

Dated: 16<sup>th</sup> September 2022

# Bristol Avon Flood Strategy

## Memorandum of Agreement

### Between:

(1) **Bristol City Council** of City Hall, College Green, Bristol (“BCC”); **and**

(2) **The Environment Agency** of Horizon House, Deanery Road, Bristol (“the EA”)  
together referred to as “the Parties”

### Whereas:

- A. The EA has statutory flood risk management functions in respect of the sea and main rivers under section 165(1) Water Resources Act 1991 (WRA 1991) and is a risk management authority for the purpose of the Flood and Water Management Act 2010 (FWMA 2010).
- B. BCC is the unitary authority for the city of Bristol and is a local authority within the meaning of Section 165(5) WRA 1991, as well as a Coast Protection Authority under the Coast Protection Act 1949, the Harbour Authority for the floating harbour and a risk management authority within the meaning of the FWMA 2010.
- C. The Parties wish to continue to co-operate in a BCC project to develop and deliver the Bristol Avon Flood Strategy (“the Strategy”) to support the National Flood and Coastal Erosion Risk Management Strategy for England’s vision of a nation ready for and resilient to, flooding and coastal change and benefit citizens in the city of Bristol together with some parts of neighbouring areas of South Gloucestershire, Bath & North East Somerset and North Somerset.
- D. This Memorandum of Agreement aims to:
  - (a) set out the agreed basis upon which the Strategy will continue to be developed and implemented
  - (b) identify and agree the key strategic goals for the Strategy
  - (c) clarify roles and responsibilities in delivering the Strategy
  - (d) clarify the steps required to achieve delivery of the Strategy

- (e) set out the agreed governance arrangements for the continued development and implementation of the Strategy

## **1. Common Objectives**

1.1 BCC and the EA have agreed to co-operate and work together to develop the following common objectives:

- (a) to support work to develop the Strategy
- (b) to support work to deliver the Strategy
- (c) to develop and agree:
  - (i) a robust funding strategy
  - (ii) suitable planning instrument(s)
  - (iii) a phasing delivery plan
  - (iv) detailed legal agreement(s)
  - (v) delegation agreement(s) under the FWMA 2010

1.2 The Parties acknowledge that there will be various activities and workstreams identified in the common objectives that although separate are interdependent and are likely to be delivered on their own timescales dependent on funding, planning permission and other factors.

## **2. Principles**

2.1 The Parties agree to adopt the following principles when working towards the common objectives:

- (d) to share information, experience and skills
- (e) to work collaboratively to identify solutions, eliminate duplication of effort, mitigate risk and minimise cost
- (f) to communicate openly about concerns, issues or opportunities relating to the Strategy
- (g) to make available resources in accordance with agreed programme and be accountable for the performance of the roles and responsibilities set out in this Memorandum of Agreement
- (h) to adopt a positive, solution-focused outlook cognisant of the project stage and governance
- (i) to act in a timely manner, so as to avoid undue delay

2.2 The Parties acknowledge that developing the Strategy will require workstreams and activities to be undertaken by BCC, the EA and other stakeholders (such as WECA).

### **3. Progress to date**

3.1 The Strategy aims to set out a long-term plan for managing at a strategic level flood risk from the River Avon to Bristol and its neighbouring communities. The Strategy focuses on the city of Bristol (Shirehampton, Sea Mills, Cumberland Basin, Ashton, Cumberland Road, Commercial Road, Clarence Road, St Philip's, Bath Road, Netham, Feeder Road, St Anne's and Crews Hole) but also covers some areas within neighbouring authorities of South Gloucestershire (Hanham and Swineford), Bath & North East Somerset (Keynsham) and North Somerset (Pill).

3.2 The Strategy currently exists as a Strategic Outline Business Case (SOC). There has been public consultation on the SOC and a supporting Strategic Environmental Assessment (SEA) was completed in Autumn 2020.

3.3 On 9<sup>th</sup> March 2021 the Strategy was endorsed by BCC's Cabinet and several Key Decisions were taken, in particular:

- to approve the preferred approach of adaptive raised defences to manage the risk of flooding from the river Avon, as set out in the SOC.
- to approve the development of a funding strategy to address the capital funding required to deliver phase one of the Strategy.
- to approve the development of Outline Business Cases to further refine proposals and progress the case for investment.

3.4 In March 2022, BCC reiterated its commitment to the Strategy and supported this by appointing a Cabinet Member for Strategic Planning, Resilience and Flood Strategy.

#### **4. Developing the Strategy**

- 4.1 The Parties' aim is to deliver the Strategy as a long-term adaptive approach to better protect people and property from the increasing risk of flooding from the River Avon at the earliest opportunity and enhance the river corridor for all. The Strategy anticipates creating new flood defences and/or raising the level of existing flood defences in phases along sections of the River Avon.
- 4.2 The Strategy will respond to the flood risk management requirements of the National Planning Policy Framework by seeking to deliver a 1 in 200 year (0.5% Annual Exceedance Probability) standard of protection, whilst ensuring no adverse impact elsewhere. It envisages two main tranches of delivery – Phase 1 in the 2020s to improved defences along the Avon from Swineford upstream, through Bristol city centre and as far downstream as Shirehampton and Pill, and then Phase 2 at a later date (2060s) to raise the height of those defences as required.
- 4.3 Development of the Strategy is currently at an early stage. The Strategic Outline Business Case (SOC) was approved by the EA's Large Projects Review Group and published for public consultation in 2020. A supporting Strategic Environmental Assessment (SEA) was completed in Autumn 2020. It is envisaged that the Strategy will be delivered through at least two build stages, each with its own Outline Business Case (OBC) to secure Flood Defence Grant in Aid (FDGiA). The first OBC is expected to be completed in 2023. Each OBC will be followed by detailed design, surveys, investigations, public engagement / consultation within the Full Business Case (FBC) stage. Approval of the FBCs by BCC and EA will be required before the start of construction.
- 4.4 BCC is leading the development and delivery of the Strategy in recognition of the potential impact and opportunity for the city. With the EA's support, BCC is best placed to deliver the full range of benefits for the city, manage the complex interfaces and access the range of funding required. Furthermore, the Strategy will interface with BCC's harbour, highway, planning, lead local flooding, coastal protection, civil protection and major landowner roles. BCC's ambition is for infrastructure that works for Bristol year-round, not just when the river floods. By designing defences that improve public spaces, the Strategy will provide new green spaces, better access to the river, enhanced heritage features, and improved transport connections. Thus the Strategy will better protect Bristol and create a more active, sustainable and resilient city.
- 4.5 BCC and the EA have both made a commitment to continue working collaboratively to develop and deliver the Strategy.

- 4.6 The EA has given an in-principle commitment to delegating to BCC statutory powers for flood risk management works to facilitate the construction works and to maintain the flood defences.
- 4.7 The EA is also committed to work with BCC to secure the necessary funding for the Strategy, including applications for FDGiA funding, local levy funding and other funding applications.
- 4.8 BCC anticipates that the design for the defences and associated infrastructure will evolve and refine through the OBC and FBC stages. This is likely to include refinement of designs and alignments to integrate regeneration and place-making opportunities as well as address feedback from engagement and consultation. Environmental assessment will ascertain the scale of potential impacts to habitats and areas of loss, and to inform any requirements for compensatory habitat, biodiversity net gain and consenting.

## **5. Delivery of the Strategy**

- 5.1 The Strategy will provide a robust framework for identifying and delivering the necessary strategic solution(s) required to manage current day and predicted future climate change flood risk impacts to the city centre from the River Avon
- 5.2 The Parties acknowledge the importance of progressing work on the Strategy as quickly as practicable, in order to build confidence that there is a reasonable prospect of delivery of the Strategy and in due course achieve full delivery of the Strategy.
- 5.3 It is anticipated that as confidence in delivery of the Strategy increases it will make it possible for appropriate development to come forward, with the EA's support, in areas of flood risk which will benefit from the Strategy, in line with the NPPF and the relevant Strategy documents and planning instruments.
- 5.4 The Parties have agreed to use five defined workstreams to build confidence in the Strategy and measure progress towards delivery of the Strategy

### **(i) Strategic Outline Business Case (SOC)**

BCC has produced a SOC which sets out a clear route map to deliver safe management of flooding across the City without increasing flood risk elsewhere. This SOC was approved by the EA's Large Project Review Group assurance team on 14 January 2021. This workstream is considered to be complete.

## **(ii) Funding Strategy**

BCC will continue to lead on developing a funding strategy. This funding strategy will contain details of a range of potential funding and financing mechanisms needed for delivery of the Strategy.

The parties acknowledge the value of clear statements of intent to commit funding and/or identify financing.

The existence of an agreed and actively monitored funding strategy, which sets out how funding streams and arrangements can be identified and accessed, will improve confidence that partnership funding/finance is being secured in a timely manner. By clearly identifying funding commitments and potential funding amounts and sources of monetary and in-kind contributions, the funding strategy will help build confidence in the delivery of the Strategy.

The parties recognise that in order to have full confidence in the funding strategy it will be necessary to have identified and secured the majority of the required funding and also for there to be a good prospect that the remainder of the required funding can be found and secured.

BCC will monitor the funding strategy document with a supplementary Funding and Investment Viability Assessment (FIVA), where the progress on each funding source is reviewed and re-evaluated by the parties. FIVAs will be a monitoring tool to assist the process of progress tracking, but not a formally issued document due to the sensitive information contained. They will normally take place annually, or when a significant funding element is secured (whichever is the sooner). The aim will be to provide a concise technical note/dashboard (the precise format is to be agreed between the parties) showing:

- the status, timing and amount of each funding/finance source
- how likely it is that each will deliver the required amount
- if there are any constraints, dependencies or timescales attached, and
- which organisation is delivering the funding stream.

Although not limited to such, the FIVA will specifically indicate and explain how each of the funding streams is progressing and will be used to support the delivery of the Strategy.

The FIVA should also identify if there are any new sources of funding or finance that have become available since the last update, or could likely become available in the future, and how these might be approached to help close any remaining funding shortfall.

The EA will administer any eligible FDGiA and/or Local Levy allocations for the Strategy and highlight any other known funding opportunities that may arise. BCC will proactively pursue suitable other partnership funding and financing opportunities, with support where appropriate.

### **(iii) Suitable planning instrument(s)**

The Parties recognise that the Strategy needs to be supported by and recognised in the policies of the Local Plan. This will be important both to provide a steer for development and to safeguard land needed for strategic flood defences. Appropriate planning instrument(s) will influence future development to incorporate strategic flood defences, where appropriate.

As confidence in the delivery of the Strategy increases, the Strategy is expected to gain increasing weight as a material planning consideration in planning decisions.

The Parties agree:

- that there is a pressing need for planning policy support for delivery of the Strategy as the strategic response to flood risk
- the strategic objectives set out in the Strategy should be embedded into the policies of the Local Plan as soon as practicable
- there needs to be clear planning policy support for resisting development incompatible with the Strategy;
- the Community Infrastructure Levy provides the primary mechanism for securing appropriate developer contributions to the Strategy.

With a view to building confidence in delivery of the Strategy, BCC commits to take the following interim measures:

- develop a Bristol Avon Flood Strategy Planning Position Statement, working collaboratively with the EA. This will be supported by BCC's updated Strategic Flood Risk Assessment that will set out the existing situation and also outline the implications/benefits of the Strategy using available information, developed in consultation with the EA.
- embed the strategic objectives set out in the Strategy in emerging Growth and Regeneration masterplans, and ensure their alignment with the delivery of the Strategy in consultation with the EA.
- support an approach to resist development incompatible with the Strategy through BCC's wider controls and democratic decision-making.

### **(iv) Phasing Delivery Plan**

The Phasing Delivery Plan will set out the proposed tranches of construction work, the costs and funding requirement for each tranche, together with an outline

programme for detailed design, OBC and FBC approval and all other matters relevant to implementation.

Its purpose is to ensure each phase contributes to the overall delivery of the Strategy and can be used as a reference point through delivery. It will ensure that funding is distributed in a way that allows delivery of the whole Strategy, that delivery constraints are managed and that the timescales and delivery goals align with the Local Plan, development master plans and other projects. It will be a live plan that evolves as circumstances change and the Strategy matures.

The Phasing Delivery Plan should include the following information as available for each build stage:

- Estimated construction costs;
- How FDGiA and other funding sources will be allocated to each build stage;
- Whether there are any particular funding constraints or mechanisms for obtaining funding for each stage;
- Information on land ownership and other constraints and interfaces that could impact on delivery;
- How each build stage will be delivered;
- Any interdependencies between stages; and
- The estimated timescales for delivery of each build stage, and how they relate to the timescales for the local plan and development master plans.

#### **(v) Detailed Legal Agreement**

It is recognised that this Memorandum of Agreement does not address in detail all of the uncertainties and risks associated with the delivery of the Strategy. It is considered that these risks and uncertainties may not be capable of being fully particularised until questions associated with the Funding Strategy, Planning Instrument(s) and Phasing Delivery Plan have been fully resolved, and work on the Outline Business Case(s) progressed.

The parties agree to develop and enter into an initial collaborative agreement to progress the Strategy on a broad collaborative basis, with the aim of providing OBC(s) for FDGiA and LPRG assurance. This step is acknowledged by the parties as being essential to review the amount of FDGiA eligibility for the Strategy beyond the initial figures set out in the SOC.

It is anticipated that the initial collaborative agreement will cover the period to January 2024, which is anticipated to be the start of the detailed design process. The parties further anticipate that the initial collaborative agreement may be extended / renewed thereafter on such terms as may appear appropriate at that time. This may include specific project collaboration agreements for delivery of all or part of each

build stage, and/or include collaboration on FBCs as required for FDGiA and LPRG assurance

## 6. Project Governance

- 6.1 Delivery of the Strategy will be managed by BCC, with the EA providing advice and opinion as appropriate. The governance structure for the project and details of roles and responsibilities are outlined below.

## 7. Governance Roles

- 7.1 Decisions will be made through the three-tiered central governance of Project Board, Steering Group and Strategic Meetings.
- 7.2 **Strategic Meetings** will be arranged as necessary between the Mayor or delegated cabinet member and the Environment Agency's Area Director. The purpose is to provide strategic oversight by exception.
- 7.3 The **Steering Group** is the senior decision-making forum to guide and steer the development and implementation of the Strategy and is comprised of the BCC's Executive Director for Growth and Regeneration, the Environment Agency's Area Flood Risk Manager and WECA's Director of Infrastructure, together with such other persons as may be appointed by agreement from time to time.
- 7.4 The Steering Group will meet quarterly in order to:
- Ensure Strategy priorities are identified and met
  - Oversee the strategic relationships with the West of England Combined Authority and neighbouring affected Local Authorities
  - Ensure coordination and integration with other relevant schemes and projects
  - Advise on management of programme risks
  - Approve variations to budget, project and communication plans as required
- 7.5 BCC's Economy of Place Director will act as **Sponsor** and is accountable to the Steering Group for ensuring the realisation of the Strategy and its benefits over time. The Sponsor will provide day to day contact for WECA and political leadership and manage the production of exception reports on key changes to project budget or plans. The Sponsor will engage with all relevant multi-partner BCC projects to ensure active management of interfaces. The Sponsor is also **Senior Responsible Officer** for the Strategy and will ensure that the Strategy achieves identified outcomes and will delegate responsibilities for day-to-day delivery to the Project Executive and Project Manager.

- 7.6 A multi-agency **Project Board** will direct, steer and oversee direction of the Strategy's development and implementation, meeting every two months. Membership will include the Sponsor, the Senior Responsible Officer (Chair), Senior Supplier(s) and Senior Users from the Environment Agency, BCC (flood risk, planning and development, city docks, estates, harbour and regeneration) and WECA.
- 7.7 The Project Board will authorise the project plan to be delivered by the Project Manager and will authorise strategic decisions or seek authority for key strategic decisions from the Steering Group.
- 7.8 Appendix 1 contains details of the key contacts on governance matters.

## 8. Responsibility for Delivery

- 8.1 BCC will be responsible for development and delivery of the Strategy and its workstreams. The Senior Responsible Officer will be supported day to day by the **Project Executive** who will provide day-to-day leadership and is accountable for the overall delivery of the Strategy.
- 8.2 The project team will be led by a **Project Manager** who will be responsible for planning, organizing, managing, controlling and communicating all phases of the Strategy. The Project Manager's primary responsibility is to ensure that the project produces the required outcomes to the required standard of quality and within the specified constraints of time and cost.
- 8.3 The **Environment Agency Project Representative** from the Wessex Area team will represent the interests and requirements of the Environment Agency and provide general advice for delivery of the Strategy. This time will not be charged directly to the Strategy. Advice from the Environment Agency cost and carbon lead, NEAS, modelling, legal or other specific advice will be charged to the Strategy.
- 8.4 A **Stakeholder Working Group** will be convened as appropriate to engage with other statutory bodies with an interest in the Strategy (in particular Historic England, Natural England, Wessex Water, neighboring risk management authorities and BCC and Environment Agency in their role as regulators).

## 9. Reporting

- 9.1 **Highlight Reports** will be produced by the Project Manager for each meeting of the Project Board and a summary for each Steering Group meeting. These will include progress against plan, budget and risk management.

- 9.2 The Project Manager will also prepare **Exception Reports** for any project issue that risks materially impacting on programme or budget, with a recommendation for Board Approval.
- 9.3 The **Project Delivery Risk Register** will be maintained, with significant risks reviewed at each meeting of the Project Board and risk owners identified to best manage the risk.

## 10. Approval Requirements

- 10.1 BCC will be the lead Risk Management Authority. A Cabinet 'Key Decision' will approve significant funding commitments (*where "significant" means (a) greater than £0.5 Million or (b) is considered to have significant effect on communities or two or more wards of the city*). Key Decisions will include the approval of OBC(s) prior to commencing the FBC(s). A further Key Decision will be sought of FBC(s) prior to construction commencing.
- 10.2 The Environment Agency will advise on the content of the OBCs for FDGiA in their role as Risk Management Authority with operational responsibility for managing the risk of flooding from main rivers, estuaries and the sea, and their statutory overview of all sources of flooding. The Environment Agency's **Large Project Review Group** will assure the OBCs to ensure FDGiA is spent in accordance with Defra and Treasury guidance and gives value for money.
- 10.3 All plans will be approved by the Project Sponsor following endorsement by the Environment Agency's Flood Risk Manager. All messaging and materials will be approved by the Project Board.

## 11. Assurance

- 11.1 Project Board **Senior Users** will support assurance at the Project Team's request.
- 11.2 A **peer review group** will be established to support Quality Assurance, convened at the discretion of the Project Board. The purpose of the group will be to provide internal 'challenge' to support the Project Board.
- 11.3 At project gateways, the Strategy will be subject to assurance from the LPRG for the outline business case(s) and the full business case(s). This will complement the **BCC scrutiny process** including the Growth and Regeneration Scrutiny Commission and the current inquiry into climate adaption.
- 11.4 Any package of works exceeding £100 million is likely to have to satisfy Defra and HM Treasury assurance requirements.

11.5 Appendix 2 contains further details of the relevant assurance mechanisms.

## **12. Confidentiality**

12.1 BCC and the Agency undertake that they will not at any time use, divulge or communicate to any person, except to their professional representatives or advisers or as may be required by law or any legal or regulatory authority, any **Confidential Information** concerning the business or affairs of the other Party which may have come to their knowledge as a result of entering into this Memorandum of Agreement and each of the Parties shall use its reasonable endeavours to prevent the publication or disclosure of any Confidential Information concerning such matters.

12.2 For the purposes of this Memorandum of Agreement, "*Confidential Information*" shall mean all information, of whatever nature and however recorded or preserved, disclosed by one Party to another, which (a) is marked as confidential at the time of disclosure; (b) is stated by a Party to be confidential at the time of disclosure; (c) would be regarded as confidential by a reasonable person with knowledge of all the facts; except to the extent that any part of that information is already in the public domain at the time of disclosure or subsequently enters the public domain otherwise than by a breach of any obligation of confidentiality.

## **13. Environment & Sustainability**

13.1 The Parties shall ensure that the relevant environmental, social and economic factors are properly taken into account in all work under this Memorandum of Agreement and in any relevant contracts entered into with third parties, with a view to the importance of delivering sustainable development and environmental net gain.

## **14. Liability**

14.1 Neither Party seeks to exclude or limit its liability for death or personal injury caused by its negligence, or fraudulent misrepresentation made by it or on its behalf, or such other matters where exclusion of liability is regulated by operation of law

14.2 BCC shall be solely responsible for any actions or decisions made by BCC, its staff, consultants and contractors in work under this Memorandum of Agreement.

14.3 The EA shall be solely responsible for any advice given by or on behalf of the EA by its staff, consultants and contractors in work under this Memorandum of Agreement.

## **15. Dispute Resolution**

15.1 The Parties shall attempt to resolve all disputes and differences between themselves and if they are unable to do so, such matters shall first be referred to the Project Board.

15.2 If the Project Board is unable to resolve the dispute or difference to the satisfaction of the Parties within two weeks, the matter shall be escalated to the Steering Group.

15.3 If the Steering Group is unable to resolve the matter, it shall be referred to the Strategic Meeting.

15.4 If the matter cannot be resolved by the Strategic Meeting it shall remain unresolved.

## **16. Variation**

16.1 No change or variation to this Memorandum of Agreement will be effective unless it is agreed in writing by the Parties.

## **17. Term and Termination**

17.1 This Memorandum of Agreement shall commence on the date at the head of this document and shall continue until terminated by a Party.

17.2 This Memorandum of Agreement may be terminated at any time, without cause, by giving 30 days written notice to the other Party.

## **18. Legal Status**

18.1 This Memorandum of Agreement is not intended to be legally binding, and it shall not give rise to any legally enforceable obligations or legal rights between the Parties.

18.2 The Parties enter into the Memorandum of Agreement in good faith and intending to honour their obligations under it.

18.3 Nothing in this Memorandum of Agreement is intended to, or shall be deemed to, establish any partnership or joint venture between the Parties, constitute either Party as the agent of the other Party, or authorise either Party to make or enter into any commitments for or on behalf of the other Party.

18.3 Each Party acknowledges that the other Party has their own internal governance requirements that may be required before any formal view or decision can be taken on a matter by that Party.

THIS AGREEMENT WAS SIGNED the day of and year first above written:

**SIGNED** for and on behalf of **Bristol City Council**  
by:



.....  
Authorised Signatory – Signature

Name: **JOHN SMITH**

Position: DIRECTOR: ECONOMY OF PLACE

**SIGNED** for and on behalf of the **Environment Agency** by:



.....  
Authorised Signatory – Signature

Name: Ron Curtis

Position: Area Flood & Coastal Risk Manager

## Appendix 1

### Governance Contacts

Body	Role	Name	Contact
Cabinet Member	Mayor's delegate/Cabinet representative	Councillor Nicola Beech	
Steering Group	BCC Executive Director Growth and Regeneration	Stephen Peacock	
	EA Area Flood Manager	Ron Curtis	
	WECA Head of Environment	Roger Hoare	
Project Board	Project Sponsor and Senior Responsible Officer	John Smith, Service Director for Economy of Place	
	Project Director	Shaun Hartley	
	Senior User EA (coastal)	John Buttivant, Coastal Engineer	
	Senior User EA (inland flood risk, Bristol)	Deborah Steadman	
	Senior User – WECA	Julian Marcos, Project Manager	
	Senior User – Planning	Nick Bryant, Strategic City Planning Manager	
	Senior User – Regeneration	Abigail Stratford, Head of Regeneration Colin Molton, Bristol Temple Quarter interim Director	
	Senior User – City Design	Jon Severs, City Design Manager	
	Senior User – Docks	Jonathan James, Head of Service for Natural and Marine Environment	
	Senior User - Finance	Ravi Lakhani, Head of Finance	
	Senior Supplier	Ben Murray	
Project Team	Project Manager	Matt Sugden (supported by Robin Campbell)	
	Project representative EA (flood risk)	Deborah Steadman	
	Other EA specialists as required		eg. funding, planning, environmental
	Project Assurance - Sustainability	Ben Smallwood	
	Project Assurance - City Design	Nat Roberton	
	Supplier Manager	Philip Smith	



## Appendix 2

### Assurance Mechanisms

Body	Assurance and approval responsibilities
EA Large Project Review Group [LPRG] with Defra	Assurance: To review business case submissions for compliance with EA guidance and Defra Policy. Recommend approval or otherwise to the Environment Agency Officer who has the delegation to approve the business case.
EA Director of Operations	Approval: To provide strategic guidance; to act individually or jointly as required by the financial scheme of delegation in approving or otherwise the OBC and FBC.
EA Executive Director of Operations	
EA Chief Executive	
EA Board	Approval: Agreement that the project can be submitted to Defra, in accordance with the FSoD, for their consideration and agreement.
Defra Director General Chief Operating Officer	Assurance: To provide strategic guidance; to be advised of business cases and major projects. Provide input and support on Defra committee decisions.
Defra Network Executive Committee	Approval: Has high level oversight and scrutiny of operational cross-network matters within Defra. The NEC is supported, and informed, by four panels (The Risk Panel, The Finance Panel, The Operations Panel, and The People Panel).
Defra Risk Panel	Assurance: Focussed on strategic risk, risk appetite and risk processes
Infrastructure and Projects Authority	<p>Validates (in partnership with HM Treasury) IAAPs for highest risk major projects in the GMPP</p> <p>Oversight of IAAPs and monitor execution of IAAPs across the GMPP including escalation of non-compliance or slippage.</p> <p>Implements consequential assurance, applied support and/or intervention (as appropriate) when planned assurance identifies that a major project is in significant difficulty</p> <p>Monitors indications of significant new initiatives which are likely to be delivered through a major project – identifies requirement for Project Validation Review</p>
HM Treasury	Approval: HMT approval is required for projects outside departments' delegated authority, including the Bristol Avon Flood Strategy.

<b>Body</b>	<b>Assurance and approval responsibilities</b>
Senior Responsible Owner (SRO) / Project Sponsor	<p>Agrees IAAP;</p> <p>Sponsors assurance reviews;</p> <p>Communicates and actions assurance findings and recommendations</p> <p>Owens programme/project response and implementation of recommendations in assurance reports</p>
RMA internal stakeholders – specifically the client	<p>To act as client for the Plan and the delivery of works;</p> <p>To act as the principal point of contact for dialogue with Local Authorities;</p> <p>To influence assurance activities and receive the reports;</p> <p>To act on the recommendations of assurances.</p> <p>Approves IAAP</p>
Project Team	<p>Develops IAAP;</p> <p>Completes Risk Potential Assessment (RPA) and sends to SRO for approval;</p> <p>Liaises with potential assurance providers to schedule and resource assurance reviews;</p> <p>Reviews IAAP and updates as necessary;</p> <p>Monitor execution of IAAP.</p> <p>Provides technical input to all elements of the project</p>
EA stakeholders – NEAS, PSO & FCRM teams	<p>To act as the principal point of contact for dialogue with EA;</p> <p>To influence assurance activities and receive the reports;</p> <p>To act on the recommendations of assurances.</p>