve the beach environment at Beeston Regis.
Salthouse Car Park Project	Assist interested organisation in appraising the options available in retaining car parking facilities in Salthouse.
Borough Council of Kings Lynn and West Norfolk Project	
Wolferton Private Contribution for Flood Defence Project	<i>Wolferton Private Contribution for Flood Defence Project</i> - Devise a mechanism for securing private contributions towards coastal flood defences at Wolferton Creek

2.4 Approach

The programme will be managed in house at NNDC, with the exception of the Heritage Project (managed by Norfolk Landscape and Archaeology Service) and the Wolferton Flood Defences Project (Kings Lynn and West Norfolk Borough Council). The North Norfolk Business Forum will co-ordinate the phases of the Business Support project and will be delivered under a Service Level Agreement. Where required the projects will seek external resources to deliver specific skills and services to enable the completion of the objectives.

2.5 Outcomes

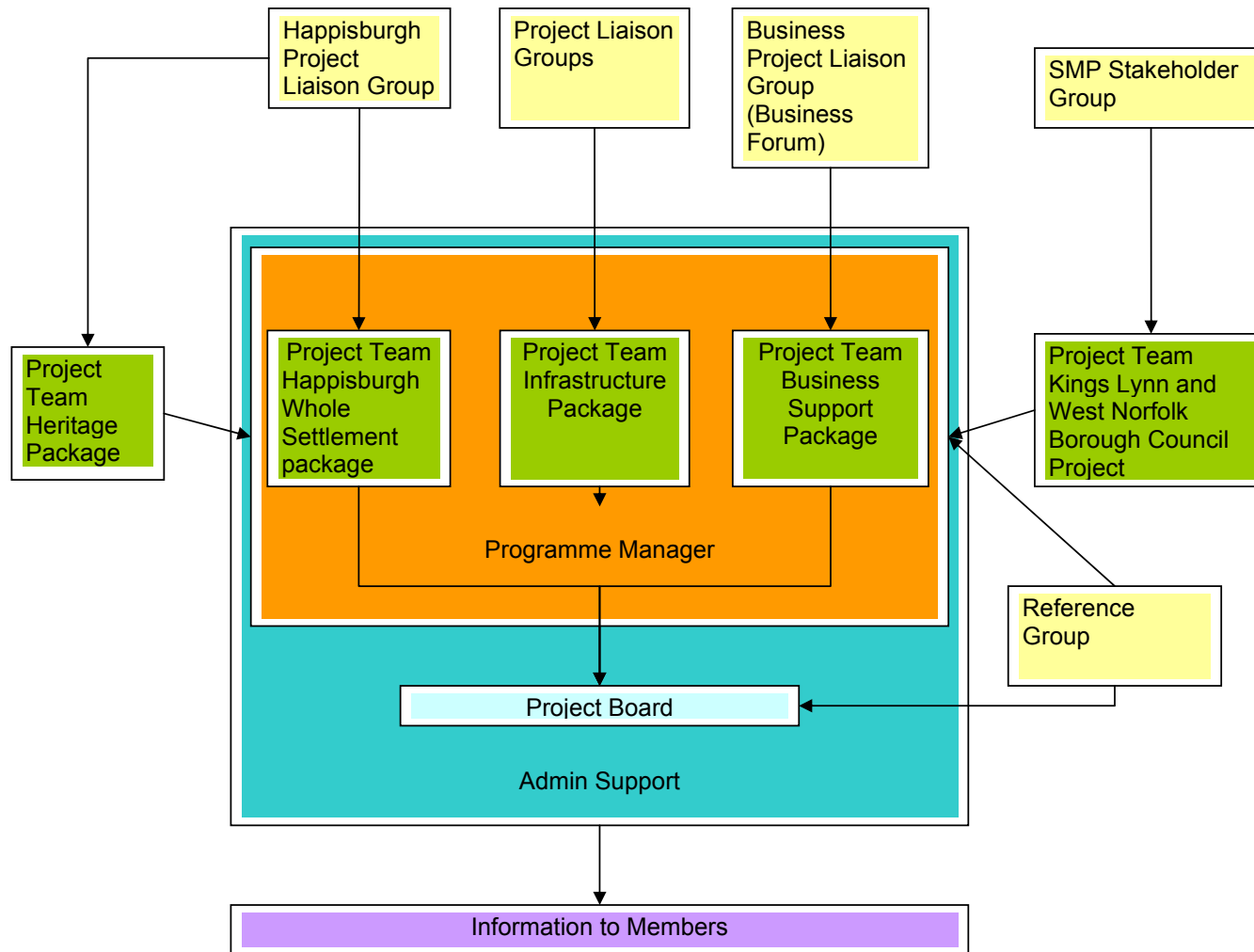
It is expected that the pathfinder projects in North Norfolk will achieve the following high level outcomes.

- **Confident (and better informed) communities** in locations experiencing or threatened by coastal change
- **Resilience** to change impacts
- Confidence amongst local communities and businesses that they have **improved prospects** for the future
- **Smart, targeted investment** as a catalyst to longer-term returns for threatened communities
- **Navigating a transition phase** to enable communities to adjust so that 'at risk' communities can function 'normally'

- **Support for businesses and householders** whose decisions about their future are fettered by the uncertainty due to coastal change and its predictions

3. **Project Organisation**

The Programme will be set up with the following structure:



3.2 Roles and Responsibilities

The programme Sponsor is Steve Blatch (Strategic Director, Community Services). The Project Board will be responsible for the overall management of the pathfinder programme. It consists of officers and councillors, augmented by the Chair of the North Norfolk Community Partnership and the Chair of the North Norfolk Business Forum. The reference and project liaison groups will play key roles involving the community and will feedback to the Project Board through the pathfinder project team.

The Project Board has the delegated authority from members to deliver the Pathfinder Programme.

The Project Board will consist of:

- **Steve Blatch** – Strategic Director – Community Services
- **Philip Burton** – Chief Executive
- **Steve Eldred** - Chair of the North Norfolk Community Partnership
- **Ian Doughty** - Chair of the North Norfolk Business Forum
- **Cllr Clive Stockton** – Cabinet Member, portfolio holder for Coastal Strategy and Economic Development
- **Cllr Angie Tillett** - Scrutiny Committee and Opposition Group Leader;
- **Peter Frew** – Head of Coastal Strategy
- **Peter Battrick** - Communications Manager
- **Rob Young** – Coastal Planner
- **Brian Farrow** - Principal Coast Protection Engineer

The Project Board will be responsible for the overall direction and management of the project and will undertake to:

- Approve the programme and projects.
- Approve the project initiation documents, project plans, end of project report and any other project documentation as necessary.
- Confirm project tolerances and identify any legislative requirements.
- Agree a project change procedure, review any slippage and if appropriate, approve project changes (Section 6).
- Review and provide direction to the project as stages progress.
- Assess information provided by the reference group with regard to the projects and agree appropriate actions.
- Identify and where possible eliminate or reduce risks or issues.

The programme manager (Rob Goodliffe) will attend the Project Board in a non-executive capacity. The project manager's responsibility is to:

- Oversee the day to day running of the programme within the constraints set by the Board and the project documents.
- Produce and maintain the project documentation and report to the Board on progress, issues and identified risks.
- Control any issues or risks and escalate where they may require actions or decision by the Project Board.
- Aid the Project Teams in the delivery of the projects and monitor progress.
- Liaise between the reference group and the Project Board.
- Report to Defra on progress at specified intervals.

Project teams will be formed consisting of staff from the Coastal Management Team and other internal departments and external organisations where necessary. The projects teams will deliver the projects and inform the programme manager of issues, timescales and any further support required to enable the delivery of the project objectives.

The function of the Project Team is to help to ensure;

- To oversee the delivery of the project and provide advice/ideas/input into the project and identify any challenges, issues, risks, lessons learned and costs.
- That the tasks identified within the project plan are carried out in accordance with the timetable of the project plan.
- Communication is undertaken as identified in the Communications Plan for the project.
- Report progress to the Project Board.

A programme reference group will be established to act as a 'sounding board' and a 'critical friend' to oversee the development and implementation of the pathfinder projects. Its main purposes will be to ensure effective communication with local communities and to inform the Board's decisions.

Project liaison groups will be established to oversee the implementation of projects. These groups could take many forms depending on the scale of the projects involved.

3.3 Interfaces

The table below summarises the communications between each stakeholder, the full interactions are detailed in the Communications Plan.

Who	How	How Often
Council Members	Members Bulletin Coastal Management Board Newsletter	At key stages Quarterly Monthly
Project Board	Meetings	3/4weeks
Project Team (Internal)	Meetings	Weekly
Project Team (External)	Reports and Meetings	To be specified
Reference Group	Meetings & informal discussion with feedback to Project Board via the Programme Manager	Monthly
Project Liaison Groups	Project specific	Project specific
Public & Business	Outlook Articles Pathfinder Newsletter Press articles Local newsletter articles Website Meetings Co-ordination by Norfolk Business Forum	Quarterly Monthly At key stages When key information is required to be disseminated Updated Weekly As required To be specified

3.4 Dependencies

There are many dependencies between the projects with regard to timescales, local sensitivities and project budgets. The dependencies table in Appendix B identifies these links which have been considered in the development of the programme plan. These dependences are susceptible to change during the development of the projects and during project implementation and will require ongoing review.

4. Programme Plan

4.1 *Summary of Programme*

The key elements of this project are:

1. **Project start-up / project management:** To be recorded on the Corporate TEN monitoring system and to be managed in accordance with the Corporate Project Management Guidelines.
2. **Stakeholder engagement/ communication:** there will need to be permanent channels of communication with local communities. Engagement will also need to be ongoing, through a range of processes to suit individual projects (see Appendix A: Communications and Community Involvement).
3. **Project implementation:** each element will have its own separate project plan, which will be coordinated via the programme.
4. **Monitoring/ evaluation:** this will need to be established early on and undertaken periodically throughout the whole programme, with regular reports to the Project Board.
5. **Project Continuity Strategy:** this project has an extremely short delivery time; however, it is imperative that it has a lasting legacy. The ethos will be to empower local communities (including businesses) to continue to generate outcomes that meet agreed project objectives, where appropriate, after the Pathfinder funding has been spent. This will mean in some cases identifying future funding (for example to meet revenue costs) and in other cases it will mean setting up new governance structures. The long-term success of the project will depend upon considerable investment in the development of a 'Project Continuity Strategy'.
6. **Learning and dissemination:** this activity is a requirement of the Pathfinder programme. The precise form such activity takes will not be known until the latter stages of the project, however, it must be explicitly built into the objectives of project plans from the outset.

4.2 Programme Timetable

The table below outlines the projects and anticipated timescales within the programme.

Happisburgh Whole Settlement Package																						
Project	Code	Description	Feb-10	Mar-10	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11			
Cliff top Enhancement Project	3d	Establish a 'buffer' along the cliff-top					Spatial Planning															
	3f	Removing cliff top debris																				
	3h	Establish open-land cliff top uses																				
	3i	Relocate car park and other threatened infrastructure																				
	3j	Create a suitable new beach access																				
	3k	Provide alternative public toilets																				
	3l	Establish cliff top paths																				
Property Acquisition for Demolition Project	3b	Negotiate with owners of Beach Road for the purchase of properties for demolition and relocate those where necessary.																				
	3c	Negotiate with owners of Beach Road for the purchase of properties and establish 'purchase and lease-back' options																				
Property Acquisition for Lease Back	3g	Demolish uninhabitable properties (where landowners are willing)																				

		in sectors such as insurance, banking etc.																	
Specific projects to cascade from 3(1)a - Business Relocation Projects	3(3)a	Assist businesses where it is highlighted as an action in the completed business plan and selected by the Project Board, assistance with relocation.																	
Specific projects to cascade from 3(1)a - Business Investment Projects	3(2)	Assist businesses where it is highlighted as an action in the completed business plan and selected by the Project Board, to devise options for helping to secure investment in maintenance of business premises (e.g. 'purchase and lease back')																	
East Norfolk Tourism Marketing Project	3(1)b	Development of a marketing Plan for the Eastern Norfolk Coast and marketing and promotion support to businesses.																	
Infrastructure Package																			
Project	Code	Description	Feb-10	Mar-10	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11
Pilgrim Shelter Project	3(3)b	Assisting with the relocation of Trimmingham Village Hall																	

Cromer Path Project	3d	Realign the coastal path from Runton Road car park to the Cromer town centre																	
Beeston Beach Debris Removal Project	3e	Remove redundant/ derelict defences at Beeston Regis to improve the beach environment and improve access.																	
Relocation of Salthouse Car Park		Investigate the options and facilitate the relocation of the car park at Salthouse																	
Kings Lynn & West Norfolk Borough Council Project																			
Project	Code	Description	Feb-10	Mar-10	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11
Wolferton Private Contribution for Flood Defence Project	3(4)	Devising a mechanism for securing private contributions towards coastal flood defences at Wolferton Creek - Project in partnership with KL&WNBC																	

5. Project Constraints

5.1 Resources

This programme has a defined timeframe and must be completed by April 2011. The Coastal Management Board is fulfilling the role of Project Board and project teams will be assembled to work on the different elements of the project.

The project lead officers will be as follows:

Cliff top Enhancement Project	Coastal management Team
Property Acquisition for Demolition Project	Peter Frew
Property Acquisition for Lease Back	Peter Frew
Happisburgh Beach Debris Removal Project	Brian Farrow
Coastal Heritage Project	Norfolk Landscape Archaeology
Manor Farm Project	Rob Young
Business Advice Project	Jose Socao
Business Relocation Projects	TBC
Business Investment Projects	TBC
East Norfolk Tourism Marketing Project	Jose Socao
Pilgrim Shelter Project	Rob Young
Cromer Path Project	Brian Farrow
Beeston Beach Debris Removal Project	Brian Farrow
Salthouse Car Park	TBC
Wolferton Private Contribution for Flood Defence Project	BCKL&WN

The Coastal Management Team will lead on the project for the coming year, it will however also complete all other commitments and continue with existing workflows. The team consists of a Head of Coastal Strategy, Principle Coast Protection Engineer, Coastal Planner, Technical Administrative Assistant and Pathfinder Programme Manager. The dependencies and resources table in Appendix B identifies where projects share resources, this will influence the planning of project workflows.

It will be necessary for other internal departments to assist in the delivery in the programme, particularly, Property Services, Housing, Planning (including Planning Policy), Finance/Procurement, Corporate Monitoring and Communications. A Property Conveyancer will be employed on a temporary contract at NNDC to complete the property acquisitions.

Due to the broad nature of the projects and outcomes NNDC will directly engage with Norfolk Museums and Archaeological Service, Business Link, Norfolk Business Forum, professional bodies (including a property valuer), to aid in the delivery of key elements of the programme. It will also be necessary to contract further elements for construction/landscaping works.

It is imperative that local communities are involved in the delivery of the projects and their completion and success heavily relies on the involvement of local and business communities. Parish Councils will be invited to play a key local role.

5.2 Finance

The programme has a set budget of £3,000,000, the final instalment to be received from Defra in April 2010. This can be allocated to individual projects within the initial Pathfinder Bid by the Project Board. The funding is split with £2,167,015 capital and £832,958 revenue. Revenue can be transferred to capital if required. A further £10,000 has also been provided from the East of England Development Agency towards start up of the business support package. This will be used to fund the North Norfolk Business Forum to promote the business support package, gain support from local businesses and gather feedback. Please see Appendix D for projected accounts of each project and the projected revenue/capital split.

The projects must comply with the EC Procurement Thresholds (above £156,442) or utilize agreed frameworks. Procurement must follow the NNDC Procurement Strategy.

5.3 Legal

The Authority has the powers to acquire land for coastal protection works the under the Coast Protection Act 1949. It is not clear whether the authority can use these powers for the property purchases required by some of the Pathfinder Projects. Further purchasing powers of the authority require investigation to enable the purchasing projects to proceed.

Comment [I1]: We need to check this. The CPA allows us to acquire land for CP works. It is a lot less clear where we are not carrying out CP works

5.4 Risks

The following risks have been identified with the pathfinder project programme.

Ref	Likelihood	Impact	Inherent Risk (Likelihood x Impact)	Description & Mitigation	Likelihood following mitigation	Impact following mitigation	Inherent Risk following mitigation	Status
PR1	4	4	1616	Non completion of programme due to the short timeframe available. Programme manager in position to monitor and manage progress.	2	4	8	Open
PR2	2	5	10	Unexpected implementation costs leading to project overspend or incompleteness of projects. Financial monitoring throughout programme. The programme also has scope to be amended by reducing the outcomes and therefore budgets of some projects.	1	4	44	Open
PR3	3	5	1515	Loss of community support resulting in breakdown of Project Reference and Liaison Groups prevent equitable outcomes leading to impact on NNDC's reputation. Communications plan to be developed to ensure all information distributed effectively. Engagement	2	3	6	Open

				through Project Liaison Groups in delivery.			
PR4	2	4	8	Sickness or loss of staff impacting on programme delivery.	2	4	8 Open
PR5	1	3	3	LGR impacting on Norfolk Museums and Archaeological Service delivering the Heritage Project. NMAS have agreed a project brief and funds have been made available from NNDC of the project.	1	3	3 Open
PR6	3	3	9	Capital and revenue split is incorrectly allocated resulting in failure to meet Defra's requirements and failure in accounting. Capital/revenue split to be agreed and advised by accounts at the start of the project and any changes to be based on advice from accounts.	1	3	3 Open
PR7	2	5	10	Projects fail therefore leading to government not supporting or pursuing Coastal Change Initiatives. Ensure good management throughout and record all outcomes to support the project approaches.	1	4	4 Open
PR8	2	5	10	Storms before or after project implementations causing damage to new infrastructure or premature loss of existing property. Natural risk which would require to be accounted for in the Project Continuation Strategy.	2	5	10 Open
PR9	2	3	6	Public perception of conflicts of interest in the project decision and implementation. Should decisions require to be made and members of the Board may be perceived to have an interest, the member will withdraw from the discussion.	1	3	3

1 = Low → 5 = High

5.4 Assumptions.

In proceeding with this project we are assuming that information informing the programme approach based on previous public consultations has not changed and that it was representative of the coastal communities involved. It is assumed that Defra wish NNDC to complete the projects as we see fit as indicated by to the open

nature of the funding offer. The Coastal Management Team also assume the general support of the Authority and its departments as a whole in the programme delivery.

6. Programme Controls

The programme and each project will be documented with the following; project initiation document, project plan, ongoing issues log, quality log, lessons learned log and change log.

Each project will require a project initiation document to be agreed by Project Board. Within this document the specific tolerances and controls for time, cost, scope and risk of the project will be specified. The project teams will have the scope to complete the work within the tolerances specified in the agreed documentation without referring to Project Board.

Internally co-ordinated projects will report to the Project Board either directly from the project officer or via the programme manager. Externally co-ordinated projects will report to the Project Board via the programme manager unless otherwise stated in the Project Initiation Document.

Reports to the Project Board will include changes to risks, quality control and issues requiring resolution beyond the project tolerances.

Where projects go 'off spec' or risks are identified or escalate beyond what has been agreed or into the 'High' Risk' category as specified in the risk matrix of NNDC Guide to Project Management (see appendix C), they will be reported as an exception immediately by the programme manager to the Project Board for consideration of the options available.

When 'exceptions' occur which require a decision to be made urgently by the project board, information will be circulated via email to members of the Board. The discussions and decision will be recorded in the emails and resolution must be met in a maximum of 5 working days.

A reference group will be set up to act as a 'critical friend' to the programme and report to the Board via the programme manager unless requested to report directly on issues arising.

The Corporate Risk Management Board will review progress via information submitted to the Corporate TEN performance management system at meetings in April, July and October 2010. This information will also be included in the annual overview in July.

7. Quality Plan

A quality log will form a part of each project's documentation, it will list the quality checks planned and will record the result of each check. The quality checks will vary between each project, generally they will consist of reports gathered from contracted agents and feedback from the reference group and project liaison groups.

Where the quality check reveals the project is off specification or feedback from the reference group or liaison group suggest the scope of the project may need amending, the project team with the programme manager will investigate the options and present to the Project Board agree the most appropriate action.

8. Miscellaneous

8.1 Document Versions

Project documents will be saved in the pathfinder folders of the coastal management section and documents will carry in their titles dates to enable current versions to be easily identified.

8.2 Meeting Minutes

Meetings will be concisely minuted with Actions, Decisions and Issues highlighted where appropriate.

9. Defra Reports

It is not currently know what form the reporting criteria to Defra will be during the programme and how the projects and their findings should be presented in the final reports.

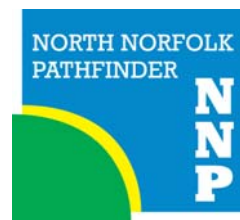
10. Appendices

Appendix A: Communications and Community Involvement Statement

Appendix B: Dependencies & Shared Resources Table

Appendix C: Risk Matrix, NNDC Project Management Guidelines

Appendix D: Projected project expenditure and capital and revenue split.



North Norfolk Coastal Change Pathfinder Programme

Communications and Community Involvement

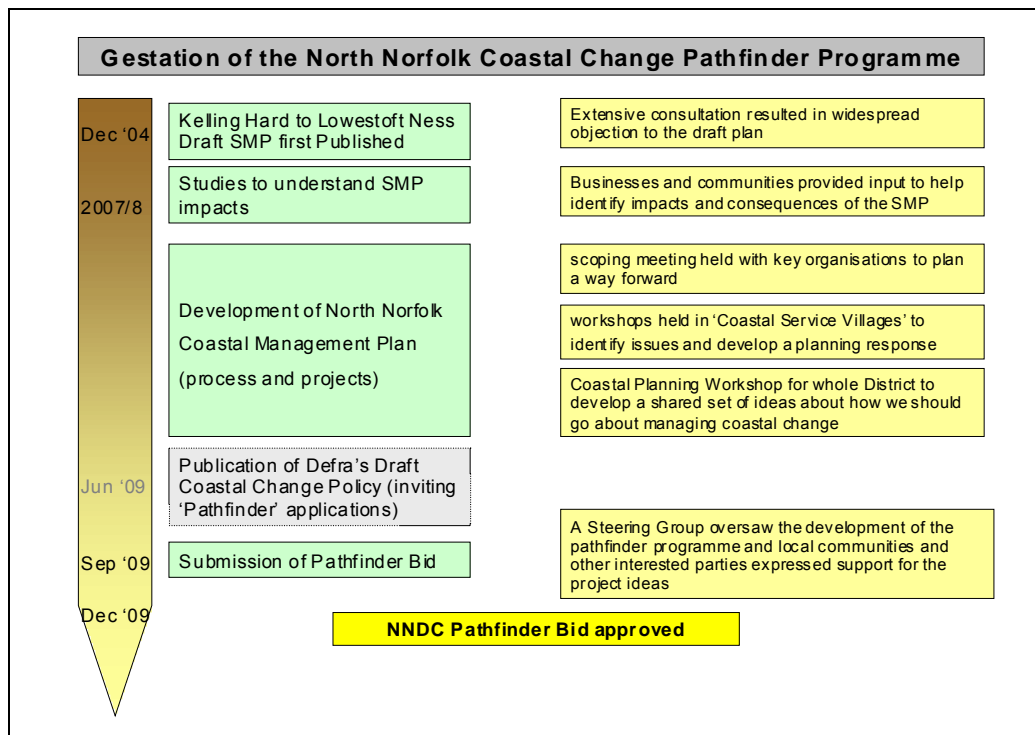
Background

The award of funding for North Norfolk's Coastal Change Pathfinder programme is excellent news for the authority and for our coastal communities. It could be considered a turning point in the plight of coastal communities that are experiencing the impacts of coastal change. Winning the funding puts a focus on our area and the successful delivery of the Pathfinder projects will inevitably raise the profile of NNDC locally, regionally and nationally. This is an opportunity to showcase North Norfolk, however, it brings with it a level of scrutiny that we must be prepared for, and that we must help local communities prepare for.

These projects are '*Pathfinders*' - that is they are experimental - and there will be varying degrees of success in the achievement of the stated objectives. Almost regardless of the substantive outcomes of the various projects, the key measures of success will depend upon:

11. The extent to which the projects match the expectations of local people;
12. The degree to which those with a legitimate stake in the outcome of the projects feel they are being meaningfully involved in their implementation;
13. Maintaining open and accountable decision making; and
14. The extent to which people consider they are informed.

These projects have an extremely short delivery time, however, it is imperative that they have a lasting legacy. Their long-term success will depend upon local '*ownership*' of the projects by the communities that are affected by them. The projects that comprise the Pathfinder Programme have been developed on the basis of issues that have arisen from local communities and other interested parties over recent years (see box below) and it will be vital to ensure there is a continuing process of community involvement throughout their implementation. This document therefore sets out the process that will be followed in communicating the pathfinder programme and the approach that will be taken to involving members of the community, and others, in its delivery.



Communications

At an early stage in the project we will need to establish who we need to communicate with and what is the most appropriate means of doing this. The initial stakeholder meeting (see below) should be used to establish a communications methodology and to act as a 'sounding board' in relation to communicating progress on the development and implementation of Pathfinder projects.

Actions

15. Hold briefing with local media
16. Set up 'Pathfinder' page on the website and news items on homepage
17. Hold launch meeting with coastal parishes and other key local stakeholders and project partners
18. Maintain regular close contact (via e-mail, phone, personal contact etc.) with stakeholders
19. Establish appropriate groups to act as a link with local communities
20. Utilise the North Norfolk Business Forum to assist with communication to local businesses
21. Publish newsletters at regular intervals
22. Publish items in outlook at appropriate stages
23. Provide project updates at Coastal Issues Forum meetings
24. Hold publicity events at key milestone stages

Important as they are, there are other audiences in addition to local communities and stakeholders. This is a nationally important programme and North Norfolk is by some distance the largest player in it. We will need to identify key milestones and ensure that the local and, where appropriate, national and specialist media are kept informed and involved through media releases and briefings as well as holding special events to mark those milestones. There will be regular updates of progress posted on the Council website.

There is also the need to keep council staff and elected Members informed of developments and progress. Staff and Members are the Council's greatest ambassadors and act as vital links with communities and individuals across the District. There will be regular updates in the Staff Briefing and the Members Bulletin, as well as on the Council intranet.

This work will be undertaken primarily by the NNDC Communications team in conjunction with the Coastal team and Programme Manager.

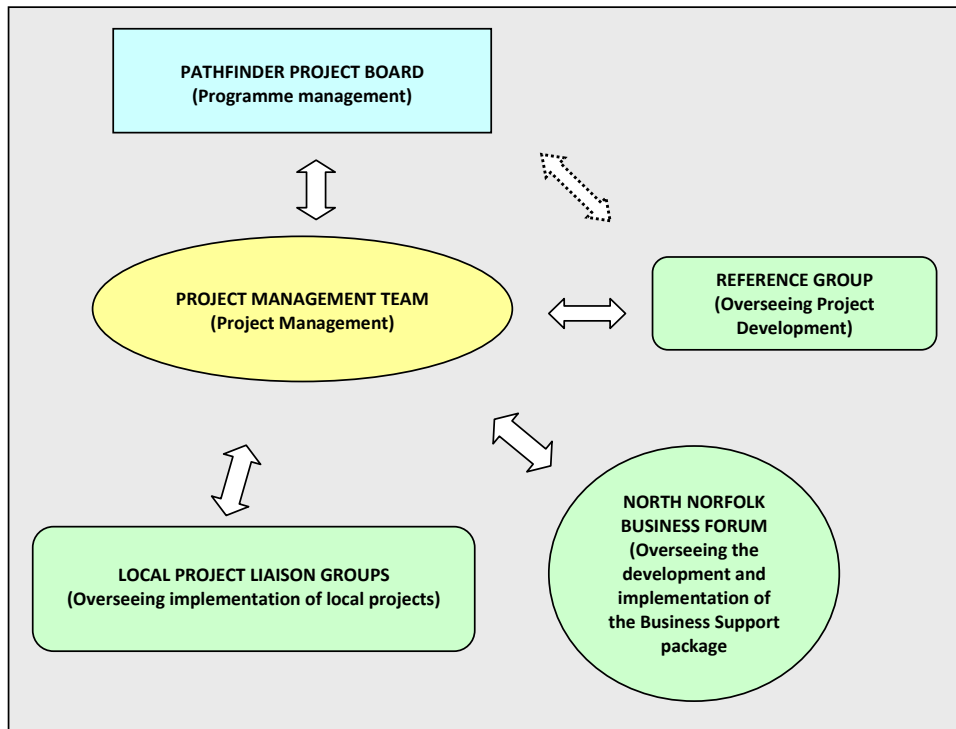
Community Involvement

As the projects have been developed on the basis of information gathered from local communities and other stakeholders, further involvement should be centred on project delivery. The main purposes of involving the community in this programme will therefore be:

25. to ensure that the projects remain focused on the stated community outcomes;
26. to gain ownership of those outcomes amongst those most affected; and
27. to assist in the implementation and monitoring and of the project interventions.

Actions

Various means of involving local people and interests in the pathfinder programme will be established, at a strategic level and at a local project implementation level. The overall programme management structure is outlined in the box below; the precise method of engagement, however, will vary according to the nature of each project intervention. The suggested arrangements are described below.



Project Board

The Project Board will be responsible for the overall management of the Pathfinder programme. It consists of officers and councillors, augmented by the Chair of the North Norfolk Community Partnership and the Chair of the North Norfolk Business Forum. A link to the groups responsible for involving the community and other interested parties will be via officers from the Pathfinder Project Management Team.

Programme Reference Group

A reference group should be established to act as a 'sounding board' and a 'critical friend' to oversee the development and implementation of the pathfinder projects. Its main purposes will be to ensure effective communication with local communities and to inform the Board's decisions.

The **aims** of this group will be to:

28. help ensure that the Pathfinder programme matches the community expectations
29. act as a link between affected communities and the Project Board
30. coordinate the communication of the projects with the general public
31. monitor the implementation and gauge the success of projects from the point of view of affected communities

Membership

The group will consist of interested and knowledgeable parties but not necessarily those with a direct stake in the outcome of projects. Participants in this group will act

independently and as far as possible objectively and *could* (for example) comprise of the following (with a maximum membership of seven).

32. Representatives of the Coastal Concern Action Group (CCAG)
33. Representative of the Norfolk Rural Community Council (NRCC)
34. Representative of the Norfolk Association of Local Councils (NALC)
35. Representative of the Country Landowners and Businesses Association (CLA)
36. Others who are independent from the process but have a background in community or coastal issues

The group will be chaired by one of its members, facilitated by an officer from the Pathfinder Management Team, who will provide a link with the Project Board, and will be supported by staff from NNDC's Media and Communications Team. It will meet occasionally but will receive regular updates and minutes etc. in relation to the whole pathfinder programme.

Local Project Liaison Groups

Group will be established to oversee the implementation of projects. These groups could take many forms depending on the scale of the projects involved. A group will be needed to oversee a range of projects in Happisburgh in particular and it may be advantageous for a similar group to be established to oversee the implementation of the various business support projects (e.g. groups of caravan or tourism related businesses).

The **aims** of these groups will be:

37. to keep local people (or business organisations) informed of the implementation of projects that have local impacts
38. to ensure that projects are sensitive to local circumstances and that those who are directly affected by the implementation of particular project interventions are content with the approach that is being taken
39. to identify issues that arise during project implementation and to act as a conduit between the general public/ businesses and the Project Team, communicating any issues that arise
40. to help foster a sense of ownership of the project outcomes

Membership

Happisburgh Pathfinder Project Group

This group will be developed using the Parish Council as its basis. The PC will advise which other members of the local community or organisations to involve, but the membership could be fluid and change with different stages of project implementation. The size of the group is not critical as long as it has the right membership to fulfil its objectives. The group will be facilitated by an officer from the Pathfinder Management Team, who will provide a link with the Project Board.

Contact with individuals or small groups of local stakeholders

Certain projects, which perhaps are smaller, more specific or short-term may not require the establishment of a group as such, however, there will still be key people or

organisations with whom close contact should be made during the development of projects and at key stages in their implementation. This is likely to be the best approach where only a few parties are directly affected during the implementation of a project. Contact will be established by a member of the Pathfinder Management Team or a consultant commissioned by them, as appropriate.

North Norfolk Business Forum

The North Norfolk Business Forum will play a vital role in the development and delivery of the 'business support' package of the Pathfinder Programme. It is the most appropriate organisation by which to communicate with coastal businesses and it will be a conduit through which affected businesses can access support. Groups of coastal businesses seeking to benefit from the pathfinder programme may be developed, via the Forum, as a means of developing mutual support and drawing out the commonalities between their needs as they emerge. An officer from the Pathfinder Management Team will provide support as necessary to the NNBF for this project and the Chair of the NNBF will sit on the Pathfinder Project Board.

Communication and community involvement process

The following process should be used as a framework for communication and community involvement in all aspects of the Pathfinder Programme.

Stage 1: Communicate the Pathfinder Programme

Firstly we need to share information widely about the programme to ensure that those who are likely to be involved in the delivery of, have an interest in, or are likely to be affected by the outcomes of the pathfinder projects are fully aware of it.

Method:

- Meeting with all coastal parishes, coastal and community groups, potential stakeholders and project partners to introduce the project ideas and to elicit involvement in them
- Regular publication of newsletters (once-a-month)

Stage 2: Build the involvement process

Certain organisations have already agreed to act as 'partners'; some in the delivery of particular projects, others more generally. This stage will involve the setting up of groups to be involved in the implementation of individual project interventions as appropriate.

Method:

- Establish the various groups identified in the *community involvement* section above (following feedback at the 'launch meeting')
- Maintain the links between the Project Board, partners and stakeholder groups

Stage 3: Build project awareness and capacity within individual communities

Local communities (in particular places) and interests (such as businesses) will be affected by the implementation of the projects to varying degrees (both as beneficiaries and possibly detrimentally through temporary disruption etc.). There is a need to ensure those

affected are fully aware of what is happening and that they are able to be appropriately involved throughout if they so choose.

Method:

- location or topic specific meetings with members of affected communities or interest groups as appropriate

Stage 4: monitoring review and evaluation

We will need to be able to assess progress with the implementation of the pathfinder programme and to measure the success of individual project elements. This will be a key aspect of the final report to Defra. A robust monitoring exercise must include feedback from those affected by the outcomes of the various projects and this will need to be included in the project objectives, with performance measures related to community feedback.

Stage 5: Project Continuity

As the long-term success of the programme will depend heavily upon 'ownership' of the outcomes by those affected, there will need to be a process by which certain elements of the Pathfinder programme continue after the programme comes to an end. Each project will vary: some can be regarded as 'task and finish' where involvement will cease on their completion; others, however, will involve the establishment of new governance structures to pursue future implementation or identify future funding. For the latter, considerable investment must be made in the development of a 'Project Project Continuity Strategy', the ethos of which will be to empower local communities (and interest groups or other organisations) to continue to generate outcomes that meet agreed project objectives. Consideration needs to be given to this at the early stages in the development of each project.

Appendix B – Project Dependencies and Shared Resource

Please see attached file.

Appendix C – NNDC Guide to Project Management – Risk Matrix

Risk Matrix

As a guide, any risk that is in the grey area, i.e. a score of over 12 or more would be expected to have action planned to reduce that score to below 12.

Advice on risk can be obtained from Peter Gollop, Corporate Risk Officer on ext. 6050.

Likelihood	5					
	4					
	3					
	2					
	1					
		1	2	3	4	5
		Impact				

Projects have a greater chance of success if risks are identified well in advance of them actually occurring. In this way it is often possible to reduce the impact to the project.

Appendix D – Projected expenditure and Revenue/Capital allocation.

	Description	09/10		10/11		Revenue/Capital code requirement	Total
		Capital	Revenue	Capital	Revenue		
Cliff top Enhancement Project	3d, 3f, 3h, 3l - Landscaped buffer and clifftop uses			£40,000.00	£35,000.00	R + C	£75,000.00
	3i - Car park			£25,000		C	£25,000.00
	3j - Beach access			£75,000		C	£75,000.00
	3k - Public toilets			£75,000		C	£75,000.00
Property Acquisition Project	3b - Purchase for demolition	£100,000.00		£400,000.00	£50,000.00	C + R	£550,000.00
	3c - Purchase and 'purchase and lease-back'			£350,000.00		C + R	£350,000.00
	3g - Demolish uninhabitable properties					C	£0.00
Happisburgh Beach Debris Removal Project	3e - Removing of costal defences - Happisburgh				£120,000.00	R	£120,000.00
Coastal Heritage Project	3m, 3n, 3o, 3p Coastal Heritage Project		£40,300.00		£40,000.00	R	£80,300.00
Manor Farm Project	3a - Relocation options for Manor Farm Caravan Park	£125,000.00		£175,000.00		C + R	£300,000.00
Business Advice Project	3(1)a - business diagnostics, plans and Coastal Change' toolkit				£175,000.00	R	£175,000.00
Specific projects to cascade from 3(1)a - Business Relocation Projects	3(3)a - businesses relocation.	£50,000.00		£200,000.00		C + R	£250,000.00
Specific projects to cascade from 3(1)a - Business Investment Projects	3(2) - businesses investment (e.g. 'purchase and lease back')	£25,000.00		£175,000.00		C + R	£200,000.00
East Norfolk Tourism Marketing Project	391)b - Eastern Norfolk Tourism Marketing				£75,000.00	R	£75,000.00
Pilgrim Shelter Project	3(3)b Pilgrim Shelter			£200,000.00		C	£200,000.00
Cromer Path Project	3d - Cromer Path		£10,000.00		£25,000.00	R	£35,000.00
Beeston Beach Debris Removal Project	3e - Remove derelict defences at Beeston Regis		£120,000.00			R	£120,000.00
Wolferton Private Contribution for Flood Defence Project	3(4) - Wolferton Flood Defence		£5,000.00		£15,000.00	R	£20,000.00
	Project Management Costs	£20,000.00	£27,379.67	£187,000.00	£32,929.40	R	£267,309.07
	Salary for Programme Officer (as part of Pro. Man. Cost)		£5,845.10		£35,070.60		£40,915.70
	Actual	£320,000.00	£208,524.77	£1,902,000.00	£603,000.00		£3,033,524.77
	Target	£419,777.00	£523,225.00	£1,747,238.00	£319,760.00		£3,010,000.00