

The vision for our environment: making it happen



ENVIRONMENT
AGENCY



Delivering real progress

How we will achieve the targets that will make our vision a reality.

We have ordered our environmental priorities into four categories:

Fundamental goals we're contributing to:

- 1. A better quality of life**
- 2. An enhanced environment for wildlife**

Environmental outcomes we're striving for:

- 3. Cleaner air for everyone**
- 4. Improved and protected inland and coastal waters**
- 5. Restored, protected land and healthier soils**

Changes we're seeking:

- 6. A 'greener' business world**
- 7. Wiser, sustainable use of natural resources**

Risks and problems we'll help manage, prevent and overcome

- 8. Limiting and adapting to climate change**
- 9. Reducing flood risk**

Delivering real progress

How we will achieve the targets that will make our vision a reality.

Our *Environmental Vision* identified nine environmental themes. The Government's statutory objectives for England and Wales will be our starting point in seeking to deliver them. Here, we set out the detail of what we're going to do over the next five years. For each theme we have identified a set of targets and measures, which we believe will allow us to track progress against the strategic objectives.

Our Government sponsors have undertaken to develop a new framework of accountability for the Agency, with new strategic objectives. These will build on the informal agreements we currently have with Government, and the work we are doing with our sponsors to formulate new section 4 guidance.

This pack reflects our current understanding of what our new strategic objectives will cover, and sets out targets to deliver priority environmental outcomes. It will be reviewed and refined to reflect more closely the strategic objectives over the next few months. The aim is to finalise the strategic objectives by Summer 2002, after which the Agency will publish a Corporate Strategy, describing how we will deliver these objectives and drawing on our dialogue with staff and stakeholders on delivering the outcomes described in this pack.

Our targets are a mix of ongoing responsibilities carried out in new ways, and new work: both are equally important. To help us know that we are on the right track to achieving these targets, we will measure specific trends and changes in the environment that will give us the information we need. We will put this information in the public domain where it will act as a catalyst for environmental change.

These outcomes provide a framework. Their impact will be different for different parts of the organisation, and for different regions and areas.

The process of developing Local Contributions will work out how everyone in the organisation can contribute through our daily work.

This process has involved hard choices. We need sharp focus if we are to be sure of delivering our priorities. Local Contributions will support and contribute to these outcomes; together, it adds up to delivery. The priority outcomes and targets set out here represent what we're going to deliver over the next five years; they are the first practical steps to turning our vision into reality.

This pack is divided into two halves, reflecting the need to focus on both the environment and the Agency in order to ensure we deliver our strategic objectives and the environmental outcomes we seek. In this left-hand pocket, there is a section for each of the nine environmental themes, each with its own set of targets and measures.

These targets are complemented and supported by the following principles:

- Much of our regulatory work is done to prevent deterioration of the environment. It is implicit in setting targets for further improvements in the environment that there should also be an assumption of 'no deterioration' and sustained year on year improvement.
- Where targets relate to compliance with statutory obligations, the target represents the first five-year step towards compliance.

- The targets will be risk-based, and resources will be assigned so that environmental benefit is maximised. For example, the target to introduce nutrient management plans to 5,000 farms will be achieved by selecting those farms with most environmental impact.
- The targets are national, but they need to be apportioned appropriately between regions. The targets do not preclude other local priorities from being addressed, although there will be greater focus on risk-based approaches and maximising environmental benefit.
- Targets that are not italicised relate to issues for which the Agency has primary responsibility. Where not otherwise stated, the baseline year for targets is 2000.



Name
Keith Reeve
Job title
Lock keeper
Region
Thames



Partner
Tim Matthews
Local boatyard
proprietor

“People think lock keepers are just there to let boats through, but in fact we play a crucial role maintaining the Thames river corridor. I’m a lone operator out on frontier-land: there’s no email or internet out here. My job is multifaceted and unpredictable, with constant interaction with the public. I’m the face of the Environment Agency everyone sees, but I’m also part and parcel of the leisure industry.

You’ve got to be a friendly face, because then members of the public will chat to you and they’ll tell you about the problems they notice. It might be an incident of pollution, or an obstruction, or an injured swan. It all comes to me and I’ve got to know what to do about it and where to go for help.

I’ve developed a working partnership with the owner of a local boatyard. He’s active in our ‘Thames Ahead’ initiative promoting positive use of the river.

The river is my passion. That’s true for all lock keepers. We wouldn’t be here if we weren’t dedicated to regenerating the river and its surroundings. I get angry when serious polluters are given small fines. It devalues the effort we all put into protecting the environment when big companies get away with murder. I’d like to see that change.”

Keith Reeve, Lock keeper, Thames

A better quality of life

People will have peace of mind knowing that they live in a clean, healthy environment, rich in wildlife and natural diversity, which they will care for and can use, appreciate and enjoy.

Over the next five years:

People's experience of the environment and their quality of life will be enhanced as a result of our activity with partners. Air will be cleaner; water quality better; waste will be managed in a more sustainable way; business more protective of the environment and greenhouse gas emissions reduced.

We will contribute to community life, shifting the focus of our contribution to where we can make the greatest difference, especially in low quality and degraded environments, and ensuring that we include the interests of disadvantaged communities and minority groups in our work.

People will become more aware of the environment and the importance of protecting it, enabling everyone to make more positive choices for the environment in their own activities.

By our own direct actions we will promote navigation, improve the condition of navigation assets, promote participation in fishing, especially by disadvantaged groups, and promote restored rivers.

We will do this by:

Improving the environment for people by contributing environmental priorities to community strategies and by working in partnership on new opportunities for increased enjoyment of the environment.

Taking a more proactive, collaborative approach to building understanding, informing and influencing on environmental issues.

Boosting local tourism and recreation opportunities by increasing use of our navigations, carrying out our navigation capital programme, maintaining and improving our assets, and by supporting fishing, including developing fishing opportunities close to centres of population.

What's different:

Our work will place a greater emphasis on environmental awareness, and how people experience and perceive the environment.

We will understand where social deprivation and poor environment interact and work to remedy this.

We will attach more importance to the public health impact and implications of what we do.

We will know we are making progress when:

More people believe their environment is improving and that it contributes positively to their quality of life. Littering and fly-tipping decreases, while participation in fishing and inland boating increases.



For discussion: how do we make it happen?



Note: Many of the proposed targets are integral to improving the overall quality of life and in many cases are related to the health of both the environment and to people. The overarching 'A better quality of life' theme therefore, only has a limited number of targets, which can not logically be placed against the outcomes in other contributing themes. (For example, the health-related targets for air and water quality have been placed against outcomes in the 'Cleaner air for everyone' and 'Improved and protected inland and coastal waters' respectively.)

Priority framework outcomes	Indicator of progress in achieving outcome and target (bold)	Agency target for 2005 (A,N,I = Agency, National or International target. A*, A = Agency contribution to a national or international target). <i>Italics denote the agency has an influencing role.</i>	'Means' (Main Agency activities required to meet the target)	Resource impact (high, medium, low, neutral)	Income streams affected	Implications
The environment will be greatly valued and cared for by all sectors of society as a source of food, water, materials, income, recreation, sport and wildlife conservation.	<ul style="list-style-type: none"> Reduction in the levels of fly-tipping and litter. Response of public to targeted surveys on the environment more positive. 	By 2005, reduce the backlog of Agency Navigation assets that are not in safe working order, by 60%. (A)	<ul style="list-style-type: none"> Carry out navigation capital programme. Maintain and improve asset management plans. Raise external funding. 	High	GiA	Achieve delivery of Navigation responsibilities. Reduce health and safety risks.
People will be confident that the environment is well cared for, is not damaged by pollution, and does not provide a health risk because of human activities.	<ul style="list-style-type: none"> Increased number of craft on inland navigable waterways. Increased rod licence sales 	By 2005 increase participation in fishing (rod licence sales increased by 10% over 10 years), focusing particularly on disadvantaged groups such as young people, disabled, unemployed and elderly. (A)	<ul style="list-style-type: none"> Implement 'angling participation' projects in England and Wales. Support coaching schemes at Governing bodies in conjunction with external funding partners, eg Sport England, Sports Council for Wales. Develop and promote improved market information (participation, tourism values etc). Develop fishing opportunities close to centres of population. Seek the inclusion of fishing tourism in Rural Development Plans and in Tourist board promotion. 	Modest impact, but expenditure now will result in increased income in future years.	Rod licence sales	Not applicable
		<i>Increase the number of boats in our navigations by 5%. (A)</i>	<ul style="list-style-type: none"> Extend the 'Thames Ahead' approach to all other Agency navigations. Use a more collaborative, entrepreneurial approach, PR campaign, simplified licences etc. Improve facilities, win external funding. Co-operate with BW and AINA. 	Low	GiA and all charging schemes	Agency need to demonstrate commitment to Navigation.
	<ul style="list-style-type: none"> Increased level of public access to inland and coastal waters and associated land. 	Increase the number of Agency sites that provide public access by 5%. (A)	<ul style="list-style-type: none"> Improve and increase Agency facilities by producing and implementing site management plans as per DEFRA code of practice. Program of risk assessments for visitors to our property and implement control measures. Ensure management activities result in site compliance with current legislation. 	Low/Medium	GiA	Sustainable recreational use of inland and coastal waters and associated land.
		Contribute to all community strategies, focusing effort on the 50% where we can most benefit from social and environmental capital, including disadvantaged communities and ethnic minorities. (A)	<ul style="list-style-type: none"> Input to environmental priorities for community strategies, taking account of both the Agency's perspective and local priorities. Influence partnership investments by others, equal to the value of the Agency total budget, on new opportunities to increase enjoyment of the environment. 	Medium		
		By 2005, 100% of the non-confidential information that the Agency holds will be directly available to the public via the internet. (A)	<ul style="list-style-type: none"> A full data quality programme ensures that Agency information is fit for (specified) purposes. Electronic Documents and Records Management is fully implemented across the Agency. A co-ordinated, strategic approach is taken to identify specific customer requirements. Partnerships are formed with other key information providers. 	Medium	Charging for information scheme and royalty returns.	

An enhanced environment for wildlife

Wildlife will thrive in urban as well as rural areas. Habitats will be improved and extended for the benefit of all species, and priority species will no longer be threatened. Everyone will understand the importance of safeguarding biodiversity and protecting wildlife and its habitats.

Over the next five years:

We will implement the requirements of the Habitats Directive. Remedial work will be identified by 2004 for the 96 Special Protected Areas (SPAs) and Special Areas of Conservation (SACs) where the Agency, or the industries it regulates, is a major contributor to site damage.

Remedial work will have started on half of these sites by March 2005.

We will have moved towards the Biodiversity Action Plan targets for all species and habitats where we have the lead role.

There will be salmon action plans for all our principal salmon rivers and action plans for other fisheries.

There will be a reduction in the unreported and illegal salmon catch from 35 tonnes to 25 tonnes or less by 2008, with 13 additional rivers meeting salmon conservation limits.

There will be a reduction in the illegal movement and disease in fish.

We will do this by:

Working with English Nature and Countryside Council for Wales to agree and implement solutions.

Modifying our own operational activities. Where damage is unavoidable, we will create new habitats.

Improving river water quality and river habitats.

What's different:

Ecological impact will be an important aspect of our approach to regulation and decision-making processes.

Angling communities will have a greater role in the development of their fisheries.

We will know we are making progress when:

Populations of BAP species and extent of habitats increase, fish populations improve and more designated sites are in a satisfactory condition.



Name
Ian Broad
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Customer Services
Manager
Region
North West



Partner
John Hodkinson
Local Authority
Planning Officer,
Bury MBC

"A shift in emphasis from reactive to proactive and influencing is vital. We need to get our requirements and priorities in much earlier, at the land allocation stage of local authority planning. We should invest the effort now, with confidence in the long-term return for the environment.

We objected to a proposed housing development on the site of an old mill lodge that supports a wide range of habitats and aquatic life. The case went to appeal and the council supported our view. We could not have got this result without good relationships and communication.

If we move away from dealing with low-risk planning applications we can focus on those with potential environmental impact. We should commit less of our own resources to providing information and use technology to provide information direct to the customer. That would free our resources to be more involved in long-term projects with significant environmental benefits, and to do more local PR work to highlight our successes and raise environmental awareness.

We need to be grown-up enough to say we can't do everything all at once; these are our priorities for the next five years and we'll stick to that and deliver on it."

Ian Broad, Customer Services Manager, North West



Priority: Reduce habitat loss and degradation (eg from agriculture, urban development, tourism growth, roads). Enhance biodiversity.

Priority framework outcomes	Indicator of progress in achieving outcome and target (bold)	Agency target for 2005 <small>(A,N,I = Agency, National or International target. A*, A = Agency contribution to a national or international target). Italics denote the agency has an influencing role.</small>	'Means' (Main Agency activities required to meet the target)	Resource impact <small>(high, medium, low, neutral)</small>	Income streams affected	Implications
The UK's Biodiversity Action Plan will have been successfully delivered and priority species will no longer be under threat. Rivers, estuaries, lakes and canals will all support appropriate fish communities.	<ul style="list-style-type: none"> Increased populations of BAP species. Improved quality of BAP habitats. Improved river habitat quality. Condition, extent and management of SSSIs improved. Increased plant diversity. 	<p>Where the Agency, through its own operations or through those it regulates, is a significant contributor to site damage (96 SPAs and SACs), remedial measures will be identified by 2004. Remedial work will commence on half of these sites by March 2005. (A*)</p> <p>Make proportionate progress towards BAP targets for all species and habitats on which the Agency has the lead (eg otters to be present in 75% of catchments by 2005). (N)</p>	<ul style="list-style-type: none"> Implement the Habitats Directive. Agree actions with English Nature and Countryside Council for Wales. Implement solutions solely/jointly. Revoke/modify existing consents. Modify our operational activities and where necessary create habitat to compensate for unavoidable damage. 	High	CFD Water Res. Charging Scheme, GiA, FD levies, water charges (water bills)	Potential compensation for revoked abstraction licences, and for infraction proceedings from Europe. Potential for water charges being challenged. Significant dependency on land use policy changes and planning decisions.
	Degraded habitats, especially rivers, estuaries and wetlands, will have been restored.	<ul style="list-style-type: none"> Increased populations of wild birds (especially water birds). Improved biological water quality. Improved coarse fish catches. Improved salmon catches. 	<p>Reduce the unreported and illegal salmon catch from 35 tonnes to not more than 25 tonnes by 2008, with 13 additional rivers meeting salmon conservation limits. (I)</p> <p>Reduce illegal fish movements and hence the risk of alien species introduction and spread of fish diseases by targeting an additional 170 high risk fish transfers. (N)</p>	<ul style="list-style-type: none"> Actions undertaken under the UK Biodiversity Action Plan. Improved river habitat quality delivered through River Habitat Objectives. Improved biological river water quality – linked to Habitats Directive, AMP3 and WFD. In line with the Water Framework Directive, ensure the establishment of a Register of Protected Areas for the conservation of habitats and species directly dependent on water. Use a combination of influencing and enforcement to increase catch return rate and accuracy. Additional enforcement of major salmon rivers and estuaries. Habitat improvements including new fish passes on recovering rivers. Continued water quality improvements. Develop salmon action plans for all our principal salmon rivers and action plans for other fisheries. Use improved information systems to identify, and where possible prosecute for, high-risk fish transfers. 	Neutral	Rod licence sales/GiA
				Low	GiA	



Name
Mike Averill
Job title
Chief Executive
Shanks Group plc



Partner
Archie Robertson
Director of
Operations
Environment
Agency

“We support the concept that the polluter pays, so paying for regulation is acceptable, even though it’s us that’s footing the bill.

But we must ensure that charges represent value for money. We need to see the same stringency on these costs as we apply to our own operational activities. Transparency is essential: we need evidence that legitimate costs have been kept to an absolute minimum.

The new concepts have tremendous potential. To regulate demonstrably compliant industry with a light touch must make sense. We already practise self-monitoring and self-reporting, and will continue to do so.

If the new system is working, we would expect to pay less where we score well. If we pass the tests, we shouldn’t need regulators crawling all over us, and it shouldn’t cost us as much as it does industry that’s clearly problematic.



Cleaner air for everyone

We will have cleaner and healthier air. The emission of pollutants into the atmosphere will decline greatly, below the level at which they can do significant harm.

Over the next five years:

Emissions to air will be regulated according to their impact on the environment and the effect they have on the health of people, plants and animals.

We will continue to reduce emissions from Agency-regulated processes.

We will do this by:

Playing our part in implementing the National Air Quality strategy and improving air quality monitoring in collaboration with local authorities and Government.

Working with others, particularly local authorities and the Highways Agency, and promoting easy access to air quality information.

Implementing EU directives and reviewing Agency permits.

What's different:

We will work closely with others to agree and implement our role in achieving cleaner air.

We will make information more easily available and understood, in a way that will galvanise public interest and support.

We will know we are making progress when:

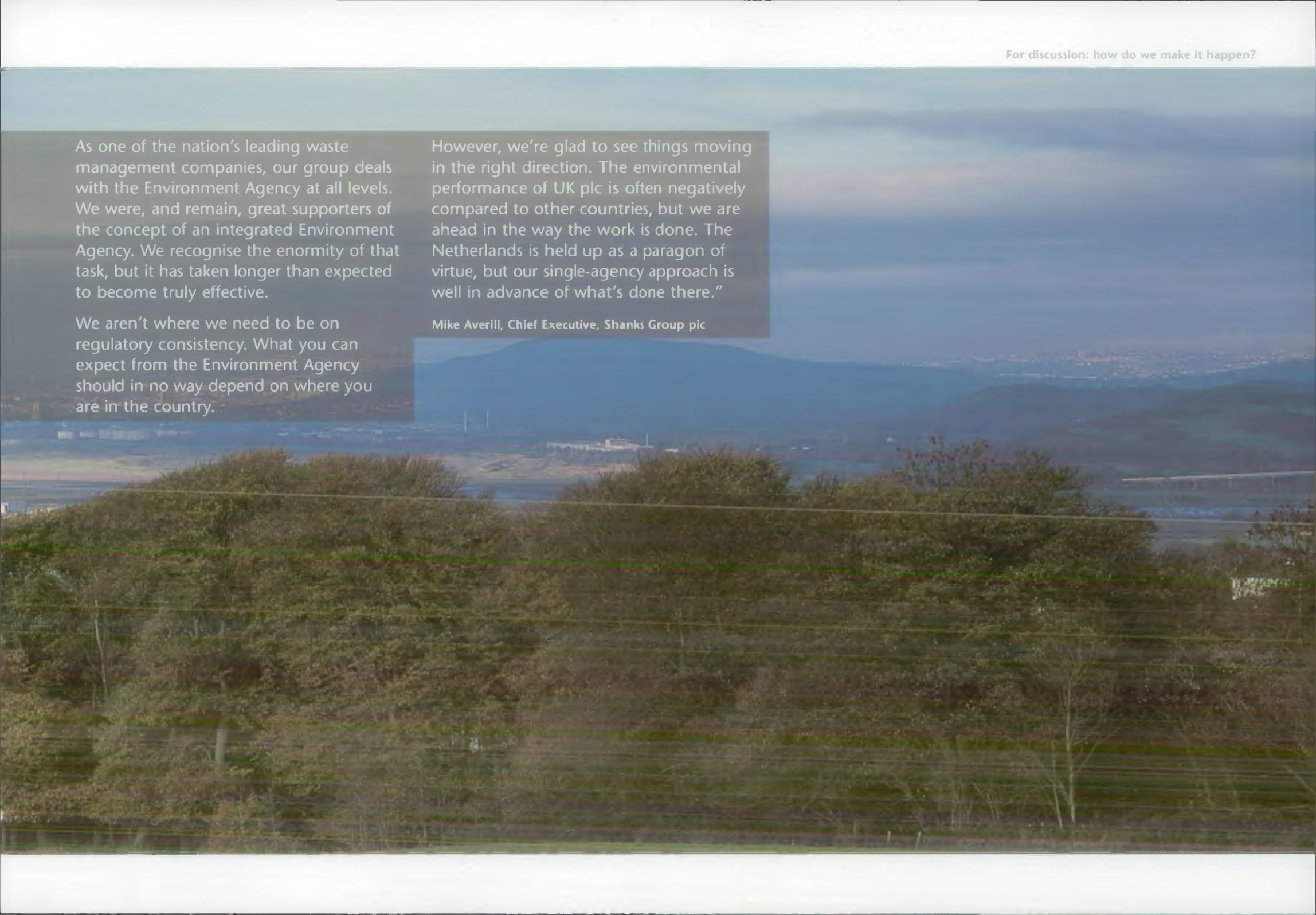
Emissions to air reduce; there are fewer complaints about odour from Agency-regulated processes, and there are fewer days when air pollution is reported as moderate or worse.

As one of the nation's leading waste management companies, our group deals with the Environment Agency at all levels. We were, and remain, great supporters of the concept of an integrated Environment Agency. We recognise the enormity of that task, but it has taken longer than expected to become truly effective.

We aren't where we need to be on regulatory consistency. What you can expect from the Environment Agency should in no way depend on where you are in the country.

However, we're glad to see things moving in the right direction. The environmental performance of UK plc is often negatively compared to other countries, but we are ahead in the way the work is done. The Netherlands is held up as a paragon of virtue, but our single-agency approach is well in advance of what's done there."

Mike Averill, Chief Executive, Shanks Group plc



Priority: Achieve air quality standards

Priority framework outcomes	Indicator of progress in achieving outcome and target (bold)	Agency target for 2005 <small>(A,N,I = Agency, National or International target. A* = Agency contribution to a national or international target). <i>Italics</i> denote the agency has an influencing role.</small>	'Means' (Main Agency activities required to meet the target)	Resource impact <small>(high, medium, low, neutral)</small>	Income streams affected	Implications
All controllable emissions to the air will be regulated on the basis of their environmental impact and detrimental effects on human health, plants and animals minimised.	<ul style="list-style-type: none"> • Fewer days when air pollution is moderate or higher in the UK. • Reduced emissions to air. • Fewer complaints of odour from Agency regulated processes. • Reduced exceedance of National Air Quality Standards. 	Relative to their overall contribution to inputs, reduce emissions from Agency-regulated processes such that they do not contribute to the failure of National Air Quality Standards (for benzene, 1,3-butadiene, CO, Pb, NO ₂ , PM ₁₀ & SO ₂) by 2005. (A*)	<ul style="list-style-type: none"> • Deliver our contribution to the National Air Quality strategy. • Continue to work with local authorities, the Highways Agency and others in order to achieve cost effective reductions in all sources of air pollution, reviewing Agency permits as appropriate. • Implement appropriate EU Directives including Air Quality Framework Directive, associated daughter Directives, PPC. • Improve monitoring of air quality in collaboration with local authorities and Government. • Improve availability of air quality information in collaboration with Government and others. • Ensure that sector targeting reflects the relative contribution of the sectors. • Improve the quality of EALs used in assessment of acceptability of releases. 	Low	IPC/PPC	Relationship with local authorities; apportionment of target between traffic and regulated industry will profile ineffectiveness of Government transport policies; financial implications for industry.



Name
Sarah Taylor
Job title
EPO
Region
South West



Partner
Gary Jones
South West Water

"I will be more of a face of the Agency in our new role as account managers for Agency-regulated sites. I welcome firmer enforcement; we need to be seen to be strong, effective and decisive. Increasingly, however, high-tech sites like large sewage works need new approaches to enforcement.

In the Plymouth area, we have been working with South West Water to find ways of recycling sewage sludge so that it doesn't pollute or cause problems for the public. This has taken time and lots of liaison with the public and environmental health officials.

Everyone has seen that we are willing to wade in to see the problem at first-hand and resolve it face to face. This has helped overcome resistance, build trust and win co-operation from all concerned.

In the past, we have been too in-tray driven and reactive. I want us to be seen as approachable, reasonable and accessible. To me that's all part of our willingness to get involved."

Sarah Taylor, EPO, South West

Improved and protected inland and coastal waters

Our rivers, lakes, estuaries, groundwaters and coastal waters will be far cleaner. They will sustain diverse and healthy ecosystems and support recreation, including water sports and fishing, to support a thriving and healthy community.

Over the next five years:

91% of rivers will meet their quality objectives.

5,000 farms will have nutrient management plans.

Designated bathing waters will achieve 97% compliance with the mandatory standards and 85% compliance with guideline standards.

95% of inland and coastal waters will meet the EU Directive requirements governing their use.

116 sites affected by abstraction will be remediated.

We will identify the pressures and impacts on all surface waters.

We will know the demand and quality pressures on all groundwater resources.

We will publish half of the Catchment Abstraction Management strategies for England and Wales by 2005.

We will do this by:

Ensuring the current water industry investment programme is implemented and by planning for the next.

Reviewing discharge permits.

Working with agriculture and others to reduce diffuse pollution, encouraging the use of best farming practices.

Implementing an eutrophication strategy and local action plans.

Targeting pollution prevention campaigns and working with the Coal Authority to minimise pollution risks from old mines.

Implementing the Water Framework Directive, Pollution Prevention and Control legislation, the Dangerous Substances policy and the Urban Waste Water Treatment Directive.

Encouraging the cleaning up of contaminated land.

Publishing the General Quality Assessment survey of rivers and estuaries.

Protecting groundwater, enforcing the groundwater and nitrate directives and implementing a groundwater monitoring programme.

Implementing solutions at 116 National Environment Plan sites.

What's different:

For the first time, we will understand nationally the pressures on groundwater and know where to target our efforts.

Our monitoring will move away from mainly chemical analysis towards overall river ecological assessment.

We will be targeting diffuse pollution, persuading farmers to adopt nutrient management plans.

We will know we are making progress when:

Surface and groundwater quality improves and the quantity of major contaminants entering the sea goes down.



Improved and protected inland and coastal waters

For discussion: how do we make it happen?

Priority: Reduce environmental pollution. Minimise point and diffuse source pollution of water and chemical inputs.
Achieve sustainable management of water resources.

Priority framework outcomes	Indicator of progress in achieving outcome and target (bold)	Agency target for 2005 <small>(A,N,I = Agency, National or International target. A*, A' = Agency contribution to a national or international target). Italics denote the agency has an influencing role.</small>	'Means' (Main Agency activities required to meet the target)	Resource impact <small>(high, medium, low, neutral)</small>	Income streams affected	Implications
Abstractions and discharges will neither damage the environment nor threaten human health.	<ul style="list-style-type: none"> Improved river quality. Improved groundwater levels and quality. Improved estuarine quality. 	Achieve 91% compliance with River Quality Objectives. (N)	<ul style="list-style-type: none"> Implement AMP3 and plan for AMP4. Review other permits. Work with Agriculture and other trade sectors to reduce diffuse inputs. Targeted pollution prevention campaigns. Implementation of WFD. Work with Coal Authority to minimise pollution risks from old mines. GQA survey. Influence future development of Agriculture. 	Medium	GiA	Consistent with agreed AMP3 programme; likely to require significant additional expenditure by Agriculture and other industries to reduce diffuse inputs.
		<i>To reduce diffuse pollution and eutrophication, 5,000 farms will have nutrient management plans. (A)</i>	<ul style="list-style-type: none"> Work with Agriculture to reduce diffuse inputs. Encourage targeted take-up of the 'Best Farming Practices' Manual and implement Local Eutrophication Control Action Plans. 	Low	GiA	
The effects of diffuse pollution will have been reduced.	<ul style="list-style-type: none"> Improved coastal water quality. 	Achieve 97% compliance with the mandatory standards in the Bathing Water Directive and 85% compliance with guideline standards at designated bathing waters. (A*)	<ul style="list-style-type: none"> Implement AMP3. Plan for AMP4. Work with Agriculture to reduce diffuse inputs. Review non-water industry permits. Undertake collaborative work with local authorities. 	Medium	GiA/CfD	Consistent with agreed AMP3 programme, but likely to require significant additional effort to reduce input from sources outside the Water Industry with expenditure needed by Agriculture, private individuals, tourist industry and LAs; a more proactive stance by Agency in pursuing these other improvements which may affect relationships with other stakeholders.
The quantities of chemicals entering the sea will have been greatly reduced.		Publish Catchment Abstraction Management Strategies (CAMS) for 50% of catchments across England and Wales (A).	<ul style="list-style-type: none"> Develop and consult over CAMS on a rolling programme in each area. 	Modest impact	Water Res. Charging Scheme	The Agency has made a public commitment to ensure 129 local CAMS are in place by 2008.
		Ensure that 95% of inland and coastal waters achieve the requirements of EU use-related Directives, as interpreted by Government. (A)	<ul style="list-style-type: none"> Implement AMP3 and plan for AMP4. Implement IPPC and WFD. Work with Agriculture and other trade sectors to reduce diffuse inputs. Implement Eutrophication Strategy. Review other permits. Encourage remediation of contaminated land. Implement Dangerous Substances policy and the Urban Waste Water Treatment Directive. 	Medium	GiA/CfD/PPC	Significant expenditure by Agriculture Industry with a major effort to reduce diffuse inputs.
		Restore 116 sites affected by unsustainable abstraction, and prioritise further sites for remediation. (N)	<ul style="list-style-type: none"> Implement the National Environment Programme at 116 sites identified as potentially being affected by water company abstractions under AMP3. Plan for AMP4. Implement WFD. 	Medium	Water Res.	
		Characterise and quantify pressures and impacts on all surface waters, including rivers, lakes and estuaries. (I)	<ul style="list-style-type: none"> Implement the Water Framework Directive. Develop and implement guidance using existing information on river basins. 	Medium	GiA/CfD	
		Quantitatively characterise and document the resource demand and quality pressures on all groundwater sources. (I)	<ul style="list-style-type: none"> Implement the WFD. Develop and implement groundwater monitoring programme. Ongoing implementation of groundwater protection policy. Ongoing implementation and enforcement of Groundwater and Nitrate Directives. 	Medium	GiA/CfD/ Water Res.	



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Area Manager
Region
North West



Partner
Stuart Swift
North West
Regional
Development
Authority

“A key priority is to work closely with business to influence those responsible for impact on the environment. We need to be persuasive, and that means being able to listen. We’re working closely with the RDA to raise the profile of the environment in this area and to achieve our goals through influence.

In this region, we had so much going on that we started a project called ‘How does it all fit together?’, defining our agreed priorities and agreeing where we were going to focus our action and energies. The corporate strategy will be a bigger version of that to help drive us forward. It’s exactly what we need to direct the enthusiasm and passion we all feel for environmental improvement towards achieving real outcomes.

I’d like to spend more time raising the profile of environmental issues across the area. There’s masses of enthusiasm out there – people just need a bit of help and knowledge, and we’re well placed to provide that. I’d like us to be seen as really professional and knowledgeable, someone people want to both talk to and listen to.

There is no mythical ‘Agency’ separate from the people who work here. The Environment Agency is all of us pulling together, every individual and team doing something towards getting the results we’re committed to.”

Annette Pinner, Area Manager, North West

Restored, protected land and healthier soils

Land and soil in the countryside and towns will be exposed far less to pollutants. They will support a wide range of uses, including production of healthy, nutritious food and other crops, without damaging wildlife or human health.

Contaminated and damaged land will be restored and protected.

Over the next five years:

We will use our powers and influence to support better soil management and more sustainable agricultural practices.

60 contaminated land 'special sites' will be investigated and substantially improved.

We will seek to improve the sustainability of agriculture by ensuring National Rural Development Plans include specific agri-environment measures to protect land and natural resources.

Soil acidification will reduce as a result of a 50% reduction in pollutants from power stations.

New local planning authority development strategies and planning decisions will reflect our views.

We will do this by:

Enforcing permits which remove acid rain pollutants from power station flue gasses.

Being fully involved in schemes for improved agricultural land and soil management.

Publishing and implementing our Soil Strategy.

Using our powers and promoting best practice in contaminated land management. We will help local authorities identify contaminated land 'special sites', secure the necessary funding and manage the overall improvement programme.

Pressing for sustainable development, we will work closely with local planning authorities, advising developers early and encouraging co-ordinated planning and environmental licence applications.

What's different:

We will be proactive in ensuring that contaminated land is cleaned up.

Through our involvement in Rural Development Plans and soil management, we are taking soil seriously as an environmental issue.

Our effort on land use planning will be refocused onto the strategic planning process.

We are pressing for a twin-track approach to licensing and planning permission. This will speed up the process, reducing conflicting decisions and public confusion.

We will know we are making progress when:

The amount of contaminated land reduces; there is an increase in the proportion of agricultural support payments that go towards natural resource-based measures; and the number of planning applications that ignore Agency advice decreases.



For discussion: how do we make it happen?



Priority: Reduce environmental pollution. Prevent soil loss and degradation. Remediate contaminated land.

Priority framework outcomes	Indicator of progress in achieving outcome and target (bold)	Agency target for 2005 <small>(A,N,I) = Agency, National or International target. A* A = Agency contribution to a national or international target). Italics denote the agency has an influencing role.</small>	'Means' (Main Agency activities required to meet the target)	Resource impact <small>(high, medium, low, neutral)</small>	Income streams affected	Implications
Major contaminated land problems will have been identified, and the land cleaned up and restored so that it is fit for specific uses, and the landscape enhanced.	<ul style="list-style-type: none"> Fewer sites determined as contaminated land. Increased percentage of sites remediated. 	Secure the substantial remediation and/or investigation of 60 'Special Sites'. We will achieve this firstly through negotiated voluntary action, and secondly through use of the DEFRA Capital Projects fund for sites in England and grant-in-aid bids to National Assembly for Wales for sites in Wales. (A)	<ul style="list-style-type: none"> Implement Part IIa. Promote best practice on contaminated land management. Proactively support local authority strategies to identify special sites. Secure funding and manage remediation programme. Provide information, guidance and training to LAs and others. 	Medium	GiA	More proactive stance by Agency in working with local authorities and others; achievement dependent on level of funding from DEFRA/NAW to undertake remediation.
There will be a reduction in the creation of new problems by the inappropriate use and development of land, by direct and indirect additions to the soil, and by accelerated soil erosion.	<ul style="list-style-type: none"> Increased percentage of agricultural support payments for natural resource-based measures. Reduction in soil-related pollution incidents and flooding. Reduction in the area of land where critical loads are exceeded from aerial deposition. Reduction in the number of planning applications permitted against Agency advice. 	<i>We will seek to improve the sustainability of agriculture by ensuring National Rural Development Plans include specific agri-environment and other measures for protection of land and natural resources. (A)</i>	<ul style="list-style-type: none"> Describe and evaluate the environmental benefits from new agri-environment measures. Develop and participate in pilot and then main programme schemes. Seek to influence adoption of more sustainable practices in the agricultural sector and build understanding via learning routes (eg Professional Insts, Workplace Learning, Financial Sector, Strategic Partnerships and Further & Higher Education). 	Low	GiA	Agency is in key position to influence developments consistent with new DEFRA objectives.
		To support better soil management, produce and commence implementation of an Agency Soil Strategy by September 2002. (A)	<ul style="list-style-type: none"> Produce consultation draft of the Soil Strategy by April 2002. Finalise the Strategy by September 2002. Fully implement the Strategy (some activities are already under way). 	Low		
		Contribute to a reduction in acidification by reducing SO ₂ from major coal and oil-fired power stations by 50% from a 2000 baseline. (A)	<ul style="list-style-type: none"> Ensure compliance with agreed Agency permits. Influence energy policy. Implement large combustion plant Directive. Implement IPPC. 	Low	IPC/PPC	Consistent with existing agreements with ESI; major additional expenditure would be needed if these improvements do not achieve the target.
		<i>All new development strategies of local planning authorities will be influenced by Agency input to minimise environmental impacts. (A)</i> <i>95% of Agency representations on planning applications will influence planning decisions. (A)</i>	<ul style="list-style-type: none"> Work closely with regional planning bodies and local planning authorities at all stages in planning policy development and in consideration of applications for planning permission, providing environmental information and advice relevant to regional and local planning issues. Provide early advice to developers before planning applications are made, and encourage them to co-ordinate applications for planning permission and environmental licences/authorisations. Build understanding of environmental issues and promote sustainability in the planning sector by targeting specific learning routes. Work with Government to introduce sustainable development principles fully into Planning Policy Guidance. Establish an effective means of interface between the Agency and planning bodies to ensure that the hierarchy of planning guidance is able to take account of the requirements of statutory River Basin Plans. 	Low	GiA	



Name
Nick Bethel
Job title
Head of
Special Waste
Based
Head Office



Partner
Chris McGainey
DEFRA

“European directives for waste have widened the scope of the list of hazardous waste producers and shipments. That means we have three times the number of producers and shipments – 600,000 and 1.5 million. Frankly, we will struggle to deal with these numbers. So we are helping DEFRA to design the system into something less bureaucratic and more effective.

I’m determined that we should spend less time regulating those who are already largely compliant and do more to bring non-compliant dealers in hazardous waste into compliance or, indeed, into regulation. Through our collaborative partnership with DEFRA, we will ensure that any new

legislative regime is consistent with our environmental priorities. It’s an informal, close relationship; without that kind of trust, it’s difficult to influence anyone.

I like to say we came up with a new regulatory system over a beer in Brussels, although it’s more accurate to say that we worked as a team to analyse the pitfalls of the existing regime. We are going to produce a new regulatory system that will enable the Environment Agency to raise both our profile and our credibility, and I’m proud to be part of that.”

Nick Bethel, Head of Special Waste, Head Office

A 'greener' business world

Environmental concerns will be at the heart of business thinking and operations. Industry and business will value the services that come from a rich and diverse natural environment. In the process, they will reap the benefits of sustainable business practices, improve competitiveness and value to shareholders and secure trust in the wider community.

Over the next five years:

90% of pollution reduction plans for regulated sources of agreed priority chemicals will be achieved.

We will seek to reduce the environmental impact of 100 small and medium sized enterprise (SME) sectors.

Significant breaches of Agency permit conditions will reduce by 15%.

There will be an 80% reduction in point source discharges causing acute toxic effects.

There will be 10% fewer category I and II pollution incidents.

The UK radioactive substances national discharge strategy will be achieved.

We will do this by:

Implementing our new chemicals policy, influencing the notification and use of chemicals and by promoting our concerns and priorities at the chemical stakeholder forum.

Improved risk-based regulation, enforcement and charging, with increased self-monitoring supported by enforcement. There will be easy public access to information on the environmental performance of regulated industry.

Running targeted campaigns at local and national level to prevent pollution and promoting changes to company law that encourage environmental responsibility.

Adopting an intelligence-led approach to environmental crime, including collaborating with local authorities to tackle fly-tipping.

What's different:

Permits and enforcement will be assessed on the basis of potential risk to the environment.

Operators will be expected to take responsibility for their own performance, monitoring their own activities subject to Agency audit, and encouraged to go beyond the basic minimum requirements.

The focus of our monitoring will begin to shift from chemical analysis towards ecological impact.

We will use imaginative ways to get the environmental message across to small and medium size enterprises, including our internet-based regulation information system.

A clear focus on SMEs and the non-regulated sector to prevent environmental impacts.

We will know we are making progress when:

There are fewer pollution incidents and improved levels of compliance with Agency permits; more businesses have adopted accredited environmental management systems.



For discussion: how do we make it happen?



Priority: Reduce emissions and pollution incidents. Increase compliance with Agency permits.

Priority framework outcomes	Indicator of progress in achieving outcome and target (bold)	Agency target for 2005 <small>(A,N,I = Agency, National or International target. A*, A = Agency contribution to a national or international target). Italics denote the agency has an influencing role.</small>	'Means' (Main Agency activities required to meet the target)	Resource impact <small>(high, medium, low, neutral)</small>	Income streams affected	Implications
All business practices will have environmental concerns at the heart of their thinking and operation. There will be full compliance with environmental legislation.	<ul style="list-style-type: none"> Increased level of compliance with Agency permits. Increased number of businesses with accredited environmental management systems. 	Implement 90% of the Pollution Reduction Plans for regulated sources of agreed priority chemicals. (A)	<ul style="list-style-type: none"> Implement chemicals policy. Develop and implement pollution reduction plans through local and national partnerships as appropriate. Review Agency permits as appropriate. Identify new Agency concerns and priorities and influence national priorities via chemical stakeholder forum. Influence the notification and use of chemicals. Targeted pollution prevention campaigns and waste reduction programmes. 	Low	GiA	Financial implications for agriculture and industry; water industry investment implications for AMP4.
		Achieve an 80% reduction in the number of point source discharges from industrial effluent plants causing acute toxic effects. (A)	<ul style="list-style-type: none"> Implement Direct Toxicity Assessment policy. Implement PPC. Implement Landfill Directive. Implement priority hazardous substances requirements of the WFD. 	Low	GiA/CfD/IPC/PPC/Waste	Likely to need additional expenditure by industry beyond that planned to meet existing statutory regulatory requirement.
		<i>Reduce the environmental footprint of 100 SME subsectors by providing access to guidance on reducing their environmental impact and meeting their environmental obligations. (A)</i>	<ul style="list-style-type: none"> Implement NETREGs in collaboration with Trade Associations. Influence codes of practice. Quantify and rank SME environmental impacts and use to prioritise efforts of Agency and others. Develop partnerships to encourage provision of consistent best practice advice. 	Low	GiA	Completely outside our regulatory remit but consistent with programme agreed with DTI.
		Achieve a 15% reduction in significant breaches of Agency permit conditions. (A)	<ul style="list-style-type: none"> Implement AMP3 and Landfill Directive. Improve risk-based regulation and charging. Introduce more operator self-monitoring. Take targeted enforcement action. Influence business sectors and build understanding by providing targeted, strategic input to learning routes (eg Professional Insts, Workplace Learning, Financial Sector, Strategic Partnerships and Further & Higher Education). Promote the development and uptake of improved environmental management systems. Implement the scheme for classification and management of breaches of compliance. Promote environmental responsibility by annual environmental reporting. Publicise performance of regulated industry and make information more available to public. Influence company law to promote environmental responsibility. 	Medium	CfD/Waste/IPC/Water Resources/GiA	Financial and reputational implications for some regulated industry; could undermine public confidence in effectiveness of existing regulation; major influencing strategy required.
There will be major reductions in the impact on human health and the environment arising from industrial activities.	<ul style="list-style-type: none"> Reduction in the number of pollution incidents by type, severity and sector. 	Achieve a 10% reduction in category I and II pollution incidents from all sectors. (A)	<ul style="list-style-type: none"> Targeted local and national pollution prevention campaigns. Influence business sectors and build understanding by providing targeted, strategic input to learning routes. Implement NETREGs initiative. Collaborate with Trade Group and others to improve codes of practice in Agriculture and other sectors. Risk-based enforcement. Implement IPPC. Adopt intelligence-led approach to environmental crime. Collaborate with local authorities to tackle fly-tipping. Develop partnership to improve guidance available to Business. 	Medium	GiA/CfD/Waste/IPC/PPC/Water Resources	Financial and reputational implications for Agriculture and other affected sectors; major influencing strategy required.
		Reduce emissions of radioactive substances to achieve the requirements of the UK radioactive substances national discharge strategy. (A*)	<ul style="list-style-type: none"> Implement UK radioactive substances strategy. Collaborate with other stakeholders to effect reductions. Review Agency permits. 	Neutral	RSR	Significant financial implications for industry but consistent with UK Government strategy.



Name
Alison Rennie
Job title
Team Leader
Water Resources
Region
Southern



Partner
Peter Potts
Hampshire County
Council Ranger

"I'm involved in projects with a broader range of people, inside and outside the Environment Agency. It's just not acceptable any more to say 'that's the council's problem' – the public expects us to find joined-up ways of working together to deliver the goods, and they're quite right.

We're working with Portsmouth Water to find an alternative source of water to a borehole that's damaging a wetland Site of Special Scientific Interest. To manage the site effectively, a range of expertise is needed. A Hampshire County Council ranger who looks after the site provides local management and ecological knowledge and we support him by carrying out fisheries and ecology surveys and providing technical advice. It's a three-way partnership that's working on every level to protect the site.

We need long-term planning as well as an immediate response. It's essential, and it's very much our role, to get flood measures and water-saving measures built into the planning stages of development.

It takes time to do all this effectively. It takes time to listen to people, talk to them and build community involvement. But it is so worthwhile, and it gives me a kick to know that we've involved people in effective, face to face contact that ultimately benefits the environment. I believe strongly in what we're doing. And nobody else is going to do it!"

Alison Rennie, Team Leader Water Resources, Southern

Wiser, sustainable use of natural resources

Everyone will take responsibility for minimising the waste they produce. Waste will increasingly be seen as a potential resource. Intensive re-use and recycling of materials and efficient use of energy will become the norm. Products will be designed, marketed and licensed to minimise environmental costs in their manufacture and use. Producers will be responsible for the end-of-life fate of their products. Water will be an acknowledged valuable resource and will be used wisely by everyone.

Over the next five years:

There will be at least 95% compliance with the targets for relevant Registration and Producer responsibility schemes.

There will be a 10% reduction in waste produced by Agency-regulated processes.

No tyres, liquid wastes, clinical waste or other dangerous wastes will be land-filled. We will encourage a 15% reduction on 1998 levels in generation and land-filling of industrial and commercial waste.

We will work with others for a reduction in household waste. We will support local authorities with information and tools to secure more sustainable management of municipal solid waste.

We will reduce the likelihood of water supply shortages while avoiding environmental damage.

We will determine levels of environmental crime, and set a target for its reduction by 2002, focusing on those activities that cause most environmental harm.

We will promote and support the introduction of non-regulatory approaches to achieve the sustainable use of resources.

We will do this by:

Influencing the EU and Government to bring in new and better producer responsibility schemes.

Carrying out targeted waste surveys, publishing the results

and using targeted waste minimisation campaigns.

Influencing the development and implementation of local and regional waste strategies and monitoring local authority performance in achieving targets.

Securing water company co-operation and evaluating water resource plans and drought plans.

Working with local authorities and other enforcement agencies to tackle local environmental crime.

What's different:

A broader, strategic approach to waste minimisation, maintaining local initiatives where these are appropriate.

Greater emphasis on reducing waste throughout the supply chain.

New abstractions will only be authorised when the need is proven and the environmental impact is acceptable.

Greater use of economic instruments in promoting the sustainable use of resources.

We will know we are making progress when:

The amount of waste produced is going down; disposal of waste to landfill is decreasing while levels of recycling and composting improve; there is a better balance between the demand for water and its availability.



Priority: Reduce resource usage. Minimise waste. Achieve more sustainable waste management and produce less waste. Improve water demand management and sustainability of water use.

Priority framework outcomes	Indicator of progress in achieving outcome and target (bold)	Agency target for 2005 <small>(A,N,I = Agency, National or International target. A*, A = Agency contribution to a national or international target). Italics denote the agency has an influencing role.</small>	'Means' (Main Agency activities required to meet the target)	Resource impact <small>(high, medium, low, neutral)</small>	Income streams affected	Implications
<p>Waste will be regarded by both industry and consumers as a potential resource, with the efficient re-use and recycling of materials the social norm.</p> <p>Products will be designed, marketed and licensed to minimise environmental costs in their manufacture and use and at the end of their life and producers will be responsible for the end-of-life fate of products.</p>	<ul style="list-style-type: none"> Reduction in waste arisings and disposal routes. Increased level of recycling and composting. 	<p>To minimise the environmental costs of manufacturing, ensure at least 95% compliance with the targets for relevant Registration and Producer responsibility schemes. (A)</p>	<ul style="list-style-type: none"> Implement the Waste Electrical and Electronic Equipment and the End of Life Vehicles Directive. Enforcement. Influence EU and Government to identify new and better producer responsibility schemes. Work with industry in introducing producer responsibility for other waste streams. Develop lifecycle assessment tools. 	Medium	GiA/Waste	Consistent with statutory obligations but major financial implications for affected industry; reputational issue for Agency given present poor compliance levels.
		<p>Secure a 10% reduction in waste production by Agency regulated processes. (A*)</p>	<ul style="list-style-type: none"> Implement IPPC. Targeted waste minimisation campaigns. Promote waste exchanges. 	Low	IPC/PPC	Financial implications for industry and will not be delivered entirely by regulatory mechanisms.
	<ul style="list-style-type: none"> Reduction in disposal of tyres. Improved compliance with producer responsibility schemes. 	<p>Establish a baseline for levels of environmental crime and set a target for its reduction by 2002, targeting the activities causing the greatest environmental harm and impact on business. (A)</p>	<ul style="list-style-type: none"> Establish local baselines of levels and nature of local environmental crime. Use intelligence to target enforcement. Develop partnerships with local authorities and other enforcement agencies. Ensure that exemptions are valid. Special enforcement. 			
		<p><i>Ensure that tyres, liquid wastes, clinical waste and other dangerous wastes are excluded from landfills progressively from 2002, in line with the Landfill Directive timetable. Encourage a reduction in the generation and subsequent landfilling of industrial and commercial waste to 85% of 1998 levels. (N)</i></p>	<ul style="list-style-type: none"> Implement Landfill Directive. Undertake targeted waste surveys and publicise results. Implement National Waste Tyres campaign. Influence development and implementation of local and regional waste strategies. Inspection and enforcement. Monitor performance of local authorities in achieving targets. Encourage the development and implementation of economic incentives and other non-regulatory approaches to promote the sustainable use of resources. 	Medium	Waste/GiA	Relationship with local authorities could be affected if Agency profiling poor achievement of targets.
		<p><i>Work with others to influence a reduction in household waste. Provide information and tools to local authorities to secure more sustainable management of municipal solid waste in accordance with the Waste Strategy 2000. (A)</i></p>	<ul style="list-style-type: none"> National household analysis programme. Continue development and provision of strategic software, eg 'Wizard'. Implementation of Landfill Directive Article 5. 	Low	Mainly GiA/some Waste income	
<p>Water will be acknowledged to be a valuable resource and will be used wisely by all sectors of society while the justifiable demands of water use will be understood and the means of meeting them in place.</p>	<ul style="list-style-type: none"> Demand forecasts for all sectors reflect wise use of water. 	<p>Reduce the likelihood of water supply shortages, while avoiding the growth in environmental damage. (A)</p>	<ul style="list-style-type: none"> Issue updated planning guidance, secure water company co-operation and evaluate drought plans as necessary. Secure support through national and regional level discussions. Secure co-operation of other main users to support steps identified in the National and Regional Water Resources Strategies. Carry out an economic analysis of water use for all River Basins. 	Limited impact	Water Resource Charging Scheme	Publicly committed to develop short and medium-term implementation plan for National and Regional Strategies.



Name
Roy Ward
Job title
Chairman
Yorkshire Regional
Flood Defence
Committee



Partner
Craig McGarvey
Area Manager
Region
North East

"I am extremely supportive of the direction in which the Environment Agency is moving. The strategic importance of flood defences cannot be over-estimated. One in ten of the population, and two hundred billion pounds worth of property, is at risk of flooding. Cities like London and Hull would have been abandoned by now were it not for flood defences.

In Yorkshire, we invest £25 million a year in flood defences; the damage saved is about £435 million. In England and Wales as a whole, we spend £500 million to save £2.4 billion. Clearly, flood defence is one of the best investments local and central Government can make. Yet the Dutch invest four times more of their GDP than we do in flood defences.

Public expectations of consistent standards of protection are rising, and the flood risk is steadily increasing. Due to more severe

storms, global warming and rising sea levels, we can expect some places to be flooded every two to three years, rather than every twenty to thirty years as in the past, and in the summer and autumn as well as in the winter.

We should put resource into managing the flow of water from the uplands to the sea, flood warning systems, educating the public and influencing planning of new developments – we may even need to relocate some communities, as has been done in the States.

The stark reality is that our choices are limited. We need to spend 50% more than we have in the past just to maintain current levels of protection. We need to double our investment if we want to make real progress."

Roy Ward, Chairman, Yorkshire Regional Flood Defence Committee

Limiting and adapting to climate change

We want to see drastic cuts in the emission of 'greenhouse gases' such as carbon dioxide. We want to see society as a whole taking into account, and prepared for, the probable changes to our climate.

Over the next five years:

There will be at least a further 6% reduction in carbon dioxide emissions from Agency-regulated processes compared to 1990 levels.

At least an 8.5% reduction on 1990 levels in greenhouse gas emissions from Agency-regulated processes.

We will have an up to date assessment of the threat to water supply and the water environment posed by climate change.

We will contribute to local initiatives and influence national policies to increase use and generation of renewable energy sources.

We will do this by:

Influencing energy strategy and supporting more sustainable energy generation.

Exploring with Government the most effective mix of economic measures, negotiated agreements and direct regulation.

Publishing league tables of named greenhouse gas emitters on the internet.

Evaluating the robustness of each water company's water resources and drought plans (and resource plans of other major water users) against a range of climate change scenarios.

Combating potential water shortfalls by seeking to reduce demand.

What's different:

We have new targets and new means of achieving them to reduce greenhouse gas emissions.

We are seeking effective, non-regulatory measures, enforceable by regulation, to reduce greenhouse gases.

Public debate will be promoted through better access to information. We will work to ensure that the plans of industry, regional agencies and local authorities recognise the need to adapt to the implications of climate change.

Support for sustainable energy generation.

We will know we are making progress when:

Emissions of greenhouse gases go down.



Priority: Mitigate and adapt to climate change.

Priority framework outcomes	Indicator of progress in achieving outcome and target (bold)	Agency target for 2005 <small>(A,N,I = Agency, National or International target. A, A' = Agency contribution to a national or international target). Italics denote the agency has an influencing role.</small>	'Means' (Main Agency activities required to meet the target)	Resource impact <small>(high, medium, low, neutral)</small>	Income streams affected	Implications
'Greenhouse gas' emissions from all sources will have been quantified and greatly reduced, with an evident trend showing continuous enhancement.	Reduction in emission of all greenhouse gases.	Contribute to achieving the UK's commitment under the Kyoto protocol by applying BAT and reducing greenhouse gas emissions from Agency-regulated processes by at least 8.5% on 1990 levels by 2005. (A')	<ul style="list-style-type: none"> Implement IPPC, in association with the climate change levy agreements and negotiated agreements. Continue to explore with DEFRA and DTI the most effective mix of economic measures, negotiated agreements and direct regulation. 	Low	IPC/ Waste, PPC	Integration with Government's target for CO ₂ and its non-sectoral approach. Relative contribution Agency-regulated sector being expected to make.
		In line with the UK target, implement IPPC/BAT to achieve at least a further 6% reduction in carbon dioxide emissions from Agency-regulated processes between 1999 and 2005, compared to 1990 levels. (A ^{*)}	<ul style="list-style-type: none"> Use the Pollution Inventory to provide an estimate of GHG releases from Agency regulated processes. Produce league tables of named GHG emitters and place on the internet. 			
		<i>Promote greater use and generation of renewable energy sources by supporting local initiatives and influencing national policies ensuring they take into account the environmental impacts of alternative energy sources. (A)</i>	<ul style="list-style-type: none"> Within the constraints of the climate change levy, ensure that energy efficiency is actively reviewed and improved at all regulated sites, including the productive use of excess heat. Influence Government long-term energy policy, to ensure it takes into account the environmental impacts of different energy sources. Support partnerships to promote domestic energy efficiency; highlight the need for improved energy ratings for new houses. In partnership with the Energy Saving Trust, strengthen energy efficiency understanding with industry and the public. 	Low	GiA/PPC, Water Res.	
Environmental needs for water and the continuity of public supply will be in balance as the climate changes.	Improved trends in water demand and availability.	Deliver an up to date assessment of the risk to water supply posed by climate change. (A)	<ul style="list-style-type: none"> Complete the second stage analysis of the impact of climate change for water resources. Evaluate robustness of each water company's water resources and drought plans, and resource plans of other major water users, against a range of scenarios for climate change. Increase promotion of measures that reduce demand, to address potential water shortfalls. 	Low/Medium	WR Charging Scheme	



Name
Sue O'Neill
Job title
Flood Defence Operations
Team Leader
Region
North East



Partner
David Cooke
Police

“Changes we have already introduced using the lessons learned from flooding have helped a lot. We now have much better emergency planning, with much closer links. We have scenario rehearsals, and in themselves, those create closer relationships and build teams. We’re much more aware of what we can do and what we can’t.

Our new approach was tested in the floods of November 2000. One village was under five feet of water for three weeks. We could see the river bank beginning to go and we worked with the fire service and the police to warn people. We closed roads and built barriers to create a second line of defence, working with the internal drainage boards

to block culverts. All this gave the villagers two or three days to prepare, which they would not otherwise have had. We worked very smoothly as one big team. It wouldn’t have happened that way in the past.

The experience of coping with the floods created neighbourhood communities out of people who had never spoken to each other before. They even include us in their neighbourhood meetings now, although during the floods many people were very angry. It’s understandable. Coping with that is all part of the job.”

Sue O'Neill, Flood Defence Operations Team Leader,
North East

Reducing flood risk

Flood warnings and sustainable defences will continue to prevent deaths from flooding. Property damage and distress will be minimised. The role of wetlands in reducing flood risks will be recognised and the environmental benefits from natural floods maximised. Flood risks due to land use and climate change will be determined and will influence planning decisions.

Over the next five years:

65% of residents in flood risk areas will take effective action.

Flood warning services will cover 75% of properties in flood risk areas.

Fewer 'at risk' properties will be exposed to a 'high risk' of flooding.

70% of key flood defence systems in urban areas will be in good condition or better.

There will be no inappropriate development inside floodplains.

We will do this by:

Improving flood forecasting and flood warning services, encouraging community self-help groups, introducing a national automated voice messaging policy and continuing our 10-year public awareness campaign.

Taking a risk-based approach and adopting innovative solutions to reducing flood risks and to asset inspection and maintenance, increasing funding for asset maintenance.

Promoting a more strategic approach to land use planning. We will provide flood risk assessments and press for flood policies to be written into Regional Planning Guidance.

What's different:

Recent episodes of flooding have resulted in significant improvements through changes introduced as a result. Closer teamwork with emergency services includes collaborative scenario planning.

We will harness increased public awareness of flooding to ensure that our policies are well understood and incorporated into land use planning and other strategic processes.

We will know we are making progress when:

The impact of major flooding incidents is reduced and there are fewer properties located in flood risk areas.

For discussion: how do we make it happen?



Reducing flood risk

For discussion: how do we make it happen?

Priority: Adapt to climate change. Stop development in floodplains. Provide timely flood warnings.

Priority framework outcomes	Indicator of progress in achieving outcome and target (bold)	Agency target for 2005 <small>(A,N,I) = Agency, National or International target. A* = Agency contribution to a national or international target). Italics denote the agency has an influencing role.</small>	'Means' (Main Agency activities required to meet the target)	Resource impact <small>(high, medium, low, neutral)</small>	Income streams affected	Implications
Flood warnings will be given in good time, acted upon and damage minimised, and people will accept the need to avoid flood risks, take warnings seriously and act accordingly.	<ul style="list-style-type: none"> Reduction in the impact of major flooding incidents. Number of properties within flood risk areas not increased. No loss of life attributable to flooding in areas receiving a full flood warning service. 	<p><i>By 2005, ensure that 65% of residents in flood risk areas will take effective action. (A)</i></p> <p>By 2005, improve the coverage of flood warning services to 75% of properties in flood risk areas. (A)</p>	<ul style="list-style-type: none"> Robust 10-year public awareness campaign. Undertake planned programme of improvements to flood forecasting and flood warning service. Seek to encourage community self-help groups. National policy on AVM. 	High	FD levies	Public and Government expectation to significantly reduce flood risk.
Consistent standards of flood defences will be in place to meet the challenges of climate change, and will be designed and constructed to deliver environmental benefits.	<ul style="list-style-type: none"> Reduction in the amount of development permitted against Agency advice. 	<p>Achieve a reduction in the proportion of 'at risk' properties exposed to a 'high risk' of flooding. (A)</p> <p>Ensure 70% of key flood defence systems in urban areas are in good condition or better. (A)</p>	<ul style="list-style-type: none"> Prioritise improvements including the use of innovative solutions to reduce risks, combined with prioritised maintenance of assets. Rigorous application of PPG25 to avoid the creation of new risks. Introduce risk-based inspections under DEFRA HLTs. Increase funding for asset maintenance. Integrated asset management plans. Development of methodology for integrity of defences. National Flood and Coastal Defence Database incorporating risk-based methods and fully populated with the required data. 	Low	FD levies	Increase recognition of limited Agency role in surface water/groundwater flooding.
Flood risks arising from land use and climate change will be recognised, understood and fully taken into account in planning decisions.		<p><i>Prevent 100% of inappropriate development inside floodplains. (A)</i></p>	<ul style="list-style-type: none"> Robust application of PPG25. Flood risk assessments. Policies written into Regional Planning Guidance. Extreme Flood Outline. Review current experience of Agency's response to planning applications and continue dialogue with LGA to introduce a more strategic approach into land use planning. 	Low/Medium	FD levies	<p>Public reporting of LAs acceptance of PPG25.</p> <p>DTLR target for brownfield sites.</p>

Building the future Agency

How we will shape our organisation to deliver our goals.





The vision for our environment: making it happen



Welcome to the Environment Agency's statement of commitment to protecting and enhancing the environment. This pack describes our plan to deliver our vision over the next five years. We have made a promise; this is how we're going to keep it.

Our plan is sharply focused: we need clear priorities if we are to deliver our vision effectively. We have made some hard choices and more will be made. Our reward is the assurance that everything we do drives towards an enhanced environment and better quality of life for all.

Government is currently consulting on statutory guidance, which includes strategic objectives for the Agency for the next five years. This work has informed the contents of this pack.

Here we set out the environmental outcomes we are working towards and the targets that will help us, in partnership with others, to achieve them. We describe how we will modernise our role as regulators, protecting and enforcing the high standards we expect in a modern society, and develop our roles as advisers to Government and others as champions of the environment in the context of sustainable development. Sound science will be important in underpinning everything we do.

This is the framework on which we will build our contributions at

every level. It is also the basis for continuing dialogue with stakeholders, with whom we work closely at both national and local level to deliver our goals, and with our own people.

Our vision for the environment is greater than what we can achieve on our own; we share responsibility with many other organisations. We will use our powers as a catalyst for action, positively influencing others to act in partnership for the benefit of the environment. We will report on the environment in a way that's impossible to ignore, highlighting the need for change.

Success depends on constantly challenging ourselves to find better, faster and smarter ways of working, so as to release resources for vital work to benefit the environment. We have set out our agenda for

our own organisation, highlighting the areas where we will act in support of environmental outcomes.

The passion, dedication and energy of our staff and stakeholders, each making a personal contribution to caring for the environment for future generations, is the fuel that will turn our vision into reality. We look forward to working with them and with our partners, and to reporting our progress in the coming years.



Barbara Young, Chief Executive
Environment Agency



Sir John Harman, Chairman
Environment Agency



We will also look to DEFRA and NAW to simplify and sharpen the funding and administration arrangements for flood defence capital grants in both England and Wales, as well as a review of the current ring-fence between DEFRA's block allocations for fisheries and other functions.

Efficiency savings

An independent study has shown that, since its inception, the Agency has delivered well in excess of 2% efficiency savings per year and has taken on 50 new duties with no real increase in funding.

We will continue to deliver efficiencies, and will develop and implement a rolling annual programme of efficiency reviews of all our activities to ensure that we maximise resources available for front line environmental improvement.

External income

While external income is unlikely to ever replace our main funding sources, we think it will become an increasingly valuable source of additional funds to deliver environmental gains.

Working within the relevant Government guidance and our statutory powers we will seek, both individually and in partnership with others, to exploit spare capacity in the Agency's assets as well as its intellectual property to generate commercial and other external income.

We will also seek to increase our utilisation of European funding sources and those of other Government funds (for example, the Capital Modernisation Fund, Invest to Save Budgets and the Heritage Lottery Fund), and use our expertise and advice to influence others in their investments to the benefit of the environment.



Name
Joan Bailey
Job title
Head of the
Environment
Agency Sponsorship
and Review (EASR)
Division, DEFRA



Partner
Nigel Reader
Job title
Finance Director

“The Environment Agency is responsible for delivering much of the Government’s agenda for protecting and enhancing the environment, it is important for Government to set out clear policy priorities for the Agency to focus on.

The Agency is the biggest Non-Departmental Public Body sponsored by Government, with a budget close to £700 million and nearly 11,000 people. In carrying out the Financial, Management and Policy Review of the Agency, we identified a need for a clear, coherent approach to Government priorities at the strategic level.

That is why we are reviewing the Agency’s statutory guidance, which will set out the Agency’s objectives for the next five years. We are developing these objectives in close collaboration with the Agency.

The strategic objectives are also vital context for the forthcoming Spending Review. The Agency’s budget is around 20% of DEFRA spending for this purpose.

When we have finalised the strategic objectives and established a new accountability framework for the Agency, and the three year resource envelope is set, we aim to step back, so that our main relationship will be through the annual corporate planning process.

We will continue to work in partnership on policy matters and it is imperative that we do, as the Agency is responsible for implementing much of the legislation that the UK signs up to in Brussels. We also value the Agency’s advice on domestic policy matters – it has wide knowledge and responsibilities relevant to agriculture, for example – its views on how we best go about regulating the agricultural sector are a key consideration in developing our thinking in this area.”

Joan Bailey, Head of the Environment Agency Sponsorship and Review (EASR) Division, DEFRA



Name
Bob Macey
Job title
Head of Environment
Protection Division,
National Assembly
of Wales



Partner
Roger Thomas
Job title
Director for Wales

"We have identified our highest environmental priority as improving the way we handle waste in Wales. The Environment Agency is taking a leading role in preparing a waste strategy that sets challenging targets; we'll need to work closely with other bodies to achieve them.

Another example of the sort of collaborative initiative we want to see more of as we go forward is a project to combat illegal commercial fly-tipping. The Agency identified a need for covert surveillance. They are working with the local authority and the police on this operation, which we approved and funded.

On pollution, we have been relatively successful in cutting down on point sources of discharge, so that our water quality is now pretty good. Increasingly, the challenge is diffuse pollution. Again, we are providing resources and looking at ways of tackling the problem alongside the Environment Agency.

They are also helping us to make the best use of European funding to improve the economic well-being of Wales. We want to make sure that projects we support either do no harm to the environment or, preferably, benefit it.

We are pleased to see clearly identified priorities, as this is vital for successful applications for funding. Of course, it's equally important that these commitments are delivered."

Bob Macey, Head of Environment Protection Division, National Assembly of Wales

Regulatory charges

It is assumed that our regulatory charges will continue to be based on the Government's 'polluters should pay' and full cost recovery principles, and will reflect the Agency's improved efficiency.

We will develop a future charging strategy, which is based around a more risk-based approach to regulation that provides (as far as possible within the constraints of cost recovery and cost reflectivity) rewards and incentives for good performance.

We plan to review all Environment Protection charging regimes and develop a common basis and approach that takes into account the size and complexity of an installation, the environmental risks and hazards, and the standard of management.

We plan to do this in full consultation with charge-payers.

In order to improve transparency and to give industry and business more certainty on future costs, consideration will be given to the merits of developing and securing charge settlements for up to three years and formula-based pricing reviews.

We will also discuss with Government, and other stakeholders as appropriate, opportunities for removing unnecessary and inefficient ring-fences without impairing accountability or transparency, the potential for calibrating charging scales according to environmental impacts, and increasing use of charges as economic policy instruments, which encourage and support environmentally responsible behaviour.

Flood defence

It is assumed that, in the short term, most of the Agency's future flood defence funding will continue to be secured by levies on local authorities and internal drainage boards, which are raised by the executive flood defence committees, supported by capital grants from DEFRA and NAW.

While working with Regional Flood Defence Committees to secure continued and more funding for urgent flood defence needs, the Agency will also seek simplification and rationalisation of existing funding and administration arrangements for flood defence via the implementation of the recommendations of the current joint DEFRA-Treasury flood defence funding review and equivalent review by NAW.

Government grants

It is assumed that future levels of Government grant allocated to the Agency will be determined as part of the biennial spending review process by DEFRA and NAW and through review of the Agency's annual Corporate Plan.

As part of our future approach we will seek to demonstrate, through the implementation of our efficiency strategy, that we have subjected our baseline expenditure to a thorough process of challenge and continuous modernisation and that we have set and delivered challenging targets for improvements in efficiency and productivity.

We will also continue to make a strong and evidence-backed case to Government for grant funding for the expenditure pressures identified above.

Funding environmental outcomes

Our future funding

The Agency is currently funded by a complex mixture of ring-fenced regulatory charges, levies on local authorities for flood defence and various DEFRA and NAW grants, supplemented by efficiency savings and external funding income.

This strategy assumes the following baseline levels of income and expenditure will be available in the first year of its implementation, although this will be modified as a result of the 2002 Spending Review settlement: (see diagrams right).

Over the coming years the principal funding pressures and potential sources of funds are expected to be:

Pressures:

- The need for increased flood defence investment to adapt to climate change.

- The need to implement up to 60 new EU directives.
- The need to invest in modernising our business infrastructure investment to produce efficiency savings.

Sources of funds:

- The rigorous prioritisation of baseline expenditure to focus on key environmental outcomes.
- The simplification and rationalisation of ring-fenced funding sources.
- The delivery of new efficiency and productivity improvements.
- The vigorous pursuit of external funding opportunities.

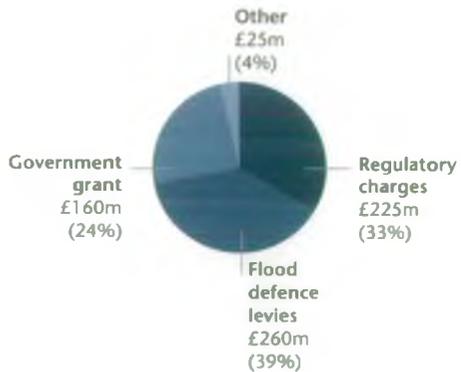
It is assumed the exact amount of funding coming from each funding source is likely to vary from year to year as a result of various factors and

external influences. For example, charge income will decrease if factories we currently regulate shut down due to economic recession; conversely, income will increase where we have to recover our costs to implement new EU duties.

As part of the Government spending reviews and annual Corporate Planning rounds, we will review with DEFRA, NAW, charge-payers, and other stakeholders the balance of the Agency's funding which is secured respectively through grants, charges, efficiency savings and external funding.

Our future assumptions, plans and aspirations for each of our main funding sources are set out overleaf.

Income
total £670m 100%



Expenditure
total £670m 100%





Name
Darrell Sturley
Job title
Signposts
Programme
Manager
Corporate
Information Service



Partner
Stuart Baker
Job title
Environment
Protection Officer
Region
Midlands

“We tried issuing fisheries staff with hand-held computers with a built-in phone. They could check the rod licence database on the spot and call for further information. It’s created quite a stir among anglers. It’s raised our credibility with the police, too – they all want one!

The extra efficiencies we can achieve through new technology are very exciting. It also allows our people to be more effective in the field. Two things are important: efficient delivery of information, and making sure that it’s relevant and useful information. To get that right, we need to stay close to our own people and understand, through constant dialogue, what they’re trying to do and how we

can help them best. We get all our best ideas from the front line.

We’re building systems specifically to meet the needs of Environment Protection staff. There are surveillance devices, web-cams, tracking devices – a whole basket of technologies. They’re thrilled to have technology that genuinely supports their work. They feel invested in, and the environment reaps the benefit.

I would like us to be seen as efficient, effective, modern and approachable. Dealing with us should feel as natural as walking into the supermarket.”

Darrell Sturley, Signposts Programme Manager,
Corporate Information Service



Supporting technology

The Agency will deliver a new information systems strategy that is consistent with our business direction and addresses the needs of our external stakeholders. We will focus on both increased organisational effectiveness and improved access to data and information.

The Agency is a science and knowledge-based organisation and needs effective systems for knowledge management. We will ensure that our information systems are integrated towards delivering our vision and that they support the Information Age Government (IAG) objectives, building on best practice within Government and elsewhere. The approach will recognise where the Agency is starting from with its information systems and will develop programmes of work based on continuous improvement.

The strategy will ensure that the Agency will be an early follower of new technologies and their application to its business processes.

As well as supporting our general business direction, we will be proactive in identifying technology opportunities and applying them in pilot projects to demonstrate the potential benefits. Business analysis will be one way in which we will identify opportunities to re-engineer business processes to increase our effectiveness.

We will make sure that our systems are easy to use and are understood and accepted by the people using them. The needs of our stakeholders, both internally and externally, will be at the heart of our thinking. As an Agency, we want to be easy to do business with.



Name
Richard Dean
Job title
Emergency
Workforce
Operative
Region
Midlands



Partner
Jason Ward
Farmer

“We had ten thousand litres of diesel dumped in a lake that’s a habitat for fish and swans. There was an inch of diesel on top of the water. We worked 24 hours a day, with the RSPCA and people from Environment Protection and fisheries. When we left, all you could see was a little bit of iridescence around the edges. You can see what you’ve achieved, that’s what I love about this job. I’m being useful and making a real difference.

There’s more emphasis on conservation now, quite rightly. We’ve built otter holts with the timber from fallen trees. We do willow-spilling, too, weaving branches to strengthen the river-bank.

I do a lot of work on farms, removing blockages like trees and debris, even animal carcasses, that come down the river. We hear about it from members of the public, or our river inspectors, or the farmer might let us know himself.

You’ve got to be sensitive to the farmer’s needs when you’re on his land – be aware whether a field has been planted, or if there is livestock in it, put any fence lines you’ve taken down back up every night, and so on. He’s got to rely on us to do this. It comes down to respect and trust in each other’s judgements.”

Richard Dean, Emergency Workforce Operative, Midlands



Developing people

We will build an organisation capable of achieving our objectives through a clear focus on the talents and skills of our people and how they are best deployed. This will require wide understanding and ownership by individuals of their contribution to delivering the priorities, both to benefit the environment and to demonstrate high levels of productivity and efficiency to our stakeholders.

Our training and development programmes will deliver scientific and technical expertise appropriate for the wider range of work we need to deliver. As we can only influence others if we listen to and respect their views and needs, we will complement our specialist knowledge with skills in building relationships with our customers, stakeholders and partners, and in increasingly effective communication skills.

Environment Agency employees will be recognised as skilled people who are inspired by working in partnership and delivering our roles as efficient operators and modern regulators.

We will motivate, recognise and reward our people for achieving environmental outcomes and we will provide them with opportunities that will ensure they continuously develop and improve.

We will value diversity in our workforce and our stakeholders, and our recruitment will reflect the need to attract talented people from all sections of the community. Recognising the challenges in adapting to new ways of working, we will invest in new skills and approaches. Managers and leaders will be supported to provide direction in a period of change while maintaining the highest levels of service throughout the transition.



Name
Naresh Rao
Job title
Corporate Planning
Manager
Based
Head Office



Partner
Sue Longstone
Job title
Strategic Planning
Manager
Region
North East

“Improving the environment is a long-term business, so it’s appropriate to move to looking further ahead in our planning. The challenge is to combine our long-term vision with the actual work we’re doing year-on-year, and having clear priority targets will help us achieve that. We will be able to see much more clearly what the world will look like as a result of us achieving our targets.

We collect thousands of operational performance measures. Clarity on our overall objectives will ensure that the right measures are collected, and that we are able to use these to demonstrate performance.

At head office we provide guidance on the planning position and the resources available. I work with Regional Corporate Planning

Managers to agree what they’re going to deliver within those resources.

Information needs to be available across the whole organisation to help managers get it where it’s needed, when it’s needed.

I’d like us to be seen as expert and efficient, with a thorough understanding of the business we’re in and a clear remit. A Government review of the Agency concluded that we are good at being efficient, just not very good at demonstrating it.

We will demonstrate to Government and to ministers that we have found operational savings and have invested them, so that we are seen as a good candidate for further resources.”

Naresh Rao, Corporate Planning Manager, Head Office



Tracking corporate performance

Our vision of a sustainable future is challenging. To make sure that we drive towards our strategic objectives and priority outcomes, we are developing performance management that monitors and reports our progress and enables the whole Agency to keep a clear focus on outcomes. We will have a set of indicators, both for results and for how we achieve them, across all our work and at all levels, which is linked to individual personal performance objectives.

We already have a wide range of performance measures – too many, in fact. What really counts about our performance is that it works to deliver environmental outcomes.

We will develop a single, clear corporate performance management system, which meets all our needs and is integrated into the way we work. It will make good use of technology to ensure that it is simple and efficient to operate, and does not take effort or energy away from the achievement of our environmental outcomes.

The corporate performance management system will be based

on the Balanced Scorecard.

This model, widely used in industry, combines measures of outcomes, efficiency, and effectiveness, links activities and costs and measures organisational health.

Each of our business units will describe their Local Contribution to the delivery of the priority outcomes. The way in which we will measure progress in implementing these actions will have strong local ownership and application, while being nested within the Balanced Scorecard approach.

Shaping the future Agency

The Agency will be reshaped to make sure it is well fitted to meet the challenges that face us. Changes in organisational structure are not undertaken lightly. The changes to be delivered have been carefully selected in response to a range of drivers:

- The requirements to make progress towards our vision.
 - Lessons learnt from the operation of the organisational arrangements over the last five years.
 - Challenges or perceptions identified by stakeholders including the House of Commons Select Committee and the Government's Financial Management and Policy Review of the Agency (FMPR).
 - The need to respond to developments in regional government and the National Assembly of Wales (NAW).
 - Changing relationships between the public and government bodies.
 - The developing sustainable development agenda.
 - The increasing pace of change in the external world.
- There is a strong commitment to deliver our vision and a recognition that this requires us to work in new ways. Key principles have been developed to help create the organisation we need to be. The design of the organisation must help us to:
- Operate in an integrated way.
 - Focus on environmental outcomes.
 - Demonstrate efficiency and effectiveness across the board.
 - Build more strategic and co-ordinated relationships with our stakeholders and customers, encourage a customer service culture and work closely with local communities.
- Achieve an appropriate balance between our roles as regulators, operators and educators.
 - Get it right first time, regardless of region, area or function.
 - Keep the organisation as simple as possible, with clear lines of decision making, communication, delegated responsibility and accountability.
 - Base our work on flexible teams, avoiding the need for major restructuring as the organisation evolves. To achieve this we will develop transferable skills and broad technical expertise, promoting individual potential through effective career structures.
 - Support a learning organisation that uses knowledge effectively to continuously improve.
 - Deliver the tight agenda, where national consistency is important, as well as allowing maximum delegation of decision making on the loose agenda, where local flexibility and responsiveness is most important.
 - Minimise the environmental impact of our own work.

Organisational issues and options have been examined against these principles. Priorities for change are aimed at ensuring delivery of our five strategic roles.

BRITE – Better Regulation Improving the Environment

BRITE is the reorganisation of the Environment Protection function along business process lines to achieve:

- Direction of more resources into frontline operational work.
- More effective and accountable resource input into policy development.
- Development of an integrated outcome focused Environment Protection plan with clear national priorities.
- Increased empowerment and resources to meet local environmental needs while delivering improved consistency in delivery of regulatory services.
- Improved management processes and communication within the organisation.

BRITE for water management

Proposals are being developed to ensure that Water Management develops in a way that enables the efficient and effective delivery of our vision together with new duties.

UltraBRITE

The impact of BRITE and BRITE for water management on other support functions will need to be considered. A process management approach is appropriate for areas of organisation where national consistency and the tight agenda is important, but other functions may require alternative solutions.

Flood defence

Organisational arrangements for flood defence will not be significantly altered, in the short term at least, as it has been recently reorganised following Changing

Needs in Flood Defence. The changes have bedded in and are working satisfactorily. Any issues raised by the Treasury/DEFRA review of the organisation and funding of flood defence will be dealt with at the appropriate time.

One, few and many

We will review which activities are more appropriately or efficiently done once, a few times or many times. Work is under way to identify activities that can be reorganised to improve customer service or efficiency.

National Centres and Services

The Agency's seven National Centres and 22 National Services are currently separate business units, distinct from areas, regions and head office.

National Centres were established to provide a concentration of technical or scientific expertise for key areas of the Agency's business. National Services were set up to achieve economies of scale and best practice in the delivery of services.

National Centres and Services must be business-led. The underlying rationale for centres and services is being examined to endorse the continuation of centres and services where appropriate, to rationalise and group them where necessary and, if no good reason exists to continue with the designation, to absorb the function into the Agency's main organisation.



Name
John Harvey
Job title
Management
Accountant
Region
Anglian



Partner
Barrie Harbott
Job title
Area Manager
Region
Anglian

“I’ve been in the Environment Agency for twenty years. As an old stager, I’ve seen many changes, and I see plenty of new challenges coming along. Part of my job is to make sure that the work of the people in Flood Defence is adequately funded by local authorities as well as by Government grant. I work closely with Local Flood Defence Committees, but it’s important that I also have contact at grass-roots level.

Budgets are a financial representation of what we want to achieve on the ground. I need to get the information, put a financial perspective on it and make proposals to turn it into cash. We give the committees a five-year forecast,

so there needs to be lots of preliminary work to build those budgets.

I’d like to do less number-crunching. More systems-based reporting will mean I can spend more time interpreting what comes out of those reports and discussing that with customers.

I’m pleased and proud to be working for the Environment Agency. As one of the major players in the environmental stakes, our profile should be higher.”

John Harvey, Management Accountant, Anglian



The roles of head office, regions and areas

A review of the roles of head office, the regions and areas is necessary due to:

- The introduction of process management through BRITE, BRITE for water management and UltraBRITE.
- The strengthening of regional government institutions.
- The adoption of a loose/tight agenda, with delegation of flexibility to area level, for those issues where national consistency is less important.

We are proposing a clear definition of distinct roles for head office, regions and areas. The role of areas will reflect the primary focus of operational delivery for the Agency. Regions will act as a span breaker in the management of areas, engaging with the increasingly important institutions of regional government

and providing services that are more economically provided on a wider-than-area basis but which cannot be provided once nationally. Wales will provide a distinctive service in liaison with the NAW.

The Number of Organisational Tiers

We have considered whether the three-tier system is the most effective one for the future, and whether the Agency would benefit from a flatter structure. It has been concluded that both regions and areas have important roles to play and should be retained.

The Agency is a large and complex organisation working across England and Wales. Much of its operational work needs to be done in close contact with the individuals, local authorities and business that we regulate and serve. Our structure must reflect this. This means the area is a key focus for the future in operational delivery.

Regions have a vital role. The boundaries of existing regions were drawn on a catchment basis. They are not generally coterminous with regional government boundaries or those of other agencies. For this reason, positive measures are in place to ensure that information and liaison with regional government offices, Regional Development Agencies and Regional Chambers and Assemblies is in line with regional government boundaries. In Wales, additional liaison arrangements are in place for engagement with NAW. The evidence from the Financial Management and Policy Review is that these arrangements are generally working satisfactorily, and that stakeholders appreciate and are satisfied with the Agency's measures for effective liaison irrespective of boundaries.

There has been pressure from time to time to alter the Agency boundaries to match those of regional government.

We considered the benefits and drawbacks of this proposal.

Analysis shows there is no financial, efficiency or operational advantage in moving from the current regional structure. In addition, disruption would divert attention and energy away from the already substantial programme of changes and the drive for modernising, improving efficiency, enhancing consistency and increasing delegation.

Stability for the delivery of environmental outcomes will need to be built upon a foundation of continuous improvement. A robust and flexible approach to change is essential if we are to rise successfully to the challenges of the next five years, in relation to how we deliver our strategic objectives and priority outcomes and the way in which we organise ourselves to do this.



Name
Jean Varley
Job title
Regional PR
Manager
Region
North East



Partner
Jane Hustwit
Regional Chamber
for Yorkshire and
the Humber

"I'd like us to be known for standing for something, not just carrying out a bunch of operational responsibilities. We must have the confidence to make complex scientific issues into something meaningful that people can understand, or we won't convince. Let's have a point of view, and demonstrate that we can be trusted to protect the environment.

We must take the lead on setting environmental issues into a broader quality of life perspective, linking environmental improvements to social and economic gains. The regional chamber is made up of local authority leaders and stakeholders responsible for overseeing the work of the Regional Development Agency. We work

closely with them to develop frameworks for local authority community strategies and regional sustainable development, making sure that environmental issues are included at strategic planning level.

Media interest means we spend time visiting sites that aren't really causing a problem, taking resource from where it's needed. To counter that, we need to improve communication of our success. For example, river water quality is much better. Publicising the return of salmon to the Tyne will enhance tourism and boost the overall economic regeneration of the region."

Jean Varley, Regional PR Manager, North East



Communicating and influencing

To influence other organisations that are critical to the protection and improvement of the environment, we need to broaden and enhance our communications. We will make sure that everyone understands what the Environment Agency is and what it can do to protect and enhance the environment.

We will state clearly what needs to be done for the environment, and influence other agencies including Government and industry to take the right steps towards the environmental outcomes for England and Wales.

We work closely with many key stakeholders, some of whom are represented through our statutory committees and Area Environment Groups. These are vital links to the wider community. We will be looking at these and other liaison arrangements to ensure that we are using the valuable contribution of all these dedicated individuals in the most effective way.

We will develop the same clarity and consistency in the way we communicate across the Agency as we do with stakeholders and the general public. This will ensure that we use the best possible methods for getting to the right people with the right information at the right time. Everyone in the Agency will be involved by acting as an ambassador for better environmental outcomes.

We will make sure that our response to the public – through the web, face to face, by telephone, via the media and in correspondence – is smart, efficient and helpful.



Name
Bob Huggins
Job title
Environmental
Information
Manager
Based
Head Office



Partner
Will Wellesley-Davies
BBC Online

“We will become much more engaged with other organisations in trying to change behaviour, and we are finding innovative ways of doing this. We are proactively hunting for new opportunities to influence in favour of the environment. We will increasingly use the internet to turn data into information into knowledge into power to act.

We recently won a joint award with BBC Graphic Design for ‘Best Consumer Internet Site’. In December 2000, the launch of the flood plains data set on the Agency website resulted in over one million hits in the following 72 hours.

That alone proves that we are meeting a need and gaining credibility through new means.

I feel as if I’m on a mission to make a difference to our environment. Outcome is so much more important than activity for its own sake. All of our energy should be focused outwards and directed to environmental outcomes.”

**Bob Huggins, Environmental Information Manager
Head Office**



Sharpening efficiency

The successful delivery of our vision is dependent on us being an efficient operator – as efficient as the best of the businesses we regulate.

The increasing requirements upon us in emerging areas of the environmental agenda, for which we cannot necessarily secure additional funding, mean we need to find new and redirected resources to meet our objectives.

We have delivered substantial efficiency savings over the last five years, taking on 50 new duties with no additional funding in real terms. Building on our successes to date, we will apply a strategic approach to efficiency and productivity improvement. We will develop and deliver a five-year rolling programme of reviews to address all major spend and key business delivery areas.

We will require robust measures of performance, including unit activity costs and cost ratios. We will use these as a benchmark both internally and externally, as well as to measure progress over time. We will need up-front investment in new financial management information systems and technology to deliver improved ways of working.

We will make efficiency, effectiveness and financial awareness part of the Agency's culture and a recognisable feature of our reputation.



Name
Selby le Roux
Job title
Enforcement Officer
Region
Wales



Partner
Sian Jenkins
Carmarthenshire
County Council

“To combat illegal fly-tipping, we have developed a pilot project with a local authority and a private security firm who make covert surveillance equipment. They will deploy the equipment and provide video footage to us and to the local authority, and we’ll decide which body should investigate. To support this, we are working with the local authority to make sure people have easy access to legal means of disposing of waste.

A greater emphasis on intelligence-led operation, and more planned, proactive campaigns, will help us take faster, more effective action against offenders. We can only do this with high-quality information-

gathering, and that depends on good relationships, targeted publicity and close collaboration with the police.

Our own fisheries Enforcement Officers have done great surveillance for us, providing video evidence of large-scale disposal of waste in woodland. The company concerned was pleading not guilty until they saw the video.

I’d like us to be seen as an efficient, professional outfit making a real difference. We have some very difficult, confrontational encounters, and professionalism is paramount.”

Selby le Roux, Enforcement Officer, Wales



Modernising regulation

The wide range of methods we are developing to deliver environmental improvements will be underpinned by increasingly effective regulation. Significant environmental benefits are achieved by regulation alone. New approaches will ensure that it becomes an even greater influence on industry and business to reduce their impacts on the environment.

Smarter ways of working are required if we are to deliver a bigger workload, improve consistency and delivery times and sharpen our focus on environmental outcomes. We face the challenge of many new directives and regulations at the same time as providing greater transparency in the regulatory process, without a matching increase in resources.

Progress in key areas of the programme of modernising regulation depends on the Government. We will work with Department for Environment, Food and Rural Affairs (DEFRA) to:

- Develop a common set of principles for use in developing all new regulations.
- Establish a clear timetable for new regulations.

- Identify quantified environmental outcomes and success criteria for all new regulations.
- Influence the development of new EU legislation and the review of existing legislation, to aid its practical implementation and ensure robust environmental outcomes.
- Address the inefficiencies in some of the existing regimes.

We believe this would create significant efficiency and effectiveness gains.

We will move to a risk-based approach to target and allocate resources and provide incentives for better performers. We will match our approach to operator performance and attitude, working

in partnership with responsible industry while using our powers of enforcement in a tougher way where necessary.

We will manage a national strategic approach to determining priorities, as well as developing groups representing different sectors of industry. We will ensure that information on emissions, site hazards and risks, operator performance and compliance with permit conditions is readily available.

The large number of new regulations being introduced will give us an opportunity to deliver a modernised approach. We will also seek to simplify and rationalise existing regimes, reducing administration and bureaucracy. Key issues that cannot be addressed

by existing regulation will not fall through the net: we will identify these and develop non-regulatory approaches for achieving environmental improvement.

We will review all Environment Protection charging regimes and recommend a common basis and approach. We will discuss with Government the balance to be struck between Grant-in-Aid and charges and will consider the merits of developing and securing charge settlements for up to three years.

Developing people

We will create the sort of organisation capable of achieving our vision by making the most of our human resource. The plan is being developed by translating the Vision, Values and Roles into the people outcomes needed to deliver the strategic objectives and priority environmental outcomes.

Supporting technology

We will ensure that we continually consider the costs and benefits of leading-edge systems and technology in developing our organisation. We will create on-going capacity for well-planned and integrated support in our drive for efficiency and customer outreach.

Resources

In addition, we will focus our financing on environmental outcomes and ensure that we always deliver good values for money with the essential funding we secure.

Our five future roles

As **efficient operators**, we are going to be efficient and effective in everything we do.

As **modern regulators**, we will base our efforts on the environmental risks involved. We will work with those we regulate to ensure the most effective regulation for the environment with the minimum regulatory burden.

We will be **influential advisers** to Government and anyone else we believe can make a positive difference to the environment.

As an **informative communicator, catalysing change**, we will report on the environment in a way that's impossible to ignore, highlighting the need for change that leads to action.

As **champions of the environment within the context of sustainable development**, we will ensure that the environment has its proper place, while understanding the economic and social issues involved.

Building the future Agency

How we will shape our organisation to deliver our goals.

We have set out our *Environmental Vision* for what we want to achieve, together with our roles, which describe both what we will be doing for the future and how we will do it, and the values by which we want to be recognised.

We will make organisational changes to ensure that we are in the best possible shape to deliver our strategic objectives and priority environmental outcomes, implementing the recommendations of the Government's Financial Management and Policy Review. Stage 1 of this has been published. We are working closely with Government as they develop the stage 2 report and its recommendations.

Here, we set out how we propose going about making changes to our organisation to ensure that we deliver. We have identified seven key areas where we will focus our work to adapt our own organisation over the next five years. In addition, we will manage our resources to optimise environmental outcomes.

Modernising regulation

We will work in partnership with those we regulate to develop and implement modern regulation, which encourages good environmental performance and is based on risk.

Sharpening efficiency

We will deliver a systematic and sustained programme of efficiency and measures for improved effectiveness, translated into sustained local delivery to ensure the delivery of more stretching, centrally derived targets. There will be more emphasis on local ownership and accountability for the identification and delivery of efficiencies.

Communicating and influencing

We will use clear and focused communications to support our priorities, using the most appropriate communications and influencing methods.

Shaping the future Agency

We will shape the future Agency to ensure it can meet the new imperatives. Organisational principles have been identified and options for organisational shape are being tested against these, taking stakeholder perceptions into consideration. Changes will be phased and progressive.

Tracking corporate progress

We will develop a system that will enable us to drive towards, and monitor, achievement of environmental outcomes. A suite of indicators at all levels, strategic and operational, will focus on key areas for progress and link delivery of the priority outcomes to personal performance objectives.



Environment first

We are committed to our vision of what we, together with others, can achieve to benefit the environment. Now it's time to translate that vision into action. Here, we outline the work to make sure that changes happen in the real world.

Everything we do is driven by our vision for the environment: meeting our strategic objectives is a first step towards that. We start from clarity on our environmental priorities. This is what we will do to achieve specific environmental outcomes over the next five years.

There are nine themes, each interdependent with the others, each with a set of targets and measures. This gives us a national agenda as well as a framework on which to build local contributions to delivering our outcomes.

Now we know what we need to do for the environment. What sort of Agency do we need to be to help us do it?





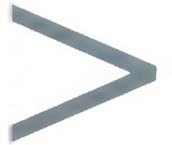
Adapting the future Agency

New targets, new ambitions, a new agenda – it all adds up to a new kind of Agency. New work is combined with more familiar tasks done in new ways. Environmental outcomes and delivering our strategic objectives come first; we will adapt ourselves to meet the need.

We have set out the changes to the way that we work that will help us deliver. We will always start from environmental outcomes to discover the implications for our organisation. This process tells us that to achieve the results we want, we will need to be smarter and more efficient. This will release resource – people, energy, money – for the work that really matters to us.

The environment is a whole, integrated system; we will reflect that in the way we work. We will build connections and partnerships, using influence to achieve far more for the environment than we could alone.

We set out the key roles we will play, together with the work required to deliver them in an integrated way. We will constantly improve the way we do business, operating across all our roles, in order to deliver the environmental outcomes we are committed to.









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