

URN: 21-073

Subject: Ratification of the Norfolk Strategic Flooding Alliance (NSFA) Strategy and Action Plan

Report to: Environment Committee, 29 September 2021

Report by: Karen Thomas (Coastal Partnership East) & David Glason (Director of Planning & Growth)

SUBJECT MATTER

Following significant inland flood events in December 2020 the newly formed Norfolk Strategic Flooding Alliance (NSFA) have developed a new Inland and Coastal flooding Strategy and governance structure to ensure there is greater integration between risk management authorities and clearer line of sight for communities on flood risk matters.

Officers from Great Yarmouth Borough Council and Coastal Partnership East (CPE) have been working with stakeholders across Norfolk to develop the Strategy and agree a new governance structure. The NSFA now seek ratification from stakeholders of the Strategy and Action Plan (attached). Cllr Carl Smith & Cllr Graham Plant have also been engaged with the NSFA meetings to date.

The principles of the NSFA Strategy and Action Plan are appropriate, reasonable and cover the wide range of flooding outcomes from both coastal and fluvial incidents. The strategy is a high level document which engenders greater collaboration amongst stakeholders, but does not provide specific detail on the resource and financial implications.

RECOMMENDATIONS

Members are recommended to:

1. endorse the Norfolk Strategic Flooding Alliance Strategy and Action Plan as set out in Appendix 1 to this report
2. support a collaborative approach to flooding and water management in Norfolk
3. ensure that there continues to be a planned and resilient approach to flooding across the County

1. Introduction

- 1.1 The Norfolk Strategic Flooding Alliance (NSFA) was formed at the start of 2021 following winter flooding which occurred in several Norfolk districts over the Christmas period in 2020.

- 1.2 The NSFA is chaired by Lord Dannatt and brings together a range of stakeholders including the Environment Agency, Anglian Water, Norfolk Resilience Forum, Lead Local Flood Authority (Norfolk County Council), Water Resources East, Coastal Partnerships East, District/Borough Councils and Parish Councils.
- 1.3 The aim of the NSFA is to provide a single point of focus and collaboration for all flood related challenges facing the County of Norfolk.
- 1.4 The Alliance will consider both fluvial (river) and coastal flooding and work collaboratively with existing groups and organisations wherever possible to create a stronger framework for flood resilience across Norfolk.
- 1.5 The NSFA seek ratification from all Stakeholders of the overall NSFA Strategy and Action Plan. (Appendix 1)

2. Work to Date

- 2.1 Coastal Partnership East have been working with Great Yarmouth Borough Council Senior officers and Chief Executive to establish our role in the NSFA review of flood risk issues and opportunities in Norfolk and have supported the development of the NSFA Strategy.
- 2.2 Existing programmes of work and projects critical to the delivery of flood resilience in the area have been identified and existing officer and member groups have been highlighted that have oversight and involvement in delivering flood and coastal risk management.
- 2.3 There are capital projects in Gorleston (Anglian Water) to manage surface water (pluvial) flood risk and the Environment Agency are delivering significant improvements along the extent of the river Yare in Great Yarmouth and Gorleston (tidal flood risk) with cross partnership funding of c.£40 million.
- 2.4 Coastal Partnership East manage the coastal erosion risk for the wider GYBC open coast frontage and support GYBC in the management of Environment Agency flood risk areas through the Shoreline Management Plans.
- 2.5 Coastal Partnership East also work closely with the Resilience Forums in Suffolk and Norfolk to ensure joined up approaches to coastal tidal surges and our readiness, response and recovery to those.
- 2.6 Coastal Partnership East have also recently been successful in attracting £8.4 million of Innovative Resilience Funding for the new Norfolk and Suffolk Coast Transition Programme attracting funds to support new resilience approaches at several pilots - including Great Yarmouth and Hemsby.
- 2.7 Officers have had discussions with neighbouring North Norfolk District Council and Kings Lynn and West Norfolk Borough (KL&WNBC) Council to ensure we have a joined-up approach along the whole Norfolk Coast.

- 2.8 As part of a new NSFA Governance structure we have recommended a new Norfolk Coastal Members Group with existing CPE Board members and member representatives from KL&WNBC and the Anglian Regional Flood and coastal Committee representative at Norfolk County Council. This Board will meet twice a year and be supported by existing officer groups - East Anglian Coastal Group and Norfolk Resilience Partnership and a re-branded Norfolk Coast Forum (formally North Norfolk Coast Forum).
- 2.9 This Governance structure has been agreed with all 3 Norfolk Coastal Authority Chief Executives and is included in the NSFA Strategy.
- 2.10 We are confident that this new approach to strategic oversight and join up between flood and coastal risks will significantly benefit those who manage flood risk and those who are affected by it in our communities.
- 2.11 All partners are therefore being asked to endorse the NSFA Strategy/Action Plan.

3. Next Steps

3.1 The NSFA has asked for Great Yarmouth Borough Council to ratify the Strategy and Action Plan attached as Appendix 1 to this report.

3.2 The Strategy contains the vision, objectives and principles of the NSFA. The NSFA Strategy and Action Plan align with the strategic priorities in the Council's Corporate Plan, delivering a quality and sustainable environment. The inclusion of coastal flooding is of particular importance to us as a coastal authority, noting the threat of storm surges, inundation, cliff slippage and erosion.

3.3 The Strategy outlines the governance and structure of the NSFA and details the link with Coastal Partnership East. This is fundamental to the success of the NSFA and the collaborative approach.

3.4 Included in the strategy is how success will be monitored.

3.5 The Action Plan contains details of how the NSFA objectives will be achieved and is to be continually reviewed. This is a high-level document with the details of some action points yet to be confirmed. It is therefore difficult to identify the resource implications fully at this stage.

4. Financial Implications

4.1 The high-level nature of this document does not set out the financial and resource implications. However, ratification of this Strategy does not commit the Local Authority to any resource or financial commitment aside from officer attendance at the NSFA meetings.

5. Risk Implications

5.1 There are reputational risks if other stakeholders sign up to the principles of the NSFA and the Council does not.

6. Legal Implications

6.1 There are no legal implications relating to the ratification of this Strategy.

7. Conclusion

7.1 The Norfolk Strategic Flood Alliance Strategy and associated Action Plan are high level documents which accord with the Council's Corporate Plan and improves collaboration amongst key stakeholders.

7.2 Without details around delivery of specific projects, the full implications in terms of staff resource and financial commitment are unknown. It is therefore recommended that the documents are ratified in terms of agreeing to the principles, on the understanding that more detail is required in some areas where there are financial or resourcing implications.

7.3 The Council believes it is already leading the way in terms of coastal flooding, however we recognise the need for partnership working in this area and are therefore supportive of the principles contained within the Strategy.

7.4 A pro-active prevention approach to flooding through improved collaboration is much preferred to a reactionary approach.

8. Background Papers

8.1 Ratification Draft. V3 Norfolk Strategic Flooding Alliance Strategy document and action plan (Appendix 1).

Areas of consideration: e.g. does this report raise any of the following issues and if so how have these been considered/mitigated against?

Area for consideration	Comment
Monitoring Officer Consultation:	ELT
Section 151 Officer Consultation:	ELT
Existing Council Policies:	Corporate Plan
Financial Implications (including VAT and tax):	No financial commitment
Legal Implications (including human rights):	
Risk Implications:	Addressed in the report
Equality Issues/EQIA assessment:	N/A
Crime & Disorder:	N/A
Every Child Matters:	N/A

NORFOLK STRATEGIC FLOODING ALLIANCE – OVERALL STRATEGY

The purpose of the constituent members of the Norfolk Strategic Flooding Alliance (NSFA) is to work together so that Norfolk communities and infrastructure are safer and more resilient to the risks of inland and coastal flooding and better placed to ensure adequate water supplies during droughts.

1. **Introduction.** The NSFA was formed following recognition that the county-wide response to flooding and flood-related risks is incoherent and improvements are required to protect and reassure Norfolk communities. Members of the NSFA are united in their determination to work collaboratively and transparently across boundaries and structures to improve the response of flooding and increase the coherency and consistency of flood risk management. The unique selling point of the NSFA is that it represents a single point of focus and collaboration for all flood-related challenges facing the County of Norfolk. Our Action Plan is at Appendix A and the record of actions achieved, so far, is at Appendix B.

OUR GOALS

2. **Our Vision.** The NSFA will be successful through the coordinated actions of the statutory authorities from central to local government, through to commercial companies, land and property owners large and small, their communities and individuals themselves. As a result, the people of Norfolk will have high level of confidence that flood risks are as low as reasonably practicable and are being managed within the overall context of improved water management.

3. **Our Objectives.** Our objectives are:¹

- a. Achieve a transparent, collaborative, integrated and sustainable approach to water management issues across the County of Norfolk that is applied coherently.²
- b. Provide a cooperative approach to local, regional and national funding opportunities to mitigate Norfolk's flood risks.
- c. In accordance with Shoreline Management Plan governance, establish a strategic group (or Groups) for the coastal areas from the Yare to the Wash/Ouse to help mitigate coastal erosion and coastal flooding.
- d. Examine how to implement whole river management best practice for inland waterways from catchment areas to the sea.
- e. The planning system across the County is coherently applied and does not exacerbate the flood risks to new and existing residents and communities.
- f. When preparing and delivering their statutory or lead-agency responsibilities, category one responders and other relevant bodies will, where appropriate, collaborate through the Norfolk Resilience Forum (NRF) to:
 - I. enable the Local Lead Flood Authority (LLFA) to compile a common flood risk picture,
 - II. develop a consolidated action plan that maps multi-agency activities and progress,
 - III. ensure local flood resilience and the response to flooding events, which is streamlined and cohered across the County,
 - IV. achieve synchronised initiatives across Norfolk that mitigate the risk of flooding and enhance communities' local resilience, and
 - V. deliver a programme of exercises to confirm NSFA effectiveness and assure progress development.³

¹ These are distilled further into a series of actions and tasks in Annex A.

² This will include an understanding of other water management strategies and activities already in practice through other bodies and organisations.

³ We will do this in partnership with the Ministry of Housing, Communities and Local Government (MHCLG) or the Cabinet Office, partner authorities in the region and the Emergency Planning College, in the design, training, work up and delivery of the exercise.

- g. Enhance the confidence of Norfolk communities through regular public communications and engagement on flood risks, mitigation measures and resilience / self-reliance initiatives.
- h. Produce an Integrated Norfolk Water Management Strategy.⁴
- i. Deliver a united Norfolk view on flooding and water management issues to Central Government.

OUR APPROACH

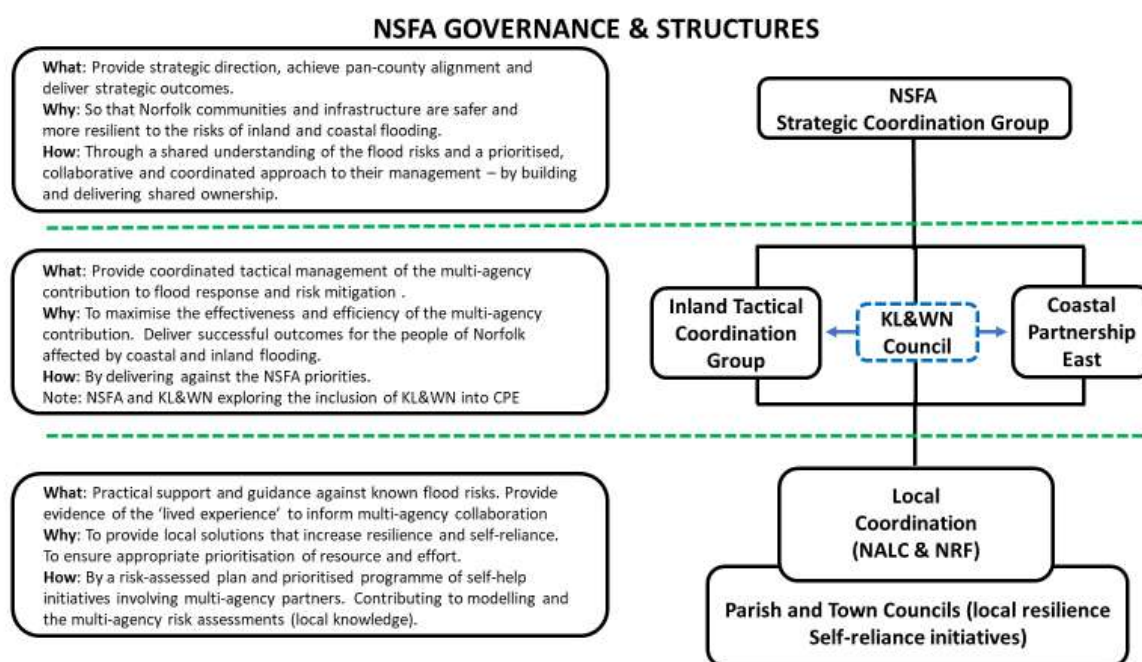
4. **Our Principles.** Our guiding principles are:

- a. We will work together in a collaborative and transparent manner through the statutory duties established by the Civil Contingencies Act (CCA) (2004) and its supporting doctrine and guidance as well as making maximum use of Public Sector Cooperation Agreements, where appropriate.
- b. Extant statutory or lead responsibilities remain with the relevant agency.
- c. We will share information and manage knowledge intelligently.
- d. We will focus on delivering the best outcome for Norfolk communities.
- e. We will speak with one voice and communicate clearly, coherently and consistently to Norfolk communities.
- f. We will exploit pre-existing structures and multi-agency fora to reduce duplication and ensure our activities are efficient and effective.
- g. We will ensure a balanced approach – delivering quick wins and set the conditions for achieving longer-term success.
- h. We will make evidence-based decisions and anticipate future risk through collaborative analysis and data sharing.
- i. We learn from others and our own experiences and seek to identify and share ‘best practice’ as appropriate.

5. **Strategic Collaboration – Threats and Opportunities.** It is unlikely that any single entity will be able to develop projects or solutions alone to mitigate the threats of flooding or to promote the opportunities of better water management. Collaboration (not duplication) between NSFA and Water Resources East (WRE) is essential to a coherent approach across the County of Norfolk. From a water management perspective, WRE and its strategic partners will identify opportunities in the short, medium and long-term to connect fluvial flood risk reduction with water scarcity opportunities, ideally delivering water quality benefits at the same time. This will predominantly focus on the opportunities to capture and store flood water and make it available for use for example for irrigation, energy production and to drive environmental improvement and natural capital net gain. Key partners in this work, alongside Norfolk local authority colleagues and WRE’s Norfolk Water Strategy partners (Anglian Water and The Nature Conservancy) will be landowners, internal drainage boards, local community leaders and environmental Non-Governmental Organisations (NGO).

⁴ To include an integrated approach to resource planning that considers all potential requests for funding to develop a single and prioritised statement of desired outcomes that all can work to deliver.

6. **How we Function.** The NSFA will operate across 3 levels (using Civil Contingencies Act doctrinal definitions for each level) – Strategic, Tactical and Operational/Delivery – a schematic representation of how this will be achieved, with broad roles and responsibilities, is shown below:⁵ The NSFA recognises that member organisations and authorities have different priorities, funding arrangements, regulators and statutory obligations. It is incumbent on NSFA members to highlight to the NSFA their constraints to help the NSFA appreciate how best to work around these for the benefit of local communities. While the NSFA will determine its priorities, it accepts the need to use the statutory and funding frameworks of other bodies in order to realise these priorities. The Norfolk County Council (NCC) communications team would use this strategy and action plan to develop a proactive communications and engagement plan.



ASSESSING SUCCESS

7. **What will success look like?** Achieving the stated vision will be the ultimate assessment of success for the NSFA. On our journey to achieving this vision, the NSFA will assess performance against the individual objectives (para 3), the specific actions and tasks (annex A) and our ways of working / guiding principles (Appendix B). On an annual basis (July NSFA meeting) members will be invited to affirm their commitment to the NSFA and the delivery of collaborative working in accordance with our guiding principles.

8. **Universal Stakeholder Buy In.** On an annual basis – commencing in July 2021 - the stakeholders, who are the constituent members of the NSFA (details at Appendix C), will commit to work together by formally signing off the annual NSFA Overall Strategy, of which this is the first.

⁵ For local operational/delivery groups to be successful, there will need to be multiple (to spread the load), probably covering either the district council areas (with a number amalgamated to ensure there aren't too many groups for those of us that cover the whole of Norfolk) or Anglian Water water recycling collection areas. Discussions are underway to see if KL&WN might consider joining Coastal Partnership East and therefore remove the need for a bilateral arrangement between the NSFA and KL&WN on coastal flooding matters.

APPENDIX A - ACTION PLAN

Code: **RED**: Significant issues to be resolved or task/outcome/action not commenced, **Amber**: Significant issues identified and plan to resolve developed – no target date set, **Yellow**: minor issues or progress to achieve goal is on track, **Green**: desired task/action/outcome achieved.

SER	TASK	ACTION	PROGRESS	LEAD/OWNER	ASSESSMENT
1		1.1 More effective collaboration to ensure clearer multi-agency emergency response, recovery and remediation actions.	Agreement to this strategy signifies a commitment from members to adopt the principles and objectives in their own programmes, plans and strategies and a commitment to work collaboratively to achieve the NSFA's objectives.	All	
2	Task 1. Develop closer working between all agencies and better co-operation	1.2 The need to have a single consolidated approach to flooding across Norfolk so there is no 'post code lottery' (e.g. removal of the confusion about the utility and availability of sandbags).	To be addressed through the NSFA Inland Flooding Group. The NRF is developing a picture of what districts provide in terms of flooding support during both response and recovery phases. The NRF (via the Multi-Agency Fusion Group (MAFG)) will provide a formal update on who does what to the next Inland Flooding Group meeting in September. Explore the role of the Severe Weather and Flood Risk working group and how this might inform the working of the coastal and inland flooding groups. This work should recognise the roles and responsibilities of all 3 tiers of local government and consider how we balance locally derived needs with autonomy of decision-making and resourcing (especially finance) while achieving appropriate county-wide consistency.	Chair NSFA Inland Flooding Gp NRF Chair	

3	1.3 Develop in partnership with others (such as Water Resources East (WRE) and the Broadland Futures Initiative (BFI)) options for how flood water might be used to alleviate drought risks or managed in a more integrated multi-agency approach.	First formal meeting between NSFA and WRE programmed for 17 May. It discussed opportunities for shared working and what ‘plugs and sockets’ are required between the 2 structures to ensure opportunities to deliver a holistic approach to water management might be achieved. Develop an appropriate ‘plug and socket’ approach with existing flood and drought initiatives to ensure an integrated approach while not duplicating effort. The BFI should be reviewed by the NSFA and areas of collaborative opportunity identified and factored into the NSFA Action Plan. The BFI considers existing and new plans that will emerge and impact upon the BFI plan area. It is expected that the BFI will inform the Norfolk Strategic Flooding Alliance (NSFA). Ensure the Current Shoreline Management Plans for the County are referenced in relation to the strategic flood (and erosion) management on the coast.	Chair NSFA MD WRE Chair BFI	
4	1.4 Develop a prioritised list of known flooding risk areas to guide initial collaborative working	NSFA members will share their capital and maintenance plans with each other to ensure the maximum opportunities possible for the development of synchronised and mutually supporting work and to help communicate our work with Norfolk Communities.	Chair NSFA Chairs of Inland and Coastal	

			An initial prioritised list comprises 16 flood sites that have been identified as complex and requiring multi-agency involvement to resolve. Outline costed solutions will be worked up, with a lead agency for each site. These solutions can then be delivered when the necessary funding has been secured. A second tranche of flood risk sites is being considered.	Working Groups	
5	Task 2. Clarify roles and responsibilities both amongst partners themselves and for the general public.	2.1 Education of Riparian owners, homeowners and businesses on their responsibilities, how to be more resilient in the face of severe weather and who to reach out to in times of flooding.	Flyer produced and to be distributed to all properties (business and private across Norfolk). It provides basic advice and linkages to where specific advice can be found. NFRS, NRF and NALC exploring ways to improve local resilience and self-reliance through education and advisory programmes. Riparian owners need to be updated on their responsibilities to watercourse maintenance. This might be led by the CLA and NFU.	CFO, NFRS NALC CLA NFU	
6		2.2 The potential for a Memorandum of Understanding to provide greater clarity and the need to undertake a gap analysis of areas not covered by agencies.	To be considered by the NCC as the LLFA. Consideration should be given to the NRF to lead on developing this.	NCC as LLFA (through NRF)	
7		2.3 Encourage local support groups to help improve community resilience through provision of support, education and information.	Consideration should be given to the Coastal and Inland groups leading on this with NRF liaison for delivery of engagement and education programme. These groups might want to explore the role of the Coastal Flood Wardens as		

		a resource that might be developed for other scenarios. Consider the development of dashboard, to guide planning and response, in which flood data and the current picture is made accessible to all stakeholders. Consider the Introduction of a web-based portal to help householders and businesses identify who is responsible for what drainage asset. Integration of data feeds by the NCCC Norfolk Office of Data Analytics (NODA) to create an more holistic appreciation of risk and situational awareness. Intention to embed this in an open forum website (Norfolk Prepared) to ensure agencies and public maintain situational awareness and can prepare and response more effectively	Chairs of Inland & Coastal Groups CFO, NFRS NALC NRF	
8	2.4 Maintain regular communications with Norfolk communities on flooding related issues to ensure communities are as well informed on NSFA activities as is practicable.	This recognises the need for direct (NSFA to communities) and indirect (through a third party) communications. Parish Councils will have a key role to play here. Requires close collaboration and coordination on flooding related communications. NCC will lead on the development of a coordinated NSFA Communications Plans (including agreed, immediate lines to take in times of crisis). Utilise Norfolk Prepared website, tactical delivery through inland and coastal NSFA groups.	Chair NSFA Chair Inland and Coastal Groups NCC as LLFA NRF NALC	

			The Norfolk Prepared website was advertised in the flood flyer and the website provides broad resilience and self-reliance advice.		
9		2.5 Consider what flood protection and mitigation capabilities are required and how they might be supported and supplied.	Item needs to be addressed by the inland and coastal flooding groups to identify most appropriate capabilities to mitigate flooding. Once the 2 groups have considered the issue for their respective remits, the NSFA should consider a consolidate view including how capabilities might be resourced	NSFA Chairs of inland and Coastal groups	
10	Task 3. Determine and implement appropriate mechanisms for funding flood-related initiatives.	3.1 A shared resilience fund to help agencies and authorities better react to emergency situations in a collaborative manner.	The Chairs of the Inland and Coastal working groups should consider what additional resources they required. This detail should be submitted to the NSFA who would fuse the requirements into a single submission for the LLFA to consider. This should be completed by end of July 21. CPE is also exploring a coastal adaptation mechanism to support those affected by erosion which could be linked	Chairs of the inland and Coastal working groups	
11		3.2 Maximising the capital, maintenance and revenue funding streams of NSFA members , as well as resource and skills, jointly to agree common priorities and funding for proactive water management initiatives.	A more collaborative approach to funding-streams, utilising Regional Flood and Coastal Committees (RFCC), and a more coordinated approach to the Business Plans of NSFA members should be the preferred method to operationalise the water management outcomes we seek for Norfolk. The NSFA will work integrally with Anglian (Eastern) and Anglian (Gt Ouse) RFCCs to ensure Flood Defence Grant in Aid capital and other	All	

			funding opportunities are maximised for all RMAS in Norfolk.		
12		3.3 Lobbying DEFRA regarding the funding criteria for retro-fitting SuDS and drainage improvement works, as current model undervalues the damage caused by surface water flooding and the costs of mitigation schemes			
13	Task 4. Improve the coherency of planning processes across the County to ensure that new developments do not exacerbate the flood and coastal erosion risks or act as a barrier to the development of options.	4.1 Removal of the automatic right to connect surface water from new developments to the sewerage system, which should be replaced with a more conditional approach to ensure all parties work together to assess and approve connections to the sewer network.	Anglian Water is already involved in this work nationally with Water UK. Lord Dannatt and George Freeman MP wrote, on 23 Jun 21, to SofS EFRA and SofS HCLG to express concerns over 2 planning policy matters. The first regarding the automatic rights for developers to connect surface water from new developments to the sewerage system. Second, The ongoing responsibility of developers for drainage and water management on their developments.	Chair NSFA Anglian Water	
14		4.2 Planning policy and guidance to be updated and strengthened to require flood risk and to betterment in areas of high flood risk and to reflect new environment policy objectives and new SuDs National Non-Statutory Technical Standards.	CPE is working with our 3 LA planning teams and those at KLVNBC and south into Essex to ensure we have integrated coastal planning policy in relation to erosion and coastal change. we have a shared Supplementary Planning Document which we are currently reviewing in line with new and emerging Local Plans. We are also exploring spatial planning and development in Coastal Change Management areas with planners locally and nationally. Farmers and landowners perceive planning to be a barrier to the development of on-farm reservoirs, which will play a crucial role in	Chair NSFA NCC and District / Borough Councils	

			connecting flood risk with water resources, delivering economic and environmental benefits. The group needs to consider what is most needed, is it formal policy changes, guidance to landowners submitting applications or is internal guidance for planners needed to help them with reviewing an application? It would also be helpful to identify a number of 'shovel-ready' projects and test them through the planning system. The NSFA would consider forming a focused working group to understand the breadth of planning-related challenges and recommend a programme of work to address these.		
15		4.3 LLFA to review thresholds for bespoke responses to consultations on Major Development and LPAs to review provision of drainage advice for Minor Development to improve the technical expertise in flooding.		NCC / LLFA	
16		4.4 A clear process to remove and replace misconnections to sewers through Building Control, or re-classification of foul sewers into combined sewers.	Seems a logical for Anglian Water to lead, given their role (this might ensure that foul sewer are not reclassified as combined sewers). Building Control at the local authorities with regards to spotting and addressing misconnections, working with Anglian Water to ensure that foul sewers are not reclassified as combined sewers).	Anglian Water and local authority Building Control teams	
17	Task 5. Improve collective	5.1 Develop a shared surface water flood risk mapping resource and asset register, and provide districts with access to the LLFA's GIS system.	Encourage wider use of EA flood map to increase awareness of surface water flood risks in the County. Information can be found on https://eur02.safelinks.protection.outlook.com/	EA Anglian Water	

	understanding of the flood risks through the development of multi-agency situational awareness and data sharing protocols, establishing a commonly accessible mapping resource and modelling function.		Anglian Water is developing something similar for all flood risk partners across the region, so no need to reinvent the wheel. CPE is also keen to develop a shared asset register for coastal locations so they can develop integrated asset investment strategies with their partners (similar to that with AW).		
18	5.2 Establishing local community champions to support communities to map out relevant water management assets.	Potentially incorporated in LRF Stronger Community Resilience pilot. LRF to work with NALC, Community Resilience, PH etc to help identify local champions.	NRF Strategic Support Officer		
19	5.3 Develop and then monitor the concerns of Norfolk communities affected by flood and drought risks and realities – a form of persistent audience sentiment and analysis.	The development of a prioritised list is based upon inputs from local communities and historic data. It is addressed by the Local Issues Working Group. Discussions have taken place with NCC Comms to explore a proactive approach to communications and with sentiment analysis. CPE is holding its first join Suffolk and Norfolk Coastal Community conference this autumn to discuss coastal change. They have held a Suffolk event for several years and invited schools and guest speakers as well as the community leads and partners. It's a very effective event for sharing information, networking and supporting peoples understanding of risks and solutions.	Nick Tupper NSFA		
20	6.1 A coordinated effort from all RMAs to ensure that all their assets are regularly and proactively maintained, to lead by example.	EA and Anglian Water have an established, mature risk-based maintenance programme and could support others developing the same.	Anglian Water		

	Task 6. Creation of a sustainable approach to drainage through a coherent county-wide programme of improvements, prioritised maintenance and through the planning of new developments.		CPE conducts regular inspections of all its coastal assets and this informs their annual maintenance programmes. They also have a £150M capital delivery programme for 10 years: they have already delivered the Bacton Sandscaping project and are in the process of progressing Lowestoft tidal flood walls and barrier. They will have a capital scheme for Cromer and Mundesley online early next year.	EA	
21		6.2 The maintenance regimes of delivery agencies and authorities are shared between NSFA partners to facilitate closer cooperation in areas of mutual interest / responsibility.		Anglian Water EA IDBs	
22		7.1 Sharing mobile numbers of all first responders to reduce the time it takes to contact the appropriate person who can make decisions with the skills and knowledge on the ground.	Services with 24hr response - contact should always be through established arrangements - not to individuals - relying on individual contacts more likely to impede and not enhance response - eg leave, change of roles, assigned to other events etc. Item closed – to be transferred to Appendix B.	NRF Chair	
23	Task 7. Effective management of the multi-agency response to improve consistency of delivery across the County to ensure we retain the confidence of Norfolk communities.	7.2 Explore the creation of Community Resilience Team at Parish Council level able to respond to flooding events.	Being considered by NRF, NFRS and NALC. To be assisted and enabled by increased situational awareness from data embedded in Norfolk Prepared website. Norfolk ALC is already doing work in this area to gather names into a 'register'. Learn from and make links with any COVID support groups set up at county, district or Parish level.	NRF Chair CFO, NFRS NALC	

24	7.3 Explore potential roles for the NRF and local resilience planners in advising, preparing and supporting mitigation measures (such as education).	Being considered by NRF. Will require identification of risks specific to geographical location. NRF assessing options for education/training of community champions. Norfolk Prepared to be used as a platform to inform public on pre-emptive actions that can improve their resilience to local risks.	NRF Strategic Support Officer	
25	7.4 Consider how the NCC Resilience Hub might lead in the setting up of initial coordination function of flooding events (what resources are required to enable this?)	NRF assessing options for an improved cascade call system for setting up initial response groups. Confirmation of Local Coordination Group (LCG) roles and responsibilities being amended in Norfolk Emergency Response Guidance (NERG).	NRF Chair	
26	7.5 Consider how regular exercise events might be used to prove and improve NSFA functionality and effectiveness through the use of a series of testing scenarios involving coastal and inland flooding events (and explore how these might mitigate drought risks).	Training and assessment exercises are a key indicator of progress and to drive learning and development. A NSFA Flood exercise planning meeting will take place on 8 Jul (details to follow) to determine scope and objective for the NSFA autumn exercise. It will also explore options for the Norfolk contribution for the National Flood exercise in Oct 22. An exercise is being developed by NRF's multi-agency fusion group (MAFG) that will test our response to inland and coastal flood challenges. Expected to be delivered 26-28 Oct 21.	NRF Chair	

27		7.6 Ensure the Current Shoreline Management Plans for the County are referenced in relation to the strategic flood (and erosion) management on the coast. Can be accessed via https://eur02.safelinks.protection.outlook.com/	CPE will be developing this further with EA and our coastal partners and communities through the SMP action plans and via our IRF bid. An education campaign about climate change and SL rise at a regional/county level would help all RMA's in the discussions we have to have with communities.		
28	Task 8. Improving the oversight of and managing delivery of riparian responsibilities.	8.1 An education campaign to educate landowners and homeowners in terms of their responsibilities around keeping ditches and culverts cleared.	The EA are considering developing some guidance on this nationally but some local guidance could perhaps be developed more quickly with a Parish Council as a test area and involving local engagement from riparian owners about what support, knowledge, H&S considerations and equipment a riparian owner needs. Cambridgeshire County Council are developing riparian guidance asap on this so perhaps you could collaborate with them for efficiency and speed? Charles Kroluk-Root is the lead on this at CCC.	NCC as LLFA	
29		8.2 Explore the practicalities and benefits of a single lead organisation for managing all watercourses in the County. How would this be resourced and what authorities would it require (how might these impact on the statutory obligations of other NSFA elements)?			
30		8.3 The NSFA partners will review existing responsibilities of the EA, LLFA, Broads Authority and IDBs across the County to assess if there is a better balance of those responsibilities in managing and maintaining			

	the County's watercourses alongside riparian owners, and to look at mechanisms for achieving that, including new legislation.				Item closed. Will be transferred to the record of completed actions in Jul 21.
31	Task 9. Improve understanding of the policy framework across all NSFA members and improve the consistency of its delivery across the County of Norfolk	the County's watercourses alongside riparian owners, and to look at mechanisms for achieving that, including new legislation. 9.1 Need to better understand EA's policy around river dredging and whether this is being undertaken.	EA provides their current policy position: Dredging means removing accumulated material in waterways, such as gravel or soil (often referred to as silt). Dredging in certain locations may improve land drainage by lowering the river level to allow water to flow from the land or from drains, however it may sometimes cause unintentional flooding downstream. Dredging may also be ineffective in reducing flooding, as the natural processes in many rivers can cause silt to build up again quickly. Dredging may also damage wildlife and ecosystems in certain areas. In extreme flooding events, the small increases in width and depth achieved by dredging a waterway do not provide enough capacity to contain the excess flood water. This means dredging is not always the best solution to managing flood risk, and we may suggest other measures instead. When the EA dredges they focus work on locations where the risk of flooding, economic loss and risk to life are the greatest. They may dredge an area if there is evidence that: • dredging will reduce flood risk to local properties will not increase flooding downstream it is affordable to do so (disposal of silt may be expensive).	All	

			it is compatible with restrictions around protected species.		
32		9.2 Need to better understand the Declassification of Infrastructure Programme being undertaken by Anglian Water.	Anglian Water does not have a declassification programme, but they will review assets that are incorrectly classified when they are made aware. Anglian Water to lead this work and communicate it comprehensively with the NSFA.	Anglian Water	

APPENDIX B – RECORD OF ACHIEVEMENTS

SER	ACTION	OUTCOME	ACHIEVED
1	Consider the need for a single, centralised flood line number that provides a mechanism through which flooding can be reported, specific triage advice can be provided and generic flood prevention and resilience guidance can be sought.	Single flood line number in place to provide 24/7 hub for flood advice and support. Flyer produced that covers advice and provides details on organisational flood roles and responsibilities. Flyer will be distributed to all properties and business and properties across Norfolk by the end of May 21	27 May 21
2	Production of clear comms tools (leaflet/website) for householders and businesses with emergency contact numbers.	Flyer produced by the NRF (MAFG) and NCC Comms that has been distributed to all addresses across the County. This flyer provided details on the single flood line number, the roles and responsibilities of various agencies and authorities and provided link to other advisory / resilience websites.	27 May 21
3	Develop a prioritised list of flood work that can be used to galvanise a collaborative approach to complex flooding sites	First tranche comprises a list of 16 flood sites that have been identified as complex and requiring multi agency involvement to resolve. Outline costed solutions will be worked up, with a lead agency for each site. These solutions can then be delivered when the necessary funding has been secured.	

APPENDIX C – NSFA MEMBERSHIP

SER	ORGANISATION	REPRESENTATIVE	COMMENT
1	NSFA Executive	Lord Richard Dannatt	Chair
2	NSFA Executive	Nick Tupper	Local Authorities POC
3	NSFA Executive	Philip Lester	Strategy, NRF and Exercising POC
4	NCC / LLFA	Cllr Andrew Proctor	Leader County Council
5	NCC / LLFA	Tom McCabe	ED Paid Services
6	NCC / LLFA	Graham Bygrave	Highways
7	NCC / LLFA	Mark Ogden	Flood and Water Management
8	NCC / LLFA	Duncan Merren	Communications
9	Inland Flooding Group	Trevor Holden	MD Broadland & South Norfolk District Council
10	Coastal Flooding Group	Sheila Oxtoby	CEx Great Yarmouth Borough Council
11	Breckland District Council	Cllr Sam Chapman-Allen	Leader District Council
12	Breckland District Council	Maxine O'Mahony	ED District Council
13	Broadlands District Council	Cllr Shaun Vincent	Leader District Council
14	Borough of Gt Yarmouth Council	Cllr Carl Smith	Leader Borough Council
15	Borough of Kings Lynn & West Norfolk Council	Cllr Stuart Dark	Leader Borough Council
16	Borough of Kings Lynn & West Norfolk Council	Lorraine Gore	CEx District Council
17	North Norfolk District Council	Cllr Sarah Butikofer	Leader District Council
18	North Norfolk District Council	Steve Blatch	CEx District Council
19	Norwich City Council	Cllr Alan Waters	Leader City Council
20	Norwich City Council	Stephen Evans	CEx City Council
21	South Norfolk District Council	Cllr John Fuller	Leader District Council
22	Anglian (Great Ouse) Regional Flood and Coastal Committee (ARFCC)	Richard Powell	
23	Anglian Eastern Regional Flood and Coastal Committee (AERFCC)	Brian Stewart	
24	Association of Drainage Authorities (ADA)	Innes Thompson	
25	Anglia Water (AW)	Jonathan Glerum	
26	Broads Authority (BA)	Marie-Pierre Tighe	
27	Coastal Partnership East (CPE)	Karen Thomas	
28	Environment Agency (EA)	Mark Johnson	
29	Highways Agency (HA)	Simon Amor	
30	National Farmers Union (NFU)	Rob Wise	
31	Norfolk Resilience Forum (NRF)	Stuart Ruff	Also Chief Fire Officer, NFRS

32	Norfolk Association of Local Councils (NALC)	John Pennell	
33	Water Resources East (WRE)	Robin Price	
34	Water Management Alliance (WMA)	Phil Camomile	

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