

# Developing Local Coastal Transition Plans:

Learning from the  
experiences of six case  
studies in North Norfolk

June 2026

The word "COASTWISE" in a bold, sans-serif font, with the letters "O", "A", and "I" colored in blue and yellow, while the others are blue.

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## Report For

North Norfolk District Council –  
Coastwise Programme

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# Summary

Coastal erosion presents a significant and long-term challenge to communities around the coast of England. Projections indicate that by 2105 substantial numbers of homes, infrastructure, businesses, heritage assets, and valued community spaces may be lost, with wide-ranging social, economic and emotional consequences. North Norfolk District Council (NNDC), through Defra and the Environment Agency funded innovation project Coastwise<sup>1</sup>, is piloting new collaborative approaches to support coastal communities by working together, to better prepare for, and adapt to, coastal change.

In 2025, Coastwise commissioned the development of Local Coastal Transition Plans (LCTPs) for six locations for which North Norfolk District Council is the risk management authority: Bacton, Happisburgh, Overstrand, Trimmingham, Walcott and Weybourne. Three consultancies were contracted to assist in the development of a first set of plans, using different approaches reflecting the innovative and exploratory nature of the project and to maximise learning. Enomia Research & Consulting was appointed as an independent Learning Partner to capture and share lessons from this work for Coastwise, NNDC and wider national policy and practice.

This report synthesises learning from across the six case studies, focusing on how the local coastal transition planning processes were designed and delivered, what worked well, what proved challenging, and what this means for future coastal planning in North Norfolk and elsewhere in the country. The report supports transition planning in other locations, by identifying transferable insights, considerations and approaches that are thought to be relevant in different contexts.

Importantly, this report is not a 'how-to' guide, nor does it provide a formal evaluation of the effectiveness or outcomes of the experience in North Norfolk as part of the Coastwise project. Instead, it offers a structured reflection on what was learned from piloting different approaches to coastal transition planning in the six case studies in North Norfolk. The learning presented here is designed to assist practitioners, policymakers and communities who wish to learn from these experiences, recognising that transition planning is context and location specific and must be adapted to local circumstances, needs, and priorities.

The learning indicates that coastal transition planning is a flexible, place-based approach that brings together technical evidence, community knowledge and strategic thinking to support adaptation to coastal erosion and flooding. The case studies demonstrate that there is no single 'best' model for transition planning: effective approaches depend on local context. However, the learning shows that local context can be systematically reviewed, and there are core elements for an effective planning process. Given this, the report identifies a set of **contextual factors** that are relevant to consider when designing a coastal transition plan, including existing governance arrangements, the level of stakeholder engagement, demographic and socioeconomic characteristics, and existing strategic and sectoral plans. It also outlines the core **elements of an effective transition planning process**: risk identification and impact assessment; stakeholder identification and engagement; community visioning; the development of options and action plans; identification of barriers and support needed; governance, ownership and delivery arrangements; and monitoring, learning and evaluation.

Across the six locations, the process itself was as important as the plan developed at the end. Engagement activities enabled members of the communities to better understand coastal erosion and flood risk, articulate what they value about their place, contribute and consider realistic short, medium and long-term responses to likely coastal change. Early, visible actions and "quick wins" were found to be particularly important in sustaining engagement and building confidence in the process, especially where long-term options and outcomes remain uncertain. Equally, it provided benefits to the RMA in

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<sup>1</sup> Coastwise is part of the Coastal Transition Accelerator Programme part of the Defra/EA funded Flood and Coastal Innovation Programmes [Flood and coastal resilience programmes | Engage Environment Agency](#)

relation to risk identification, the priorities for adapting to those risks, and the community preferred technically viable options to help that community become more resilient.

Overall, this learning report demonstrates that coastal transition planning can provide a valuable framework for helping communities build capacity and proactively plan for coastal change and provides a path forward to adaptation schemes/interventions that will increase resilience.

The learning captured here is intended to inform future coastal adaptation practice within North Norfolk and beyond, supporting the continued development of effective, inclusive and deliverable approaches to living with coastal change.

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# Glossary

| Term                                             | Explanation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|--------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Adaptation                                       | In human systems, the process of adjustment to actual or expected climate and its effects to moderate harm or exploit beneficial opportunities. In natural systems, the process of adjustment to actual climate and its effects; human intervention may facilitate adjustment to expected climate and its effects. <sup>2</sup><br><u>Coastwise working definition:</u> Actions that make up how we practically take steps to transition towards resilience.                                                                                                 |
| Action plan                                      | A component of Coastal Transition Plans, a document that sets out options for actions and a suggested timeline.                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Coastal erosion                                  | Coastal erosion is a natural process which leads to the movement and loss of soil, sand and bedrock. Coastal erosion can be influenced by human activity and by climate change. The type of erosion and its impact varies depending on local geology and coastal processes. Two important processes are: <ul style="list-style-type: none"> <li>tides, waves and storms can erode rocks, cliffs, beaches, dunes and marshes</li> <li>rainfall, groundwater and the sea can make the ground unstable and lead to landslides and slumps<sup>3</sup></li> </ul> |
| Coastwise                                        | Coastwise is a Defra and Environment Agency-funded Flood and Coastal Innovation Programme project. It aims to help prepare coastal communities where the coast is eroding between Weybourne and Happisburgh in North Norfolk and develop national learning about coastal transition. It aims to drive innovation in flood and coastal resilience and adaptation to a changing climate.                                                                                                                                                                       |
| Local Coastal Transition Plan (LCTP)             | The <b>output</b> of the coastal transition planning process.<br>In this report, it is shortened to LCTP or plan (plural LCTPs or plans).                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Local Coastal Transition Planning (LCT planning) | A novel planning concept that refers to collaborative and strategic processes to develop a comprehensive and adaptable plan aimed at supporting individuals, communities, businesses, infrastructure providers and local                                                                                                                                                                                                                                                                                                                                     |

<sup>2</sup> IPCC, 2022: Annex II: Glossary [Möller, V., R. van Diemen, J.B.R. Matthews, C. Méndez, S. Semenov, J.S. Fuglestad, A. Reisinger (eds.)]. In: Climate Change 2022: Impacts, Adaptation and Vulnerability. Contribution of Working Group II to the Sixth Assessment Report of the Intergovernmental Panel on Climate Change [H.-O. Pörtner, D.C. Roberts, M. Tignor, E.S. Poloczanska, K. Mintenbeck, A. Alegría, M. Craig, S. Langsdorf, S. Löschke, V. Möller, A. Okem, B. Rama (eds.)]. Cambridge University Press, Cambridge, UK and New York, NY, USA, pp. 2897–2930, doi:10.1017/9781009325844.029.

<sup>3</sup> Environment Agency (2026). What is coastal erosion? Available at: <https://environment.data.gov.uk/shoreline-planning/help/coastal-erosion-and-climate-change>

|                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|---------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                       | <p>authorities in their transition from their current at-risk state towards greater resilience to coastal erosion.</p> <p>In this report, when referring to the planning process it shortens to “LCT planning” or “planning”. See Section 2.1 for a dissection about this term.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                |
| North Norfolk District Council (NNDC) | NNDC is the local government body that is responsible for flood and coastal erosion risk management in North Norfolk.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Risk Management Authority (RMA)       | RMAs include several actors each with their own responsibilities and powers: Environment Agency; lead local flood authorities; district councils; internal drainage boards; regional flood and coastal committees, of which there are 12; highway authorities; and water and sewage authorities. RMAs cooperate with each other in flood risk management and aim to contribute towards sustainable development. <sup>4</sup>                                                                                                                                                                                                                                                                                       |
| Resilience                            | <p>The capacity of interconnected social, economic and ecological systems to cope with a hazardous event, risks or disturbance, responding or reorganising in ways that maintain their essential function, identity and structure. Resilience is a positive attribute when it maintains capacity for adaptation, learning and/or transformation.<sup>5</sup></p> <p><u>Coastwise working definition:</u> The capacity of people and places to plan for, better protect, respond to and recover from coastal change.</p>                                                                                                                                                                                            |
| Shoreline Management Plan (SMP)       | <p>Shoreline Management Plans (SMPs) are detailed technical documents that consider how to manage the influence of coastal processes on the natural and human environment. They focus on how to manage the risk from flooding and erosion around the coast of England to 2105.</p> <p>SMPs divide the coast up into units. Using local evidence, a generic management approach is decided for each unit over three broad planning horizons (short, medium and long) within a 100-year period, starting from 2005. The four generic management approaches are: no active intervention; hold the line; managed re-alignment; advance the line.</p> <p>Twenty SMPs cover the entire coast of England.<sup>6</sup></p> |
| Shoreline Management Plan             | All SMPs apply a management approach for each section or ‘unit’ of the coast throughout this century. They have been developed by coastal groups in consultation with local communities. They are based on the best available                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

<sup>4</sup> For more information: [Flood and coastal erosion: risk management authorities - GOV.UK](https://www.gov.uk/government/publications/flood-and-coastal-erosion-risk-management-authorities)

<sup>5</sup> IPCC, 2022: Annex II: Glossary [Möller, V., R. van Diemen, J.B.R. Matthews, C. Méndez, S. Semenov, J.S. Fuglestad, A. Reisinger (eds.)]. In: Climate Change 2022: Impacts, Adaptation and Vulnerability. Contribution of Working Group II to the Sixth Assessment Report of the Intergovernmental Panel on Climate Change [H.-O. Pörtner, D.C. Roberts, M. Tignor, E.S. Poloczanska, K. Mintenbeck, A. Alegría, M. Craig, S. Langsdorf, S. Löschke, V. Möller, A. Okem, B. Rama (eds.)]. Cambridge University Press, Cambridge, UK and New York, NY, USA, pp. 2897–2930, doi:10.1017/9781009325844.029.

<sup>6</sup> Environment Agency (2026). What are Shoreline Management Plans and who is involved? Available at: <https://environment.data.gov.uk/shoreline-planning/help/what-are-smpls-and-who-is-involved>

|                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (SMP) - management approaches | evidence on how the coast is changing and what may be at risk from flooding or erosion now and in the future.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|                               | The management approaches are: <sup>7</sup>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|                               | <ul style="list-style-type: none"> <li>• No active intervention - maintain or encourage a more natural coastline, which may involve discussing adaptation to the risk from flooding or erosion.</li> <li>• Hold the line - maintain or upgrade protection from flooding or erosion by holding the shoreline in broadly the same position. Typically involving the continued use of hard engineering such as sea walls or groynes.</li> <li>• Managed realignment - change the position of the shoreline in a controlled way, such as by slowing erosion or creating areas of habitat to help manage flooding. Usually involving removal, breaching, or non-replacement of hard defences and greater reliance on natural features.</li> <li>• Advance the line - actively move shoreline defences significantly seawards.</li> </ul> |
| Transition                    | <u>Coastwise working definition:</u> The process of shifting from the current state via adaptations towards resilience. <sup>8</sup><br>See Section 2.1 for a dissection about this term.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

<sup>7</sup> Environment Agency (2024) Guidance: Shoreline management plans. Available at: [Shoreline management plans - GOV.UK](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/123456/Shoreline_management_plans.pdf)

<sup>8</sup> Coastwise (2025). Local coastal transition planning. Slides for learning workshop, 11/09/2025.

# 1.0 Introduction

## 1.1 About Coastwise

North Norfolk is located in the East of England, bordered by the North Sea to the north and northeast. It is predicted that by 2105, up to approximately 1,600 homes could be lost to erosion in this district, depending on the severity of climate change.<sup>9</sup> Additionally, various businesses, such as holiday parks, as well as infrastructure including roads, footpaths, utilities (e.g., sewerage, water, and power), access to beaches, car parks and other visitor facilities, churches, graveyards, and more, are also at risk of coastal erosion. Some areas along the North Norfolk coast are also at risk of periodic coastal flooding, particularly during storm conditions. Thus, the consequences of coastal erosion will be profound for the area and planning is essential to better prepare for and increase resilience of communities against coastal change.

Coastwise is a Defra and Environment Agency funded project. Between 2023 and 2027, it aims to help prepare coastal communities where the coast is eroding between Weybourne and Happisburgh in North Norfolk and develop national learning about coastal transition. The project's aim is to drive innovation in flood and coastal resilience and adaptation to a changing climate.<sup>10</sup> The project is part of the Coastal Transition Accelerator Programme (CTAP), which is part of Defra's wider £250 million Flood and Coastal Innovation Programme (FCIP) managed by the Environment Agency. The Coastwise team, located within NNDC, works with communities, businesses, infrastructure owners, and policymakers with an interest in the future of North Norfolk's eroding coast. Coastwise is generating learning to shape future government approaches to managing coastal erosion.

As part of its programme of work, Coastwise is identifying practical projects to help locations in North Norfolk prepare for coastal erosion and creating accessible information to improve public understanding of coastal change. It is gathering evidence to inform government policy, supporting communities in exploring adaptation options, and engaging people in considering future coastal needs. Coastwise is also sharing learning with other coastal areas, improving information available to homebuyers, exploring national and alternative funding mechanisms and integrating nature-based solutions into its transition planning.

In 2025, Coastwise commissioned the development of Local Coastal Transition Plans (LCTPs) in six locations within the district. The planning processes were led by three consultancies (Haskoning, JBA Consulting, and Jacobs) from the summer until the end of the year (approximately six months). The locations were: Bacton, Happisburgh, Overstrand, Trimingham, Walcott and Weybourne. The locations were commissioned as five Lots split between the three consultancies. Bacton and Walcott were commissioned as one Lot, for the development of one transition plan to cover both locations, which was later split into two separate plans.

Coastwise requested that the planning approach focus on co-creation with the community, tailored to the specific location. As an innovation accelerator project, emphasis was put on creating opportunities for trialling different approaches and methodologies. Eunomia Research & Consulting (hereafter, Eunomia) was commissioned as an independent Learning Partner to develop learning to be shared between the consultancies, the Coastwise team and the wider public.

Before commissioning this work, the Coastwise team held community engagement activities in the selected location, in the form of open drop-in sessions called Coastwise Cafés, public surveys, and work with the Parish Councils and local action groups. It also commissioned the development of a Strategic Transition Plan Blueprint, which set out a broad strategic approach and a high-level structure to guide

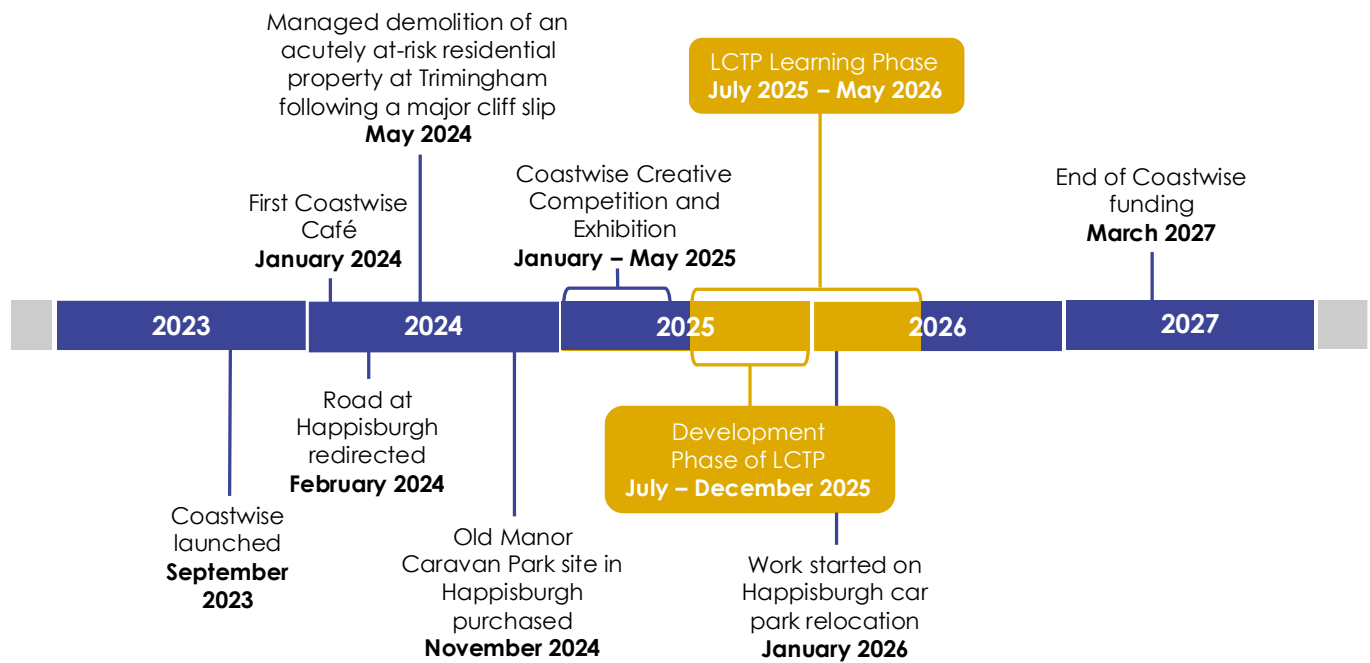
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<sup>9</sup> Environment Agency National Coastal Erosion Risk Map projections indicate that by 2105 up to around 1,500–1,800 properties in North Norfolk could be lost to coastal erosion under *higher* climate change scenarios.

<sup>10</sup> For more information about Coastwise, visit - [Home | Coastwise](#)

the planning process. The short timescale of the project necessitated a tight timeframe for the local coastal transition planning projects, but the previous groundwork enabled this. That is, as discussed in the relevant sections, the planning process in the six locations relied on the work done before and, in some respects (e.g. ownership and delivery), requires further support from the Coastwise team. Figure 1 presents the Coastwise project timeline and main activities that led to this work.

**Figure 1: The local coastal transition process in the context of wider Coastwise activities**



## 1.2 Learning Report Methodology

As a learning partner for the development of the LCTPs in North Norfolk, Eunomia employed the following methodology for data collection:

- Conducted at least two sets of interviews with each consultant team.
- Met with the Coastwise Critical Friends<sup>11</sup> group for scoping the learning aims.
- Organised two learning workshops involving the consultants' delivery teams and the Coastwise team. One held online and the other in person.
- Conducted site visits to each location to observe stakeholder engagement activities led by the consultancies, including short interviews with community members participating in these activities.
- Held three interviews with members of the Coastwise team.
- Reviewed materials produced by the consultancies, such as stakeholder engagement meeting plans, maps, and final reports, including the plans.

These sources of evidence were systematically reviewed and analysed by the project team in the development of this learning report. This methodology did not include monitoring or evaluation of the

<sup>11</sup> An advisory group of experts in coastal management who support the wider Coastwise project.

methods employed by the consultants as part of the planning process for each location. Therefore, the learnings presented here are limited to what was reported to or observed by Eunomia. This includes the indication of what worked well or was challenging during the process. For example, this report does not place judgment or value on levels of attendance at events, as the evidence for why some activities were better attended than others was not collected.

An additional, separate output was developed by Eunomia as part of this work, which focuses on the process of applying for Flood and Coastal Erosion Risk Management (FCERM) funding for the development of plans, including a model application based on FCERM Form 7.

## 1.3 Reader Guide

The learnings presented in this report are organised thematically.

- **Chapter 2** introduces the concept of local coastal transition planning, different approaches that can be used to undertake this planning process, and its integration with other plans relevant for coastal (erosion) management. It concludes with a discussion on the concept of transition.
- **Chapter 3** provides brief contextual information for each of the six locations.
- **Chapter 4** presents the learning gathered in this work. It highlights important **contextual factors** to consider when designing, and prior to commencing, an LCT planning process, drawing reflections from this work. These factors include existing governance arrangements, levels of stakeholder engagement, demographic and socio-economic characteristics, and existing strategic and sectoral plans.
- **Chapter 5** presents the learning gathered in this work about the core **elements of local transition planning** as identified by the Coastwise team and refined and developed during this work. These elements include risk identification and impact assessment, stakeholder identification and engagement, community visioning, options for short-term and long-term actions, identification of barriers and needed support, and governance, ownership, monitoring and delivery of the plan. For each element, we provide a brief definition, the methods tested in each location, and the associated learnings.
- **Chapter 6** summarise the key learning by providing a **roadmap for undertaking local coastal transition planning**.

In this report, when referring to the planning process it is shortened to “LCT planning” or “planning”. See Section 2.1 and Box 1 for a dissection about this term. Local Coastal Transition Planning is shortened to LCTP or plan (plural LCTPs or plans).

# 2.0 Local Coastal Transition Planning

This section introduces the concept of local coastal transition planning, different approaches that can be used to undertake this planning process, and integration with other plans relevant for coastal (erosion) management. It concludes with a discussion on the concept of transition.

## 2.1 Defining local coastal transition planning

The idea of planning for coastal transition emerges in the context of Shoreline Management Plans (SMPs) to manage the risk from coastal flooding and erosion over the short (0 to 20 years), medium (20 to 50 years) and long (50 to 100) term. There is an SMP for each coastal unit with a recommended 'policy' or so-called management approach (i.e., no active intervention, manage re-alignment, hold the line, advance the line) for each period of time. The management approaches in SMPs have been adopted by local councils and are therefore considered local policy<sup>12</sup>. However, SMPs are non-statutory and, as such, are dependent on Local Authorities and other stakeholders to get implemented and funded. Here is where local coastal transition planning comes into play: to guide and support local stakeholders to jointly define, and agree on, concrete actions to address coastal change in the places where they live, work, play or visit.

Local coastal transition planning is a novel planning concept. It refers to collaborative and strategic processes to develop a comprehensive and adaptable plan aimed at supporting individuals, communities, businesses, infrastructure providers and local authorities *transition* from their current at-risk state towards greater resilience.

In North Norfolk, it is characterised by innovative place-based approaches to managing coastal change, in general, and coastal flooding and erosion risk, in particular. Given its innovative nature, there is no single or agreed definition to explain what local coastal transition planning is. In this project, client and consultants were asked to share their respective interpretations of local coastal transition planning and transition at the outset (see **Error! Reference source not found.**).

**Table 1: Local coastal transition planning and transition definitions by client and consultants (Online workshop, September 2025, and In-person workshop, December 2025)**

| Organisation   | Local coastal transition planning definition                                                                                                                                                                                                                                                                               | Transition definition                                                                                                          |
|----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|
| Coastwise team | Innovative ways in which communities, businesses and government in coastal places can <b>plan and act to transition</b> from coastal erosion risk.<br><br>Local coastal transition planning entails moving from business as usual (i.e., reactively managing the impacts of accelerating coastal erosion) to <b>having</b> | The <b>process</b> of shifting from the current state via <b>adaptations</b> towards greater <b>resilience</b> . <sup>14</sup> |

<sup>12</sup> <https://environment.data.gov.uk/shoreline-planning/help/what-are-smps-and-who-is-involved>  
<sup>14</sup> Coastwise (2025). Local coastal transition planning. Slides for learning workshop, 11/09/2025.

|           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                      |
|-----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|           | <p><b>a plan</b> for how these impacts could be managed into the future.<sup>13</sup></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                      |
| Jacobs    | <p>The process of establishing <b>a planned approach</b> to preparing for, and managing, the impacts of coastal change.</p> <p>Local coastal transition planning entails a <b>place-based, adaptive pathways</b> approach to identifying short, medium, and long-term actions based on levels of risk. The adaptive pathways approach highlights decision points and milestones in each of the pathways.<sup>15</sup></p>                                                                                                                                                               | No definition provided                                                                                                                                                                                               |
| JBA       | <p><b>Coastal community transition planning</b> (rather than local coastal transition planning) was used.<sup>16</sup></p> <p><b>Coastal Community Transition Plan:</b> A guide for the local community and relevant organisations to prepare for, and respond to, coastal erosion and assist the community to transition towards a positive future. This may involve replacing homes, businesses, infrastructure and facilities, and adapting to the changing environment so that the things that matter most to the local community are not lost to coastal erosion.<sup>17</sup></p> | <p>A <b>flexible</b> and <b>ever-changing process</b> of how to get from the current situation to a future scenario, taking into account both <b>what matters most</b> and <b>what is possible</b>.<sup>18</sup></p> |
| Haskoning | <p><b>Pro-actively choosing</b><sup>19</sup> how to deal with coastal change, determining how we<sup>20</sup> want the place to</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <p>The journey that a <b>coastal community</b> takes to <b>adapt to a changing coastline</b>, with short-,</p>                                                                                                       |

<sup>13</sup> Coastwise (2025). Local coastal transition planning. Slides for learning workshop, 11/09/2025.

<sup>15</sup> Jacobs (2025). Local coastal transition planning. Slides for learning workshop, 11/09/2025.

<sup>16</sup> In the online learning workshop (11/09/2025), the consultant referred to the concept of 'adaptive release' (Historic England, 2022) for making sense of the concept of local coastal transition planning. Adaptive release is a proactive management approach for historic sites and coastal landscapes facing inevitable, permanent change or loss due to climate change. It involves planning for the transition of a historic site, allowing for its "release" from a state of being preserved in its current state, while creating new natural or community value. It acknowledges that physical structures might be lost but takes a proactive approach to identify and transform public values and significance beyond what is physically present.

<sup>17</sup> JBA (2026). Overstrand Coastal Community Transition Plan.

<sup>18</sup> JBA (2025). Overstrand community transition plan. Slides for learning workshop, 02/12/2025.

<sup>19</sup> The definition does not specify who makes the choices.

<sup>20</sup> The definition does not specify to who 'we' refers.

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work, look and feel in a future with a changed or  
changing coast, and planning how to get there.<sup>21</sup>

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medium- and long-term plans  
and actions.<sup>22</sup>

There are commonalities as well as distinctive elements across the definitions of local coastal transition planning. In terms of the shared elements, all definitions highlight the proactive nature of **planning** to avoid, reduce or manage the potential negative impacts of coastal change and erosion vis-à-vis reactively responding to these impacts once they happened. Similarly, they all emphasise **transition** planning as a journey, pathway or 'how to get there', assuming there is an ideal or desired future for which to plan. Jacobs' definition goes a step further and refers to multiple adaptive pathways, acknowledging that there could be different options depending on the level of coastal erosion risk. Some of the definitions (i.e., Haskoning) put more emphasis on the agency of the planning process, and the possibility of being able to do something about coastal change – e.g., 'proactively choosing' and 'determining how we want', although without defining to whom the agency belongs. Other definitions (i.e., Coastwise and JBA) make this more explicit by referring to communities, businesses and government in coastal places as the key actors in the planning process. Jacobs' definition highlights the place-based nature of **local** coastal transition planning, which aligns with JBA emphasis on 'the things that matter most to the local community', as an indication that each planning process will be different and conditioned by contextual characteristics and the preferences of the community.

In terms of the definition of 'transition', consultants have defined transition in various ways. Box 1 reflects on the benefits and challenges of using the concept of transition in the context of coastal erosion and coastal change.

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<sup>21</sup> Haskoning (2025) Local coastal transition planning. Slides for learning workshop, 11/09/2025.

<sup>22</sup> Haskoning (2026). Coastal Change Transition Plan for the Community of Bacton, p.vii.

### Box 1: The concept of 'transition'

**Similarly to many concepts, the definition of transition can mean different things depending on research fields and policy agendas.** In the context of climate change research and policy, 'transition' has been often used in relation to mitigation and GHG emissions reduction (e.g., low carbon transition). Moreover, the concept of climate-related transition risks refers to the risks that arise from efforts to transition to a lower carbon economy (e.g., policy, legal, technological, market and reputational risks)<sup>1</sup>. These risks could carry financial implications for an entity as a result of increased operating costs or asset impairment due to new or amended climate-related regulations, shifting consumer demands and deployment of new technology.

It is less common to find the concept of transition in the adaptation policy agenda. Instead, concepts such as adaption or resilience are more popular, especially when referring to planning processes for avoiding, reducing or compensating for current and future climate-related risks (e.g., coastal erosion risk). Moreover, adaptation scholars have used the concept of transition, alongside resilience and transformation, to refer to different degrees of system change to address climate-related risks<sup>2</sup>. In England, the concept of transition has been primarily used by the Environment Agency in relation to the *Coastal Transition Accelerator Programme* (CTAP)<sup>3</sup>, an innovation programme supporting coastal communities at significant risk of coastal erosion to adapt to climate change. However, transition as a concept has not been defined by this national programme.

In the context of this project, that is, planning for preparing and managing coastal erosion risk at the local level, consultants have defined transition in various ways (see Table 1).

**There are benefits and challenges associated with the lack of a shared understanding of the concept of transition.**

Similarly to resilience, transition can mean different things to different people. On the one hand, this flexibility allows individuals to ascribe meaning to the concept and take ownership as part of this sensemaking exercise. On the other hand, the lack of a clear definition and multiple understandings of the concept can be a challenge for communication and reaching agreement, specially across different stakeholders with diverse viewpoints or worldviews.

Adaptation and resilience are much more embedded concepts in policy and practice. Introducing a new concept such as transition will require time to embed in everyday language. Originally, this project prioritised the concept of transition as part of the national Coastal Transition Accelerator Programme (CTAP). Thus, transition was a legacy of that programme. However, the new national approach appears to have changed the focus towards adaptation<sup>4,5</sup>, which means that it might make more sense to use this concept for consistency and alignment purposes.

There are perhaps some nuances of the transition concept that might be of relevance. In the context of Fire Risk Reduction Plans in California<sup>1</sup>, for example, the term transition is used to refer to approaches where inhabitants are encouraged to voluntary relocate their dwellings to less hazardous areas. Voluntary relocation as an adaptation measure is quite novel, mainly as forced relocation has tended to be the norm in many at-risk neighbourhoods.

All in all, our recommendation is to move away from 'transition' and rather focusing on 'adaptation'. Therefore, referring to adaptation planning instead of (local) coastal transition planning. This has been suggested by members of the Coastwise team themselves<sup>6,7</sup>. Some useful elements of the transition concept, e.g., voluntary relocation, can be retained.

<sup>1</sup> IFRS Foundation (2023) IFRS S2 Climate-related Disclosures. Appendix A: Defined terms. <https://www.ifrs.org/issued-standards/ifrs-sustainability-standards-navigator/ifrs-s2-climate-related-disclosures.html/content/dam/ifrs/publications/html-standards-issb/english/2023/issued/issbs2/>

<sup>2</sup> Pelling, M. (2010). *Adaptation to Climate Change: From Resilience to Transformation* (1st ed.). London: Routledge. <https://doi.org/10.4324/9780203889046>

<sup>3</sup> <https://www.gov.uk/guidance/flood-and-coastal-resilience-innovation-programme#coastal-transition-accelerator-programme>

<sup>4</sup> <https://environmentagency.blog.gov.uk/2026/01/28/time-to-adapt-helping-coastal-communities-prepare-for-a-changing-coast/>

<sup>5</sup> <https://www.gov.uk/guidance/coastal-adaptation-research>

<sup>6</sup> Interviews with members of the Coastwise team, February 2026.

<sup>7</sup> Hino M, Field C B, Mach K J. Managed retreat as a response to natural hazard risk. *Nat. Clim. Change*. 2017; 7:364–70. doi: 10.1038/nclimate3252.

As with any planning process, it is important to reflect on the relevant geographical and temporal boundaries.

In terms of the geographical scale, the initial approach from consultants was to define the spatial boundaries at parish council level, and to approach 'local' planning similarly to neighbourhood planning. However, they soon realised that the spatial boundaries of the plan should be refined based on community identities and local knowledge. For example:

- In the case of Overstrand, residents of Sidestrand saw themselves tightly linked to that place and, therefore, both locations were jointly considered in the development of the plan.
- In the case of Bacton and Walcott, the original proposal from the client was to consider both locations together for several reasons, including: proximity, exposure to both coastal erosion and flooding, similar levels of risk, and residents' apathy for engagement with the Coastwise project resulting from a perceived sense of security by the implementation of a sandscaping scheme in 2019. The client also thought that the resulting plans for both locations would have similar actions in spite of their separate identities. However, the consultant then proposed (and the client agreed) to develop two separate plans due to the differential nature of the risks to which each location is exposed and differential socio-economic characteristics of the places.

Regarding the temporal boundaries, consultants used the [National Coastal Erosion Risk Mapping \(NCERM\)](#) timescale to define the level of coastal erosion risk in each location, that is, 2055 and 2105 (see Section 5.1). In terms of the actions prioritised in the plans, these were defined as short-, medium- and long-term actions, as presented in Section 5.5.

Shoreline Management Plans (SMPs) provide a useful example for thinking about coastal erosion risk and relevant risk management actions over time. SMPs project coastal erosion risk by 2055 and 2105, using three climate scenarios, and define a generic management approach for each shoreline unit over three planning horizons within a 100-year period, starting from 2005. The three planning horizons are defined as short (0 to 20 years, i.e., 2005 – 2025), medium (20 to 50 years, i.e., 2025 – 2055) and long (50 to 100 years, i.e., 2055 – 2105). Thus, the same timescales are used for coastal erosion projections and planned actions. It is important to note that, while this remains the current approach adopted in the SMPs, a transition towards trigger-based planning is underway. This shift recognises that coastal erosion is episodic in nature; consequently, the timing of interventions may be driven by specific events rather than fixed time intervals. The plans should therefore incorporate sufficient flexibility to respond to changes as they occur, while also enabling proactive, forward planning.

## Lessons learnt:

**Defining the boundaries of a local coastal transition plan needs careful consideration:**

- **What counts as 'local' or 'community' needs to be defined by residents themselves and drawing on their local knowledge**, as physical and psychological and social boundaries may not be the same. The most appropriate spatial boundaries of the plan should be defined with members of the community so that their identities as well as the physical characteristics and exposure to climate-related risks are considered. Some consultants (e.g., JBA) preferred to use the term coastal community transition planning and plan in order to emphasise that the boundaries of the plan were drawn by the community and how they perceived and recognised themselves.
- **It is important to think about how to frame the temporal scale of coastal flooding and erosion risk (e.g., projections) and the timescale of the proposed actions** in the transition plan. The epochs are important for thinking about pathways into the future, but they are arbitrary dates, and inherently hard and abstract for people to imagine. Thus, it is good to find other hooks, for example, in terms of approximate generations, or 'in 20 years' and 'in 80 years'. Using generations as a reference point can make projections and long-term plans feel more relatable, because

people can connect them to their own lives or their children's and grandchildren's lifetimes, rather than abstract future dates.

**The local coastal transition planning process is beneficial for several reasons, namely:**

- **When it works well it gives voice to, and empowers, people living in coastal areas**, especially those that are concerned about being abandoned, forgotten and overlooked. Residents in coastal locations want their places to be valued, despite their relatively small population size (approximately 500 – 1,400 inhabitants across the six locations in this project).
- **It transforms the narrative from “being at risk” to “overcoming challenges”**. Residents described the process as a transformation of the narrative, emphasizing its potential to change both the image and self-image of the community. It has the potential to shift the perception from “being at risk” to “overcoming challenges” and to position the community as an example and role model for other places dealing with coastal erosion.
- **It creates a space for members of communities** to work with local RMAs to tackle difficult conversations and to develop approaches to coastal adaptation.
- **It empowers residents in the community by giving them agency both in the development and delivery of the plan**. Members of the community have an active role to play not only in the identification and prioritisation of actions but also in the governance and oversight of the implementation of the plan. This creates a stronger sense of ownership.
- **It contributes to managing coastal change in a more strategic way** by identifying potential coastal management strategies to adapt to coastal erosion and flood risk now and in the future. The planning process brings everything together in one place, including the relevant local actors with diverse interests and values.
- **It brings the community around something tangible** that they can see and enact. In some cases, there might be actions that they can start progressing in the short term. In doing so, the planning process gives the community hope, options, and a choice about their future.

## 2.2 Approaches to local coastal transition planning

There is no precedent for coastal transition planning at any scale, so the project intentionally commissioned an array of approaches and consultants to pilot a novel concept and planning framework. The three consultancies involved in this project pioneered different approaches to undertaking local coastal transition planning as part of innovation and experimentation. These approaches differ in terms of degree of consideration of contextual characteristics, when and how stakeholders (including consultants themselves) are involved, as well as in the phases and methods employed for developing the plan.

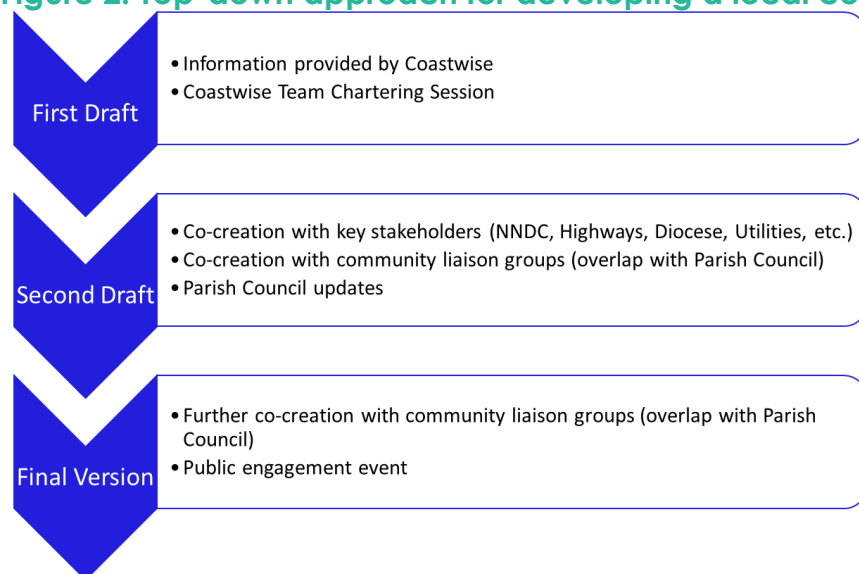
### 2.2.1 Top-down approach

A top-down approach meant it was ‘expert led’, the expert being the consultants in this case, although other types of knowledge were recognised and valued but at different points in the planning process. Figure 2 describes this approach which consisted of three phases, namely:

- i. Draft plan by consultants (i.e., expert knowledge), largely informed by previous work undertaken by Coastwise at the Coastwise Cafes
- ii. Input from key stakeholders (i.e., expert and/or sectoral knowledge)

- iii. Validation from community (public engagement) (i.e., lay knowledge from members of the community)

**Figure 2: Top-down approach for developing a local coastal transition plan<sup>23</sup>**



## 2.2.2 Bottom-up approach

The starting point of this approach was community members, their lives, their situation and what matters to them. It recognised, and aimed to account for, individual values, drawing out what matters most to members of the community. Therefore, the fundamental pillars of this approach were **listening** to what community members value most and **empowering** them to act and respond to coastal change. This was achieved by community members first ascribing value to those things that were most important to them, using themes or categories proposed by the consultants (i.e., housing, community facilities, coastal access, infrastructure). The consultants then created a menu of options by theme and showed the different future scenarios that could arise from them (**transition pathways**). Having a menu of options and related pathways allowed members of the community to feel that they had a choice in their future. Finally, the consultants put in place a clear, yet flexible **action plan** for the community to move forward, signposting to resources, support available and other stakeholders who could help. Importantly, the actions were written in conjunction with the local community.

Figure 3 illustrates this approach which consisted of four broad phases:

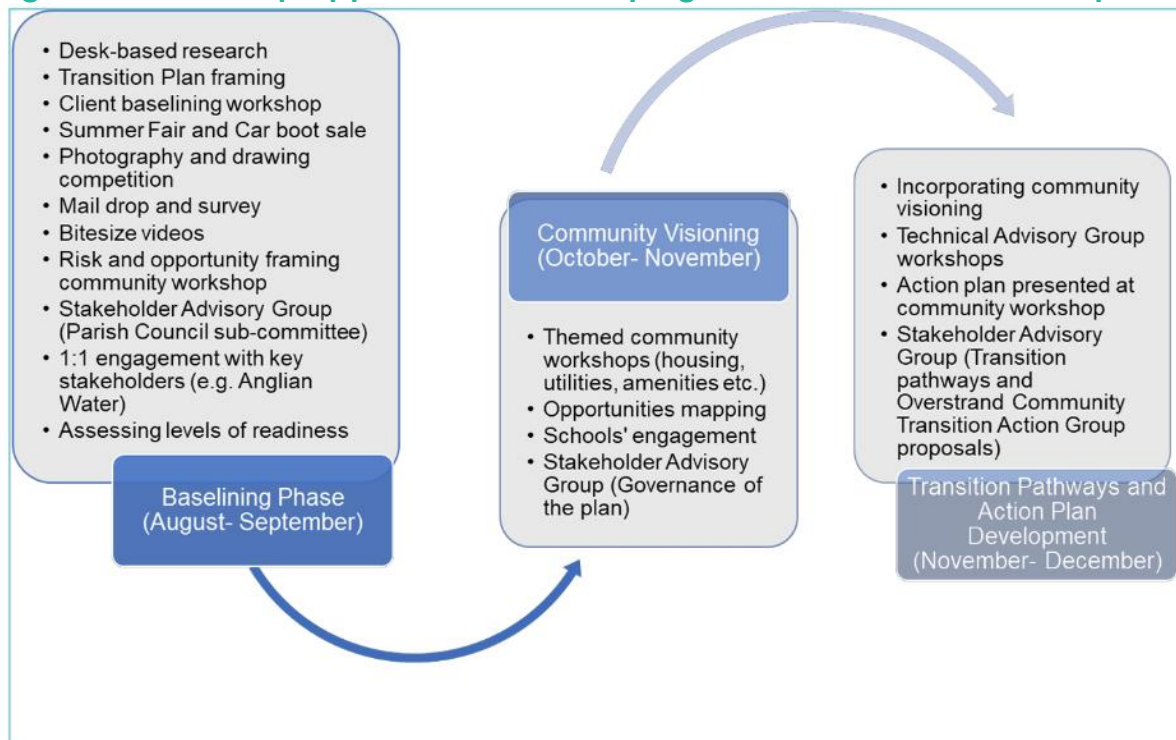
- i. Baseline phase
- ii. Community visioning phase
- iii. Transition pathways and action plan development<sup>24</sup>
- iv. Action plan development (short-, medium- and long-term actions)<sup>25</sup>

<sup>23</sup> Image was provided by the consultant.

<sup>24</sup> Transition pathways are flexible roadmaps showing how to navigate actions that can enable the community to move from their current state (at risk of erosion) to a future state (adapted, relocated, or transformed), including critical selection points and possible future scenarios. A transition pathway has been defined for each of the themes which were selected as being the most important by the local community.

<sup>25</sup> An action plan sets out actions to support the community's short-, medium- and long-term transition to coastal change. Some actions can be taken forward by the local community, whereas others need to be carried out by key partners such as Coastwise, North Norfolk District Council, Norfolk County Council and utility providers.

**Figure 3: Bottom-up approach for developing a local coastal transition plan<sup>26</sup>**



## 2.2.3 Multi-perspective appraisal led by an immersed community liaison officer<sup>27</sup>

This approach recognised the diversity of perspectives and emphasised the need of integrating and finding a balance between the views from the community (diverse opinions and preferences, identified through having a professional living part-time in the communities) and the technical expertise from the consultant through a transparent appraisal approach. Ultimately, this approach was defined as working with the community and the authorities to identify and balance options and proactively choosing them.

This LCT planning approach was structured around four phases:

- i. Inception
- ii. Development of options (optioneering)
- iii. Appraisal of options – giving options to members of the community and asking them to assess them against criteria
- iv. Plan production (based on preferred option)

It is important to acknowledge that, independently of the chosen planning approach, none of the consultants started from zero. Indeed, most of their baselining exercise drew on the previous work of the Coastwise team through the Coastwise Cafes, survey and other activities. This is crucial for any other location interested in developing a local coastal transition plan, especially for not underestimating the

<sup>26</sup> Image was provided by the consultant.

<sup>27</sup> A member of staff from the contractor organisation was immersed within the community where the plan has been developed.

time and resources that are required to build relationships with community members, gathering data and committing key stakeholders to the process.

## Lessons learnt:

- **Explicit consideration must be given to who or which party is most appropriate to facilitate a local coastal transition planning process.** The planning in the six case studies was facilitated by an external consultant. However, there was substantial engagement with members of the community in these locations beforehand and facilitated by the Coastwise team. A key lesson is the importance of securing continuity in terms of the engagement, both regarding who is leading the engagement as well as who is invited to participate and involved in the process. Moreover, if a new organisation is brought in to facilitate and support the planning process, it is critical to allow sufficient time for community members to clearly understand their role and build trust before allowing any new organisation to take the lead in the process.
- **Be intentional around choices about the design of the plan making exercise, including how objectives, participants and methods will be decided.** One of the main differences between approaches is about the degree of involvement of community members vis-à-vis experts (e.g., expert knowledge holders). In more expert-led approaches (e.g. RMA or consultants), technical experts design a plan that is then shared with community members for consultation and validation purposes. In a more community-led approach, community members have a say from the outset of the process, including deciding who should be involved and how they would like to conduct the planning process. More community-led approaches are underpinned by the principles of co-production, where all stakeholders and groups and their knowledge contribute to the plan-making exercise. Importantly, there are nuances across the expert-led community-led continuum, as well as in the degree of co-creation and co-design. Different approaches will fit with different communities.
- **Transparency, reflexivity and adaptability are core principles that should underpin any LCT planning approach.** The points above can be used for self-reflection and critical interrogation for anyone designing, facilitating or participating in a planning process. Being honest and transparent when answering these questions contributes to building trust across all parties involved, recognising power imbalances, and identifying mechanisms to improve processes and outcomes. This needs to be an iterative exercise, usually part of the monitoring, evaluation and learning component of the planning process.

More lessons learned are presented in Chapter 6.0.

## 2.3 Integration between LCT planning and other planning processes and plans

LCT planning does not happen in a void and needs to be conceived and designed alongside existing and future planning processes and plans. This integration is justified on the basis that coastal transition cuts across multiple geographical scales and sectors.

### 2.3.1 Integration between strategic and local coastal transition planning

LCT planning is place-based but needs to account for coastal and physical processes as well as policy and political processes that extend beyond the boundaries of the location under consideration. Similarly, other coastal transition plans might be under development in neighbouring areas or along the same stretch of coast, and it will be beneficial to consider them in tandem to leverage shared learnings and

capitalise on economies of scale. In this regard, the integration between strategic coastal transition planning (e.g., at district council level or similar) and local coastal transition planning (e.g., at parish council level or similar) proposes a useful approach and has been explored<sup>28</sup>.

A strategic coastal transition plan is aimed at delineating a high-level, common framework for coastal transition within a region, including a vision, generic principles and overarching objectives. The structure of the strategic coastal transition plan can vary depending on how the strategic plan is linked to sectoral plans and place-based transition plans (for different options, see Royal Haskoning DHV 2024<sup>29</sup>).

The existence of a strategic coastal transition plan, either regional or national, is not a pre-condition for starting a planning process. As exemplified by the case studies in this project, LCTPs can be developed even in the absence of a strategic coastal transition plan. However, it is always important to consider any relevant existing plans and ongoing and future planning processes prior to commencing (see next section). Transport plans, housing plans and operational plans from utility companies are some examples of sectoral plans to take into consideration.

## **2.3.2 Integration between shoreline management planning and local coastal transition planning**

Shoreline Management Plans (SMPs)<sup>30</sup> provide the basis for starting planning processes. An SMP provides a detailed analysis of the levels of coastal erosion risk to which different shoreline units will be exposed in the future (2055 and 2105) under different climate scenarios. Similarly, it provides an agreed high-level management approach (i.e., no active intervention; managed re-alignment; hold the line; advance the line) for each unit over three broad planning horizons within a 100-year period. This generic management approach defines the level of investment that can be expected for relevant actions in those areas. It is therefore key that the plan builds on this baselining and delineates actions that are aligned with the generic management approach.

## **2.3.3 Integration between neighbourhood planning and local coastal transition planning**

Neighbourhood planning is the most localised type of spatial planning and, in the locations where it has been conducted, it can provide a useful starting point for any local coastal transition planning exercise. This is because it can already indicate relevant groups who are active and willing to engage as well as what residents value the most in the neighbourhoods where they live. If neighbourhood plans have been developed in a specific location, these should not be ignored when commencing a local coastal transition planning process. This will give residents and local actors trust in the process and reassurance that their previous efforts have been acknowledged and taken into consideration.

## **2.3.4 Ways to integrate LCT planning into other plan processes**

There are different ways of integrating planning processes into other ongoing or future planning process and related plans:

- Dedicated approach. A specific organisation, government department or social group has the mandate and resources for leading the development of a plan and coordinating its

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<sup>28</sup> Royal Haskoning DHV (2024) Coastwise Transition Plans – Blueprinting.

<sup>29</sup> Ibid.

<sup>30</sup> <https://environment.data.gov.uk/shoreline-planning>

implementation (e.g., Parish Council, Coastal Liaison Group, etc.). Within this approach, there would be a distinctive plan for local coastal transition which relates but is separate from other sectoral plans.

- Mainstreaming approach. Local coastal transition is embedded across other sectors (e.g., housing, transport, health, etc.). In this case, there would be no isolated local coastal transition planning process nor plan; instead, addressing coastal erosion risk becomes part of the planning exercises of different relevant sectors. Thus, there is no dedicated organisation, government department or social group responsible for local coastal transition, but responsibility is shared across sectors and related government departments.
- Combination of dedicated and mainstreaming approaches. This can take multiple forms. For example, having a dedicated planning process and plan, but mainstreaming its implementation across different sectors and/or local government departments as appropriate.

These different approaches are relevant for governance and funding purposes, including how coastal transition planning fits into the wider FCERM policy and planning landscape.

## 3.0 About the locations

The information about the locations was taken from the Transition Plans written by the respective consultancies, Coastwise publications, NNDC's website, and census data. The respective plans also include contextual information.

**Figure 4: Map of North Norfolk District with the six Coastal Transition Planning Locations**



# 3.1 Bacton

**Population and age distribution:** The majority of the population is made up of adults aged 45 and over (NNDC, 2023).

|                                |       |
|--------------------------------|-------|
| Population (mid-2020 estimate) | 1255  |
| % of population aged 0 – 15    | 11.1% |
| % of population aged 16 – 29   | 9.7%  |
| % of population 30 – 44        | 10.9% |
| % of population 45 – 64        | 35.3% |
| % of population aged 65 <      | 35.2% |

**Index of Multiple Deprivation LSOA by decile:** Decile 4 / 10. Bacton (part of North Norfolk 007D) is more deprived than 69% of neighbourhoods in England (MHCLG, 2025).

**Risk:** Coastal erosion and coastal flooding.



Map from North Norfolk District Council

## Key Assets at Risk

Situated in an area with a low coastline, Bacton has historically been impacted by storm flooding. For example, in 2013, Bacton experienced overtopping of the seawall which resulted in flooding and erosion. Today, parts of Bacton remain at risk of flooding and of coastal erosion, determined by the performance of the seawall. The degree of risk is increasing as the sea wall deteriorates and as the beach erodes.

The assets at risk of flooding and coastal erosion include the beach, homes, commercial buildings, holiday parks, and the coastal road. As a result of risk of flooding, social and mental wellbeing are impacted via increased anxiety.

## Coastal Management Prior to LCT Planning

Bacton's Shoreline Management Plan policy until 2025 was one of "Hold the Line". The policy shifted to "Managed Realignment" in 2025 and will remain as such until 2105.

In response to 2013 flooding, the Bacton Gas Terminal (which supplies around a third of the UK's natural gas) started a project that resulted in a large sandscaping scheme in 2019. The sandscaping project reduces the risk of flooding the Gas Terminal and Bacton from the overtopping of the seawall. This seawall will continue to be maintained by NNDC whilst affordable to do so.

Regarding community engagement with coastal management, there was low attendance at the one Coastwise Café event in 2024. Discussions at the Café focused on the success of the sandscaping project, and the desire for this to be updated. Concerning community resilience, Bacton has a flood warden.



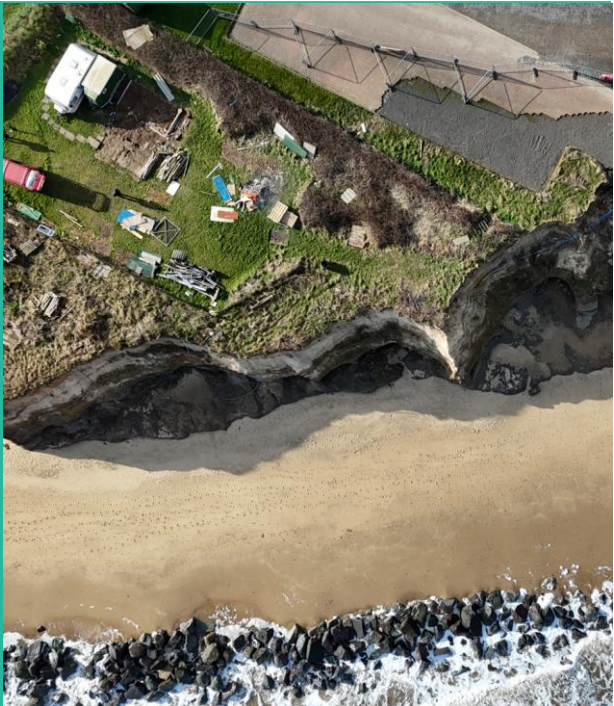
# 3.2 Happisburgh

**Population and age distribution:** The majority of the population is made up of adults over 45 (NNDC, 2023).

|                                |       |
|--------------------------------|-------|
| Population (mid-2020 estimate) | 899   |
| % of population aged 0 – 15    | 13.3% |
| % of population aged 16 – 29   | 8.2%  |
| % of population 30 – 44        | 12.3% |
| % of population 45 – 64        | 34%   |
| % of population aged 65 <      | 32%   |

**Index of Multiple Deprivation LSOA by decile:** Decile 4 / 10. Happisburgh (as part of North Norfolk 012A) is more deprived than 68% of neighbourhoods in England (MHCLG, 2025).

**Risk:** Coastal erosion and flooding risk. Long-term risks for public and commercial infrastructure and residential buildings.



Map from North Norfolk District Council

## Key Assets at Risk

Coastal erosion in Happisburgh places several assets at risk. Since 1988, 35 residential buildings have been lost to coastal erosion. There are several assets identified to be at immediate- (i.e. within a one winter period), medium- (in 2055) and longer-term (in 2105) risk.

Assets include landmarks, like the Church, Hill House Inn, and Happisburgh Manor, to name a few at longer-term risk; residential buildings, at medium- and longer-term risk; commercial buildings; utilities, such as low and high voltage poles at medium- and longer-term risk; the King Charles III Coast Path; and high quality agricultural land, at risk in the immediate and long-term future.

## Coastal Management Prior to LCT Planning

Coastal-erosion management measures are in place, taking the policy of “Managed Realignment” in the short, medium, and long term.

Historical projects included the evolution of existing defences into a rock bund configuration. Work is also underway to address the future of infrastructure under threat, including the graveyard, beach access, and car parks. Demolition, lease-back schemes and beach debris removal have also been considered for the management of coastal erosion. There is also some adaptation work underway, for example the digital heritage project.

Regarding community engagement, Coastwise have ran 5 Coastwise Cafés, which were well attended. In addition, Coastwise has established a local liaison group to support the community. Additionally, there exists a Coastal Research Group.

### 3.3 Overstrand

**Population and age distribution:** Overstrand has an aging population (NNDC, 2023).

|                                |       |
|--------------------------------|-------|
| Population (mid-2020 estimate) | 981   |
| % of population aged 0 – 15    | 7.2%  |
| % of population aged 16 – 29   | 8.2%  |
| % of population 30 – 44        | 6.9%  |
| % of population 45 – 64        | 29.1% |
| % of population aged 65 <      | 48.6% |

**Index of Multiple Deprivation LSOA by decile:** Decile 5 / 10. Overstrand (as part of North Norfolk 005D) more deprived than 55% of neighbourhoods in England (MHCLG, 2025).

**Risk:** Coastal erosion projected to impact public and commercial infrastructure and residential buildings.

**Risk:** Coastal erosion.



Map from North Norfolk District Council

#### Key Assets at Risk

Overstrand lost the clifftop hotel to the eroding cliff line, with its final foundations falling in 2018. In addition, a cliff fall severed the coastal road in 1968, after it had closed to through traffic in 1937. Sidestrand - a neighbouring location - has also experienced loss, with the parish church lost to coastal erosion in the 19<sup>th</sup> century; though, it had been replaced elsewhere prior to this in the late 19<sup>th</sup> century.

In the future, Overstrand is projected to lose 60-135 homes to coastal erosion by 2105. In addition to residential buildings, there is additional medium- to long-term risk for roads, utilities (pumping station, gas, electric etc.), beach access, car park, footpaths, beach access, hotels, and businesses.

#### Coastal Management Prior to LCT Planning

Overstrand's Shoreline Management Plan policy was "Hold the Line" from 2005 to 2025 and changed to "Managed Realignment" for 2025 to 2055. Under "Hold the Line", in 2025, approval was given to fund engineering work to repair the degraded seawall.

Regarding, community engagement, Coastwise held four Coastwise Café events in Overstrand. The Parish Council Shoreline Management sub-committee was established prior to this work and is keen to be involved in all preparations for costal change and transition planning has been ongoing since prior to this work.



# 3.4 Trimingham

**Population and age distribution:** Majority of population is older adults (CityPopulation, 2024; Trimingham Parish Census, 2024).

**Population and age distribution:** Trimingham has an aging population (NNDC, 2023).

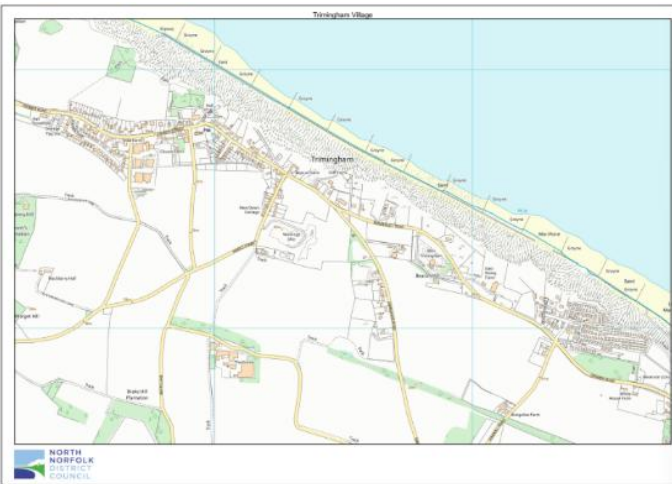
|                                 |        |
|---------------------------------|--------|
| Population of Trimingham Parish | 430    |
| % of population aged 0 – 15     | ~7.4%  |
| % of population aged 15 -64     | ~46.5% |
| % of population 65 <            | ~46%   |

**Index of Multiple Deprivation LSOA by decile:** Decile 5 / 10. Trimingham (as part of North Norfolk 005D) more deprived than 55% of neighbourhoods in England (MHCLG, 2025).

**Risk:** Coastal erosion projected to impact public and commercial infrastructure and residential buildings.

**Risk:** Coastal erosion.





Map from North Norfolk District Council

## Key Assets at Risk

There are many community sites that are at risk, including Church of St John the Baptist's Head and its graveyard, the Site of Former Public House, and the Pilgrim Shelter, which holds social and spiritual significance to the community. The Village Hall, which was at risk, has now been relocated as part of a Pathfinder.

Residential buildings are also at risk, with 464 buildings at risk of being lost to coastal erosion by end of the century. In addition, the farm and its agricultural land, the coastal road and path, and the electrical supply are also at risk.

## Coastal Management Prior to LCT Planning

Trimingham's Shoreline Management Plan policy until 2025 was one of "Managed Realignment". From 2025 to 2105 the policy is "No Active Intervention"; primarily this is due to a predicted lack of investment.

Historically, there have been coastal management projects. In 1974, sea defences were installed; though, defences have since been rapidly deteriorating.

Regarding previous community engagement, Coastwise ran four Coastwise Cafés which were well attended. In addition, both the Parish Council sub-committee and a local landowner have been actively involved.



# 3.5 Walcott

**Population and age distribution:** Walcott has an aging population (NNDC, 2023).

|                                |       |
|--------------------------------|-------|
| Population (mid-2020 estimate) | 532   |
| % of population aged 0 – 15    | 5.8%  |
| % of population aged 16 – 29   | 5.3%  |
| % of population 30 – 44        | 9.8%  |
| % of population 45 – 64        | 38.7% |
| % of population aged 65 <      | 40.4% |

**Index of Multiple Deprivation LSOA by decile:** Decile 4 / 10. Walcott (as part of North Norfolk 012A) more deprived than 68% of neighbourhoods in England (MHCLG, 2025).

**Risk:** Coastal erosion and flooding risk.



Map from North Norfolk District Council

## Coastal Management Prior to LCT Planning

Walcott's Shoreline Management Plan policy until 2025 was one of "Hold the Line". The policy shifted to "Managed Realignment" in 2025 through to 2105.

Walcott has a seawall that will continue to be supported by North Norfolk District Council so long as it remains viable.

Regarding community engagement, Coastwise ran two Coastwise Café events, though attendance to these events was low in comparison to other Café locations. Previously, there existed a local liaison group, although now the community is supported by a flood-risk and flood warden.

## Key Assets at Risk

Walcott is at high risk of flooding and coastal erosion. Walcott's low-lying coastline makes homes vulnerable to storm flooding. This risk is expected to increase over time as the seawall deteriorates.

Community assets are also exposed to long-term risk, such as residential and commercial buildings, and transport routes. Compounding risks impact social and mental wellbeing.



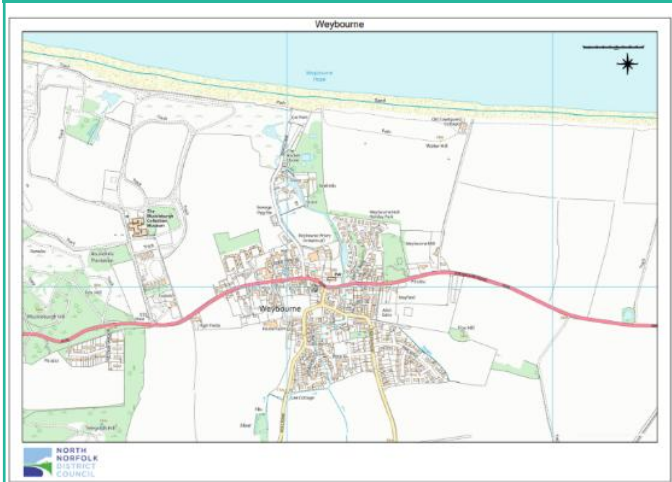
# 3.6 Weybourne

**Population and age distribution:** Weybourne has an aging population (NNDC, 2023).

|                                |       |
|--------------------------------|-------|
| Population (mid-2020 estimate) | 524   |
| % of population aged 0 – 15    | 8.8%  |
| % of population aged 16 – 29   | 5.7%  |
| % of population 30 – 44        | 10.1% |
| % of population 45 – 64        | 27.3% |
| % of population aged 65 <      | 48.1% |

**Index of Multiple Deprivation LSOA by decile:** Decile 5 / 10. Weybourne (as part of North Norfolk 004A) more deprived than 55% of neighbourhoods in England (MHCLG, 2025).

**Risk:** Some risk of coastal flooding and coastal erosion on residential and commercial buildings and public infrastructure.



Map from North Norfolk District Council

## Key Assets at Risk

Weybourne is at risk of flooding and coastal erosion. While most of the village is not at risk, some clifftop homes are at risk of being lost to coastal erosion, and some low-lying houses are at risk of flooding.

Infrastructure, like the NNDC car park, is currently being impacted by natural shingle movement that will likely worsen with time. The outfall of the river is also impacted, which will worsen with climate change. There is also an ongoing risk that access to the village hall's emergency rest centre is cut off during flooding.

## Coastal Management Prior to the LCT Planning

Weybourne's Shoreline Management Plan policy is "No Active Intervention" from 2005 to 2105. The single bank is managed by the Environment Agency.

Regarding community engagement, the community has been enthusiastic to be involved in coastal management. Coastwise also held a meeting before the first cafe following a request from the Parish Council in Weybourne. After this, Coastwise undertook one Coastwise Café with Parish Council members and the public, who showed significant interest.



# Lessons Learnt

The next two chapters presents learning developed based on the experiences of six case studies in North Norfolk. Lessons learned are organised around two components, namely:

1. **Contextual factors**, to be considered when designing and before commencing the planning process, and to be revised and revisited during the plan-development exercise and implementation of the plan.
2. **LCT planning elements**, to be incorporated in the planning process (methods) and/or in the plan itself (output).

The list of contextual factors and LCT planning elements was developed in an iterative process. Eunomia later defined these factors and elements, and learnings were gathered regarding the methods used and their implementation. This list is non-exhaustive and may vary depending on local context.

The components of local coastal transition planning are:

## 1. Contextual factors:

- a) Existing governance arrangements (Section 4.1)
- b) Level of stakeholder engagement 4.2)
- c) Demographic and socio-economic characteristics (Section 4.24.3)
- d) Existing strategic and sectoral plans (Section 4.4)

## 2. Elements of LCT planning:

- a) Monitoring and Evaluation of the planning process and the plan delivery (Section 5.1)
- b) Risk identification and impacts 5.2)
- c) Stakeholder identification and engagement (Section 5.3)
- d) Community visioning5.4)
- e) Options for actions (short and long term) (Section 5.5)
- f) Identification of barriers and support needed (Section 5.6)
- g) Governance, ownership, monitoring and delivery of the plan (Section 5.7)

Chapter 4 provides a description of each **contextual factor** with learning developed through this process.

Chapter 5 defines each of the **elements**, presents the methods tried in the different case studies, and provides learning about what worked well and what worked less well or proved challenging during the process.

## 4.0 Contextual Factors

There are key contextual factors to consider prior to starting a local coastal transition planning process which should orient the way in which the planning elements are designed, including the methodologies that are most appropriate to use. Consideration of these contextual factors should be revisited throughout the planning process, especially as certain contextual conditions might change, and the process might need to be adjusted accordingly. From the planning learning across the six areas in North Norfolk these four contextual factors emerged as differentiating areas:

1. Existing governance arrangements
2. Level of stakeholder engagement
3. Demographic and socio-economic characteristics
4. Existing strategic and sectoral plans

### 4.1 Existing governance arrangements

Understanding power relations is crucial to identifying who are often misrepresented or excluded from key decision-making spaces, and to consider strategies to recognise marginalised groups and encourage them to participate in the planning process. In the context of coastal erosion, this can include residents most at risk from coastal erosion, either due to exposure and/or social vulnerability now and in the future. The latter is particularly relevant for children, not only because they are currently more vulnerable to the impacts of coastal erosion (e.g., due to age) but also because they are likely to be disproportionately impacted by climate change impacts in the future.

This entails consideration of existing formal (e.g., Parish Council) and informal (e.g., WhatsApp group of residents in the same street) spaces where different stakeholders coalesce to make decisions about the place, including blocking decisions made by others. This should also include local organised community groups (e.g. Save Happisburgh campaign group and the Happisburgh Coastal Research Group) that may support or object the paradigmatic change associated with plans. Ultimately, it is about who holds power either in terms of knowledge, financial resources or influencing capacity for action or inaction. Prior to starting any planning process, it is important to identify these key decision-making spaces, who is represented and how they operate. These can be effective in leading and/or facilitating the planning process itself and for the purposes of ownership and adoption once the plan has been finalised (see section 5.7).

#### Key questions to consider

- What are the existing (multi-stakeholder) spaces that can lead, facilitate and/or own the LCT planning process?
- Who is representing who within existing (multi-stakeholder) spaces?
- Which groups/interests are underrepresented? Why?
- Which groups/interests are overrepresented? Why?
- Who should be invited to participate in the LCT planning process? Why?

## 4.2 Level of stakeholder engagement

This refers to the extent to which different social groups and stakeholders are open and willing to engage and/or participate in the planning process. In this regard, it is important to consider the previous history of engagement in similar or related processes, as well as any signs of political apathy and/or mistrust in (local) government. This is relevant for the purposes of better understanding the various levels of political mobilisation within a community and the most suitable strategies to approach, and engage with, different groups in the planning process (see section 5.3).

### Key questions to consider

- Which voices in the local community are heard? Through which engagement processes?
- Who are the affected groups with which there has been least engagement? Why? How can engagement with those groups be developed?
- What are the most suitable strategies to engage with different social groups / stakeholders?
- How to monitor and evaluate the level of engagement with each social group during the planning process?

## 4.3 Demographic and socio-economic characteristics

The place-based nature of LCT planning highlights the relevance of context and the need to tailor the planning process accordingly. Demographic characteristics (e.g., age, gender, ethnicity, population density) and socio-economic background (e.g., income, education level, job status, lifestyle, housing quality) of people living, working and/or visiting the locations play a key role in this regard. An important distinction to consider is between relatively homogenous communities vis-à-vis relatively heterogenous communities, and the extent to which there are any specific factors contributing to social fragmentation or polarisation between social groups.

An in-depth understanding of the demographic and socio-economic characteristics is relevant for properly targeting all relevant groups in a community, carefully designing the engagement process to pre-empt any potential conflict between groups, and adjusting the plan-making exercise to their needs and aspirations. In terms of coastal erosion risk, this analysis is crucial to better understand social vulnerability and the extent to which certain groups are and/or could be disproportionately impacted by coastal erosion.

For example, age and gender are important factors to consider when designing the planning process in order to secure participation and meaningful engagement. Young professionals might not be able to participate in activities during working hours, elderly residents might prefer in-person activities rather than online engagement, and single mothers might need allowance to bring their children to the events to be able to participate. Similarly, careful consideration should be given when selecting participants for each of the activities, including the design of group activities. It is important to think about group dynamics and how certain individuals might tend to dominate conversations or restrain others from sharing their views. Not thinking about demographic and socio-economic characteristics might risk certain groups not being represented, being under-represented or not being able to engage openly in a safe space.

## Key questions to consider

- Who are the most vulnerable groups in the community due to demographics (e.g., pregnant women, elderly, children, people with disabilities, etc.) and socio-economic characteristics (e.g., low-income, unemployed or underemployed individuals, homeless, etc.)?
- Are there any specific policies, initiatives and/or actions targeted at these vulnerable groups for reducing the negative impacts of coastal erosion?

## 4.4 Existing strategic and sectoral plans

In the same vein that existing governance arrangements should be mapped, it is key to have a broad understanding of relevant strategic and sectoral plans as well as future planning processes affecting the locations under consideration. This is to secure integration of objectives and expected outcomes, and to maximise coordination in terms of budget, division of responsibilities / mandates, and knowledge sharing.

### Key questions to consider

- What are the main strategic and sectoral plans for the location under consideration?
- Are there any shared plans with neighbouring locations / locations that shared the same strand of coast?
- What is the Shoreline Management Plan (SMP) that corresponds to this location? What is the recommended management approach for the coastal unit of this location?
- Are there any relevant planning processes currently under way? Who is leading/facilitating these planning processes?

Are there any relevant planning processes envisioned for the near future (i.e., 1-2 years from now)? Who will be leading/facilitating these planning processes?

## 4.5 Lessons learnt related to contextual factors

This section outlines how the contextual factors presented above have influenced the design and delivery of the planning process in North Norfolk, across the different locations.

- **Early baselining is essential to set realistic assumptions and avoid misaligned expectations.** A detailed desk-based review of existing evidence and Shoreline Management Plan established an understanding of physical characteristics (i.e., flood and coastal erosion risk and current defences), socio-economic characteristics (i.e., population demographics and identification of community groups), policy constraints, and likely transition needs for each location. This enabled early identification of information gaps and contextual factors, allowing the project team to adapt their approach and ground cost, risk and funding discussions in local reality.
- **Demographic and socio-economic characteristics are important to consider when deciding the scope of LCIPs.** The coverage of a plan should be decided by communities and governance groups (e.g., Parish Councils) rather than imposed by the RMA or consultants without some form of local knowledge or engagement. For example, it was agreed to include Sidestrand within the Overstrand plan following communication with Sidestrand Parish Council because of close community ties and the sharing of sewerage infrastructure with Overstrand which, if impacted, would have consequential impacts to properties in both villages. Meanwhile, separate plans for Bacton and Walcott were developed, despite an original approach to include both communities within one plan. Engagement with each community surfaced important differences in

demographic and socio-economic characteristics and values of each community that justified the development of separate plans.

- **Designing an LCT planning process (i.e., approach and methods) should be situated as part of an iterative journey of ongoing learning and refinement.** The consultancy developing plans for Happisburgh and Trimmingham amended their stakeholder engagement approach following initial baselining i.e., a review of Coastwise's previous work and a team meeting with Coastwise to provide a comprehensive overview of ongoing activities and knowledge across both locations. They shifted from a broad engagement approach to a more focused one due to concerns about over-engagement and the need to avoid duplicating previous efforts given the high-level of engagement through Coastwise that had already occurred in each village.
- **Understanding local histories and experiences with flood and coastal erosion risks and the social history of engagement is critical for transition planning.** Future transition planning should take account of historic flood and erosion events that shape community perceptions of risk. Equally important is an awareness of previous engagement processes and how they were received, particularly where engagement or planning decisions around coastal management were perceived as top-down, poorly communicated, or ultimately unsuccessful. These factors strongly influence trust, expectations, and willingness to engage within a community so need to be considered during the transition planning process.

## 5.0 Elements of local coastal transition planning

This section presents the elements of local coastal transition planning that need to be considered, developed and delivered as part of the plan process. There are seven key elements:

1. Monitoring and evaluation of the planning process
2. Erosion risk identification and impact assessment
3. Stakeholder identification and engagement
4. Community visioning
5. Options for actions (short and long term)
6. Identification of barriers and support needed
7. Governance, ownership, monitoring and delivery of the plan

For each element, apart from the first, the methods used by the different consultants are described to show the variety of ways of approaching the element. This is followed by lessons learnt split into: what worked well, what worked less well or was challenging, and overall learnings.

### 5.1 Monitoring and evaluation of the planning process

Monitoring and evaluation should be embedded within the planning process itself from the start to ensure it remains adaptive and responsive. Rather than happening as a final stage, after the plan has been delivered, it functions as an ongoing learning and reflection mechanism that supports continuous adjustment of methods and approaches. Often as part of an evaluation a theory of change will be developed which describes how the activities undertaken are considered to contribute to the anticipated outcomes. This is a useful task and helps focus an evaluation.

This should involve regularly reviewing the contextual factors, including looking at engagement effectiveness, participation, and facilitation approaches, and adapting these where needed. This reflects the broader need for iterative, non-linear planning processes that evolve in response to feedback and changing conditions. Effective process monitoring focuses on how well stakeholders are able to participate, how clearly information is communicated, and whether the approach remains appropriate to the local context, as well as providing an account of how the process was run. Embedding regular feedback points and team reflection helps identify issues early and supports timely adjustment.

The LCTP processes reported here did not have clear monitoring and evaluation plans of the plan process. As such in some cases it has been more challenging to make sense of how the processes were run and what worked well and what did not work well beyond the data collected by the learning report team. Given this, there aren't lessons learnt to draw out, but there are some key questions to consider.

#### Key questions to consider

- How will the effectiveness of engagement and facilitation be reviewed during the process and how will stakeholder feedback be captured and in real time?
- How will early learning inform later stages of the planning process? How will changes be made?
- How learning will be captured to support the delivery of the plan or for the benefit of other locations?

## 5.2 Erosion risk identification and impact assessment

Similar to any risk reduction and adaptation planning, LCT planning must start with a clear process of coastal erosion risk identification, analysis and assessment of impacts. Identifying risks provides an evidence base that ensures the plan focuses on the hazards that could harm people, infrastructure and ecosystems. Analysis and assessment clarify which risks are most severe or urgent, and which assets hold value to the community, which is necessary for the community visioning (see Section 5.4). This also helps the community and authorities to decide where to invest limited time and money for the biggest benefit. Early recognition of high impact risks enables preventative action, which is far cheaper and more effective than responding after a disaster.

It is key to early agree on and clarify with participants the boundaries of the process, which aspects of risk to include or exclude and the geographical boundaries of the planning process. As shown in the following sections for some locations, coastal flooding risk was included. A structured understanding of risks and impacts allows planners to choose measures that are proportionate, cost-effective, and scientifically grounded. By understanding what is most vulnerable, transition planning can protect vulnerable groups, maintain essential services, and increase the overall resilience of the community.

### Methods used

For all the locations, the risk identification process used a combined approach of community and stakeholders' engagement with expert Geospatial Information Systems (GIS) analysis by the consultants, based on the National Coastal Erosion Risk Mapping (NCERM2). As needed, the consultant drew on other expertise, such as flood risk management, planning and engineering, including support from the NNDC Risk Management Authority and Planning teams. Approaches varied in terms of the chosen scenarios for engagement and planning, the visual aids used, and the categorisation of impacts, as presented next. Further variation in respect of the engagement process is detailed in Section 5.3.

The consultants differed in terms of the number of climate risk scenarios that they considered, all based on the NCERM2 scenarios. For example, as shown below, one consultant considered two climate risk scenarios (no climate change and upper end climate change) while another decided to concentrate exclusively on the worst-case climate change scenario (e.g. upper end climate change).

### Use of scenarios

#### Overstrand

For Overstrand, erosion risk was divided into and presented by three projections for the year 2105: lower end projection of **Present Day climate (2020)**, **Climate change (higher central)** and higher end projection of **Climate change (upper end)**<sup>2.131</sup>; all including the policy scenario assumption of Shoreline Management Plan delivery. The consultant created local risk maps showing key landmarks within Overstrand and Sidstrand which are going to be affected by coastal erosion with the risk projections presented in three shades of green from light for Present Day climate projection and dark to Climate Change upper-end projection. This map is presented in Figure 1.

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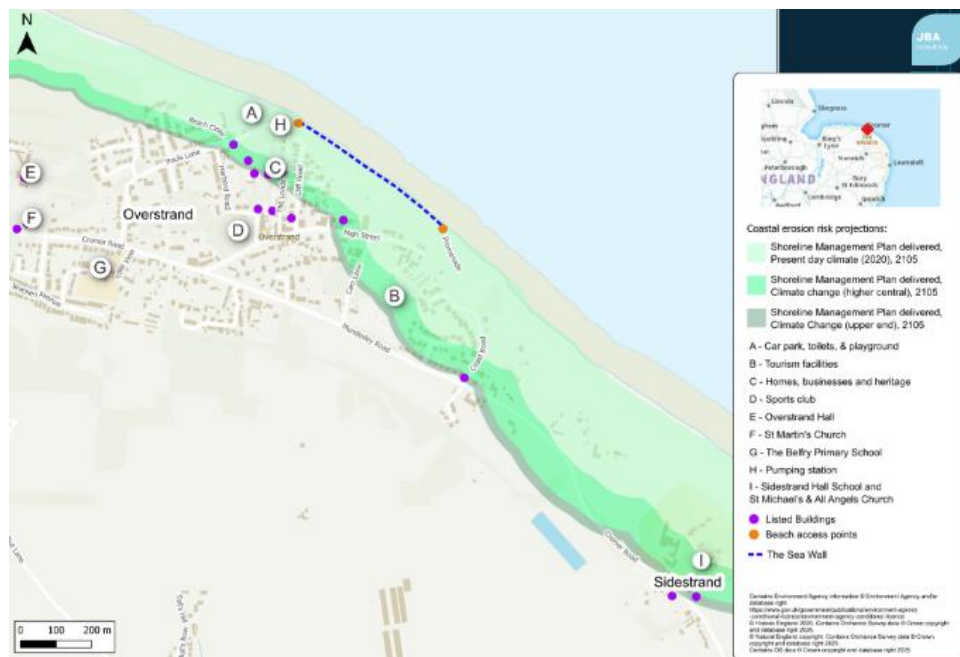
<sup>31</sup> **Present Day (2020) scenario** –uses historical erosion rates to provide future projections without calculating any additional impacts of climate change and rising sea levels. The year 2020 is taken as the baseline year for the erosion projections.

**Climate Change Higher Central** –uses sea level rise data from 70<sup>th</sup> percentile UK Climate Projections 2018 (UKCP18) Representative Concentration Pathway 8.5 climate projection.

**Climate Change Upper End** –uses sea level rise data from 95<sup>th</sup> percentile UKCP18 Representative Concentration Pathway 8.5 climate projection.

These scenarios are explained in <https://environment.data.gov.uk/shoreline-planning/help/what-does-the-national-coastal-erosion-risk-map-show>

Figure 5: Overstrand and Sidestrand risk map<sup>32</sup>



Happisburgh and Trimmingham:

For Happisburgh, risk was divided and presented in three bands: **Immediate risk** zone identification of 20m from the current cliff line based on the Jacobs internal work – incorporating assumptions of the Shoreline Management Plan delivery into the present-day climate scenario; **medium- and longer-term** bands based on NCERM. For Trimmingham, risks were divided into the medium- and longer-term bands. For both locations, the medium band was based on the 2055 erosion projection for the 'No Further Intervention' scenario was used with the 'Upper End' climate change allowance to represent the worst-case for the year 2055. Where this data overlaps with the immediate risk band, the immediate risk band takes precedent. For the longer-term band, the 2105 erosion projection for the 'No Further Intervention' scenario was used with the 'Upper End' climate change allowance to represent the worst-case for the year 2105. The maps used presented the risk bands with red for immediate, orange for medium and yellow for longer term, with identification of local landmarks and assets in blue (see Figure 6). The consultant also developed risk maps for specific assets categories: utilities, coast path and agricultural land (

Figure 7).

<sup>32</sup> Image was provided by the consultant.

Figure 6: Happisburgh risk map<sup>33</sup>

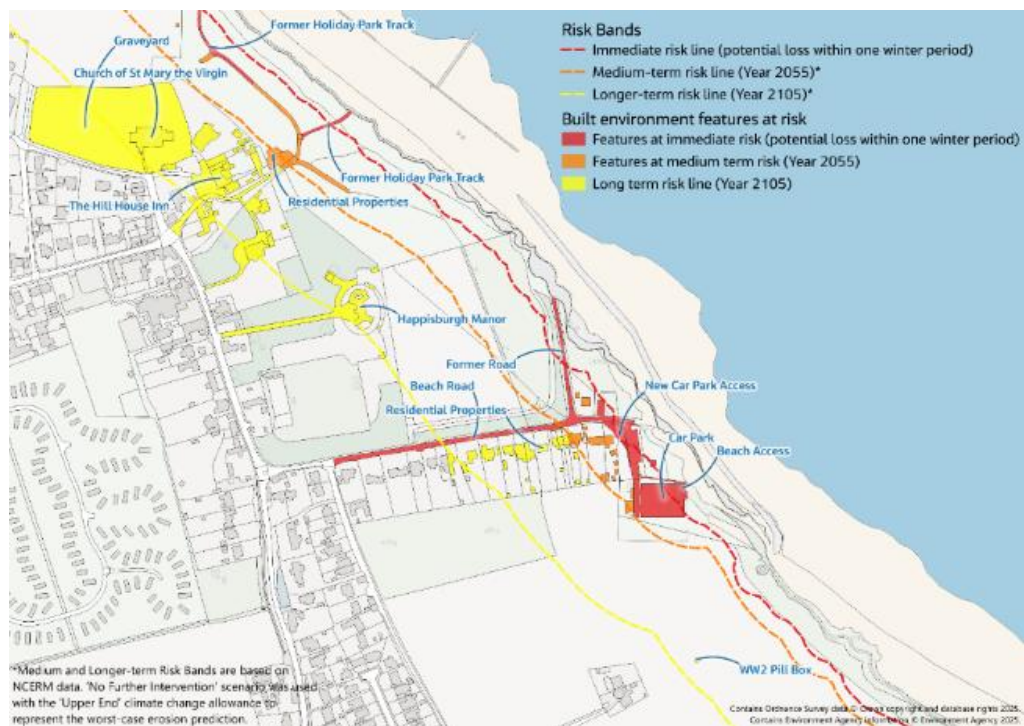


Figure 7: Trimingham agricultural land risk map<sup>34</sup>



<sup>33</sup> Image was provided by the consultant.

<sup>34</sup> Image was provided by the consultant.

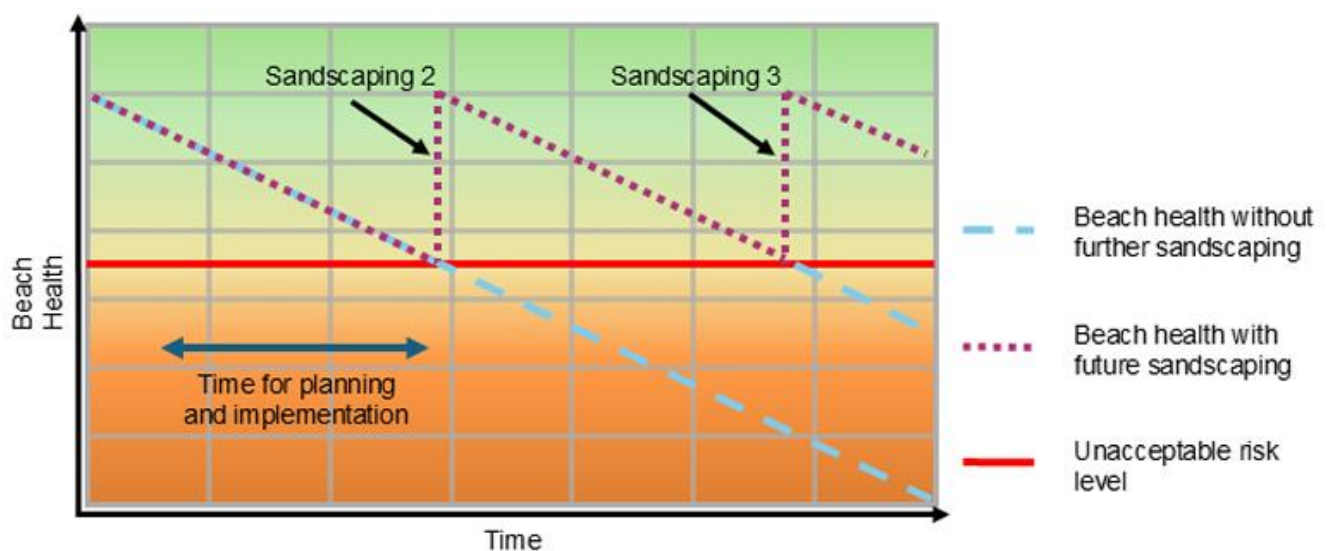
## Bacton, Walcott and Weybourne:

The Coastwise team observed a relatively low perception of risk among the communities of Bacton, Walcott and Weybourne, based on their previous engagement with these communities. In Bacton and Walcott, this perception was related to the local conviction that the Bacton Gas Terminal would take responsibility for protecting the coastline. In Weybourne, the village's distance from the coast contributes to the perception that coastal flooding was a more pressing issue than erosion.

Due to this perception and to encourage involvement with the planning process of people that do not feel they are going to be impacted, the consultants presented worst-case scenarios in their initial engagement in these locations. Noting that this was accompanied by a nuanced explanation and that other scenarios were used at different points of the process.

Bacton and Walcott are considered to be relying on the Sandscaping 2019 project (which is in front of the Bacton Gas Terminal and extends in front of the villages of Bacton and Walcott) which plays an essential role in reducing current flood and erosion risk. Even though a Sandscaping 2 project may be considered by the terminal companies, its implementation is a decision for operators who would fund such a scheme, not the community or NNDC. Therefore, the planning process for Bacton and Walcott also included scenarios of future beach health, which depend on the implementation of future Sandscaping 2 & 3 projects (see Figure 8).

**Figure 8: Schematic illustration of how beach health triggers action in Bacton<sup>35</sup>**



An aerial image of the villages was used during engagement, showing the NCERM projection for erosion by 2055 in orange and by 2105 in red. As the scope of risk in Weybourne, Walcott and Bacton included coastal flooding, the consultant also used the Gov.uk "check your long-term flood risk" (CYLTFR) maps which present separate maps for current risk and 2036-2069 risk. For both maps risk is divided into "high", "medium", "low", "very low" change levels (the shade of purple getting darker as the risk is higher) and "no data" which is considered as no-risk in place (Figure 9) The consultant also produced a version of these two maps as aerial images (Figure 10).

<sup>35</sup> Image was provided by the consultant.

Figure 9: Bacton CYLTFR risk map<sup>36</sup>

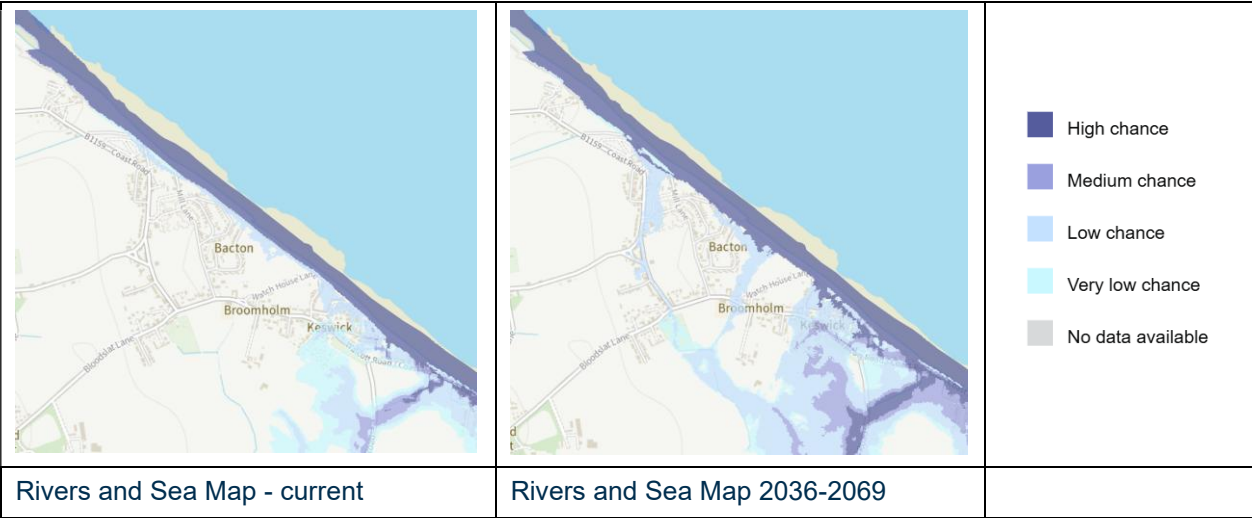
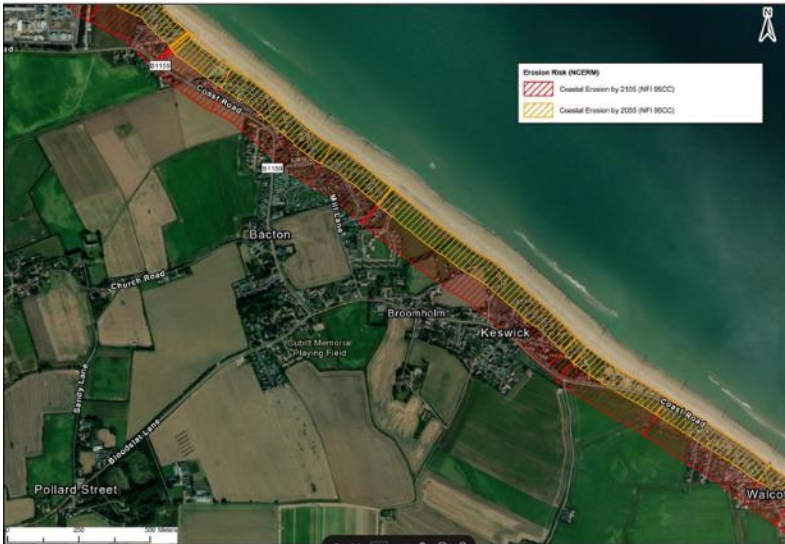


Figure 10: Bacton Risk Map<sup>37</sup>



Risk categorisation

The consultants divided the risk into the following categories:

Overstrand:

The consultant used a non-exclusive categorisation based on themes with a multi-perspective approach, which means that one physical location or asset at risk can be linked to multiple themes. These themes and sub-themes were used as a consistent framework for the plan and not just as part of the risk analysis stage of the planning process.

The categories/themes:

<sup>36</sup> Image was provided by the consultant.  
<sup>37</sup> Image was provided by the consultant.

- **Place:** A place or a sense of place is a location, landscape or built asset which people value, have connection or belonging to. Sub-themes within this theme are Housing, Community Facilities, and Sense of Place.
- **Assets:** Assets are physical (natural or built) or digital resources or infrastructure that provide a function, service or value to Overstrand. Sub-themes within this theme are Coast and Infrastructure.
- **People:** People who live, work, or visit Overstrand, encompassing the diverse experiences, needs, and aspirations of these individuals. Sub-themes within this theme are Residents and Tourists.
- **Organisations:** Organisations that operate in Overstrand, providing valuable services to residents and tourists, supporting community ties and bringing people together. Sub-themes within this theme are Businesses and Community Groups.
- **Landscape:** Landscape is the outdoor spaces and environments across Overstrand, which provide space for cultural enjoyment, recreation, and support for wildlife. Sub-themes within this theme are Norfolk Coast National Landscape and the Overstrand Cliffs Site of Special Scientific Interest (SSSI).

#### Happisburgh and Trimmingham:

Stakeholder engagement, risk analysis and work previously completed by the Coastwise project had identified a list of assets (and asset categories) that are likely to be impacted by coastal change in Happisburgh and Trimmingham. These included: Residential properties; Land that is no longer suitable for its current or previous use that can be repurposed; Heritage assets; Existing coastal defences; Cliff top drainage; Businesses; Car park along with the ancillary services (toilets, playground, signage); Agricultural land; Highways; Coast path; Water, sewerage and electricity supply; Access to the beach; and Church of St Mary the Virgin and graveyard. The consultant used an exclusive categorisation based on themes of commercial and residential buildings, coast road, utilities, coast path and agricultural land.

#### Bacton, Walcott and Weybourne:

The plans for these locations do not include an official categorization of the risks and impacts. However, the plans do address aspects that matter to the communities and their priorities, as discussed in section 5.4. This list includes, beyond the general risk category, the following categories: landscape; historic environment; recreation, health, and well-being; affordable housing; community cohesion; and economic spin-off. These categories can also be used as a lens to understand the broader risks posed by coastal erosion and its impacts on the community.

## Lessons learnt:

#### What worked well

- **Carefully framing risk information:** Communicating the uncertainty in the models while maintaining confidence, helped participants in the engagement activities grasp both what is known and what remains uncertain.
- **Using visual aids and different ways of visualising risk:** It had been observed that it was effective to explore the NCERM data with the residents in ways that make sense to them. Having the information set out in multiple formats, such as OS maps, drone imagery, and aerial photos, helped residents to engage with the format in a way that was accessible to them. Value was found in exploring NCERM data with the community and guiding them through the information in a way that meant to them. These tools helped residents understand their personal and wider community risk.
- **Listening to local knowledge:** Understanding how residents perceive risk and acknowledging their lived experiences helped frame conversations constructively. This also assisted contractors in tailoring their communication. At events with multiple generations present, asking older people

‘what did the coast use to look like?’ and using this as a starting point to explain erosion risk and coastal change.

- **Explaining historic coastal change:** Using stories and visuals to depict “what the coast used to look like” helped residents contextualise erosion risk and understand future projections.
- **Technical support:** it was found as beneficial that Risk Management Authorities team members lead early contextual work and attend key events in the process, as local knowledge held by them is essential, while contractors focus on technical planning, with collaboration across teams and agencies.

#### What worked less well or proved challenging

- **Assumed knowledge:** If people lack baseline knowledge of risk, workshop discussions can be a shock and have emotional impacts; answering all their questions (even if outside the technical scope) can help. There is a danger of assuming residents shared similar levels of understanding. Many residents started with very little awareness of erosion processes or policy.
- **Communicating different risk types:** Residents struggled to differentiate flood risk from erosion risk, each driven by different mechanisms and timelines. This required a sensitive and nuanced explanation.
- **Over reliance on maps:** Risk maps sometimes confused residents, especially where past or recent events (e.g., groundwater slippage or historic flooding) didn’t match official risk lines. Maps can cause disengagement when residents believed they were “not at risk” because their house wasn’t directly affected. Flood maps may not match residents lived experience, which may harm their overall trust in the planning process. Some people are not literate in ‘reading’ maps.
- **Emotional impact and fear responses:** Risk information can be shocking, particularly when residents have limited prior knowledge. Fear about erosion and loss of personal and public assets triggers significant mental health impacts, making conversations delicate. There is a balance to be struck between getting across the actual urgency and the need to generate engagement.
- **Conversations extending beyond erosion:** Residents often shifted the discussion to flooding, drainage issues, or broader related risks. This sometimes derailed erosion-focused sessions and required careful navigation back to the project scope.

#### Overall Learnings and Recommendations

- **Using more than one climate risk scenario has proven useful** to open up conversations, explaining uncertainty, and avoiding stalemate due to climate change deniers or fear. Using two climate change scenarios (e.g., no climate change scenario and worst-case climate change scenario) seem to be a useful and practical approach for engaging with community members.
- **Risk is both technical and emotional:** Maps and data alone are insufficient; residents need empathetic communication and room to process the implications. Not attending to the emotional dimension is likely to reduce trust in the process.
- **Where community perceptions conflict with technical assessments,** facilitators of the process need to support everyone with understanding conflicting viewpoints, rather than applying a top-down approach.
- **Personal and community-scale risks must both be communicated:** If only personal property risk is shown, residents who are “safe” might disengage, even though erosion affects roads, services, and community functioning.

- **Uncertainty must be explained openly:** Residents value honesty about limitations of modelling and future projections, especially given their lived experience and historic memory.
- **Translation into lived experience strengthens understanding:** Historic stories, OS maps, local recent and historic photos, and tangible examples help residents connect scientific projections with real impacts.
- **Sensitivity to mental health is essential:** The psychological impact of learning about erosion risk is profound, requiring careful pacing, signposting, and sometimes professional support. More on this in Section 5.3.

# 5.3 Stakeholder identification and engagement

Stakeholder engagement in the context of LCT planning is the process of involving people and organisations who are affected by coastal change or have a role in responding to it, such as residents, local businesses, the local authority landowners, utilities, and tourists/second homeowners. Engaging these groups helps build a shared understanding of coastal erosion or flooding risks and reveals levels of awareness, preparedness, and concern. It is vital in order to gather insight into community values, such as attachment to heritage, landscapes, and livelihoods, and explores how different groups perceive change. This understanding is essential to gauge willingness to support and participate in coastal transition, ensuring actions developed through the planning process are practical, inclusive, and supported within communities.

## Methods used

Stakeholder identification and engagement represented a key element in the planning process for each consultant across all locations, as it feeds into most other elements i.e., community visioning, developing options for actions, and identifying barriers and support needed for transition. All the consultants had a stakeholder and community engagement specialist(s) as part of their core delivery team. All consultants began community engagement through the frame of mobilising community participation and identifying priorities i.e., what does the community value and what actions do communities want to take if costal change happens. To do this, the consultants took similar methods to engage with a wide range of stakeholders and held similar community events (see **Error! Reference source not found.**)<sup>38</sup>, however ways in which each consultancy approached this varied. For example, in terms of the communication methods used to reach key individuals or organisations who can support the transition process and those who are less likely to participate in drop-in events (e.g., school children and parents).

**Table 2: Methods used at each location to identify and engage with stakeholders to support the development of LCTPs**

| Method                                  | Happisburgh & Trimingham | Overstrand | Bacton, Walcott & Weybourne |
|-----------------------------------------|--------------------------|------------|-----------------------------|
| Stakeholder mapping                     | ✓                        | ✓          | ✓                           |
| Attendance at existing community events | ✓                        | ✓          | ✓                           |
| Community survey                        |                          | ✓          |                             |
| Community engagement events             | ✓                        | ✓          | ✓                           |

<sup>38</sup> This analysis is based on information provided to Eunomia and on content included within the final transition plans. As such, it may not fully capture the full breadth of stakeholder engagement approaches undertaken by each consultant.

| Method                              | Happisburgh & Trimingham | Overstrand | Bacton, Walcott & Weybourne |
|-------------------------------------|--------------------------|------------|-----------------------------|
| Engagement with key organisations   | ✓                        | ✓          | ✓                           |
| Engagement with schools             | ✓                        | ✓          | ✓                           |
| Other innovative engagement methods | ✓                        | ✓          | ✓                           |

## Stakeholder mapping

### Happisburgh & Trimingham

The consultant completed stakeholder mapping exercise for Happisburgh and Trimingham in collaboration with the Coastwise team to identify all relevant stakeholders who should be engaged during the process of developing the transition plan for each location. A log of all relevant stakeholders was created and split by different categories (e.g., businesses, educational institutes, charities, homeowners, policymakers) and sorted based on their geographic location and importance in influencing the final plans.

### Overstrand

The consultant completed an extensive desk-based review to determine contextual factors in Overstrand (e.g., socio-demographic statistics, active community groups and local facilities) that would inform understanding of the local population help to shape the approach taken to stakeholder engagement. Following on from this desk-based research, a stakeholder mapping exercise was completed which involved creating a formal log of relevant stakeholders for Overstrand's plan, which were grouped based on their scale (i.e., local, regional, or national) and interest/influence for the project. The majority of contact was at a local and regional level given the local nature of the project, however national stakeholders were recognised as being important for the wider coastwise programme.

### Bacton, Walcott & Weybourne:

The consultant worked with Coastwise to develop a basic list of stakeholders who would be important to engage with during the process of developing the transition plan for each location. From this, they then developed a more detailed stakeholder analysis report that informed future engagement activities.

## Awareness raising at existing community events

### Happisburgh & Trimingham:

In Happisburgh, the consultant attended an open day at Happisburgh Lighthouse as a starting point for community engagement. This acted as an information gathering event from which discussion was held with interested individuals who could then sign-up to a mailing distribution list which was used to provide updates on project and sharing invites for the specific engagement events. Following on from this, the consultant attended the Happisburgh Parish Council meetings. The purpose of attending these meetings,

which are also open to the public, was to provide an update on the transition planning project, promote the first public drop-in event, and answer any questions from attendees.

#### Overstrand:

The consultant attended the Overstrand Summer Fair and a local car boot sale as the starting point for community engagement. The purpose of attending these events was to raise awareness of both the Coastwise project as a whole and the specific transition planning process. This was done through discussions, distribution of Coastwise engagement materials and leaflets, and signing people up to a mailing list which was then used throughout the project to share any key updates and workshop invitations. These events also provided an opportunity to engage with a wide range of stakeholder groups (e.g., families and tourists or visitors) who might be less likely to attend the planning workshops.

These interactions showed that awareness and readiness varied widely across the community and reinforced the need to survey community readiness and to improve coastal literacy through interactive, accessible methods such as bitesize videos, to better support community involvement and understanding of the planning process.

#### Bacton, Walcott & Weybourne:

The consultants presented at Parish Council meetings in all three villages to raise awareness of the planning process and advertise community engagement sessions.

## Community survey

#### Overstrand

The consultant distributed a project leaflet containing a community survey via postal drop every house in Overstrand and Sidestrand. A QR code was also provided so that the survey could be completed through Microsoft Forms is needed. Return of the survey consisted of a drop off at the village Post Office rather than asking people to post it back to avoid the cost of a stamp being a barrier to engagement.

This aim of the survey was to provide the consultant with an overview of local perspectives on sense of place, perceptions of coastal risk, awareness of the Shoreline Management Plan (SMP), and preparedness for coastal change. The survey also provided an opportunity for the consultant introduce themselves to the community and so included an opportunity for respondents to express interest in upcoming workshops being completed as part of the project and signposted to supportive resources, including the mini explainer videos and free Coastwise funded counselling services available in the area.

## Other innovative engagement methods

#### Happisburgh & Trimingham:

**Community Vision Telephone:** As an additional method for collecting feedback for the plan and the community vision, the consultant left a telephone in the community centres in Happisburgh and Trimingham. The telephone worked as a voice recorder, enabling members of the community in each location to pick up the phone and record a message or answer questions about what they valued about the village. This engagement activity offered an opportunity for members of the community to leave comments in their own words in an easy and novel way however resulted in limited engagement.

**Paid Advertising:** The consultant placed two adverts in a local magazine Crab Tales to promote the public drop-in sessions being held in Happisburgh and Trimingham.

#### Overstrand:

**Video Series:** Initial engagement through the community survey in Overstrand highlighted a clear need to improve understanding of coastal erosion risk and the opportunities presented by the LCT transition planning process. In response to this, NNDC with support from the consultant produced a three-part bitesize video series which was published on the NNDC YouTube channel.<sup>39</sup> The videos were screened at the first community workshop and attracted strong interest and questions from residents. They were used to enhance the quality of discussions and helped viewers gain a baseline level of knowledge about coastal risk which supported more effective engagement in the transition planning process.

Bacton, Walcott & Weybourne:

**Embedded project coordinator:** In order to reach as many members of the community as possible in the project timeframe, the consultant took an approach to embed a project coordinator within the community who lived in North Norfolk part-time during the project, alternating between each location and travelling between them on an electric bike. This approach facilitated many conversations with stakeholders, both informal encounters and scheduled appointments with key stakeholders (e.g., local landowners) and helped to improve understanding of the concerns, views and ideas of the communities of Bacton, Walcott, and Weybourne. Through this process, the project coordinator committed to answering questions asked by the community within two weeks to ensure they remained engaged with the transition process.

## Community engagement events

Happisburgh & Trimingham:

Community workshops in Happisburgh and Trimingham were promoted through a combination of direct communication, local networking, and paid publicity to maximise reach and provide project updates. A **mailing list** was used to send regular email updates and invitations to stakeholders who had engaged at previous events, with recipients encouraged to share information through their own networks and local Facebook groups. **Social media** advertising was delivered primarily via Facebook, using NNDC's page based on local usage, and was supported by event listings on the Nextdoor app to reach residents through multiple digital channels. **Flyers** advertising the workshops were distributed digitally via the mailing list, shared at Parish Council meetings, and displayed on local noticeboards to reach those less active online. In addition, **paid advertising** in the local magazine *Crab Tales* helped promote the public drop-in sessions more widely and raise awareness of project updates.

The consultant ran two sets of community events in Happisburgh and Trimingham. Each event was split into two separate sessions: the first with a core group of community stakeholders e.g., the Coastwise coastal liaison group in Happisburgh<sup>40</sup> and Coastwise Sub-committee Group in Trimingham<sup>41</sup>, followed by a public drop-in session. The value of having two separate sessions was to identify the priorities of those in Happisburgh or Trimingham from a group which knew each community well and begin to think about potential ownership of actions that could be included in the final plans. This information was then used to inform discussions held during the public drop-in sessions.

- The first event focused on identifying community values that could feed into the community vision and gather feedback on initial options which could be included in the Happisburgh or Trimingham plan.
- The second event focused on the Community Vision section of the plan and the actions that had been developed based on previous feedback related to the options shared at the previous

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<sup>39</sup> <https://www.youtube.com/playlist?list=PL6mBEo1lvic4lsUwroKLLNUTwGJJHIOz6>

<sup>40</sup> the Coastwise coastal liaison group in Happisburgh comprised of members of the existing Happisburgh coastal research and liaison group. This group has now expanded from 4 to 14 members following the plan engagement.

<sup>41</sup> The Coastwise Sub-committee group in Trimingham represents a sub-group of the Trimingham Parish Council. The group comprises a mix of Parish Council members, local residents, and a local landowner.

event. It also helped to identify potential action owners. Copies of the Community Vision were available for members of the public to view and comment on at the last public drop-in, as well as copies which they could take away with them.

#### Overstrand:

The consultant focused on delivering in-person events to enable meaningful conversations to take place and support co-development of the plan. These events were publicised on **village noticeboards** and through the project **mailing list**. Stakeholders who engaged at the Overstrand Summer Fair or attended earlier workshops were added to a mailing list, which was used to circulate updates and invitations to both in person and online workshops. **Social media** promotion was done for each community engagement event through Facebook, X, and Nextdoor to increase visibility and reach residents through multiple digital channels.

The consultant held a total of three community workshops in Overstrand and was the only consultant to deliver online equivalents of each workshop, with these scheduled the week after the in-person session. The purpose of the online workshops was to reach people unable or unlikely to attend face-to-face events (e.g., working residents, younger people, those with childcare or mobility constraints) and to increase overall accessibility to the engagement process.

The consultant employed an iterative approach to refine each workshop, by which feedback received during the first workshop was used to inform the purpose and structure of the second and third workshops. This approach helped to ensure the engagement process was co-developed and helped to build trust with the community.

- The first workshop focused on understanding community values and refining the transition framework, including the resilience themes, to reflect local priorities. It aimed to: 1) highlight the risk of coastal erosion to the local community; 2) outline the policy that is in place around adaptation; 3) further understand what really matters to the local community in Overstrand; 4) frame the opportunity that is available through the transition plan and receive feedback on which sub-themes are most important; 5) provide a space to discuss the risks and opportunities; and 6) signpost the support that is available through mind etc.
- The second and third workshops focused on community visioning and provided a space for participants to identify and take ownership of transition actions that could be included in the final plan. Each workshop was theme-based and encouraged participants to gather feedback options related to each theme, discuss community concerns related to transition, and identify residents willing to take specific actions forward.

#### Bacton, Walcott & Weybourne:

In Bacton, Walcott, and Weybourne, the consultant scheduled several community walk-in events. These were promoted primarily through a **mailing list** and work of the **integrated community coordinator** to share project updates and encourage participation. **Social media** promotion was done for each community engagement event through Facebook, X, and Nextdoor to increase visibility and reach residents through multiple digital channels.

The purpose of individual drop-in sessions evolved throughout the process, from awareness raising and understanding the community's perspectives, to discussing challenges and solutions, and generating local ownership toward next steps. The structure of these sessions drop-in events differed slightly from those delivered in other locations and centred around 1:1 engagement with individuals and businesses to view the risk maps and to talk about their individual property and other assets at risk. These conversations were documented using a template form so that they could feed back into the plan development.

## Engagement with key organisations

### Happisburgh & Trimingham:

The consultant identified a wide range of stakeholder groups and organisations to engage with as part of the stakeholder mapping process such as utilities companies and the Church of England (the latter being already engaged via the Coastwise team). They indicated that UK Power Networks were receptive due to their interest in climate adaptation but engagement with Anglian Water was limited after initial discussions.

### Overstrand:

Through the stakeholder mapping exercise, the consultant identified three main stakeholder groups that they would need to collaborate with to inform the transition planning process:

- **Local authority:** Engagement with NNDC departments helped to clarify planning policy requirements and heritage responsibilities. These discussions were used to ensure that actions proposed in the Overstrand Coastal Community Transition Plan complement council procedures, are practically feasible, and align with Local and Neighbourhood Plans.
- **Utilities:** Meetings with utilities raised awareness of coastal erosion risks, identified specific at-risk assets (e.g., substations and pumping stations) and prompted steps to integrate NCERM2 data into asset mapping. This engagement highlighted the need for wider Coastwise programme discussions so regional coastal risks can be reflected in Utilities' Asset Management Plans.
- **Community figures:** Discussions with key local figures or organisations (e.g., Church and The Parish) provided valuable historical insight and highlighted the cultural, social and economic importance of heritage assets. They also revealed limited capacity and funding constraints, helping to shape realistic transition options that reflect community priorities.

### Bacton, Walcott & Weybourne:

The integrated community coordinator held targeted meetings with selected stakeholders (e.g., parish councillors, landowners, gas terminal management), and confidential discussions to quickly understand community dynamics and influential figures.

## Schools Engagement

### Happisburgh & Trimingham:

While the consultant did not run a specific schools programme in Happisburgh or Trimingham, they contacted several local schools to ask if they would like to participate in an activity relating to adapting to coastal erosion. The activity would be led by teachers and involved asking pupils to write a postcard to those living in Happisburgh or Trimingham as if they were from the year 2125. The purpose of this was to encourage students from the local area to think about a future shaped by coastal erosion.

The project team received postcards from pupils at two separate schools for Happisburgh and Trimingham. The postcards received were then displayed for attendees to view at the second groups of session held with core stakeholder groups and subsequent public drop-in session. This provided the participants with an insight into what young people valued about where they live and their vision and hopes for the future of the communities in each location. The content of the postcards was considered to be quite extreme and so highlighted the lack of awareness and understanding amongst younger generations around what coastal transition or adaptation is and how it can create a more hopeful future.

## Overstrand:

As part of the community engagement strategy, a targeted schools programme was delivered by the consultant at Overstrand Primary School with the support of Coastwise representatives. The purpose of this programme was to introduce local pupils to the concepts of coastal change, habitats, and the future of Overstrand. Engagement covered the whole school, with sessions designed specifically for different age groups. These sessions encompassed age-appropriate presentations followed by hands-on activities to make complex topics accessible and engaging:

- For Key Stage 1 (Year 1 and Year 2), a slideshow and physical demonstration using Jenga blocks and a "Cliff Spotters" 3D model were used to help pupils explore local habitats and understand cliff erosion in a simple way. Pupils were also given a colouring sheet and a matching exercise to reinforce learning after the session.
- For Key Stage 2 (Years 3-6), sessions were tailored by year group to focus on topics such as local wildlife, coastal erosion, and climate change. Activities again included physical demonstration of erosion Jenga blocks and "Cliff Spotters" 3D model, but the oldest pupils completed a future-orientated activity in which they worked in small groups to create a drawing or mini-poster depicting "Overstrand in 100 Years". This encouraged pupils to think creatively about long-term change in their village and their role in caring for the coast.

## Bacton, Walcott & Weybourne:

As part of the community engagement strategy, the consultant worked closely with the Head of School and staff at Bacton Primary School to a session that linked directly to curriculum areas such as geography, art, history and literacy. Engagement as part of the project comprised workshops with Year 5 and Year 6 pupils. Activities completed during the workshops included a practical session where pupils worked in small groups to build simple coastline models and test erosion barriers, using sand and water to understand erosion, beach change and the role of natural and man-made coastal defences. This was supplemented by creative activities such as producing poems or artwork inspired by coastal themes. After the event, and to ensure the whole school could participate, every child received a "Coastal Erosion Explorers Pack". This booklet was initially developed by Coastwise prior to the LCT planning project and adapted themed around Bacton and its coastline, to complete at home with parents and carers, extending learning and sparking wider community conversations.

## Lessons Learnt

### What worked well

- **Utilising communications methods used frequently by communities** given the demographic profiles of coastal locations, for example village notice boards, physical leaflets and Facebook groups that are often used by older generations rather than other forms of social media. A combination of mediums should be utilised to increase awareness of engagement events and ultimately increase attendance at these events.
- **Engaging with already established community liaison or other groups** as a way into the wider community, for example the Coastal Research Group in Happisburgh. The groups are already knowledgeable about coastal change, willing to support the planning process, and often represent a trusted voice in the community, so they are useful for encouraging attendance at community events.
- **School engagement and interactive sessions with pupils.** Consultants highlighted the value of early engagement in building awareness and resilience around coastal adaptation amongst both pupils and parents, and indicated that feedback from schools was very positive, with potential opportunities for future engagement.

- **Mixed format community workshops** in Overstrand (e.g., both in-person and online) to engage as wide a range of people including those groups who may be difficult to engage such as parents and second homeowners.
- **Meeting people at existing events** (e.g., Happisburgh Lighthouse open day or Overstrand Summer Fair) or out in the community (e.g., integrated community coordinator across Bacton, Walcott, and Weybourne) to engage with groups and individuals who may not otherwise have participated in the projects.

#### What worked less well or proved challenging

- Artistic engagement in the absence of other action during early stages of planning.<sup>42</sup> The consultant in Overstrand initially planned to launch a photography and drawing competition at the Overstrand Summer Fair though this was not initiated due to negative feedback received from members of the community. Artistic engagement of this kind was considered to be more effective later in the transition process, after community trust had been established and residents had seen tangible evidence of action.
- There was limited evidence to demonstrate that some of methods employed to publicise the project or community events (such as paid advertising or online video series) or innovative methods to engage community members (such as the community vision telephone in Happisburgh and Trimmingham) were successful in engaging a higher proportion of the local community. The purpose and intended outcomes of these methods were not always clearly defined in advance and their effectiveness not assessed by the contractors. This makes it difficult to promote their use for future transition planning.
- The effectiveness of the use of an embedded community coordinator in Bacton, Walcott, and Weybourne was also difficult to establish. While the approach had benefits in being able to widen engagement by meeting people in informal or unstructured settings, this engagement activity and participant numbers were not consistently recorded making the process lack transparency and accountability. In addition, some elements of the approach presented practical and logistical challenges (e.g. reliance on bicycles limiting the ability to transport materials or facilitate more formal engagement events).
- While online engagement events were intended to broaden participation and improve accessibility for those unable to attend in person, uptake was very low. For example, only one individual attended each of the three online sessions held in Overstrand, suggesting that online delivery alone is insufficient to engage communities in transition planning without complementary in-person engagement or stronger promotion.
- Ensuring continuous engagement and that those reached by the project attend events contribute through other mechanisms. In the short interviews with several participants across different locations, the interviewees indicated there was generally low engagement with the process across the community. They suggested that this was due to the lack of actual actions being delivered and that engagement had regressed since the inception of the Coastwise project in 2023. This perception is reflected in numbers attending community workshops held by the consultants in each location, with highest attendance at recorded at earlier sessions compared to subsequent sessions.

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<sup>42</sup> It should be noted that Coastwise held a successful creative competition to explore how impacts of coastal erosion along the North Norfolk Coast are felt by communities affected, how they can be communicated, and the benefits of adapting. See <https://www.north-norfolk.gov.uk/coastwise-creative-competition>. However, this competition was held in January 2025, before the commencement of the transition planning projects, and so its impacts and effectiveness have not been assessed as part of this learning.

- There can be challenges in engaging with key organisations, such as Anglian Water, who are needed to support certain actions but for whom LCT planning might not be high on the priority list. As a result, there is a need to reflect these realities in the plan's actions i.e., by including actions related to ongoing efforts to secure involvement of these external stakeholders as would be unrealistic to assign specific responsibilities to these organisations without their commitment. Instead, the plan will recommend their involvement.
- The extent to which mental health impacts on community members and practitioners were considered within the planning process varied across locations, depending on the approaches taken. While these mental health impacts were anticipated by Coastwise and consultants, learning about long-term loss, relocation, or infrastructure decline triggered strong emotional responses from those who were not aware of the risk of coastal change in their community and this response also had an impact on practitioners. The absence of trained mental health practitioners at events was seen as a gap in support. However, it should be noted that it was unfortunately not possible for Mind to attend all the community engagement sessions held by the consultants owing to capacity, though they have been present at all Coastwise Cafes held prior to the current project to develop LCTPs.

## Overall learnings and Recommendations

- **Use different techniques and explanation to make the terminology accessible to all audiences:** Consultants generally found during the planning process that all but the most engaged groups or individuals were unfamiliar with technical terms like 'transition' or 'adaptation' which highlights the need for direct, clear communication at engagement events to educate and involve participants.
- **Ensure that a wide range of communication mediums are explored to engage with as many members of the community as possible,** particularly those groups who may find it most difficult to engage due to factors such as age, risk-level, and permanency of residence etc. It is important that different engagement approaches need to be appropriately tailored and sufficiently flexible so that they reach and resonate with each community group.
- However, it is critical to **ensure that engagement methods are purposeful, appropriate, and evaluable:** Engagement methods, particularly those that are innovative or particularly resource-intensive approaches, should only be applied where their purpose, objectives, and intended outcomes are clearly defined from the outset. It is important to consider whether methods are appropriate for the local context and audience, to monitor participation and outputs consistently, and actively consider insights generated (e.g. from schools' engagement) so that they meaningfully inform decision-making and the final plan produced. Without this clarity and evaluation, there is a risk of investing significant time and resources in activities whose effectiveness cannot be evidenced or whose contribution to the planning process remains unclear.
- Engagement completed by consultants as part of the Coastwise project demonstrated that the community engagement process can unintentionally impact the mental health of vulnerable residents at risk from coastal change and also those facilitating engagement sessions. **Mental health should be planned for explicitly and address both technical and emotional needs:** Communities require not just information but empathy, space to process, and mental health sensitive engagement approaches. As a result, projects could consider:
  - Making more material available online and at in-person events, for example in relation to specific funding pathways and insurance guidance, so that community members have access to this. This would increase awareness of national or local policies related to their residential properties and businesses.

- Allowing emotional expression throughout the community engagement process as participants may not have been to previous engagement events. Providing space for people to express fear, frustration or confusion improved trust and enabled more productive conversations later.
- Establishing a partnership with a local mental health organisation to ensure dedicated professional support is available during stakeholder engagement events. Such support would help manage distress, provide immediate signposting and ensure the safety and wellbeing of participants and staff facilitating the session. Coastwise has partnered with Norfolk and Waveney Mind to support LCT planning and other coastal transition projects to support communities along the Norfolk coast to address the emotional impacts of climate change and coastal erosion.<sup>43</sup>
- Conducting most stakeholder engagement in formal, intentional settings (e.g., structured workshops) rather than in informal settings (e.g., approaching stakeholders at homes or community spaces) to avoid surprising people or catching them off guard, reducing the risk of emotionally charged interactions.
- Creating a social value and equity strategy alongside the plan in recognition of the concerns and anxiety that the threat of coastal erosion can cause some members of the community. This could help the community feel as though the work has been carried out compassionately and that suitable time was taken to understand what the community needed.
- **Include a “familiar face” in the process:** Ensure local legitimacy of stakeholder engagement by ensuring facilitation is supported by individuals who know the area and local community well to avoid an overly top-down external contractor led approach. This can help to build trust with the community and buy-in to support actions presented through transition plans. To do this, projects could consider:
  - Ensuring staff from the local authority and/or wider CTAP programme (in this context Coastwise) are present at engagement events and can engage directly with participants. Throughout this project the presence of Coastwise representatives at engagement events held by each contractor was perceived as valuable in terms of previous developing relationships with involved individuals, responding to specific queries posed by participants (e.g., around local policies), and acting as a continuous presence which can support a smooth transition of responsibilities after the project.
  - Using engaged members of the community (e.g., parish councillors), established community groups (e.g., existing advocacy groups), or local coordinators (e.g., place specific consultancies/individuals) to support with facilitation of stakeholder engagement events as trusted voices who understand the local area and have their own networks through which events can be advertised. However, it can be useful to widen the representation of these groups if holding targeted engagement sessions with them to enable more members of the public to feed in them. Important to bring together different community groups together that previously may have been working separately.
- **Actively manage stakeholder fatigue when engaging with the community:** To do this, projects could consider:

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<sup>43</sup> <https://www.north-norfolk.gov.uk/news/2024/october/coastwise-partners-with-norfolk-and-waveney-mind-to-support-communities/>

- Utilising local authority support to keep project momentum going as community groups/informed individuals who are constantly engaging and trying to drive something forward may feel burnt out.
- Clearly communicating that each engagement event is has a different purpose and the benefits of attending multiple events to encourage more repeat participants.
- Demonstrating that stakeholder feedback is being heard and meaningfully influencing decision-making to maintain trust and motivation amongst community members who have attended multiple engagement activities. This can be done by ensuring future workshops build upon previous conversations to show action and progression.
- **Younger generations hold a powerful and constructive voice in the context of coastal transition and should be given appropriate platforms to contribute to decision-making.** Therefore, schools should be included within the wider community engagement process (even if not directly at risk) to ensure continued education on climate and coastal erosion/flooding risks and help to bridge the generational gap in engagement and understanding.

## 5.4 Community visioning

Community visioning in the context of LCT planning is a collaborative process that brings together residents, stakeholders, and local organisations to define a shared long-term future for their place. It helps communities articulate what they value, how they want their community to evolve, and what kinds of experiences and places they want to sustain or create in response to coastal erosion and/or flooding risk. The community vision provides the strategic foundation for plans, ensuring that all proposed actions align with this shared ambition and can be used as a practical roadmap, guiding the community from its current situation toward the agreed future vision in a coordinated and locally supported way.

### Methods used

Across all locations, community visions were developed through interactive, place-based engagement by consultants using workshops and collaboration with local residents and stakeholders to capture community aspirations in the context of coastal change (see Section 5.3 for more detail on the community visioning process taken in each location). However, the form, structure, and emphasis of the visions differed to reflect local priorities, engagement preferences, and levels of community organisation.

It is worth noting that each plan contains a community vision with the exception of Weybourne where the contractor indicated that a full vision was not required due to the different risk profile of the community compared to other locations and the limited number of actions presented in the final plan for Weybourne.

### Happisburgh & Trimmingham

#### Preparation

To develop a community vision for Happisburgh and Trimmingham, the consultant used insight gained primarily through engagement workshops held with communities and village specific stakeholder groups, such as the Coastal Research Group (Happisburgh) and Local Liaison Group (Trimingham). The second round of workshops at each location specifically focused on the community vision and the options for actions drafted to include within the plans for each location. Copies of the community vision were available for members of the public to view and comment on, as well as copies which they could take away with them. Additional information received through the community visioning telephone placed in Happisburgh and Trimmingham village halls (see Section 5.4 for more detail) was also used to support the development of the community visions.

#### Content

The community vision statements contained within the Happisburgh and Trimmingham plans are written in the first-person perspective and divided into key themes:

- *Existing residents* – focuses on practical solutions to protect heritage.
- *New residents* – focuses on fostering a welcoming community.
- *Supporting Tourism, Education, and Local Enterprise* – focuses on the services offered by the village.
- *Legacy and Landmarks* – focuses on the heritage and history of the village.
- *Sustainable Coastal Community* – focuses on sustaining the village as a functioning settlement.
- *Healthier, Happier, Greener* – focuses on the natural environment.

## Ownership and review

This community vision in each location is intended to evolve over time to remain relevant and impactful. Therefore, the consultant has recommended that the Parish Councils in Happisburgh and Trimmingham meet annually to complete a regular review of each vision and make changes should either community no longer feel that their community vision represents their aspirations.

## Overstrand

### Preparation

To develop a community vision for Overstrand, the consultant used insight gained primarily through engagement workshops held with communities. The second and third community workshops were theme-based, focusing on community visioning, co-creation and empowering residents to identify and take ownership of transition actions.

The learning programme with Overstrand Primary School (see Section 5.3 for more detail) also helped to feed into the community vision, as the oldest pupils completed a future-orientated activity in which they worked in small groups to create a drawing or mini-poster depicting "Overstrand in 100 Years".

### Content

A standalone community vision statement was not included in the plan for Overstrand. Instead, the plan contains an overarching transition pathway and specific transition pathways for the sub-themes which were selected as being the most important by the local community. The transition pathways start with the current status of Overstrand and provide a route map to navigate to potential future scenarios developed through the community engagement workshops. The plan also contains an opportunities map developed through suggestions and ideas put forward by the local community during the in-person and online workshops. This map visualises potential locations for relocation, enhancement and re-imagining of Overstrand.

## Ownership and review

Responsibilities for ownership and future review of the community vision for Overstrand have been set out in the draft terms of reference for the Overstrand Coastal Transition Action Group (OCTAG) plan - see Section 5.7 for more detail on the ownership of Overstrand's plan. The draft terms of reference indicate that the OCTAG should monitor and review progress of the Overstrand Coastal Transition Plan, tracking delivery of agreed community actions and milestones.

## Bacton, Walcott & Weybourne

### Preparation

The community vision for Bacton, Walcott, and Weybourne has been developed based on the consultant's understanding of each village gained through collaboration with the community and key stakeholders at each location. This approach was taken in place of an explicit community visioning event with each community.

The consultant hoped to agree each vision with the relevant community and have these adopted as part of the final plan for each location, but this did not happen due to time constraints. As such, an action related to the agreement and adoption of the community vision has been included in the Action Plans for each location.

### Content

The separate community visions for Bacton, Walcott, and Weybourne presents a concise, clear and agreed description of the community in the future in the context of the plan and associated actions being implemented to support the community in becoming more resilient, and better able to adapt to coastal change. Rather than being split into key themes, changes that will happen in the future are grouped in-terms of short and medium-term changes.

The community vision for each village did not focus on the epochs outlined in the SMP i.e., short (0 to 20 years), medium (20 to 50 years) and long (50 to 100) term, and was instead framed around trigger points that indicate when specific transition actions need to be taken.

### Ownership and review

Information related specifically to responsibilities for ownership and future review of the community vision for Bacton Walcott, and Weybourne has been included in the overarching governance and ownership of the plans in these locations - see Section 5.7 for more detail.

## Lessons Learnt

### What worked well

1. **Changing local narratives:** the process of developing a community vision was in practice the creation of a new local story for each location. Moving from a negative narrative of loss into a positive one, from an area that is suffering from coastal erosion and deterioration to a place that is adapting to it and thriving. This can be supported by incorporating intangible values (i.e., stories and narratives), as well as the physical assets that might be lost due to coastal change.
2. **Separating the tangible and intangible features that people value into themes** e.g., place, people, asset, values so that the plan and specific actions within it can align with these themes.
3. **Setting out blank maps during community visioning sessions** and getting people to note down areas which are important to them and to community functioning e.g., pubs, amenity spaces.
4. **Breaking down generational barriers for inputting into community visioning by engaging school children in activities** such as "Overstrand in 100 Years" – see 'Schools Engagement' in Section 5.3.

### What worked less well or proved challenging

1. It has not been possible during the planning projects to capture all voices, therefore balancing the needs of different stakeholders have different needs e.g. landowners versus business owners has represented a challenge for consultants.
2. Moving conversations away from sea defences to transition actions, though progress was made within each community to influence people's perceptions. It is important to be clear on the reasons why sea defences aren't viable in specific locations, not just due to financial constraints but also as a result of coastal processes, environmental and social factors.

### Overall learnings and Recommendations

- **Community visioning should involve a community rather than individual approach** and needs to incorporate both the physical aspects/features and intangible values that are important to the local community i.e., it is not just about the relocation of houses but focuses on other positive elements such as beach access and tourism. This helps to provide communities with hope and ensures they are not 'forgotten about' and frames the process of transition as a positive.
- **It can be important to break down into generational groups for community visioning to get a range of perspectives on the future of the place** as demonstrated by the school engagement

work completed by each consultant (see Section 5.5 for more detail). Feedback received following school engagement sessions indicates high levels of curiosity and imagination among pupils, demonstrating the value of including engaging with them to build awareness and support community visioning.

- **Community visioning should cover short- to medium- to long-term futures.** Focusing on long-term visioning may lead to short-term actions being overlooked, while inclusion of longer-term outcomes provides a framework that guides short-term actions and helps prioritise actions that support a coherent transition over time.

## 5.5 Options for actions (short and long term)

One of the main elements of the planning process and of the agreed plans at its end is creating a list of actions set to improve the local community's ability to live with and adapt to coastal erosion and the associated risks and impacts. The identification of options to assess each risk and the selection between them was a key part of the planning process and stakeholder engagement. The methods used for the optioneering varied between consultants and locations. A few reasons generated that variation. Firstly, some locations had been more advanced in the process prior to the project commencing and have a more engaged community (e.g. Happisburgh). Secondly, some risks are more complex than others and therefore might have more or fewer available options to mitigate or address. Thirdly, consultants and communities applied judgment on whether an agreement on an option for something set in the future is needed or possible at this point. Lastly, due to the methodological preferences of the consultants on how to lead this process and how to design the action plan in the LCTP documents. As shown below, for some risks or points in the plans, only one option for action is presented, for some, the action is to make a decision on which option to implement.

### Optioneering methods used

#### Happisburgh and Trimmingham

The consultant held both an open public drop-in session and an invitation only focus group with key members of the community to present and discuss options for action. The options largely originated from the Coastwise Cafés<sup>44</sup>, and have been refined and further explored by the consultant. As there are some of these options considered as non-feasible, the event was used to explain it to attendees. The drop-in session included information sheets set on tables around the room, which each sheet dedicated to a topic with a presentation of the list of options. Activities included asking participants to add stickers next to their preferred options and add notes explaining their choice or expressing which options were less favoured by them.

The focus group event concentrated more on identifying which topics and options might facilitate quick wins. This focus on immediate actions was due to the importance of community morale/involvement in seeing things happening on the ground. Particularly important are the regeneration aspects (e.g., rewilding where houses have been lost) and creating a sense of place (e.g., through archiving) to make the community feel that the village is not being neglected/forgotten about. Focus was also on developing a project that would make the villages more attractive to visitors. This psychological aspect of showing there is a progress in the actions identified in earlier stages was considered as vital to maintain a high level of community engagement and to support further action.

#### Weybourne

Options were developed by the consultant based on one-on-one stakeholder engagement, expert analysis, building on Coastwise prior work, including a community meeting and Coastwise Cafe. A public event was held where two primary options for coastal management: rollback of the shingle beach or a levee to hold the line of the beach and protect the Beck lagoon, were presented. This event was held in a theatre-style setting, featuring a presentation and Q&A for a seated audience, followed by one-on-one conversations around tables for those who sought more details. The event was not designed for decision-making but more for gathering feedback on the options. A Parish Council meeting was dedicated to appraising the options and decide on a way forward.

#### Bacton and Walcott

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<sup>44</sup> Coastwise Cafés were a series of community engagement and public awareness activities held by the Coastwise team in the respective communities prior to the planning process commencing.

The process focused strongly on the big decisions that need to be made for the long term in these two places, due to their situation – relocation. The local knowledge was collected mainly through one-one-one conversations during the embedded engagement with the community, and used to identify the fundamental options, visualise these and appraise them. The intention was to appraise the options from two perspectives: the community and NNDC. This option was developed as a draft based on the consultant's understanding and assessment. Due to the short time span of the project (and its starting point) this option was not reviewed by the community.

Overstrand

During a public event by using an opportunity map, community members explored potential options for future housing, community facilities and coastal path. This map was created to highlight areas where the community envisions new housing, or coastal paths could be established. By visualising all the possible opportunities, attendees could get a clearer picture of what the future of Overstrand might look like. For each opportunity identified, different actions were identified, such as reaching out to specific landowners.

Action Plan structure and content

Bacton, Walcott and Weybourne

The Bacton, Walcott and Weybourne, action plans are presented as a table in the LCTP, divided into sections by topic. they are also available in an Excel document to allow the community and NNDC to further develop and update it in the future. The section topics are: Sandscaping, Low-regret resilience measures, Planning for the longer term, Enabling and facilitating, and Continuing the transition planning process. For each action, the table includes a short Description, Timescale, Urgency (by High, Medium, Low), Owner (mainly NNDC or Parish Council), Other actors (mainly community and Bacton Terminal Companies and Status (see Figure 11). All the actions, as they are in the plan document, are not prescribing a specific method to address the topic. As illustrated in the example (Figure 11), these actions are more likely to suggest a course of action aimed at reaching an agreement rather than presenting a predetermined solution. Therefore, they are framed by using words such as: "explore feasibility", "make a plan", "explore the potential", "work towards a decision", "confirm and initiate the process toward developing". This reflects the status of these plans: not yet confirmed by the community, but ready for making these decisions at the next steps.

Figure 11: Bacton action plan structure<sup>45</sup>

| Document section reference | Description                                                                                                                         | Timescale | Urgency [H/M/L] | Owner                   | Other actors | Status      |
|----------------------------|-------------------------------------------------------------------------------------------------------------------------------------|-----------|-----------------|-------------------------|--------------|-------------|
| Section 4.2                | <b>2. Low-regret resilience measures</b>                                                                                            |           |                 |                         |              |             |
|                            | <b>2.1</b> Explore feasibility of pro-actively sustaining and enhancing the dunes (see main text for potential specific activities) | asap      | M               | NNDC and Community / PC |              | Not started |

Overstrand

The plan for Overstrand consists of transition pathways which include enabling actions (short-term, to be carried out in the next 1-2 years), *transition actions* (mid-term, to be carried out in the next 10-20 years), *community actions*, and *opportunities*. The action plan sets out actions to support the community's short to long term transition which have been written in conjunction with the local community. The action plan is synthesised in the "Action log" file.

<sup>45</sup> Screenshot from the Bacton action plan, provided by Coastwise.

The action plan is presented as a table in the LCTP divided into sections (tabs) by themes and sub-themes and available in an Excel document (see Figure 12). These themes and sub-themes are identical to those used into the risk identification and classification exercise: Place (housing, community facilities, sense of place), Assets (coast and infrastructure), People (residents, tourism), Organisations (governance, business, community groups), and Landscape (cliff SSSI, Cromer Ridge). The plan is a list of actions to support the community's short to long term transition to coastal change. The actions are split into three distinct categories, relating to the action owner:

- *Act: Community-driven Enabling Actions to build capacity and drive forward transition. Following the completion of these actions, the community will need to progress to "Transition Actions" as per the Transition Pathways.*
- *Influence: Enabling actions Coastwise (and partners) can progress to remove barriers, build capacity and create the conditions for community-led 'Acts' to start, scale or succeed. An initial 12-month implementation period is proposed, with a formal review at the end of that period to track progress and identify actions requiring further support. Actions that are unable to be completed or sustained following the Coastwise project close will be flagged as needing additional support from within the council or escalated as recommendations to government.*
- *Flag: Barriers and constraints that need to be unlocked to support coastal transition. This will require local and central government support.*

Each action also has assigned Owner (e.g. NNDC, EA, OCTAG, Anglian Water), Priority (by High, Medium, Low), Desired outcome, Comment on status (e.g. in progress or empty for not started), and Achieved (to be answered Yes/No) and prioritisation.

Some of the stated desired outcomes are to define a feasible option, to provide guidance, to ensure community involvement, to provide evidence-based (for a follow-up action), and to ensure decision-making by a stakeholder (e.g. Anglian Water, Highway Agency).

**Figure 12: Overstrand action plan<sup>46</sup>**

| Place     |                      |          |                    |                                                                                                                                                                                              |       |          |                                                     |                    |
|-----------|----------------------|----------|--------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|----------|-----------------------------------------------------|--------------------|
| Action ID | Sub-theme            | Topic    | Act/Influence/Flag | Details of Action                                                                                                                                                                            | Owner | Priority | Desired Outcome                                     | Comments on Status |
| PL-C-3    | Community Facilities | Car park | Act                | Explore options for car park including replacement on another site, portable/seasonal car parking, or combining with other existing facilities. (See opportunities map for potential option) | OCTAG | Medium   | To identify a site or feasible option for car park. |                    |

## Happisburgh and Trimmingham

For each location, the action plan applies an Adaptation Pathways approach to assess how adaptation actions evolve from a Business as Usual baseline, through the changes enabled by the Coastwise project, to a planned, long-term Coastal Erosion Transition Plan that extends beyond the lifespan of Coastwise funding. The options presented in the plans are based on stakeholder engagement and prior Coastwise work. A high-level appraisal of each option has been completed by the consultant based on the following factors:

- Option practicalities: what does the option involve and are there any issues with its operational feasibility?
- Limitations: if we put this option in place, will it do what we intend it to do and if so, is there a limit to its effectiveness?

<sup>46</sup> Screenshot from the Bacton action plan, provided by Coastwise.

- **Barriers:** are there any hurdles we have to overcome to put this option in place? These could be permissions, licenses or buy-in from organisations or individuals.
- **Cost:** without providing any specific costs for taking the option forward, are there any cost implications associated with putting it in place?
- **Timescales:** how long will it take to implement the option and are there any time-limiting factors associated with it?

The action plan is presented as a long table (see Figure 13). This list is divided into Action - Owner - Date/trigger, organised by: completed, ongoing, immediate, short and long term. Some actions included have been completed in the past but are there for record. Actions are not marked by type and cover a wide range of topics, from legacy recording to infrastructure actions and engagement with specific stakeholders (e.g. utilities, Highways management). The plan was designed to align with existing shoreline management plans, which have designated owners and action trackers. Some actions from the LCTP could be incorporated into these broader frameworks, though not all plan actions would be suitable for inclusion in them.

**Figure 13: Happisburgh action plan<sup>47</sup>**

| Ref | Action                                                                                                                                                                            | Action Owner | Trigger                                                                | Completion Date | Key Considerations                                                                                                                                                                                                                                                                                            | Next Steps                                                           |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|------------------------------------------------------------------------|-----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|
| 03  | <b>Plan to repurpose existing toilet block</b><br>Uses could include electric car charging points, hard standing for mobile catering units, art display or gallery, and shelters. | NNDC         | Considerations for repurposing the existing toilet block are underway. | Ongoing         | Investment may be short-lived due to coastal change. Planning permission is likely and this will likely set the timescale for delivery. Accessibility and safety regulations will need to be considered. Costs are unclear and may include structural assessment and repair before main works can take place. | Options appraisal to determine preferred future use of toilet block. |

## Lessons learnt:

### What worked well

- Clear explanation of policy and funding context for each option or topic helped communities understand why some options are not viable. Noting that some actions may not be viable now, but they may in the future, following policy of funding chances. This was especially important to clarify why sea defence is no longer viable, to be able to shift the conversation to transition pathways.
- Distinguishing short-, medium- and long-term actions helped clarify what could be done now versus what required future triggers or information.
- Designing the action plan as adaptive pathways, as in defining decision points made it easier for communities to see how actions could change depending on future scenarios.
- Identifying action owners gave communities confidence that the plan was actionable rather than conceptual.

<sup>47</sup> Screenshot from the Bacton action plan, provided by Coastwise.

- Incorporating quick wins short-term actions, with some contractors executing these before the planning process ended (e.g., heritage projects, community-led activities) helped build trust, create momentum and show visible progress early on.
- Using visual tools like opportunity maps helped people understand spatially where future housing or access solutions might go.

#### What worked less well or proved challenging

- Strong community focus on sea defences repeatedly redirected discussions, limiting time to explore alternative adaptation options.
- Long-term options were hard to define due to uncertainty around future policy, funding availability and technical feasibility.
- Many actions required more detailed option appraisals that were beyond the scope or timeframe of the project, leaving some elements for later stages.
- Balancing short-term urgent issues with long-term visioning was challenging; communities sometimes struggled to think beyond immediate erosion problems. | Some suggest that due to the nature of erosion change, it is irrelevant to look far ahead.
- Overlapping projects and information streams made it difficult for communities to understand how different decisions connected or influenced the planning.
- Community fatigue reduced engagement: Some communities reported exhaustion from previous engagement processes, surveys, and consultations, making it harder to achieve fresh participation.
- Several stakeholders interviewed voiced frustration that around the slow progress of the transition planning process and lack of concrete action resulting from it, rather than continuous discussions around the same sets of potential options/actions.

#### Overall learnings

- **Aligning with other plans:** While LCTPs are focused on delivering actions at a local scale, it is also important to consider related actions happening at a regional or national scale. Even if it cannot directly influence these actions the plan should, as much as possible, be linked in with other community plans, like housing/development plans. It is important to make sure that the plans are congruent e.g. not suggesting that one plot of land is used for housing, where it is planned to be used for something else in the local plan.
- **Scope and limitations:** It is important to work with stakeholders to understand which aspects of transition the community can directly influence and which it cannot i.e., relocation of water/energy company assets. This should be followed engagement with these external stakeholders to understand their policies and future actions they might be taking as this will likely impact the available options to be included within the plan.
- **Ownership:** Identifying for each action someone from the community committed to moving it forward is crucial for gaining community acceptance and ensuring implementation. Regular contact during the planning process with potential action owners is necessary for maintaining engagement and momentum. See further in Section 5.6.
- **Optioning and appraisal:** Some form of options appraisal process to shortlist actions is required to support communities in making a choice as to which actions to take, rather than just listing out all the possible options in the final plan.

- The challenge with developing longer-term actions confirmed the need of the plans to be developed as living processes rather than one-off studies. This is further discussed in Section 5.7.
- It is recommended for transition plans to initially focus on short-term/immediate actions that can be implemented rather than long-term actions/scenarios (e.g., village relocation). The inclusion and eventual delivery of these actions is considered key to show that progress is being made and build trust and buy-in amongst community members that is key to support the delivery of subsequent actions.

## 5.6 Identification of barriers and support needed

A key component of the planning process is the identification of existing barriers which might have hindered action in the past or may influence future delivery of the actions set out in the plan. This element does not necessarily have a defined methodology, but was integrated into other elements, such as stakeholder identification and engagement, development of options for actions, and development of the ownership model. Barriers can be split into different categories, for example, financial, regulatory (e.g., planning permissions), technical (e.g., insufficient technology to implement certain actions), knowledge (e.g., low level of confidence in available information) and governance (e.g. jurisdictional, land ownership). To better understand financial barriers, a costing exercise and funding mapping exercise was conducted by the consultant for Happisburgh and Trimmingham<sup>48</sup>. Alongside the identification of barriers, benefit has been found in the identification of optional support systems, such as funding sources, or a clear signposting under each action in the plan of an optional supporting stakeholder outside the community (e.g., Anglian Waters, Bacton Gas Terminal).

### What Worked Well

- Acknowledging barriers openly helped build trust: being upfront about funding limitations, uncertain future policy, and information gaps helped communities to engage more honestly and realistically.
- Linking barriers directly to support being provided: Communicating that Coastwise was simultaneously working on housing studies, insurance exploration, and funding avenues helped reassure residents that challenges are actively addressed.
- Using the engagement activities to surface hidden barriers: One-to-one conversations, workshops, drop-ins and other activities enabled facilitators to uncover subtle emotional, knowledge based, and capacity related barriers that would otherwise have remained invisible.
- Framing both financial costs and the 'cost of not adapting': Consultants found that discussing the broader consequences (social, economic, psychological) of failing to adapt helped communities understand why transition planning mattered.

### What Worked Less Well or proved challenging

- Lack of policy clarity made discussions difficult: Persistent uncertainty around national policy, future funding formulas, and who would ultimately "own" the plan led to confusion and limited the ability to define robust long-term actions.
- Costing work was extremely challenging within project timescales: Because many actions require detailed option appraisals before they can be costed, consultants struggled to provide any meaningful cost estimates. Long-term costs were particularly problematic. Estimating costs for actions that may occur 20–50 years in the future was acknowledged as speculative and potentially misleading.
- Perceived imbalance between defence funding and transition funding caused frustration. As there is a funding mechanism for sea defence (with a decision to move away from funding defence), and no mechanism to fund transition, community members found it difficult to understand governmental funding prioritisation, sometimes interpreting this as abandonment.
- Residents often expressed that lack of past governmental action as a barrier to future trust: A sense that "nothing has happened before" or that previous efforts (such as the Pathfinder

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<sup>48</sup> Jacobs (2026) Trimmingham Coastal Erosion Transition Plan

programme) had not delivered tangible results created scepticism, making conversations about new support and resources more difficult.

## Lessons Learnt

- Clear signposting of ongoing work reduces scepticism: Explaining how transition planning connects to housing, utilities, insurance, and other Coastwise strands helps communities feel that meaningful action is underway and not isolated.
- More clarity is needed on future governance and ownership: A key barrier was not knowing who would take forward the plan after Coastwise/CTAP funding ends. Clearer early communication about governance responsibilities will improve confidence and reduce uncertainty.
- Costing should be framed as indicative, not definitive: Given the long timelines and uncertainties, costing needs to be reframed as ranges, scenarios, or phased cost points, rather than precise figures. Communities accept uncertainty when it is explained honestly.
- Barriers vary between communities: Parish Councils face structural and financial constraints, while communities struggle with capacity, expertise, and emotional readiness. Tailored support is needed for each location rather than a one-size-fits-all model.
- Funding pathways matter as much as cost figures. Identifying governance structures and relationships that can unlock funding is often more valuable at this stage than precise cost estimates. Transition planning needs to sit within a wider funding framework. Isolated plans without a clear connection to broader programmes (e.g. Coastwise, housing, insurance, utilities) struggle to feel financially credible.

## 5.7 Governance, ownership, monitoring and delivery of the plan

The success of the plans will depend on who takes ownership of the governance necessary to advance the transition. Having ownership of the plan does not necessarily mean that the delivery of actions outlined within it will be executed by the designated owner, as many of these actions rely on stakeholders who are not part of the community e.g., the Highway Agency, the Diocese of Norwich. In governance terms, the statutory lead rests with the Risk Management Authority (RMA) under the Coastal Protection Act, which in this case is NNDC. While Parish Councils can deliver practical actions more quickly, they cannot assume the formal responsibility for adaptation planning. Parish Councils' can support the implementation of the plans by integrating local plans into wider district strategy and advocating for necessary support at the national level.

NNDC's aimed for community groups to take ownership of the plans, as this will allow them to attract additional funding to support the implementation independently after the project's conclusion. The project aimed to build a legacy by enabling communities to sustain progress beyond the initial funding period.

Each plan includes monitoring elements and specific trigger points that determine when to take action and enable the transition efforts. Additionally, each action typically identifies the relevant stakeholders responsible for its delivery. Therefore, ownership of the plan and its governance primarily refer to the responsibility for monitoring activities and recognising when trigger points are reached and related mobilisation of stakeholders. As discussed in sections 5.3 and 5.5, responsibility to deliver actions goes beyond the community itself and includes stakeholders such as infrastructure providers, regional and national government entities, businesses, and others. The plan is local but needs to account for both regional and national scales and coordinate and correspond with other levels of government.

This section will present the chosen ownership models and the agreed monitoring systems in each of the locations. The models considered can be largely understood as sitting on a spectrum between being fully governed by NNDC or fully governed by members of the community, with the parish council playing an intermediate role. All models represent collaborative approach for coordination between levels of governance (community, district, national) to maximise benefits while contributing to community empowerment.

A workshop discussion was held with the consultants and the Coastwise team to understand the governance options, focusing on four distinct ownership models: Community / Local Action Group, Parish Council Ownership, District Council and National-level governance model.

### Community Local Action Group Ownership Model

In many ways, the community-owned model emerged as the most empowering option for local residents. It is assumed that when communities take ownership of transition planning, they feel less like passive recipients of policy and more like active shapers of their own future. It was suggested that this model will involve establishing a community organisation with formal links to the Parish Council through a Terms of Reference, similar to flood action groups. In this arrangement, the community group may take responsibility for raising funds and delivering actions, while the Parish Council provides an administrative or financial anchor. This approach resonated strongly in areas where communities expressed frustration that past decisions had been made by "others" (regional or national government) and where people valued the opportunity to articulate their own vision for their place.

Challenges embedded in this model are, for example, the risk that volunteer driven structures may be undermined by turnover, burnout, or competing personal priorities. In areas with ageing populations, maintaining continuity across years or decades could prove difficult, and there was concern that strong personalities might dominate conversations or decision making. Also, the absence of specialist expertise,

such as policy/legal, land use planning, or technical, could also impede progress or lead to unrealistic expectations about what is deliverable. Even so, the community owned model was widely seen by the consultants as a fertile space for nurturing local leadership, building new skills, and ensuring that local voices remain central to the transition journey.

## **Parish Council Ownership Model**

Parish Council ownership was discussed as a more formal and potentially stable alternative to purely community-led approaches. Although not all Parish Councils would be ready to adopt this responsibility, the model carries the advantage of democratic legitimacy and the institutional continuity associated with a formal tier of government. This model could help embed the transition plan within existing statutory processes, for instance, if LCTP responsibilities were aligned with the Shoreline Management Plan review cycle or integrated with Neighbourhood Plans.

At the same time, it was acknowledged that Parish Councils often operate with limited staff, resources, and technical capacity. Their ability to steward long-term, complex, and emotionally demanding transition planning processes may therefore be constrained. Some communities also expressed concern that Parishes do not always represent the full spectrum of community views, and that political turnover could destabilise governance continuity. Nonetheless, if combined with strong community involvement and supported by District-level expertise, Parish Council ownership could provide a valuable local anchor for the plan's long-term delivery.

## **District Council Ownership Model**

District Council ownership is as an option that brings significant institutional strength. In governance terms, the statutory lead rests with the Risk Management Authority (RMA) under the Coastal Protection Act, which in this case is NNDC. Unlike volunteer-based models, the District Council model offers professional expertise, administrative systems, and the capacity to implement certain actions more rapidly, especially short-term or capital interventions. It is noted that NNDC is uniquely positioned to access large-scale funding streams, and has built the experience to coordinate cross-community activities and integrate transition considerations into wider planning, housing, infrastructure, and environmental strategies. This may not be the case for other districts. Yet district councils' technical capacity and planning authority make it an important part of any effective governance arrangement.

Despite these advantages, there is a possible risk of local disengagement if communities felt that decision-making is becoming too centralised or detached from local priorities, and that transition cannot be imposed on communities without risking loss of trust. Furthermore, the District Council faces competing priorities, budget pressures, and ongoing restructuring, all of which could constrain its ability to act as a long-term steward of transition plans. In some communities, broader perceptions of local government performance, such as frustrations with other services, may also influence willingness to rely on the District Council as the primary custodian of the plan.

## **A National Level Governance Ownership Model**

A national level governance model led by the Environment Agency was also considered in the workshop. However, this model generated the most notable concerns. Many participants feared that a national agency, operating at scale, might not fully appreciate local priorities or intangible cultural and heritage values. There were doubts about whether the EA could give sustained attention to small communities amidst competing national pressures, or whether transition planning might be overshadowed by its statutory KPIs focused on property protection rather than community wellbeing. The complexity of establishing a national governance structure for plans was also highlighted, as was the risk of losing local ownership and trust.

It was acknowledged that if national policy were to shift in support of coastal transition, the EA could play a meaningful role in shaping consistent and well-funded pathways. It is recognised that the EA has

significant expertise in coastal and flood risk management, along with potential access to national funding and policy levers that local bodies cannot easily reach. This approach could offer a strategic, consistent framework for transition planning across multiple communities, and might help align plans with broader environmental or climate adaptation goals.

## Mixed / Collaborative Governance Model

As presented below, the developed plans have suggested models that are mixing between the options discussed above. This might suggest that no single governance model could adequately meet all the needs of coastal transition. Instead, a mixed or collaborative approach was developed for the locations, which blends the strengths of community groups, Parish Council continuity and District Council expertise. This hybrid model emerges as the most realistic way to ensure long-term sustainability, equitable representation, technical credibility, and access to diverse funding streams.

In practice, such a model could allow communities to lead on visioning, values, and engagement; Parish Councils linking these priorities to local democratic structures; the District Council providing professional and strategic capacity; and the Environment Agency offering technical support and alignment with national policies. This blend of roles would not only strengthen legitimacy, but also help manage the emotional, social, and financial complexities surrounding coastal change. Ultimately, the collaborative model was viewed in the learning workshop as the most resilient and adaptable governance framework, one capable of evolving over time as new information, risks, and opportunities arise.

## Ownership models developed by location

### Overstrand:

The consultant reviewed potential governance models that would enable greater community membership and flexibility while maintaining an appropriate formal link to the parish council. The planning process for Overstrand led to a development of the Overstrand Coastal Transition Action Group (OCTAG), which is responsible for governing and monitoring the plan. The OCTAG sits outside the Parish Council shoreline management sub-committee and is connected to the Parish via Terms of Reference. OCTAG is responsible for governing and monitoring the plan. The actions in the plan should be overseen by the OCTAG, who should track progress, manage key decisions and generate new transition actions based upon the outcomes of enabling actions (to be carried out during 1-2 years after drafting of the plan).

In terms of ownership of the actions, this depends on the type of actions:

- OCTAG is the owner of most 'Act' actions
- Coastwise and partners are the owner of most 'Influence' actions
- Coastwise and third-party stakeholders (e.g. Norfolk Coast Partnerships, and EA) are the owners of 'Flag' actions

### Happisburgh:

The plans set owners for each action, and the table listing the action indicates specific names and stakeholders. These are mainly NNDC, specific businesses (e.g. caravan park, Anglian Water) and the parish council.

The recommendation for ownership, based on the community engagement, are split between the Parish and NNDC as follows. The ownership of the Community Vision should sit with Happisburgh Parish Council. This was decided as the Parish Council have unique ties into the community and a unique understanding of how the village functions. Happisburgh Parish Council are recommended to hold an annual meeting

with the sole purpose of discussing the ongoing relevance of the Happisburgh Community Vision (see section 5.4). The community vision also set out actions that are not directly linked to coastal management and may serve as an opportunity to address other issues that the village faces. This meeting may facilitate the opportunity to update the plan beyond its ongoing monitoring plan.

The plan notes that the expertise and experience required to deliver the actions may not always be present within Happisburgh Parish Council as membership changes through time. Therefore, it is recommended by the Happisburgh plan that appropriate action will be incorporated into the NNDC' Shoreline Management Plan 6 (Action Plan) and will be reviewed annually by the Coast Protection Authority. It is also recommended that discussions will be held between NNDC and the Parish Councils in the District of North Norfolk on developing a funding model toward a role at NNDC for an officer to oversee the plans across the district.

### Bacton, Walcott & Weybourne

Across these locations, it is intended that the plan is owned by the community, while being adopted by NNDC, and it was clear from stakeholder engagement that each Parish Council is interested in taking the required community-based ownership. Although at the point of producing this report, this is not yet to be officially confirmed. As a result, there is an initial action in each plan for the relevant Parish Council to work with the community and NNDC to determine who takes ownership of the plan moving forward. The consultant also indicated that it would be worth exploring whether plans could have the status of, or support the development of, a wider Neighbourhood Plan that includes some of the transition actions developed. They also recommended exploring a funding mechanism for a dedicated Project Manager.

## 6.0 Roadmap for undertaking LCT planning

The experience gained in North Norfolk suggests that there is no blueprint or a single approach to developing a local coastal transition plan. However, the learnings from these six locations point to key contextual considerations and important elements that should inform any process for developing similar plans.

Figure 14 illustrates a roadmap to help those interested in starting a local coastal transition planning process in the area where they live, work, or visit. The roadmap brings together the contextual factors (Chapter 4.0) and planning elements (Chapter 5.0), and provides a rationale to navigate the process according to the approaches and methods that are selected for supporting the planning exercise.

This roadmap does not suggest a linear process for developing a LCTP, i.e., designing the planning process itself; it outlines preliminary steps to take before embarking on this novel process. The next sections provide three steps for setting objectives based on the contextual factors, choosing a planning approach and developing the methods for each of the elements for local coastal transition planning.

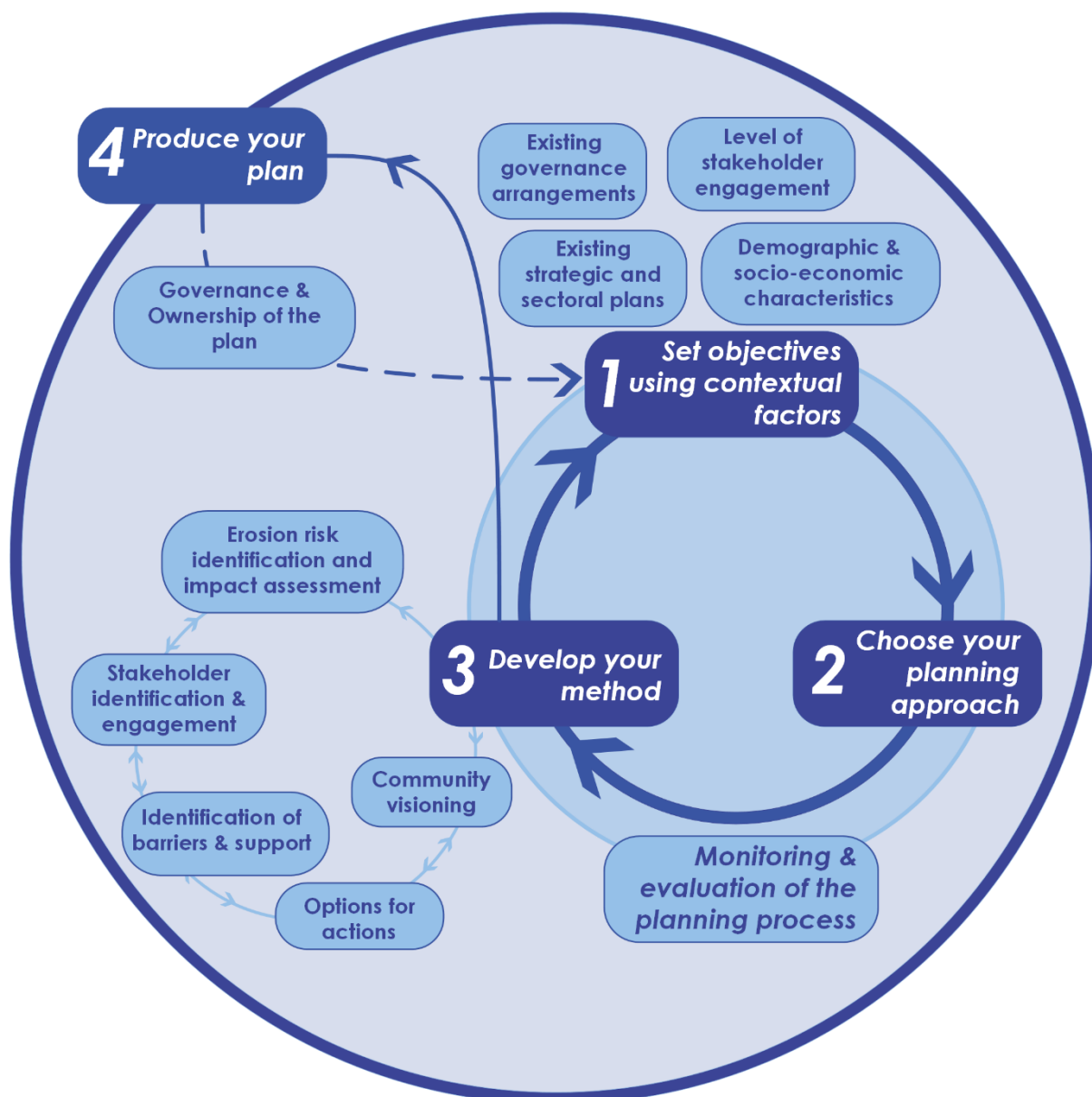
### The learning from North Norfolk suggest:

- a) **Taking an adaptive, iterative and reflective approach to the delivery of the planning process.** Thus, recommending revising the methods and approach during delivery, and to constantly monitor and evaluate their effectiveness by using the questions associated with the contextual elements.
- b) **Taking a place-based approach** to capture and accommodate local nuances and ownership

This will support the outputs of the plan to best fit the local community, assisted by having a clear governance structure, and ownership model, an achievable and measurable action plan, with time-bond and relevant mechanisms for its update and delivery.

Figure 14, visually presents the roadmap.

Figure 14: Roadmap for local coastal transition planning



## 6.1 Step 1: Setting the objectives using the contextual factors

The first step is to assess the location's readiness to embark on the process of LCT planning. This assessment is based on the location's contextual factors for setting initial objectives. These objectives will help to decide "where to start in the roadmap?", or for which elements of the planning process should be prioritised at the beginning of the planning process. **The objectives and contextual characteristics should direct the design of the planning process. Only then can you decide where to start, what approaches and methods to use, and who should be engaged.** For this step, we suggest two questions to consider before starting to develop the process of LCT planning:

- **Q1.** What objectives would a local coastal transition plan achieve in this area (or what justifies the commitment of time and resources)?
- **Q2.** What resources are currently available to support the process, including who can start and/or lead the process?

#### Q1. What objectives would a local coastal transition plan achieve in this area?

The contextual factors, presented in Chapter 4.0 should inform the definition of the objectives of the planning process and first iteration of the plan. The **contextual factors** act as the fundamentals or base of the roadmap; that is, they should be considered before commencing the project and revisited all the way through the process. The four contextual factors in the roadmap are:

1. Existing governance arrangements
2. Level of stakeholder engagement
3. Demographic and socio-economic characteristics
4. Existing strategic or sectoral plans

Each of the contextual factors has further questions to consider at this stage, as set out in the respective sections 4.1-4.5 and in Table 4 below.

Thinking and defining the rationale or justification for the plan will further guide how to start in the process and who can do so. For example:

- If one of the objectives of the planning process is to better understand coastal erosion risk and its related impacts in the area alongside with raising awareness and strengthening coastal erosion literacy across residents, start with 'erosion risk identification and impact assessment'. This can help building the case and engaging the right stakeholders in the process.
- If there is high erosion risk awareness in the community and people want to proactively engage in identifying actions, then an objective of the process could be to define who should be leading the development and implementation of the plan. In this case start with the 'governance and ownership' element.

#### Q2. What resources are currently available to support the process, including who can start and/or lead the process?

In terms of available resources to support the development of the plan, a guidance on how to apply for FCERM funding, was also developed as part of this work. It is available at on the Coastwise website: [Home | Coastwise](#).

Regarding who can start the process, this is open to anyone (person or organisation) with an interest in the location under consideration. It can emerge as a proposition from local residents or neighbourhood groups, it might be an initiative from the Parish Council or local government, or it might be driven by external funding from the national government towards specific areas in the country. The 'who' initiates, leads, facilitates and/or engages in the planning process will be tightly linked to the objectives and context.

## 6.2 Step 2: Choose your planning approach

Once the contextual factors have been reflected upon and objectives have been set, it is time to focus on the design of the planning process, starting with the approach, which guides the methods development. More detailed discussion on planning approaches is presented in Section 2.2. The contextual factors should also orient the selection of the most suitable approach, Table 3 presents a high-level suggestion on how to guide tailoring the approach to the location context.

**Table 3: Illustrative example for selection of planning approach based on contextual factors**

| Existing governance                                   | Level of stakeholder engagement | Demographic and socio-economic characteristics                                         | Existing plans                                                                               | Suggested approach                     |
|-------------------------------------------------------|---------------------------------|----------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|----------------------------------------|
| Good local governance both formal and informal        | High                            | Homogenous or heterogenous community, but no history of conflict between social groups | Local plans available (e.g., neighbourhood plans)                                            | More community led                     |
| Lack of informal groups and low trust in institutions | Low                             | Homogenous or heterogenous community, but no history of conflict between social groups | No local plans available; sectoral plans at higher level (e.g., district) might be available | More expert-led                        |
| Fragmented                                            | Mixed and/or contested          | Heterogenous community, with clear differentiating characteristics                     |                                                                                              | External partner – embedded researcher |

In locations where community members are organised, actively mobilised and engaged in activities on the ground, and there is a strong sense of community and cohesion, bottom-up approaches might work well from the outset. Existing organised groups or governance spaces can lead the planning process, while relying on external 'experts' for prioritising and designing technical actions or options.

In contexts where community members are less organised, do not trust the formal processes and/or institutions in place, and have been historically or more recently reluctant to engage, it might be better to start with a expert-led approach. This could help avoiding further saturation of residents if they already feel tired or do not want to engage while offering them some tangible actions/options to work on and investing less of their time and resources. This could work as a demonstration exercise to rebuild trust between residents and key stakeholders (e.g., council) and to boost confidence across community members that something could be done to proactively manage coastal erosion. Once the initial steps

have been taken, and certain individuals or groups feel empowered to take ownership of the process, a more bottom-up approach can be trialled. Trusted individuals within the community can work as intermediaries to secure a transition from an expert-led to a more community-led approach.

In locations characterised by social fragmentation or polarisation between social groups, a more well-thought-out exercise is required not only to pre-empt potential conflicts between groups during the planning process but also to avoid further reproducing existing power relations and tensions within the community. In these contexts, it might be useful to appoint an external organisation to facilitate the planning exercise which could be perceived as 'neutral' and without vested interests in the community. However, any external organisation should have an in-depth understanding of the location and communities in order to play a meaningful role. Having embedded community liaison officers can contribute to better understanding power dynamics and root causes of fragmentation or conflict, and to building trust within and across social groups. Importantly, selecting the right organisation and individuals to facilitate this process and build bridges within a community is crucial.

## 6.3 Step 3: Develop the methods

Finally, after agreeing on the most appropriate planning approach, attention should move to the steps and methods to develop the plan. Here, thinking about the different **planning elements** provides a useful ground. The emphasis that is put on each element (e.g., in terms of time, resources and participants), the order that is followed (e.g., what element comes first), and the methods that are chosen (e.g., what activities are used for each element) vary and depend on several factors. Some of these factors include, available time, resources and information, preferences from participants, and prioritised planning approach. Table 4 and Table 5 provides a list of useful questions to consider when designing each part of the planning process.

The roadmap set out in this chapter illustrates that local coastal transition planning is not a fixed sequence of steps, but needs to be a flexible and iterative process that must respond to place-specific contexts, changing risks, and evolving community readiness. The route taken through the roadmap - where to start, which elements to prioritise, and how to design and adapt methods - will inevitably differ between locations and over time.

**What matters most is not adherence to a single model, but purposeful reflection on objectives, informed choices about process design, and a commitment to revisiting decisions as circumstances change.**

As demonstrated through the Coastwise LCTP case studies, effective transition planning depends as much on building trust, capacity and shared understanding as it does on producing a plan itself. Rather than a definitive blueprint, the roadmap, as well as all other learning presented in this report, is intended to support the ongoing development of this novel approach for risk management. Through learning, adaptation, and collaboration, coastal erosion transition planning will continue to evolve in the future, alongside communities as they continue to navigate living with coastal change.

**Table 4: Key questions to consider for each contextual factor**

| Contextual factor<br>[report section]                                      | Key questions to consider                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|----------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Existing governance arrangements</b><br><br>[Section 4.1]               | <ol style="list-style-type: none"> <li>1. What are the existing (multi-stakeholder) groups (e.g., Coastal liaison group, neighbourhood associations, etc.) that can be involved in (and potentially lead, facilitate and/or own) the LCT planning process?</li> <li>2. Who is representing the community within existing (multi-stakeholder) groups?</li> <li>3. Which community groups/interests are underrepresented? Why?</li> <li>4. Which community groups/interests are overrepresented? Why?</li> <li>5. Who should be invited to participate in the LCT planning process? Why?</li> </ol> |
| <b>Level of stakeholder engagement</b><br><br>[Section 4.2]                | <ol style="list-style-type: none"> <li>6. Who are the most challenging groups (e.g., groups that manifest apathy or mistruth in government-led processes, disruptive groups, etc.) to engage with? Why?</li> <li>7. What are the most suitable strategies to engage with different groups of stakeholders?</li> </ol>                                                                                                                                                                                                                                                                             |
| <b>Demographic and socio-economic characteristics</b><br><br>[Section 4.3] | <ol style="list-style-type: none"> <li>8. Who are the most vulnerable groups in the community?</li> <li>9. Are there any specific policies, initiatives and/or actions targeted at these vulnerable groups for reducing the negative impacts of coastal erosion?</li> </ol>                                                                                                                                                                                                                                                                                                                       |

| Contextual factor<br>[report section]                             | Key questions to consider                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|-------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Existing strategic and sectoral plans</b><br><br>[Section 4.4] | <p>10. What are the main strategic and sectoral plans for the location under consideration?</p> <p>11. Are there any shared plans with neighbouring locations?</p> <p>12. What is the Shoreline Management Plan (SMP) that corresponds to this location? What is the recommended management approach for the coastal unit of this location?</p> <p>13. Are there any relevant planning processes currently under way? Who is leading and/or facilitating these planning processes?</p> <p>14. Are there any relevant planning processes envisioned for the near future (i.e., 1-2 years from now)? Who will be leading and/or facilitating these planning processes?</p> |

**Table 5: Key questions and good practice to consider for each element of the planning process**

| Element<br>[report section]                                                         | Key questions to consider                                                                                                                                                                                                                                                                                                                                        | Good practices                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Learning, monitoring and evaluation of the planning process</b><br>[Section 5.1] | 15. How will the effectiveness of engagement and facilitation be reviewed during the process and how will stakeholder feedback be captured and in real time?<br><br>16. How will early learning inform later stages of the planning process?<br><br>17. How learning will be captured to support the delivery of the plan or for the benefit of other locations? |                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Erosion risk identification and impact assessment</b><br>[Section 5.1]           | 18. What are the geographical boundaries of the plan?<br><br>19. Which climate change scenarios should be used for the planning? Do they differ from the ones presented in stakeholder engagement?<br><br>20. How to categorise the risks and impacts?<br><br>21. Should other risks linked to coastal erosion be included or not in the plan (e.g. flooding)?   | <ul style="list-style-type: none"> <li>• Deciding with the community on geographical boundaries.</li> <li>• Using more than one scenario and a variety of visualisation tools and maps</li> <li>• Keeping plans and actions focused on coastal erosion while acknowledging the existence of related risks</li> <li>• Using a non-exclusive risk categorisation based on themes</li> <li>• Incorporating lived experience and local history into the process</li> </ul> |

| <b>Element</b><br>[report section]                                    | <b>Key questions to consider</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Good practices</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|-----------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Stakeholder identification and engagement</b><br><br>[Section 5.3] | <p>22. What technical terminology (e.g. “transition”) to use and how to explain in a clear, accessible way?</p> <p>23. What is the purpose of engagement (i.e., provide or gather information, co-produce options etc.)? What is the purpose, objective, and intended outcome of each engagement method?</p> <p>24. Which stakeholders need to be engaged during the transition planning process?</p> <p>25. Are there different parts of the community who may face barriers to participation in transition planning?</p> <p>26. Have communities experienced repeated or prolonged engagement processes? Does stakeholder fatigue need to be recognised and actively managed?</p> <p>27. How will participation, outputs, and insights from engagement activities be recorded and used to inform the transition planning process?</p> | <ul style="list-style-type: none"> <li>• Using a mixture of communication channels to maximise reach (e.g., notice boards, leaflets, social media, and attendance at existing community events)</li> <li>• Working through trusted local groups (e.g., community groups and the Parish Council) to establish credibility and promote community buy-in</li> <li>• Offering mixed engagement formats (e.g., providing both in-person and online engagement options) to reach a broader range of stakeholders</li> <li>• Engaging with mental health support to help mitigate mental health impacts on the community and practitioners</li> <li>• Maintaining ongoing dialogue and provide regular updates to show stakeholders how their input is being used</li> </ul> |

| Element<br>[report section]                          | Key questions to consider                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Good practices                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                      | 28. What are the potential mental health impacts on the community and on practitioners facilitating engagement? How will these be mitigated?                                                                                                                                                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>• Being transparent about uncertainty (i.e., in relation to erosion risk and funding availability) to manage expectations and build trust with the community</li> </ul>                                                                                                                                                                                                                                                                                                                           |
| <b>Community visioning</b><br><br>[Section 5.4]      | 29. How will the community visioning approach ensure that positive future outcomes are focused on, not only risks or losses, so that communities feel valued and hopeful during the transition process?<br><br>30. What are the most suitable strategies to ensure different generational perspectives are included in the community vision?<br><br>31. How will the visioning process balance short-, medium-, and long-term futures?<br><br>32. How will the vision be reviewed and updated in the future? | <ul style="list-style-type: none"> <li>• Actively supporting a shift from narratives of loss and decline to one of positive transition and future opportunity</li> <li>• Using visual and place-based tools (e.g., maps and photos) to support identification of community priorities</li> <li>• Engaging with schools to build long-term awareness of coastal risk and bring fresh perspectives into community visioning</li> <li>• Structuring values into clear themes to help translate community priorities into actions</li> </ul> |
| <b>Options for actions<br/>(short and long term)</b> | 33. What is the best method to identify options for actions?<br><br>34. Which risks/items require the development of options at this stage, and which will benefit from only identifying                                                                                                                                                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>• Having an iterative optioning process, using a variety of engagement methods to identify them and assess acceptability and deliverability</li> </ul>                                                                                                                                                                                                                                                                                                                                            |

| Element<br>[report section]                                                      | Key questions to consider                                                                                                                                                                                                                                                                                                                                                                   | Good practices                                                                                                                                                                                                                                                                                                                                                                   |
|----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| [Section 5.5]                                                                    | <p>when a decision needs to be made? And how to identify a trigger point to make those decisions?</p> <p>35. Can a costing exercise be applied to some of the (short and mid-term) options?</p> <p>36. Which actions might offer quick wins?</p> <p>37. Who should “own” each action and which actions may benefit from multiple “owners”?</p> <p>38. How to structure the action plan?</p> | <ul style="list-style-type: none"> <li>• Aligning actions with other plans</li> <li>• Using the same risk categories/themes in the presentation of the plan</li> <li>• Assigning owners for each action and identifying stakeholders</li> <li>• Focusing on short- and immediate actions, while identifying future trigger points to make decisions on future actions</li> </ul> |
| <p><b>Identification of barriers and support needed</b></p> <p>[Section 5.6]</p> | <p>39. How to identify barriers and surface hidden barriers?</p> <p>40. Are there any barriers that can be addressed now?</p> <p>41. What is the available support? Who (outside the community) can provide support, and who are the relevant stakeholders?</p>                                                                                                                             | <ul style="list-style-type: none"> <li>• Identifying barriers through the process not as the end task</li> <li>• Acknowledging barriers openly and linking them to available support</li> <li>• Identifying funding pathways Identifying barriers</li> <li>• Framing both financial costs and the ‘cost of not adapting’, and framing action-costing as indicative</li> </ul>    |

| Element<br>[report section]                                                | Key questions to consider                                                                                                                                                                                                                  | Good practices |
|----------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| <b>Ownership, monitoring and delivery of the plan</b><br><br>[Section 5.7] | 42. What is the most locally suitable governance and ownership model for delivering the plan?<br><br>43. How to monitor delivery (post-planning) and trigger points?<br><br>44. What should be the process of regularly updating the plan? |                |

# Appendix

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