

Suggested Roadmap based on the Enablers and Barriers to Delivering Natural Flood Management Projects Research (FD2713)

One year on from the completion of the research project, [Barriers and Enablers to Delivering Natural Flood Management \(NFM\) projects \(FD2713\)](#), the roadmap presented below aims to provide Defra with a suggested way of addressing the barriers and enablers identified within the research. Using the findings from the project, five main actions have been identified by JBA from the specific barriers and enablers specified. They are broken down into a series of objectives to achieve that action. For each objective, a series of tasks have been set out to suggest how this objective can be met and what the result might consist of. In addition to the tasks for each objective, the roadmap proposes a timescale, including both when the tasks should be started and how long it might take; and a suggested sponsor (i.e. owner, champion) and suggested leadership (i.e. responsible to the day-to-day running of the actions), which consider who the most relevant stakeholders might be for each objective. The timescale proposed for each objective are estimates, and there may be some overlap with other elements of Defra workstreams.

It is expected that this roadmap will be used internally by organisations under the Defra group to inform discussions about future action, and relevant teams will engage with any wider stakeholders as necessary within each task.

It should be noted that not all the actions identified in this roadmap require top-down government leadership.

The roadmap has been developed based on JBA's professional opinion, and no external consultation or engagement has been completed as part of this output. A summary infographic can be seen on the page 5.

Action objectives	Tasks to achieve objectives (including quick wins and synergy between Actions (multiple benefits))			Timescale (duration and date to complete)	Suggested sponsor (i.e. owner, champion)	Suggested leadership (e.g. responsible for day-to-day)
(1) Action: Improve the evidence base and perception of NFM (e.g. mainstream acceptance of NFM)						
<p>(1a) Develop an information hub / group for the NFM Evidence Base and other resources, including guidance on planning permissions and consents for NFM.</p> <p><i>This Action will provide a framework of support to the other actions and objectives identified in this roadmap.</i></p> <p>Related barriers and enablers:</p> <ul style="list-style-type: none"> • Mixed messages from different organisations • Understanding of the extent of effectiveness and limitations of NFM • Understanding the value and limitations to modelling and mapping NFM • Designations (e.g. World Heritage Site, SSSI, SAC, SPA, National Nature Reserve, RAMSAR site) adding time, costs, and resources, through additional consents and potential delivery of the NFM projects • Guidance document (e.g. Natural Flood Management Measures – A practical guide for farmers by the Yorkshire Dales National Park) • Appropriate skills and enthusiasm for environmental issues within the community • Evidence of where NFM features have been successfully implemented (i.e. demonstration sites, case studies from farmers) 	<p>Identify key/current resources available for NFM. Use the final report as a starting point and identify any additional resources since its completion.</p> <p>Using the information presented in the report, identify the gaps that need to be filled to improve the evidence base.</p>	<p>Engage with Local Government Association and individual planning authorities to identify the additional information they require.</p> <p>Engage with organisations who can provide resources and information that will be included in the Information Hub (e.g. Rivers Trusts, NFU, etc.)</p> <p>Identification of governance structure for 'owning' and hosting the Information Hub and scope necessary for regular updates.</p> <p><i>The Information Hub will provide tools, tips and techniques for the delivery of good practice, recognising there cannot be 'best practice' on account of each project being unique and site specific.</i></p>	<p>Development of the information hub to contain all identified resources.</p> <p>Launching the information hub. Ensure the launch is well publicised and all the relevant organisations who will benefit are aware of it.</p> <p>Commitment for regular updates (i.e. staff time and associated funding).</p>	<p>Time:</p> <ul style="list-style-type: none"> • Start after the official launch of ELMS to incorporate any additional guidance and to ensure current guidance is still appropriate. <p>Duration:</p> <ul style="list-style-type: none"> • 3 months for research and engagement • 6 months to develop additional guidance on planning and consents (if necessary) • 3 months for development of the Information Hub 	EA/Defra	EA/Defra

Action objectives	Tasks to achieve objectives (including quick wins and synergy between Actions (multiple benefits))		Timescale (duration and date to complete)	Suggested sponsor (i.e. owner, champion)	Suggested leadership (e.g. responsible for day-to-day)	
(2) Action: Improve access to funding						
<p>(2a) Improve knowledge of funding mechanisms and application process- to be updated regularly</p> <p>Related barriers and enablers:</p> <ul style="list-style-type: none"> • Uncertainty about responsibilities for the future maintenance / management of NFM measures and associated costs • Inappropriate evidence requirements for funding applications (e.g. need for modelling and mapping of NFM) • Financial incentives 	<p>Identify all available funding mechanisms for NFM (current and future). Appendix F Case Studies identified six funding mechanisms as a starting point; however, these should be updated, including those identified in the forthcoming CIRIA NFM Guide.</p> <p>Develop further guidance (if necessary, based on the funding mechanism) on how to apply, specifically identifying funding mechanisms for maintenance, management, liability and associated costs.</p>	<p>Engage with stakeholders (developers and users) to determine scope and medium of the toolbox / library of the funding mechanisms publications and regular updates (e.g. website, report).</p>	<p>Development of toolbox / library of funding mechanisms, which should be linked with Action 1a (Information Hub).</p>	<p>Time:</p> <ul style="list-style-type: none"> • Start after the official launch of the Environmental Land Management Scheme (ELMS) to capture how to use ELMS for delivering NFM and other funding mechanisms. <p>Duration:</p> <ul style="list-style-type: none"> • 6 months for research/engagement • 1 year for development of toolbox 	<p>Defra/EA</p>	<p>National:</p> <ul style="list-style-type: none"> • Natural England • Utility companies <p>Local/Other interested parties:</p> <ul style="list-style-type: none"> • Environment Agency • Rivers Trust (national and local) • Local Councils
<p>(2b) Develop or determine flexible Government funding mechanisms for single feature or small-scale NFM projects</p> <p>Related barriers and enablers:</p> <ul style="list-style-type: none"> • Complex administration processes for the Countryside Stewardship (CS) Scheme (England) • Upfront costs of constructing NFM features. • New, innovative funding mechanisms (e.g. the reverse auction) • Funding for future maintenance 	<p>Engage with stakeholders (users) to discuss how funding could be more accessible / simplified / proportionate for single feature of small-scale NFM projects.</p> <p>Engage with other funders to learn from their successes in simplifying the application process (e.g. requirements for funding).</p> <p>Identify specific complexities within the current application process, based on the findings from the report.</p>	<p>Engage with stakeholders (users) to discuss how funding could be more accessible / simplified / proportionate for single feature of small-scale NFM projects.</p> <p>Engage with other funders to learn from their successes in simplifying the application process (e.g. requirements for funding).</p> <p>Identify specific complexities within the current application process, based on the findings from the report.</p>	<p>Updating/improving current funding mechanisms.</p> <p>Develop new funding mechanisms (if necessary).</p>	<p>Time:</p> <ul style="list-style-type: none"> • Immediately – needs to be complete before the official launch of the Environmental Land Management Scheme (ELMS) <p>Duration:</p> <ul style="list-style-type: none"> • 3 months for research/engagement • 6 months for development/update/improving current funding mechanisms 	<p>Defra/EA</p>	<ul style="list-style-type: none"> • EnTrade • Calderdale Council, SOURCE partnership • South West Farming and Wildlife Advisory Group (created the Somerset reverse auction)
<p>(2c) Encourage existing funding mechanisms to consider funding NFM projects</p> <p>Related barriers and enablers:</p> <ul style="list-style-type: none"> • Business or economic case (funding or grants may not justify the loss of profit or production) 		<p>Create a briefing note on NFM measures and their benefits targeted at funders who might not currently identify NFM as part of their portfolio of funded activities the intent would be that they can add these and adjust if necessary, their funding criteria.</p>		<p>Duration:</p> <ul style="list-style-type: none"> • 3 months for research/preparation/engagement 	<p>Defra/EA</p>	<p>Defra/EA</p>

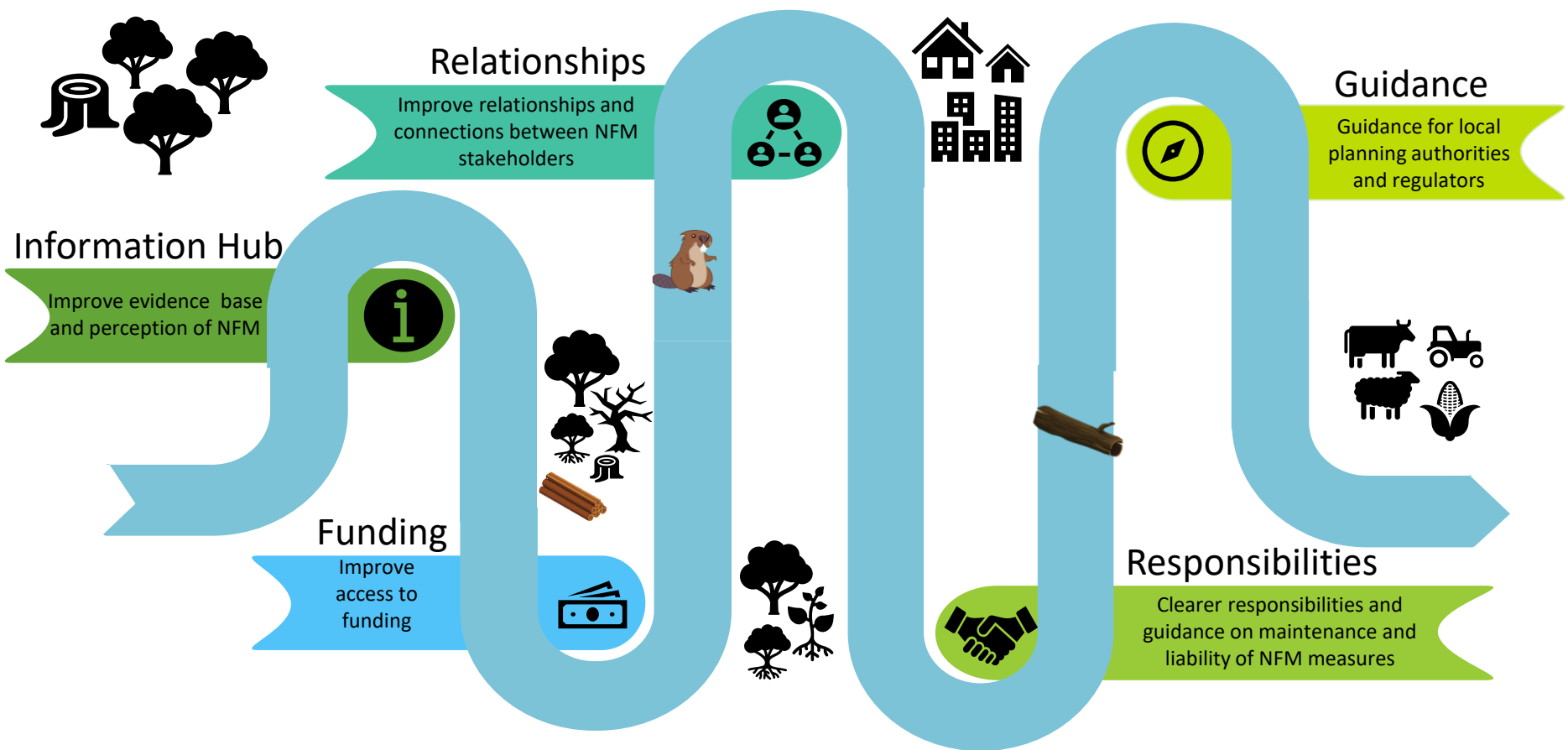
Action objectives	Tasks to achieve objectives (including quick wins and synergy between Actions (multiple benefits))			Timescale (duration and date to complete)	Suggested sponsor (i.e. owner, champion)	Suggested leadership (e.g. responsible for day-to-day)
(3) Action: Improve relationships and connections between NFM stakeholders						
<p>(3a) Provide appropriate/proportional on-the-ground advice to be free at point of use.</p> <p>Related barriers and enablers:</p> <ul style="list-style-type: none"> • Lack of effective communication and sharing of information between stakeholders. • Changes to traditional farming practices • Engaging with farmers, rural land managers, and landowners in an appropriate way, with consideration taken to the individual situation and to aspects such as the business • Appropriate advice and guidance on the potential for NFM on a farmer's land. Ideally this will be personal and specific to their farm business 	<p>Identify current resources or organisations that are providing appropriate/proportional on-the-ground advice (some identified in the report, including Rivers Trust, Farmers Networks) via the final report and further engagement.</p>	<p>Determine how the organisations currently providing advice can be further supported or whether a Government role is required to provide the network or resources for appropriate/proportional on-the-ground advice.</p> <p>Regulatory and advisory role needs to be free to landowners/farmers.</p> <p><i>It is recognised that each project is unique and site specific. The aim of this task is to provide tools, tips and techniques that support and encourage communities to deliver NFM.</i></p>	<p>Develop an action plan to determine what advice should be provided and which organisations should provide it and how it is integrated in ELMS.</p>	<p>Time:</p> <ul style="list-style-type: none"> • Immediately – needs to be complete before the official launch of the Environmental Land Management Scheme (ELMS) to ensure it feeds into and works with ELMS plans <p>Duration:</p> <ul style="list-style-type: none"> • 3 months for research and engagement • 3 months for action plan development 	<p>Natural England</p> <p>NFU</p> <p>Land Agents</p> <p>NGO's (e.g. the Farmer networks, LEAF (Linking Environment and Farming))</p>	<p>Natural England</p> <p>Defra</p> <p>EA</p>
<p>(3b) Support/encourage positive relationships between stakeholders through a collaborative working approach</p> <p>Related barriers and enablers:</p> <ul style="list-style-type: none"> • Relationship between farmers and larger regulatory organisations (e.g. Environment Agency, Natural England, etc.) • Property rights- tenant/landowner relationship • Positive relationships between farmers/landowners/land agents (on whose land the NFM measures may be implemented) and the project team (e.g. landowner and the EA, Natural England, and others) are important • Active community participation • Good relationships between stakeholders and a collaborative working approach 	<p>Determine examples of NFM governance and successes. Identify and understand the current difficulties and problems with relationships between different stakeholders.</p> <p>The Final Report, Appendix B: Interview report, and Appendix C: Focus group report should be used for reference.</p>	<p>Add resources into Information Hub that outlines good practice approaches to governance NFM. Examples of successes for governance such as those outlined in Broomby (2017) ¹.</p> <p><i>The Information Hub will provide tools, tips and techniques for the delivery of good practice, recognising there cannot be 'best practice' on account of each project being unique and site specific.</i></p>	<p>Time:</p> <ul style="list-style-type: none"> • Immediately – needs to be complete before the official launch of the Environmental Land Management Scheme (ELMS) to ensure it feeds into and works with ELMS plans <p>Duration (dependent on the development of the Information Hub):</p> <ul style="list-style-type: none"> • 3 months 	<p>Defra/EA</p>	<p>Any NFM project team.</p>	

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(4) Action: Guidance for local planning authorities and other organisations with relevant regulatory responsibilities						
<p>(4a) Develop and improve policy context for NFM implementation to create a consistent, proportionate and appropriate approach.</p> <p>Related barriers and enablers:</p> <ul style="list-style-type: none"> Lack of policy and regulations specifically relating to NFM and land use planning policy and regulations 	<p>Identify through examples the various consenting and permitting applied to NFM across the UK.</p>	<p>Engage with MHCLG to clarify what and how the planning regulations are or should be applied in regards to NFM (in England and Wales).</p> <p>Engage with a sample of Local Authorities to clarify how consenting should be applied to NFM (in England and Wales).</p> <p>Agree with all parties a consistent process that is both proportionate and appropriate to the delivery of a range of NFM measures.</p>	<p>Issue advisory note (or PPS) on the planning regulations and consents, including a simple flow diagram for all the Local Authorities and developers.</p>	<p>Time:</p> <ul style="list-style-type: none"> Immediately <p>Duration:</p> <ul style="list-style-type: none"> 3 months for research and engagement 6 months to develop additional advisory note 	<p>Defra/EA/MHCLG</p>	<p>MHCLG</p>
(5) Action: Clearer responsibilities and guidance on maintenance and liability of various NFM measures						
<p>(5a) Develop and improve policy around liabilities and legal agreements for NFM specifically.</p> <p>Related barriers and enablers:</p> <ul style="list-style-type: none"> Lack of clarity on legal and liability agreements for NFM features 	<p>Consult with pending CIRIA NFM Manual team to scope the engineering risks and liabilities. Build on the final report identifier of Appendix E Legal Analysis Report and review existing Natural England and RPA land management contracts and other standard landowner agreements (e.g. easements).</p>	<p>Develop/draft simple legal framework agreement template for use by developers and landowners/tenants.</p>	<p>Consultation with NFU, CLA and key landowners (e.g. National Trust, MoD, Crown Estate and Defra to discuss scoping of legal framework for various NFM measures.</p>	<p>Time:</p> <ul style="list-style-type: none"> Immediately <p>Duration:</p> <ul style="list-style-type: none"> 6 months 	<p>Defra/EA</p>	<p>NFU, CLA</p>

ⁱ Broomby, J. 2017. Partnerships in Working with Natural Processes schemes in the UK: Identifying factors that impact & shape success [Online]. Saltaire: JBA Trust. [Accessed 16 September 2020]. Available from: <https://www.jbatrust.org/wpcontent/uploads/2017/12/JBA-Trust-WWNP-Partnerships-Research-Project-JBroombyconcise.pdf>.

Suggested Roadmap based on the Enablers and Barriers to Delivering Natural Flood Management Projects Research (FD2713)*

*based on JBA's professional opinion; no external consultation or engagement was used



- Guidance documents
- Appropriate skills and enthusiasm
- Success stories
- Mixed messages
- Understanding limitations
- Designations adding time, costs & resources

Funding

- Financial incentives
- Innovative funding mechanisms
- Funding for future maintenance
- Uncertain responsibility for NFM costs
- Inappropriate evidence requirements
- Complex administration processes
- High upfront costs

Relationships

- Engagement with landowners
- Advice on NFM potential
- Positive relationships
- Active community participation
- Collaborative working
- Lack of communication
- Changes to farming practices
- Relationship between farmers and regulators
- Property rights & tenant, landowner relationships

Responsibilities

- Unclear legal & liability agreements

Guidance

- Lack of policy & regulations

Actions

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<ul style="list-style-type: none"> Develop an information hub for the NFM Evidence Base and other resources, including guidance on planning permissions and consents for NFM. 	<ul style="list-style-type: none"> Improve knowledge of funding mechanisms . Develop flexible Government funding mechanisms . Encourage existing funding mechanisms to consider funding NFM projects. 	<ul style="list-style-type: none"> Provide appropriate on-the-ground advice to be free at point of use. Support positive relationships between stakeholders 	<ul style="list-style-type: none"> Develop and improve policy for NFM specifically. 	<ul style="list-style-type: none"> Develop and improve policy context for NFM implementation to create a consistent, proportionate approach.