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Wales

Wales Coastal Flooding Review Delivery Plan for Phase 2 Recommendations

Prepared by Natural Resources Wales
for Carl Sargeant AM, Minister for Natural Resources

January 2015

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Colwyn Bay, Conwy (December 2013)



Rhyl, Denbighshire (December 2013)



Kinmel Bay, Conwy (December 2013)



Aberystwyth, Ceredigion (January 2014)

Acknowledgement

This Delivery Plan has been collated and coordinated by Natural Resources Wales working in partnership with many colleagues across Wales, in particular with the coastal Local Authorities and Welsh Government.

We wish to acknowledge this contribution and thank our colleagues for their continued support with this initiative, whilst they have also continued to deliver activities and services to manage the risks to the communities of Wales.



Delivery Plan Workshop Discussions 31st July 2014



Trearddur Bay, Isle of Anglesey (December 2013)



Newport Parrog, Pembrokeshire (January 2014)

Executive Summary

Following the flooding to the North Wales Coast on 5th December 2013 and the more widespread coastal storms of early January 2014, Natural Resources Wales, working with partners around Wales, completed a two stage Review as instructed by the Minister for Natural Resources. This Review concluded with the identification of 47 individual Recommendations (the Phase 2 Recommendations).

This Delivery Plan sets out how these Recommendations can be progressed and considers:

- How the Recommendations can be taken forwards (methodology)
- By whom (which organisations and partners need to be involved)
- To deliver what (continuous improvement or a specific output)
- Indicative timescales.

These requirements are considered in the overall context of national resources, capacity and the need to prioritise. This Delivery Plan draws together the Phase 2 Recommendations, considering them collectively, thus supporting a strategic approach to planning, prioritisation, programing and delivery.

The Recommendations include activities that can be completed and delivered relatively quickly, as well as others, such as adaptation to increasing risks, which will take place over much longer timescales.

The current flood risk management service in Wales is multi-faceted and in parts complex. Although collectively the Risk Management Authorities (RMAs) performed well during the winter storms of 2013/14, there are challenges and opportunities across all aspects of the service and a collective response, sustained over time, is required to enable Wales to become more resilient to coastal flooding. There is no simple or quick fix solution. These challenges and opportunities are reflected by the scope and scale of the 47 Phase 2 Recommendations.

The Recommendations are a positive reflection of the ambition and aspiration of Welsh Government and the coastal risk management partners in Wales. They set out a shared framework of practical activities, which over time will deliver increased resilience to communities at risk from coastal flooding and/or coastal erosion in Wales.

Since the winter storms of 2013/14 Welsh Government has worked to provide over £10 million to Local Authorities and Natural Resources Wales to undertake repairs and rebuild the resilience of coastal communities around the country.

In addition to the priority given to repair and restoration of coastal defences, some notable progress has already been made on individual Recommendations. Of the 47 Phase 2 Recommendations:

- 5 are already complete
- 35 are ongoing (with some significant progress since last winter)
- 7 are yet to be commenced

The 47 Recommendations can be broadly classified into two types:

- '*Task and Finish*' time limited activities, generally to identify and evaluate options to improve future ways of working.
- '*Continuous Improvement*' via evolution through routine operational activities undertaken by RMAs.

Delivery of all 47 Recommendations is a considerable body of work which will need to be managed and prioritised within the financial resources available and using the collective expertise and capacity across RMAs in Wales most efficiently and effectively.

It is anticipated that additional resource on these individual Recommendations is most likely to be generated by a re-prioritisation of existing resources, either people, funding or both. Releasing resources through re-prioritising of work will inevitably have an impact on other priorities which will inevitably have to slow or halt.

It is considered that the most efficient and effective option to proceed is to package these *Task and Finish Recommendations* as appropriate into a series of 10 Projects. Packaging would be on the basis of similar technical issue. Each project will require a temporary Project Manager. Collectively these 10 Projects would be coordinated by a Natural Resources Wales Programme Manager.

Elements of many of the *Continuous Improvement Recommendations* can be incorporated into the broader *Task and Finish Projects* as this will enable issues of additional resources and re-prioritisation to be considered in the wider context.

The 10 Projects and their broad technical theme are listed below:

- Project 1 – Flood Forecasting and Coastal Design
- Project 2 – Flood Warning and Forecasting
- Project 3 – Community Resilience
- Project 4 – Operational Response
- Project 5 – Coastal Defences
- Project 6 – National Coastal Defence Dataset and Inspection
- Project 7 - Skills and Capacity Audit and Roles and Responsibilities

- Project 8 – Review of Coastal Groups
- Project 9 – Coastal Adaptation
- Project 10 – Infrastructure Resilience

The Phase 2 Report identified 6 Priority Areas where improvements can be made to deliver a more resilient coastal flood and erosion management service. The proposed 10 Projects will significantly contribute to these Priority Areas as shown below:

Priority Area

More support to communities to help them become more self-sufficient and resilient

- Project 1 – Flood Forecasting and Coastal Design
- Project 2 – Flood Warning and Forecasting
- Project 3 – Community Resilience
- Project 4 – Operational Response

Priority Area

Improved information on coastal flood defence and erosion management systems

- Project 5 – Coastal Defences
- Project 6 – National Coastal Defence dataset and inspection

Priority Areas

Greater clarity of roles and responsibilities, and an assessment of skills and capacity of Risk Management Authorities

- Project 7 - Skills and Capacity Audit and Roles and Responsibilities

Priority Area

Locally developed and delivered plans for coastal communities and infrastructure operators

- Project 8 – Review of Coastal Groups
- Project 9 – Coastal Adaptation
- Project 10 – Infrastructure Resilience

In addition the Phase 2 Report identified another Priority Area of ‘Sustained investment to coastal flood and erosion risk management’. This is a core requirement addressed through Recommendation 27. Welsh Government continually works to protect the flood risk core budgets in face of public spending pressures and the core flood budget has been maintained for 2015/16.

It is essential that the RMAs and other partner resource around Wales are harnessed for these Projects and that this is carried out in a way which uses this resource most efficiently. A proposed way of working is outlined to achieve this.

A governance structure will be established to monitor and direct progress of this Delivery Plan. This governance structure will need to be appropriate and proportionate and should seek to use existing arrangements where possible.



Llantwit Major, Vale of Glamorgan (January 2014)



Amroth, Pembrokeshire (January 2014)

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Supporting Information

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- Annex B - Recommendations – Approval Status and Progress.
- Annex C - Background to the Delivery Plan.
- Annex D - National Flood and Coastal Erosion Risk Management Strategy.
- Annex E – Individual Recommendation Summary.

Origin and Purpose of this Delivery Plan

Origin of this Delivery Plan

This Delivery Plan supplements and complements the following two previously published documents produced in the aftermath of coastal flooding in December 2013 and January 2014:

- *Wales Coastal Flooding Review, Phase 1 Report – Assessment of Impacts* ('the Phase 1 Report'), was submitted to Welsh Government on 31st January 2014 and published on 14th February 2014.
- *Wales Coastal Flooding Review, Phase 2 Report* ('the Phase 2 Report') published on 30th April 2014.

This Delivery Plan fulfils Recommendations 1 and 2 of the Phase 2 Report.

Recommendation 1 of the Phase 2 Report outlines the requirement for a Delivery Plan to progress the 47 Recommendations (the Phase 2 Recommendations):

'Recommendation 1: The Recommendations in the Phase 2 Report are compiled into a Delivery Plan. The Delivery Plan will identify how the Recommendations will be progressed. It will consider matters such as; the parties to be involved, lead responsibility, priorities, governance and capacity to deliver.'

Recommendation 2 outlines the requirement for a Delivery Plan to consider linkages to risks from other non-coastal sources of flooding:

'Recommendation 2: The Delivery Plan should consider opportunities to expand the Recommendations beyond just coastal flooding and erosion risks and to consider the link to risks from other sources of flooding.'

This Delivery Plan considers:

- How the Recommendations will be taken forward (the approach/methodology)
- By whom (which organisations and partners need to be involved)
- To deliver what (generally either continuous improvement or a specific output)
- Indicative timescales

The requirements above are considered in the overall context of national resources, capacity and the need to prioritise.

The main activities and steps in the creation of the Delivery Plan are outlined in Annex A.

Recommendations – Approval Status and Progress

In July 2014, John Griffiths, Minister for Natural Resources, Culture and Sport, produced a written statement in response to the 47 Recommendations made within the Phase 2 Report (Annex B). This statement accepted 42 of the 47 Recommendations outright with the remaining 5 accepted in principle.

Of the 47 Phase 2 Recommendations:

- 5 are already complete
- 35 are ongoing (with some significant progress since last winter, see below)
- 7 are yet to be commenced

A priority activity for Welsh Government and all coastal RMAs has been to repair, replace and restore locations damaged by last winter's storms. Considerable activity and investment has been taking place around the coastline of Wales. Since the winter storms of 2013/14 Welsh Government has worked collaboratively across departments to provide over £10million to Local Authorities and Natural Resources Wales to make repairs and rebuild the resilience of coastal communities around the country.

In addition to the priority given to the repair and restoration of coastal defences, some notable progress has also been made across the Recommendations. This has contributed towards increased coastal flood resilience. This work includes:

- Welsh Government has worked to protect the flood risk core budgets in face of public spending pressures and the core flood budget has been maintained for 2015/16.
- In Rhyl stop logs at stairwell openings have been replaced by pre-cast concrete walls and steel flood gates, and a topographic survey of Rhyl Golf Course has been completed. Work to evaluate longer term options is ongoing.
- At the time of writing, three Shoreline Management Plans have been approved by Welsh Government (South Wales, West of Wales and Severn Estuary).
- Rebranding of the flood warning service in Wales, so the provider is clearly identified as Natural Resources Wales.
- Continued work on the Flood Awareness Wales Programme has increased registrations of at-risk members of the public to Flood Warnings Direct, with 1156 registrations between 1st May and 30th September 2014.
- Continued work developing flood plans through Flood Awareness Wales.
- A permanent offshore waverider buoy has been deployed off the West Pembrokeshire coast to help improve flood forecasting.
- Improvements to Flood Forecasting, with 5 day forecast information now available to local Natural Resources Wales officers.
- Continued progress made by the Fairbourne Multi-Agency Project Board and accompanying Task and Finish Groups in identifying valuable lessons for wider application.
- Preparatory work being undertaken for Exercise Megacyma Cymru in March 2015.
- Completion and publication of the assessment of environmental change experienced during the December 2013 and January 2014 storms (Duigan C, Rimington N & Howe M (Eds) 2014. *Welsh Coastal Storms, December 2013 & January 2014 – an assessment of environmental change*, NRW Evidence Report).
- Ongoing work to identify and evaluate improvement options at multiple locations around the coast which either experienced flooding or came close to flooding during last winter's storms.
- National Sciencewise Research & Development programme research carried out into the way Natural Resources Wales communicates flood messages to the public.
- On-going engagement with the joint Wales and England Flood and Coastal Erosion Risk Management (FCERM) Research and Development programme working with UK partners.

Further information on the current status and progress (at time of writing) of each Recommendation is provided in Annex B).

Purpose of this Delivery Plan

This Delivery Plan draws together all of the Phase 2 Recommendations so they can be considered collectively and not in isolation. This supports a strategic approach to planning, prioritisation, programming and delivery of the individual Recommendations.

Annex C contains further background information on this Delivery Plan, including links to the relevant publications and Ministerial Statements.

The overarching strategic framework is provided by the Welsh Government '*National Flood and Coastal Erosion Risk Management Strategy (November 2011)*'. Further information is included in Annex D, which also includes a listing of the RMAs in Wales.

This Delivery Plan will enable Welsh Government and Welsh RMAs to work more effectively and efficiently together, with increased clarity as to the optimal direction of travel, and inform decisions about priorities and outcomes. This is particularly important in present times of economic austerity and financial challenge.

Annex C, Appendix 1, provides a list of the Phase 2 Recommendations, taken from the Phase 2 Report, and included here for ease of reference. The 47 Recommendations encompass a wide range of flood risk management activities. These Recommendations include activities that can be completed and delivered relatively quickly, as well as others, such as the need for adaptation to increasing risks, which will take place over a much longer timescale.

The Phase 1 Report concluded that whilst the impacts of the coastal storms on those directly affected was very serious and distressing, with the damage incurred and associated costs for repair substantial, the situation experienced could have been considerably worse had it not been for the investment and maintenance of the coastal defence network in Wales over many years.

Analysis showed that in excess of 24,000 properties could potentially have flooded across the North Wales coast during the December 2013 incident and in excess of 50,000 properties around Wales during the January storms. This indicates financial costs of 'damages avoided' in the order of **£960million and £2billion** respectively. A similar analysis for agricultural land indicated that around **34,000ha of agricultural land** could potentially have flooded during the January 2014 storms, were it not for the national network of coast protection infrastructure.

In addition, in recent years a substantial amount of investment of time and money has taken place in improving our forecasting and warning processes, building and testing professional partner relationships and increasing awareness and resilience to flooding. All risk management partners, as well as other organisations have contributed to this work.

The Phase 1 Report also highlighted that climate change projections suggest we should expect more frequent and serious storms, plus increased sea levels, in the future. It will not be feasible or affordable to continue to defend the entire Welsh coastline against these pressures into the future so there is an ever growing need for RMAs and affected parties to work together to better manage and mitigate the projected increased risks.

Hence the Delivery Plan approach seeks to promote collaborative working to devise practicable ways forward to manage both present and future risks to the coastline of Wales.

The current flood risk management service in Wales is multi-faceted and in parts complex. Although collectively the RMAs performed well during the winter storms of 2013/14, there are challenges and opportunities across all aspects of the service and a collective response, sustained over time, is required to enable Wales to become more resilient to coastal flooding. There is no simple or quick fix solution. These challenges and opportunities are reflected by the scope and scale of the 47 Recommendations in the Phase 2 Report.

The Phase 2 Recommendations are a positive reflection of the ambition and aspiration of Welsh Government and the coastal risk management partners in Wales. They set out a shared framework of practical activities, which over time will deliver increased resilience to communities at risk from coastal flooding and/or coastal erosion in Wales.

We have worked with partners to develop this Delivery Plan and further details of how the Plan was developed are provided in Annex A, with proposed methodologies to address each individual Recommendation summarised in Annex E.

Recommendations Delivery – The Way Forward

Type of Recommendation

The 47 Phase 2 Recommendations can be classified into two types:

- ‘*Task and Finish*’ time limited activities, generally to identify and evaluate options to improve future ways of working (35 of 47 Recommendations).
- ‘*Continuous Improvement*’ via evolution through routine operational activities undertaken by RMAs (12 of 47 Recommendations).

The classification of the Recommendation type is included in Table 1.

Task and Finish Type Recommendations

Of the 35 *Task and Finish* type Recommendations, 5 are now complete and 11 are unlikely to significantly benefit from additional resource as they are constrained by other factors. For example, Recommendations 3 and 4 are linked to the joint Wales and England FCERM Research and Development programme and Recommendation 40 is awaiting a decision.

The remaining 19 Recommendations would benefit from focused resource to enable delivery in an effective and timely manner. The Task and Finish nature of these Recommendations lend themselves to the use of a project based approach.

It is considered that the most efficient and effective option to proceed is to package these 19 Recommendations as appropriate into a series of Projects. Packaging would be on the basis of similar technical issue. Delivering these Projects will require a number of temporary Project Managers. Collectively these Projects would be coordinated by a Natural Resources Wales Programme Manager. It is essential that the RMAs and other partner resources around Wales are harnessed for these projects and that this is undertaken in as efficient a way as possible.

It is proposed that this can be achieved by:

- Use of ‘technical’ Project Managers who are experienced in the technical aspects of the Recommendations and therefore able to add value and reduce resource impact on partners.
- Packaging of individual Recommendations into broader Projects.
- Planning engagement with partners to minimise impact on their resource and time. This could use either face to face meetings or a workshop basis to gather input most effectively.
- Combining Projects, data gathering and workshops where appropriate to do so.

- Technical Project Manager clearly leading on the evaluation of ideas and the development of high quality draft outputs for consideration by partners.
- Distributing draft outputs for partners to comment and contribute.
- Technical Project Managers finalising Project outputs.
- The level of endorsement and sign-off required by all contributing partners being considered on a case-by-case basis as required and factored into the individual Projects.

The technical Project Manager resource will be agreed between the delivery partners and is expected to be drawn from Natural Resources Wales, RMAs and/or specialist service suppliers.

Continuous Improvement Type Recommendations

Of the 12 Continuous Improvement type Recommendations, 3 are unlikely to significantly benefit from additional resource as these are constrained by other factors. For example, Recommendations 27, 28 and 30 concerning matters of funding are not resource (people) dependent.

The remaining 9 Recommendations would benefit from additional resource to provide increased focus on these areas of work. This could include the use of additional permanent or temporary resource, as well as re-prioritisation of existing resources and activities.

Elements of many of the Recommendations can be incorporated into the broader Task and Finish Projects and the Project Packages, and this will enable issues of additional resources and re-prioritisation to be considered in the wider context.

Prioritisation

Delivery of all 47 Recommendations is a considerable body of work which will need to be managed and prioritised within the financial resources available and using the collective expertise and capacity across Wales RMAs most efficiently and effectively.

This could include the use of additional permanent or temporary resource, as well as re-prioritisation of existing resources and activities. Releasing resources through re-prioritising of work will inevitably have an impact on other priorities which will inevitably have to slow or halt.

Prioritisation decisions on which Recommendations and associated Projects to progress first, have been made taking account of feedback from the workshop with RMA partners (see Annex A) and from feedback on the Delivery Plan at draft stage (see Annex A also). This feedback indicated that the following 5 Recommendations are the highest priority across all the partner RMAs:

Recommendation 27: Sustained funding

Welsh Government continually works to protect budgets and the core flood budget has been maintained for 2015/16. Announcement on additional coastal funding due by the end of 2014 should see a significant boost to flood and coastal erosion risk management investment.

Recommendation 11: Improvements to flood warning areas and thresholds for the issue of warnings

Priority reflected in timescale included in Table 1.

Recommendation 1: Develop a Delivery Plan to identify how the Recommendations will be progressed

Recommendation fulfilled by this Delivery Plan.

Recommendation 43: Improve how RMAs and infrastructure and utility providers work together

Priority reflected in timescale included in Table 1.

Recommendation 38: Clarify roles and responsibilities amongst RMAs

Priority reflected in timescale included in Table 1.

Prioritisation is also informed by:

- RMA statutory duties.
- The complexity or ease of deliverability of the Recommendation.
- The potential overall benefit to people and communities of Wales. Long standing and widespread benefits are considered to be higher priority and more important.
- The interdependency of the Recommendations.
- The 6 Priority areas identified in the Phase 2 Review Report (see below).
- The people resource required to complete the Recommendations. Some Recommendations require similar technical skills whilst others require differing skills and expertise. This enables consideration of packaging or deferring where similar skills are needed and parallel progress where skills sets are different. For example asset management skills to input in to Recommendation 31 are different from the community resilience skills to progress Recommendations 13 to 17.

All of these factors have been considered in setting the indicative timescales in Table 1.

The Delivery Plan

Table 1 presents a list of the 47 Phase 2 Recommendations and identifies the:

- Linkage between Recommendations ('Linked with'), where significant, which may impact on how they are taken forward.
- Recommendation Type, either Task and Finish (T&F) or Continuous Improvement (CI).
- Way Forward and Project Packages where these individual Recommendations can be packaged into a number of Projects based on their technical theme.
- Indicative timescales; as the projects develop these will be re-evaluated and prioritisation may be reassessed in response to any future flood incidents.

Table 1 describes the packaging of Recommendations into 10 Projects. These Projects and their broad technical themes are listed below:

- Project 1 – Flood Forecasting and Coastal Design
- Project 2 – Flood Warning and Forecasting
- Project 3 – Community Resilience
- Project 4 – Operational Response
- Project 5 – Coastal Defences
- Project 6 – National Coastal Defence Dataset and Inspection
- Project 7 - Skills and Capacity Audit and Roles and Responsibilities
- Project 8 – Review of Coastal Groups

- Project 9 – Coastal Adaptation
- Project 10 – Infrastructure Resilience

The Phase 2 Report identified 6 Priority Areas where improvements can be made to deliver a more resilient coastal flood and erosion management service. The above Projects will significantly contribute to these Priority Areas as shown below:

Priority Area

More support to communities to help them become more self-sufficient and resilient

Project 1 – Flood Forecasting and Coastal Design
 Project 2 – Flood Warning and Forecasting
 Project 3 – Community Resilience
 Project 4 – Operational Response

Priority Area

Improved information on coastal flood defence and erosion management systems

Project 5 – Coastal Defences
 Project 6 – National Coastal Defence dataset and inspection

Priority Areas

**Greater clarity of roles and responsibilities and;
 an assessment of skills and capacity of Risk Management Authorities**

Project 7 - Skills and Capacity Audit and Roles and Responsibilities

Priority Area

Locally developed and delivered plans for coastal communities and infrastructure operators

Project 8 – Review of Coastal Groups
 Project 9 – Coastal Adaptation
 Project 10 – Infrastructure Resilience

In addition the Phase 2 Report identified another Priority Area ‘Sustained investment to coastal flood and erosion risk management’. This is a core requirement addressed through Recommendation 27 and was highlighted as a key priority by workshop attendees. Welsh Government has worked to protect the flood risk core budgets in the face of public spending pressures and the core flood budget has been maintained for 2015/16.

Key to Table 1: Classification of Recommendation Progress Status and impact of additional resource on delivery

PROGRESS STATUS AND IMPACT OF ADDITIONAL RESOURCE	
5	Recommendation complete or incorporated into the Delivery Plan process
14	Recommendation ongoing - additional resource ^{Note 1} would not significantly accelerate or improve delivery
21	Recommendation ongoing - additional resource ^{Note 1} would significantly accelerate or improve delivery
7	Recommendation not currently in progress - additional resource required to deliver
47	<i>Total</i>

Note 1: Additional Resource on these individual Recommendations is realistically most likely to be generated by a re-prioritisation of existing resources, either people, funding or both.

Table 1: Summary of the Way Forward and Project Packages

Rec	Linked with	Rec Type	Way Forward Project Packages	Delivery Lead	By When	
1	2	T&F	No Action – Recommendation complete	NRW	Dec 2014	
2	1	T&F	No Action – Recommendation complete	NRW	Dec 2014	
3		T&F	Project 1 – Flood Forecasting and Coastal Design - Linking into on-going R&D projects - Consider options of additional resource and/or reprioritise to introduce additional resource - Produce options evaluation report	NRW	Ongoing and linked to progress of joint Research & Development Programme	
4		T&F				
5		T&F				
6		CI		NRW	Summer 2015	
7		T&F		NRW		
8		CI		NRW		
9		T&F		No Action – Recommendation complete	NRW	N/A
10		T&F		No Action – Recommendation complete	NRW	N/A
11	12	CI	Project 2 – Flood Warning and Forecasting - Consider options of additional resource and/or reprioritise to introduce additional resource - Produce options evaluation report	NRW	Autumn 2015	
12	11	T&F		NRW		
13		CI	Project 3 – Community Resilience - Consider options of additional resource and/or reprioritise to introduce additional resource	NRW	Winter 2015	
14		T&F				
15		T&F				

16	17		T&F	- Produce options evaluation report		
17	16		T&F			
18			T&F	Project 4 – Operational Response - Consider options of additional resource and/or reprioritise to introduce additional resource - Produce options evaluation report	NRW	Winter 2015
19			CI			
20			T&F			
21	22		T&F	Coastal mass evacuation exercise planned for March 2015 - Exercise planning and preparation underway - Rec 21 will be informed by the March 2015 exercise as well as Recommendations 37 and 38	LRF	After Spring 2015
22	21		T&F		Wales Flood Group	Spring 2015
23			T&F	Recommendation will be informed by the coastal exercise above	LRFs	After Spring 2015
24			T&F	Recommendation specific to Garford Road area Rhyl - Short term works carried out to reduce flood risk - Longer term options linked to completion of options appraisal work	Denbighshire County Council	Ongoing and dependent upon completion of options appraisal work
25	31		T&F	Project 5 – Coastal Defences - Produce options evaluation report	WLGA	Winter 2015
26	31		T&F			
27			CI	Welsh Government continually works to protect budgets and the core flood budget has been maintained for 2015/16. Completion of the Flood and Coastal Investment Programme consultation and implementation of this programme to provide a methodology for prioritisation of funding.	WG	Ongoing
28			CI			Ongoing
29			T&F	National Programme of Investment, now called Flood and Coastal Investment Programme (FaCIP) consultation to take place at the end of 2014.	WG	End 2014

30		CI	Over the next few months work will continue with delivery partners in Local Authorities to examine the case for an innovatively funded coastal flood defence programme. Further announcements about this scheme are expected later in 2014.	WG	Spring 2015
31	25,26,32, 40, 35	T&F	Project 6 – National Coastal Defence dataset and inspection - Produce options evaluation report - Recommendation 32 incorporated into and dependent upon Recommendation 31	NRW	Winter 2015
32	31	T&F			
33		CI	Produce a Flood Risk Modelling and Mapping Strategy/Work plan for Wales	NRW	Spring 2016
34		T&F	Risk based review of flooded locations is ongoing by RMAs and delivery of improvement works at individual locations will be dependent upon individual options appraisal and national prioritisation.	Individual RMAs	Varies According to location
35	31, 40	T&F	Risk based review of ' near miss ' locations is ongoing by RMAs and delivery of improvement works at individual locations will be dependent upon individual options appraisal and national prioritisation.	Individual RMAs	Varies According to location
36		T&F	No action – Recommendation complete but continued work required to integrate the findings into the Recommendations covered by this Delivery Plan.	NRW	Linked to other individual Recommendations
37	38	T&F	Project 7 - Skills and Capacity audit and roles and responsibilities - Produce options evaluation report to address national skills and capacity gap - Clarification of roles and responsibilities	WLGA	Winter 2015 (Rec. 37)
38	37	T&F		NRW	Summer 2015 (Rec. 38)
39		T&F	Project 8 – Review of Coastal Groups - Produce options evaluation report	WG	By Winter 2015
40	31, 35	T&F	Determination of WCMC Business case	WG	Spring 2015

41	39		CI	Project 9 – Coastal Adaptation <ul style="list-style-type: none"> - Establish and overarching governance structure to facilitate and support delivery. Consider future roles of Wales Coastal Groups and Wales Coastal Forum. - SMP2 Sign off proceeding – Welsh Government - Continued progress made by the Fairbourne Multi-Agency Project Board and accompanying Task and Finish Groups led by Gwynedd Council. - Toolkit development for wider use - Barriers and gaps to adaptation considered 	WG and Lead Local Flood Authorities	Long term - ongoing
42			T&F		WG	Summer 2015
43			T&F	Project 10 – Infrastructure Resilience <ul style="list-style-type: none"> - Project Manager to coordinate and facilitate 	WG	Spring 2015
44			T&F		WG	Spring 2015
45	41		CI		WG	Spring 2015
46	41		T&F		WG	Ongoing
47	43 to 46		T&F		WG	Ongoing

Table 1 Acronyms: NRW – Natural Resources Wales, LRF – Local Resilience Forum, WLGA – Welsh Local Government Association, WG – Welsh Government, RMA - Risk Management Authority, T&F – Task and Finish, CI – Continuous Improvement.

Monitoring and Governance

A governance structure will be established to monitor and direct progress of this Delivery Plan. This governance structure will need to be appropriate and proportionate and should seek to use existing arrangements where possible.

The governance arrangements will be developed by further discussion between Welsh Government, Welsh Local Government Association and Natural Resources Wales.

Supporting Information

A number of Annexes are available as a separate document, which provide supporting information for this Delivery Plan. These will provide more detail on many aspects of the Delivery Plan:

- Annex A - Creating the Delivery Plan
- Annex B - Recommendations – Approval Status and Progress
- Annex C - Background to the Delivery Plan
- Annex D - National Flood and Coastal Erosion Risk Management Strategy
- Annex E – Individual Recommendation Summary



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