

CENTRAL AREA

BUSINESS PLAN

2001/02



ENVIRONMENT AGENCY

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ANGLIAN REGION

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CENTRAL AREA BUSINESS PLAN 2001/02

FORWARD

Our Business Plan sets out the Area's aims and objectives for 2001/02 in such a way as to allow us to ensure that our staff and resources are always being used to best effect. Building on the successful implementation of last year's plan, we now have in place systems to readily identify areas where the level of resourcing needs to be changed.

An approach we are working towards is looking at our issues in terms of being one Area rather than 8 Functions. The Achievements and Issues section of our Plan are therefore presented at People/Perception/Performance.

The issues that we must deal with change throughout the year and therefore, at all levels, we must remember that without the dedication and commitment of our workforce our objectives will not be met. There are a number reviews underway that have the potential to alter the way in which the Agency operates. We must therefore ensure that :

- we provide our workforce with the training and competencies they require to carry out new duties and ensure they are fully supported to keep motivation and morale high
- staff are always informed at the earliest possible time of the changes and what effect this has on their role

We remain committed to providing real environmental gain through sustainable development. The publication of the Agency's Environmental Vision has provided us with longer term aspirational aims to which we will be directing our resources ie. more influencing & preventative work and developing stronger partnerships.

There was a protracted period during 2000/01 of bad weather. During this time the level of commitment and performance from staff was incredibly high, the flood warning system improved and the profile of the Agency was dramatically increased. There is now a better understanding from local government and the public of what our responsibilities are. We must continue to build on our reputation as the primary environmental body and use every opportunity we can to advise and educate.

The Area Management Team remains committed to meeting the Area's targets. They are the link between the on-the-ground measurable work and the strategic objectives we are developing to shape our priorities for the next 3 years.

We will continue to build on the successful work that was completed last year and seek every opportunity to provide a better quality of life.

Keith Stonell
Area Manager
March 2001

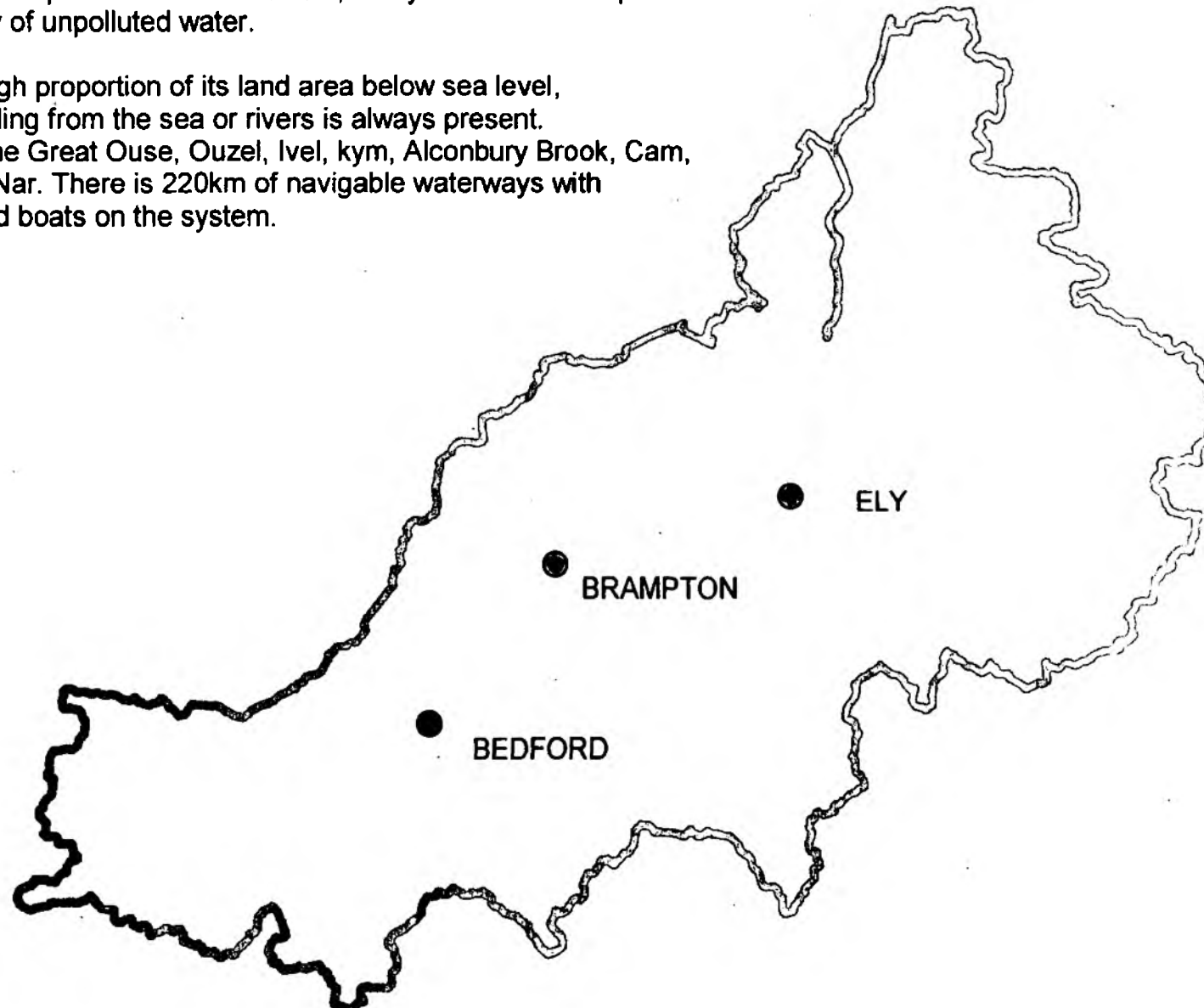
ANGLIAN REGION - CENTRAL AREA

The Central Area stretches from Milton Keynes to Breckland and to The Wash and covers some 8,100 square kilometres and has a resident population of around 1.6 million. It is one of the fastest growing areas of England and Wales.

It has some of the largest landfill sites in the UK and has almost 80 major industrial processes.

With the lowest rainfall in the country, the area faces a growing demand for water from industry, agriculture and from domestic users. It has a large number of sites of special scientific interest, many of which are dependent on a continued supply of unpolluted water.

In addition, it has a high proportion of its land area below sea level, so the danger of flooding from the sea or rivers is always present. The main rivers are the Great Ouse, Ouzel, Ivel, kym, Alconbury Brook, Cam, Thet/Little Ouse and Nar. There is 220km of navigable waterways with some 3,000 registered boats on the system.



INTRODUCTION

The 2001/2002 Business Plan for Central Area sets out how we intend to deliver our corporate goals and translates these into the activities we are going to perform locally. The plan provides a focus for our work and in producing it we have prioritised the activities we are going to undertake. This year the plan has been written with an increased emphasis on regional consistency and functional priorities have been agreed across the Region and fed into our plans.

The most important parts of the document are the functional work plans that set out the activities we plan to undertake as well as the resources needed to undertake them. There are a number of ongoing initiatives that could have a significant impact on the way we deliver our priorities such as BRITE, the FMPR, the Water Management Priority Planning Exercise and the move towards the Environmental Vision. It will be necessary for us to be flexible in the way we approach our activities as a result. With this in mind, and considering the time that staff are available to undertake their core activities, we have adjusted the amount of time available to be equivalent to 0.8 of the number of FTE. This will allow us to realistically plan the amount of work we will undertake and achieve. In several cases this approach has shown that we may not succeed in achieving all our planned targets and has raised questions about the standards to which they will be achieved.

Our work plans have been developed by our functional teams and will be used by them in setting personal objectives for next year. The plan also sets out how we are going to measure our performance against our targets; these measures will help us to react to the changing needs of the business and the environment.

We have also identified which Local Environment Agency Plan (LEAP) actions we will be undertaking in 2001/2002. Many of these will involve teamwork between the Agency functions in the Area and partnerships with outside organisations. We will improve our reporting of progress with these actions this year and will aim to demonstrate the benefits of the LEAP process in delivering real environmental gain.

The planning process for 2001/2002 has taken input from the Agency at all levels. We have incorporated national guidance that interprets EU and government priorities. We have also incorporated requirements at Area level and ensured we have made best use of the information we have received from the LEAP review process. We have aimed to respond to internal and external pressures and to fit in with and contribute to the corporate planning process. We have produced a plan that reflects local needs and sets out how we will address our most significant business risks at Area and Regional levels.

In producing our plan we have identified the links between the following:

- Our statutory duties
- The Customer Charter
- Agency Policy
- Regional priorities for all functions
- Cross cutting issues
- LEAP actions

In this way we can ensure we are focussed on Agency policy and deliver maximum benefit to the environment.

2000/2001 Performance

People

- There was a major reorganisation of the accommodation in the Area including provision of temporary accommodation for FER at Brampton. Flood Defence at Bedford moved into Howard House, vacating the Arkwright Road offices, thereby reducing running costs. The move from Huntingdon to Ely for Environment Protection (North) in 2000 has resulted in operational effectiveness.
- The first induction day for Central Area new starters was delivered at Brampton.
- All DSG targets have been achieved with the exception NVQ assessments and the implementation of a benchmarking scheme for FD maintenance work. The NVQ work has been held up by not having the staff resources and the benchmarking by not having the National benchmarking system in place.
- For all of the Area, but particularly for DSG, Health and Safety has again received a very high profile in order to try and improve the overall safety record. However despite improvements in culture, awareness and record keeping the number of minor accidents has not decreased. The improved reporting of incidents has increased the accident statistics, but the investigation of the incidents has aided preventative measures and the prioritisation of H&S training/education campaigns.
- Staff shortages through sickness, together with vacancies following internal promotions, placed considerable strain on Environment Protection (North) during the year. Despite these difficulties the workplan for the year was achieved although service levels were slightly reduced for routine waste site inspections and a small backlog of special waste data processing. The recruitment and training of new staff made heavy demands on the time of experienced team members and created some conflicts on workload priorities. In general good progress was made on competency development and implementing training and personal development plans. There are a few team members who have been unable to develop skills fully because workloads have resulted in limited opportunities.
- For Environment Planning, this year was dominated by the drive to get the basic regulatory systems right, particularly dealing with permit backlogs. Unfortunately, whilst there has been success in waste, it has not been possible in water quality consenting due to the lack of experienced staff. Other key areas of work have been complied with adequately.
- The Operations South team suffered in not having a permanent team leader from June 2000 to January 2001. That coupled with health problems of some members of staff and 2 vacancies meant it has been difficult to bring about improvements in the way they work.
- Two new Flood Defence teams have been established – Strategic Planning and Enforcement. Both teams have worked hard to formulate their roles.
- The FD Enforcement team has been held back by the lengthy recruitment process and the small size of the team in the structure for this new role in Flood Defence. Together with the Development Control Team, they will find it increasingly difficult to complete the critical tasks with such a small resource working in one of the highest development areas in the UK.

- Environment Protection (South) was restructured from three teams to four. The splitting of the former services team into an Agricultural and an Industry facing team has worked well and performance in both areas has improved as a result. Resources continue to be tight and the Upper Ouse team, in particular, is probably one member of staff light of ideal numbers. Due to good co-operation and work across team boundaries this has not yet caused a major problem although stresses have been high during the recent problems at Newton Longville landfill site.
 - Extra staff were recruited into Hydrology and one member of staff has started an MSc in Hydrology. New posts have been added to the Water Resources Team to cover new duties of Catchment Abstraction Management Plans and the Habitats Directive.
 - New integrated emergency rosters were introduced at the beginning of April and trialled for six months. The review concluded that the new arrangements were working satisfactorily
 - Staff standby rosters and Incident Room roles were reviewed and restructured in response to the Changing Needs in Flood Defence Review. All staff involved received training and took part in table-top exercises to reinforce their new roles.
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- Considerable effort has also been put into aligning Environment Planning's work with the National and Regional priorities, and attempting to monitor that through the EP time recording system. It is interesting to note time lost to unfilled vacancies and sick leave: that amounted to 13.5% of the theoretically available resource.

Perception

- The impact of our education initiatives has increased throughout the year. Events ranged from visits to schools to the week-long Millennium Festival.
- The public perception of the Agency was enhanced by the maintenance of bathing beach compliance, a number of successful prosecutions and the resolution of issues at Warboys landfill site.
- In the north part of the Area, we highlighted fly tipping and pollution control issues by taking 7 cases to court. These attracted penalties totalling over £35,000 and 150 hours community service. We made full use of press releases and interviews to highlight these successful outcomes and raise public awareness.
- Support was provided to the East of England Better Regulation Group which includes a wide range of regulators and business representatives. It provided opportunities to raise awareness of the Agency's role with other regulators and to consider ways of working together for the benefit of businesses and regulators. We contributed to a research study funded by the Regional Development Agency and the group has now secured funding from this source to develop its work further.
- We supported the Countryside Agency's Norfolk Arable Land Initiative which covers an area of Norfolk spanning the border with Eastern Area. This work provided useful contact and influence with other group members including Norfolk County Council, National Farmers Union, Country Landowners Association, Breckland District Council, RSPB and the Farming and Wildlife Advisory Group.

- Good working relationships have been established with the United States Air Force and the Ministry of Defence for dealing with some difficult and environmentally sensitive issues on various airfield and military sites.
- In the south part of the Area, a number of successful prosecutions with improving fines and the jailing of a Milton Keynes man for three months for illegal disposal of clinical waste. These cases and other issues have led to a number of press reports and media interviews. We have continued to develop links with local authorities including the formation of a regular liaison meeting with Milton Keynes Council Environmental Health Department. We have also contributed to a Best Value appraisal of Bedfordshire County Council and joined them in setting up the Bedfordshire Environmental Technology Initiative BETI. At the same time we have served notice on Bedfordshire County Council requiring proper restoration of the Sundon landfill site whilst maintaining a cordial working relationship.
- A set of new codes for issuing flood warnings was introduced in September 2000 as a result of a review carried out following the Easter 1998 floods. This involved rewriting all flood warning procedures documentation and messages, reformulating systems, training Incident Room staff and working with our partner organisations such as the police and local authorities to ensure they can interpret and react to the new codes appropriately. Additionally, a successful Flood Action public awareness week was held to encourage people to prepare themselves for possible flooding and not to wait until it happens.
- There has been public consultation about the probable change of water resources legislation, the National and Regional Strategies and the CAMS (Catchment Abstraction Management Strategies). The perception of our stakeholders about water resources management is that we are at the beginning of a period of change and new direction. There is also the anticipation that there will be more opportunity to become involved in the development of our policies and practices.
- We have been working to improve our relationship with local authorities. Constructive meetings have been arranged with Chief Executives or Directors of all local authorities in the Area. This has led to an improved understanding of the problems facing our organisation and has set the scene for improving working methods.

Performance

- We maintained our ISO14001 certificate (Environmental Management System) at Brampton and successfully highlighted the national need for a full review of the Agency's approach to this.
- We successfully completed and tested the Area Business Continuity Plan.
- The accommodation project for Catchment North staff at Ely has been delayed for a year because of the need to fully explore the possibility of sale and leaseback of the site. This has caused frustration for the staff based at Ely and the project team. The existing building at Ely is continuing to deteriorate and additional staff means that the existing accommodation is becoming increasingly cramped. We will continue to do everything we can to move forward with the project in 2001/02.

- Despite efforts throughout the year to adopt a useful set of performance measures for the Area and Region our efforts have been hampered by concerns about national consistency and the usefulness of the measures that are being used. We will continue to work with Regional and Area teams to implement a set of measures that can be useful at all levels in the organisation.
- Population growth within Central Area is one of the highest in the country. Developers and Local Authority planners require advice on environmental constraints from the Environment Agency and the interface is provided by the Planning Liaison & Development Control Teams. As well as housing and industrial developments, several new major trunk roads are being planned. With limited resources, it is proving impossible to meet the ever increasing demands.
- In line with the 'Better Town Planning' project the Planning Liaison team is now commenting on more planning applications without seeking advice from colleagues in specialist functions. Progress has been slower than we would have liked due to much of the mapped constraint information not yet being provided. Nevertheless, since the beginning of the year the proportion of responses made within customer charter target times has improved dramatically as the team has become more stable. Fewer complaints are being received from Local Planning Authorities.
- Annual reviews have been carried out on Local Environment Agency Plans and the quality of the outputs continue to improve. Last year was relatively quiet, with the LEAPs team running at less than 50% staffing.
- The volume of work being handled by the Customer Contact Team continues to grow. Their ability to filter out many enquiries and requests for data is freeing up time within other departments. During the year a new national policy and procedure for charging for information was introduced, increasing the chargeable income but also the administrative overheads.
- The DSG priority of maintaining the emergency response capability has been achieved despite the demands of the flooding incidents this winter and resourcing problems.
- The recent outbreak of 'Foot and Mouth Disease' has resulted in a major disruption to the DSG year-end works programme with seventy-five percent of our work sites out of bounds. The workforce has been occupied by a combination of bringing work forward, increased training and major tidy ups in the depots.
- Upgrading equipment at Porvair in King's Lynn has resulted in a reduction in particulate emissions from 115.5 tonnes per year (tpy) in 1998 to less than 10 tpy in 2000, whilst also cutting SO₂ emissions from 464 tpy to 34 tpy and NO_x from 150 tpy to 18 tpy.
- Modifications to the production process at Chemetall, Milton Keynes, have reduced releases of dichloromethane from 2049 kg/yr in 1999 to under 100 kg in 2000, with concomitant reductions in other volatile organic chemicals (VOCs).
- AMP2 investment at Bury St Edmunds STW was fully completed in August 2000, and improvements in river quality are already being seen.
- A research partnership using the Agency's WISARD programme, a life cycle assessment tool for waste, has been successfully completed and the results have been incorporated into Bedfordshire's Integrated Waste Strategy.

- The contaminated land regulatory regime has been successfully implemented, along with ongoing progress in contaminated land remediation through the development process, including two particularly difficult and contentious sites where remediation programmes are agreed and under way (Tay Fen Meadows, Bury St Edmunds and River Side, Cambridge)
- A reticulation gas collection and utilisation system has been installed at Kilverstone Landfill Site. This is the first of its type in the country, and allows the landfill gases to be collected, cleaned up and sold on as a product.
- Considerable progress has been made with Railtrack in quantifying and planning remediation of the contamination at their depots and stations.
- The Metal Recycling Sites and Time Limited Licences projects are nearing completion.
- In partnership with Shanks Waste and National Head Office, a pilot scheme to evaluate the potential role of Environment Management Systems in reducing the level of regulatory control by the Agency is being undertaken at Arlesley Landfill Site.
- Despite receiving no additional resources, IPPC has been successfully implemented and has involved considerable effort in the Waste and PIR sections, with help from others who covered the knock-on effects.
- All the variations to discharge consents needed to meet the requirements of the Urban Wastewater Directive were completed by the deadline of 31st December 2000.
- Environment Protection (North) made specific contributions in the fields of new regulatory duties for groundwater regulations and IPPC as well as the waste minimisation section of the Agency web-site and EMS audits.
- Environment Protection (South) is on target to deliver 90% of the planned waste site inspection programme. We have maintained levels of incident response and successfully completed a good number of prosecutions. Two prosecutions were lost during the year, one due to failure to follow PACE procedures and the other due to delays in preparing and processing the case file. Numbers of NVZ farm visits had picked up considerably following the formation of the Agriculture team in November however progress has been stopped due to the outbreak of Foot and Mouth disease. The team was subject to an internal audit of Special Waste regulation during the year. The report was generally very good. The number of Special Waste producer visits has been increased following the audit. Due to staff sickness a substantial backlog of Special Waste Consignment notes had arisen by December. Temporary staff were employed using regional funding and the backlog has now been eliminated. Good work has been undertaken on Producer Responsibility audits and a number of enforcement files are in preparation. The time limited licensing project was completed on time by the end of October with over 50 licences being reviewed and issued.
- Completion of the new lock at Denver, opening a further 17km of waterways to the navigators of the Anglian rivers. Unfortunately, the outbreak of Foot & Mouth disease has delayed the delivery of the "finishing touches" to the £1.1 million project such as signage of facilities, landscaping and Health & Safety issues. The opening of the lock has been moved to Summer 2001.

- In partnership with Cambridgeshire County Council we have installed the new bridge at Ely, known as Cuckoo bridge, re-establishing the link on the Fens River Way and Heverward Way. The attractive wooden and steel bridge was opened on the 26th January 2001 by para Olympian, Ian Sharpe, Shona Johnstone, Chair of Cambs Council Environment & Transport Committee and Keith Stonell. The bridge will be a great asset to locals and long distance path walkers alike.
- This is the first year of delivery of projects identified in our River Cam and River Ivel River Enhancement Feasibility Studies. Good progress has been made in the Ivel with the completion of ten projects. On the River Cam, we have helped parishioners at Ashwell Springs to secure and develop the access and facilities at the springhead. Working in partnership with a local landowner (a member of the Wild Trout Society at Hildersham) at Shingay, progress has been made on improving fisheries habitat. An investment in some hydraulic modelling work may lead to an opportunity to restore several large meanders on the Bourn Brook from Toft to Grantchester.
- A programme of flood warning improvements has been developed running through to 2008 based on an assessment of flood risk. Some progress has been made this year in implementing improvements for the highest priority sites. The repeated flooding incidents during the year have caused delay in making progress with the Flood Warning Improvements Programme.
- This has been a very wet year with a number of flooding incidents occurring in April, May, October/November 2000 and in February 2001. These have been dealt with very successfully with the support of staff from all functions and have generally received positive feedback and good media coverage.
- We have recently (February) experienced river flows / levels that have not been seen in 25-30 years. This event was a good test of both the infrastructure and management of the river system, both of which performed well. High rainfall on top of already saturated ground lead to rapid increases in river levels, particularly in the upper reaches. However there have been no serious instances of flooding.
- This has resulted in the deployment of all available EWF resources on some events including the need to deploy employment agency staff to augment our own resources. The cost of the October/November events alone was £110K. Despite resourcing problems and staff working very long hours all flood events were dealt with satisfactorily.
- Due to these incidents there has not been sufficient resource to implement changes to Water Resource's working practices and Incident Room facilities which have been identified as needing improvement.
- Asset Surveys are continuing and are providing the basis for future works programmes. It was anticipated that we would achieve the requisite asset surveys by the end of the year. However, the outbreak of foot and mouth may cause a delay.
- Having taken the lead for Water Level Management Plans (WLMPs), Strategic Planning have project managed consultants in the production of eight completely new plans. A further plan, which had never been signed up to has now also been completed. These 9 plans as well as the 16 already in existence are now securely locked into a 3-year rolling programme of reviews and updates in line with MAFF guidelines. From these 25 plans an Implementation Action Plan has been produced, bringing together the WLMP recommendations, and includes cost estimates and time frames.

- The 2000/01 round of Section 105 mapping has now been completed encompassing 19 discreet locations across the Area including modelling, where appropriate. Furthermore, detailed reports have been prepared to provide a robust defence of the flood line. This will allow the Agency, especially Development Control staff, to discuss from a strong standpoint with the public and developers the relevant issues concerning any particular location.
- All the data from approximately 3,500 assets on 1,230 km of main river, plus third Party asset details has been successfully uploaded from the "DUCS" system into The Flood Defence Management System (FDMS). This now allows staff in any Agency Office to access the data directly from their own PC.
- The Agency's multi-million pound claim against the original design consultants on the Fisher Fleet Erosion Protection Scheme, was finally settled out of court just before the formal Arbitration proceedings were due to commence. Whilst the Agency did not recover all its costs, a large proportion was recovered, and the risk of future legal costs being incurred, with the knowledge that all these costs could not be recovered, was avoided.
- A major scheme for Flood Defence Improvements at Towcester has progressed from the feasibility stage to detailed design with construction works due to commence during this summer
- Rolling programmes for bridge inspections and the painting of FD structures have been prepared, funding agreed with the LFDC and contract documents duly produced to ensure legal and maintenance requirements are met.
- Whilst the Culford Culvert improvements works had virtually progressed to the detailed design and construction stages, unfortunately due to lack of multi- functional funding in line with potential benefits, this scheme has been shelved.
- Proposals to hand over future responsibility for seven major public bridges in Suffolk which the Agency owns following the construction of the Cut Off Channel in the 60's have been hampered by a lack of willingness by Suffolk County Council to supply details of commuted sums required for a transfer to take place
- The Review of water resources of the South Level Fen has been completed which has allowed the determination of twelve outstanding licence applications.
- The water transfer schemes (Great Ouse Groundwater Scheme, Lodes Granta, Rhee and Hiz/Oughton Schemes) have been managed and operated as appropriate.
- The Water Resources team has made positive contributions to National and Regional projects such as the Regional Water Resources Strategy, Catchment Abstraction Management Strategy (CAMS) Guidance, RSAP (Restoring Sustainable Abstraction Programme), Ely Ouse Groundwater Model Project, the Review of the Observation Borehole Network as well as the Abstraction Licensing Review. Some of this workload was not predicted and we have responded well. Members of our team have been involved on National and Regional committees formed to produce new guidance about the change of legislation for abstraction licensing.
- NALD (National Abstraction Licensing Database) has been fully incorporated.

- Investigation has started about the future use of GIS (Geographical Information System) which could further improve the efficiency of work done in the department.
- The National Environment Programme (NEP) or Asset Management Plan (AMP)³ was started and some progress has been made. Internal committees have been set up and the Water Companies have submitted their plans for our approval.
- One disappointment is that the numbers of abstraction licences in hand has risen against the target set for this year because the number of applications received has been higher than predicted and the consideration of the Habitats Directive has meant that some applications have taken longer to determine.

2001/2002 Priorities and Issues

People

Whilst maintaining our EMS ISO14001 accreditation, we will be redirecting our efforts to the new national management system which we will be seeking to influence.

Health and Safety will remain a high priority for the Area. We have made significant progress in the reporting of incidents but we must now ensure that all incidents receive the appropriate level of investigation and implement any recommendations.

By introducing Strong Stream Advice regarding high flows and a boating hotline we aim to ensure the safety of members of the public by providing the most up to date information on river and structures accessibility for Agency facilities.

Although dependent on external factors, we must progress the Ely and Brampton accommodation projects. Until we do we run the risk of reducing our operational effectiveness and staff morale.

Many of our functions suffer continual problems with recruitment and retention. Whilst this is a recognised problem, being looked at Regionally, we will tackle this at a local level by producing a succession plan to identify and develop staff to cover these losses.

This will be a crucial year in the development of the Environment Planning and Protection functions. Project BRITE will be completed and even if it is not implemented during this financial year there will be much work required in preparing the ground and planning for its arrival. It will be a key objective for managers and team leaders to ensure that staff have the best information available to enable them to prepare for change and that all members of staff obtain suitable positions.

Perception

The increase in flooding incidents highlighted the media and public aware in the Agency. This, however is a double-edged sword - we must ensure our systems are robust enough to support this.

There will be significant long term benefit in making early moves to promote Flood Defence roles and responsibilities with our partners. Whilst this will have a short term impact on the ability of the team to undertake some of the reactive work, we will gain much benefit in the long term with better and more focused support from our partners.

It is hoped that the rate of progress on the Flood Warning Improvements Programme can be increased and that significantly more properties at risk of flooding can be offered the Automatic Voice Messaging system or an alternative method of warning. Progress will be dependent on the number of flooding incidents during the year.

As public awareness of environmental issues is growing rapidly, so is the number of environmental "searches" as part of land conveyancing. It is therefore imperative that constraint information becomes more readily available via GIS.

We will continue to seek opportunities to promote the Agency by attendance and displays at Regional forums, shows, festivals and through partnership in community projects. The level of attendance may need to be reviewed in light of other priorities.

The prioritisation of Environment Planning work means that this year there will be less non-statutory consultation with the public and other bodies on all permitting activities. Whilst this runs the risk of loss in public confidence we must concentrate on explaining where our resources are being directed.

There will be more involvement with our stakeholders in the development of our policies and practices through the process of writing Catchment Abstraction Management Strategies (CAMS). This will develop the perception that we are open and honest about the way we do things and that we are willing to listen to other points of view.

Performance

Our work is prioritised with tough but realistic targets. However, as we start the year, we are still trying to deal with the effects the Foot and Mouth outbreak has had on last year's work. We may have to revisit our targets and redirect our resources as the work of most functions is being restricted.

Finding the right balance between function and multi-functional activities has given problems in the past. This is particularly the case for contributions to items such as LEAPs and planning applications where a timely response is required for the Agency to be able to influence effectively. This year will see the addition of developing CAMS. Full consultation has taken place at AMT and between functions and this has resulted in the allocation of the appropriate amount of time in work plans.

There is an issue of insufficient funds being available for routine maintenance of our flood defence structures and other structures identified in the Flood Defence programme. Unless funding is secured there is the risk that some structures will no longer be maintained and will eventually collapse with resulting consequences to the Agency and placing additional strain on the Emergency Workforce to carry out remedial repairs.

We will be looking to expand our partnership opportunities both by seeking funding to Agency run projects and by supporting other's projects either with resources or financially. The majority of these projects will be led by FER such as extending/improving navigational routes, enhancing habitats and improving fisheries habitats. However, there are other projects such as proactive education of Small and Medium Size Enterprises to include pollution prevention, duty of care, waste minimisation and packaging.

Emergency Workforce resources will need to be maintained to deal with increasing emergency response needs/workloads. At the same time, any changes as a result of the DSG Review will need to be managed.

EPPPE (the Environment Protection Priority Planning Exercise) will continue to be an important guide to the allocation of resources in EP. 2001/2002 will see EPPPE requiring a reduction in effort on Pollution Prevention and Planning Consultation work in order to allow additional effort to be made available for enforcement with respect to the Groundwater Regulations, IPPC is now in place for all new applications, IPPC and the landfill direct provision start to come in effect.

A way forward needs to be decided for :

- Ouse Washes Project - the long term solution to effects of spring/summer flooding on breeding birds
- Milton Keynes Balancing Lakes - discussions with AWS who want to hand over ownership of these vital flood control structures
- Gold Licence System - additional craft on the Area's navigable rivers

FER will continue to seek opportunities to benefit recreation through Agency activities, monitor the environment through our fisheries and biology teams, implement the Habitats Regulations and enforce the Agency's permissions.

Flood Defence and Development Control will work together to identify areas of potential development and the production of further Section 105 maps.

The new Flood Warning Procedures were introduced at Brampton in September 2000. However the corresponding procedures at the catchment offices were not brought in line. This now needs to happen as a matter of priority.

It is anticipated that the construction stages of the Towcester, Cambridge (Riverside) Flood Defence Improvements and Bottisham Lode V-door replacement schemes will proceed this Spring/Summer.

An Asset Management Plan of all water transfer schemes will be completed to catalogue all assets such as pumps, meters and switch gear in order to plan for their maintenance and replacement.

Additional works are planned for the Rivers Hiz/Oughton water transfer scheme. The works identified include the drilling of observation boreholes, repair of a weir and the removal of a gauging station. The other water transfer schemes will be managed and operated as appropriate.

It is intended to carry out a feasibility study describing the scope of measuring slacker flow from the Tidal River. This project was identified in the Old Bedford LEAP and the information will help to determine the water balance for the system.

The expected review of abstraction licensing legislation is still awaited although the Draft Water Bill has been published. If the law is changed there will be an increase in workload associated with changing our practices. One change already being put in place is to make all licences time limited linked to the production date of CAMS.

FORWARD LOOK

As an Area we are conscious of the need to plan for the future. However, there are a number of external factors which make it difficult to plan beyond 2001/02.

- The outcomes of BRITE and the FMPR could have far reaching effects for the Area which could possibly mean our Workplans for 2001/02 need to change mid-year. The starting point for planning for the next 3 years should be when any changes are decided.
- Now that the Environmental Vision has been launched this will start to have an impact on the way the Agency as a whole operates. However, we will need to wait until the Frameworks for Change are published before determining what the implications are for the Area.

In the meantime, our Induction Day for new starters centres on the Vision in an attempt, right at the beginning of a person's career with the Agency, to explain the thematic approach we will be adopting.

- We must also be ready to adapt our Workplans, for this and future years, for any change in priorities as a result of the Strategic Outcome Framework Groups.
- It will be an important challenge to maintain our emergency response capability against a possible background of increased flooding and the restrictions of the total hours staff are expected to work.
- Once the findings from the National Fisheries Monitoring Review to deliver the fisheries surveys programme are implemented, it is going to be essential to explain to staff, liaison groups and anglers the differences between our current sampling programme and how we will be able to meet the fisheries management needs by changing our approach to data collection.
- We need to determine the effect of the Crow Act (Countryside and Rights of Way Act 2000) at a local level for area staff and to tie in the impacts to our study on the conservation and recreational potential for Agency owned land.
- We will be adapting to changes in the way the East of England is governed and will increase our influence and partnerships with the East of England Assembly, Regional Development Agency, local authorities and councils. This will be achieved through the recently appointed External Relations Officer.
- We will increase the benefit from working with other organisations to achieve environmental gain through partnership projects. This will be achieved through our Partnerships Officer and improvements in the way we manage our LEAP actions. We will continue to seek ways of getting our message across to the public and the regulated community so we can increase our influence and environmental improvements.
- The implementation of the Water Resources Strategy, and CAMS (Catchment Abstraction Management Strategies) will increase the involvement of our stakeholders. Actions as a result of the 2000/2001 floods and promotion of Flood Defence roles and responsibilities will continue to increase our profile and influence. The continued implementation of new duties such as contaminated land regulations, groundwater regulations, IPPC and the landfill directive provisions will affect the way we regulate. We will also implement the outcomes of the Government Fisheries, Legislative Review.

EFFICIENCY SAVINGS
CENTRAL AREA
2001/02

NO	EFFICIENCY	LEAD	(£K)
Regional Initiatives			
3	Losses Strategy – improve security and awareness of security issues	<i>All</i>	25
12	Turnover and salary entry zone savings	All	50
13	Review of lease car users	All	40
14	Casual mileage reduction	All	25
16	Overtime reduction (better control of time and in relation to priority work	All	75
20	Reduction in meetings ie. AMT, Team Brief	All	50
Area Initiatives			
1	Replace 2 old vehicles with one new, thereby reducing running costs	DSG	3
2	Use of GIS system to produce licence maps	WR	1
3	Possible reduction in monitoring network of observation boreholes	WR	Tba
4	Transfer from sampling to instrumentation for measuring of dissolved oxygen and PH – saving lab costs	EPR	5
5	Reduction in free-issues for internal meetings	All	1.5
6	Reduction in stationery by using core items	All	2
7	Installation of VC at Howard House	All	Tba
8	BS to input supplier details to IAS system	BS	0.25
9	Reduction in paper usage by 2.5%	All	0.11
10			

IS ISSUES

As part of the LMR process, IS/IT issues were raised as a business risk.

Using the draft Regional IS Action Plan, we have extracted the topics that are likely to be of significance to Central Area.

Once, the Plan is accepted and developed the implications for the Area will be known.

Central Area is represented on the Regional IS Customer Board by an AMT member and therefore has a high profile in the Area. Additionally, we are represented on the Data Management Group and IS 'Infrastructure Group'.

TOPIC	DEVELOPMENT NEED
Best Interim Systems (BIS -Applications)	The Region must continue to influence the decisions made by the BSCB with respect to the allocation of funding for BIS improvements and the prioritisation of works within this programme
Regional C Applications	Future Programme to be developed and prioritised by Functional groups and RISC B
Asset Replacement	Client Team to continue securing funds through robust asset inventory. Aim to replace 30% of PCs to ensure no machine is > 3 years
General Housekeeping	<ul style="list-style-type: none"> • NDS (National Database Structure) clean up. All applications to be named consistently (nationally). All redundant applications to be removed. • Starters, movers and leavers – Regional procedure developed and implemented. Accounts updated and data transferred or deleted. Licences fully utilised. • Software Licensing – new nationally consistent process to put in place throughout the Region. Team Leaders must maintain User profiles. • Asset Inventory – data is now collected electronically.
Training Needs	Through the planning round Team Leaders must ensure that individual training needs are identified and fed into the Regional Training Plan to ensure that the systems, both basic office packages and National applications are used at their full potential.
Regional Programme/Projects	Ensure links are made through the business plans to ensure IS is considered and planned
Performance Management	Identify performance measures to be collated and reported through to the appropriate customer facing group to maximise service delivery.
Telemetry	It is increasingly unlikely that ARTS will be able to provide the necessary infrastructure to support telemetry services within the region beyond 2004. Current support arrangements are due to expire in March 2002. By embarking on a project in 2000, low risk transition to latest generation systems (in line with national strategy) will be achieved.
PMR	Life expectancy of current system expires in 2002 and will require either, replacement, upgrade or a totally new strategy
Homeworking/Remote working	The Region has identified an increasing need to greater flexibility with respect to the need for Home and Remote Working. A national signpost project is currently being undertaken looking at home/remote working and the use of palm tops.
Communication Links	A National Signpost project is considering the technical possibilities of offering GIS to all offices through Web browser technology. If successful this technology will be available for other applications.
Intranet, including the use of Solutions	The Region should continue to enhance its use of the Intranet from a national and regional perspective
GIS	GIS to be available to all regional sites. GIS to be accessed by "Web Based technology
Data Quality	<ul style="list-style-type: none"> • Improve applications, to include in-built quality checks • Identify priority applications and correct existing data sets • Introduction of improved data handling/quality assurance procedures
Exchange of Data with External Organisations	The region needs to improve its procedures and increase its liaison with external organisation, regarding the exchange of data
Meta Data	The region (Agency) needs to establish a comprehensive Meta Database of all its data holdings and introduce an efficient maintenance procedure.

Keith Stahnel
Area Manager

Sam Corbett
PMSecretary

Nigel Woodton
Flood Defence
Manager
Sam Levin-Secretary

Pete Stirling
TL Improvements
7 FTE

Anthony Clayton
TL Enforcement
3.5 FTE

Dave Grant
TL Operations
(North)
8 FTE

Nick Leeman
TL Operations
(South)
8 FTE

Byron May
TL Road Warning
5 FTE

David Jones
TL Strategic Planning
5 FTE

Nigel Fawthrop
Customer Services
Manager

Tony Williams
TL Planning Liaison
8 FTE

Judith Spry
TL Liaison
2 FTE

Ray Bernard
TL Customer Contact
7.6 FTE

Alan Beech
TL Development (North)
5.5 FTE

Debbie Jones
PER Manager
Julia Massey - Secretary

Ian Hill
TL Regulation
4 FTE

Alan Wilson
TL Enforcement
10.3 FTE

Mark Shaw
TL Conservation
3 FTE

Tony Cough
TL Biology
3 FTE

R Handford
TL Fisheries & Recreation
2 FTE

Paul Waldron
EP Manager
Helen Fitzgerald - Secretary

Carole Lewis
TL PWRSR
9.5 FTE

George Large
TL Waste Licensing
6 FTE

Robert Skitt
TL Water Quality Comments
3 FTE

Yvonne Day
TL Technical Planning
7 FTE

Dave Yang
TL Scientific support
9 FTE

Kevin Rutterford
EPR (North)
Manager

Dorcas Butler
TL Env Protection (A)
8 FTE

Ian Hill
TL Env Protection
10 FTE

Maria Martin
TL Env Protection (B)
8 FTE

Direct Reports
1 FTE

Paul Wright
EPR (South)
Manager

Anthony Gwyn
(0.8)
6 FTE

Jeremy Day
TL Env Protection
5.8 FTE

Mrs Sargent
TL Env Protection
5 FTE

Steve Walshe
TL Waste Licence
Review Project
7 FTE

Direct Reports
1 FTE

Pat Sones
Water Resources
Manager

Andrew Mobery
TL Water Resources
Licensing
9 FTE

Juan Barber
TL Water Resources
Management
2 FTE

Ian Hogg
TL Hydrology
7 FTE

Chris Taylor
TL Hydrogeology
3 FTE

Direct Reports
1 FTE

Andy Bullivant
Direct Services
Manager

Greg Murphy
TL
6 FTE

Direct Reports
4 FTE

Angela Wallis
Business Services
Manager

Mrs Andrew
TL Business Support
4 FTE

Secretary Mobery
Business Development
Officer

CENTRAL AREA – TRAINING

There are a number of important training fields outstanding from 2000/01:

- Warrants – hostile situations/powers of entry
- Health & Safety
- New Duties
- Team Leader Competencies

The warrant related training is now becoming increasingly urgent. Unless, by 30 June, each warranted office can prove their competence to an assessor, their warrant will be revoked thereby reducing their ability to carry out their duties.

This ongoing training has a significant impact on our work time and we have allowed for this in our workplans. As part of our Personal Development Plans we are reviewing the development needs of our staff and these are put into our Area Training Plan (Annex A).

We have had considerable difficulties during 2000/01 obtaining our training needs. For 2001/02 Business Services will coordinate the Training Plan. This will allow all requests to be tracked, thereby improving the response rate, reducing staff time in chasing and reduce AMT's time in dealing with ad hoc requests.

CENTRAL AREA LEAPS

- We have had considerable difficulty in the past in reporting the true progress against LEAP Actions because our Priority lists contained a high percentage of day job work. For 2001/02 this has been rectified by the way Priorities are categorised, as highlighted in the table below.
-
- Therefore, from a total of 243 Priority 1 Actions to be started, only 74 of these are actual projects and will be reported upon. The remaining 169 will be progressed as part of the day job.
-
- A full list of the 74 Actions is attached at Annex B.

TYPE OF ACTION	PRIORITY 1	PRIORITY 2	PRIORITY 3	TOTAL
Internal Project	48	42	33	123
Partnership Project	26	15	6	47
Liaison	Day Job			102
Monitoring				54
Maintenance				13
TOTAL				339

Business Services

Source Ref	Target	Actions	Success Criteria	OPM	AMT/RMT responsibility	Target Completion Date	Forecast £k	Forecast FTE
BS/C/1 P	Manage the provision of administration and support services for the Area	<ul style="list-style-type: none"> Efficient and effective management of local procurement services, personnel services, catering and other external contracts Petty cash and banking Implementation of the new inventory system and compliance with the PIN Provide Warrant Control Officer Preparation and coordination of Area's training plan Induction day training for new starters 	<ul style="list-style-type: none"> Targets achieved within budget. Continued reduction in retrospective orders – less than 100 per year Tighter control over Agency assets to reduce the risk of theft, loss or damage Warrants issued in a timely fashion to staff who have been verified by an Assessor Staff fully informed of training request progression Reduction in requests for ad hoc nominations Effective management of budgets All new starters to receive training within 6 months 	BS01 BS02 BS03 BS04 BS05	Angela Wallis			1.83
BS/C/2 P	Manage all premises within Central Area	<ul style="list-style-type: none"> Provide safe, secure, clean, pleasant working environment. Visitor friendly 	<ul style="list-style-type: none"> All staff have sufficient space and office furniture to perform their duties efficiently 	BS14	Angela Wallis			1.64
BS/C/3 P	Provide suitable accommodation for Catchment North staff	<ul style="list-style-type: none"> Manage the project Securing funding for most efficient option Ensure that adequate provision is made for rehousing the staff whilst the work is progressed 	<ul style="list-style-type: none"> Project implemented on time, in budget and to specification in accordance with Regional and National Policy The Functions are able to continue working with minimum disruption 	BS06	Angela Wallis			0.3

					Date		
BS/C/4 P	Provide appropriate accommodation at Brampton	<ul style="list-style-type: none"> Project manage the project, taking account of the outcomes of BRITE and FMPR Provide suitable archiving space Address H&S and disabled access issues 	<ul style="list-style-type: none"> The most efficient use of resources is achieved All staff are housed in permanent accommodation A unified system is in place for all Functions 	BS07	Angela Wallis		0.2
BS/C/5 P	Manage the process to maintain the ISO14001 accreditation for the Brampton site and coordinate other sites	<ul style="list-style-type: none"> Address the issues raised by the audits Ensure continued progress with EMS according to National Policy Review level of activity Support of other Central Area offices 	<ul style="list-style-type: none"> Accreditation of the site maintained Better training and support for project and system management Reduction in staff input Adequate progress for other offices 	BS08	Angela Wallis		0.4
BS/C/6 P	Co-ordinate Business Planning in the Area	<ul style="list-style-type: none"> Production of a business plan that effectively incorporates National and Regional targets including LEAP actions and national priorities Monitor and report on Work Plan success criteria 	<ul style="list-style-type: none"> Completion of the plan to National, Regional and Area deadlines Work Plans are used by AMT to set objectives for their teams and prioritising their work 		Angela Wallis		0.225
BS/C/7 P S	Ensure all Health and Safety requirements are met	<ul style="list-style-type: none"> Provide the Health and Safety Co-ordinator for the Area Co-ordinate the action plans in response to the Health and Safety Management System Contribute to the audit process for HSMS and make necessary recommendations Comply with H&S Management System, legislation, CDM etc Implement actions identified in the HSMS audit and action plans and continually review and update Undertake and review risk assessments Planned monitoring programme of work in place Provision of H&S training for existing staff and new entrants 	<ul style="list-style-type: none"> Accident rates are reduced Successful audit achieved Risk Assessments up to date and all staff aware of content Risk assessments complied with and effective records kept Where identified, training is provided as soon as practicable 	BS09 BS10	Angela Wallis		0.26

						Date		
BS/C/8 P	Co-ordinate performance monitoring in the Area	<ul style="list-style-type: none"> • Ensure deadlines for performance monitoring are met • Work with AMT, teams and Region to ensure that OPMs are more accurately defined and are measuring the right outputs • Produce a smaller set of performance measures to more easily identify problem areas • Ensure performance against environmental targets (gas, electricity, oil, water, mileage) is monitored and the information used to help with achievement of targets 	<ul style="list-style-type: none"> • Accurate reports produced to time • AMT are satisfied that the measures are improving • A performance monitoring system is developed which is seen as useful by AMT • National targets achieved for all buildings 	BS11	Angela Wallis			0.41
BS/C/9 P	Ensure proper management of the department is maintained, including staff management and development, and department administration.	<ul style="list-style-type: none"> • Carry out annual appraisals and quarterly reviews • Promote staff development by producing and implementing PDPs • Using Equal Value criteria, provide evidence of staff progression against competencies • Undertake recruitment activities • Maintain appropriate level of administration • Training – staff participation in essential and development/ • progression training • Develop succession plan for the Area 	<ul style="list-style-type: none"> • All staff received quarterly reviews and annual appraisals on time • Staff should either receive training identified or have it programmed for the next year • Staff progressing against their competencies • Vacancies are filled within target and with minimum disruption to the team 	BS12	Angela Wallis			0.185
BS/C/10 P	Provide corporate input	<ul style="list-style-type: none"> • Deadlines met for routine reporting requirements and special requests • Regularly review management information to ensure department operating to target and budget • Provide support to AEG • Input to Strategic Outcome Groups as required 	<ul style="list-style-type: none"> • Accurate reports are produced to time 		Angela Wallis			0.11
BS/C/11 P	Lead maintenance of the Area Business Continuity Plans	<ul style="list-style-type: none"> • Maintain existing plans with useable, up to date information • Regularly review plans • Provide adequate resources and support to the Functions should failure to business infrastructure occur 	<ul style="list-style-type: none"> • Staff details within the Plan are no more than 3 months out of date 	BS13	Angela Wallis			0.04

Customer Services

Source Ref	Target	Success Criteria & Actions		AMT/Team Leader Responsibility	Forecast £k	Forecast FTE
CS/C/1 KPT	Ensure advice provided on flood risk and flood defence aspects of Development Control	<ul style="list-style-type: none"> Local Authorities, developers, engineers and members of the public made aware of and fully understand the Agency requirements. Policy and Practice for the Protection of Floodplains implemented. Planning liaison and Customer Contact provided with timely and appropriate input to their consultations to meet OPMs and agreed internal timescales. 		Nigel Fawthrop / Alan Rich	Area Budget	3.6
CS/C/2 KPT	Receive, consider, determine and issue consents for structures affecting rivers and watercourses under Water Resource Act 1991 and Land Drainage Act 1991	<ul style="list-style-type: none"> All applications received and determined in a timely and appropriate manner following the principles of the Agency's policy regarding Culverts for relevant applications. Outputs are delivered efficiently and effectively (measured by determination times including OPMs and benchmarking). Pre-application advice provided particularly in respect of potentially high impacting applications. Customer Satisfaction (measured by sample feedback surveys). 		Nigel Fawthrop / Alan Rich	Area Budget	1.9
CS/C/3 KPT	Work with Local Authorities to develop the Working Better Together initiatives between the Agency and LGA's in the Area	<ul style="list-style-type: none"> Promote and work towards achieving the aims of the LGA/EA 5 year Plan. Effective input to Local Authority Performance and Community Plans according to Regional programme (2 Performance Plans and 2 Community Plans as per Plan Target). 		Nigel Fawthrop/ Jackie Sprinks	Area Budget	0.7
CS/C/4 KPT	Provide to Local Planning Authorities; effective delivery of the Agency's input to the Town & Country Planning System Planning liaison to provide input to planning applications and consultations	<ul style="list-style-type: none"> Continue to improve service to Local Planning Authorities and implement DPS 2. LPAs act upon the Agency's advice (measured by number and % satisfactory uptake of conditions including Planning OPM's for response times: <ul style="list-style-type: none"> 50% within 14 days 75% within 21 days 95% within 28 days). Customer satisfaction (measured by LPA feedback surveys). 		Nigel Fawthrop/ Tony Waddams	Area Budget	3.3
CS/C/5 KPT	Implement Regional Programme for LEAP's	<ul style="list-style-type: none"> LEAP's reviewed and taken forward to agreed programme. Quarterly update of Actions database 		Nigel Fawthrop / Jackie Sprinks	Area Budget	0.5

Ref				Leader Responsibility	£k	FTE
CS/C/6 CC	<p>Respond within agreed timescales and to a satisfactory level of service, to enquiries and requests for information.</p> <p>Ensure efficient and effective systems are in place for the provision of information and implementing charging for information procedure in accordance with National guidelines.</p> <p>Process applications for authorisations</p>	<ul style="list-style-type: none"> Meet Charter standard and OPM's achieved. Agency work promoted widely through the provision of information, to customer requests. Customer Contact staff to become experts in the procedure and provide advice and guidance to internal staff and external customers. Appropriate charges levied correctly and consistency. Monitor and review outputs. Within agreed timescales and according to quality management systems (details vary for each type) 		Nigel Fawthrop / Hilary Maynard	Area Budget	4.3
CS/C/7 P	<p>Develop the new Partnerships Officer role to enhance and develop partnerships in the Area.</p> <p>Raise profile of education initiative in the Area.</p>	<ul style="list-style-type: none"> Partnerships developed and taken forward Effective internal and external communication of current and future external funding opportunities. Regional Funds, strategy targets – to be agreed. Education developed in line with Regional Targets to meet agreed objectives (measured by a monthly report of PR/education activities) and feedback from AMT and Regional PR Department. 		Nigel Fawthrop/Jackie Sprinks Nigel Fawthrop / Hilary Maynard	Area Budget	1.3
CS/C/8	<p>Functions to have increased awareness of Local Authority Strategic land use plans.</p> <p>Local Authorities to have better understanding of environmental constraints on development of land</p>	<ul style="list-style-type: none"> Better regulation of activities on developed land. Data on environment constraints on land use improved. Improved uptake of Agency initiatives which promote environmental sustainability. Measured by number of Agency policies and best practice incorporated in LPA plans. Respond to LA and Regional plans modifications as they arise. Ensure responses are within 6 weeks in accordance with agreed deadlines, and Agency concerns are taken into account. LPA queries and consultation responded to in line with OPM's and council deadlines. 		Nigel Fawthrop / Tony Waddams	Area Budget	0.8
CS/C/9	<p>Area Environment Groups developed in accordance with National and Regional guidance</p>	<ul style="list-style-type: none"> Members of the Great Ouse AEG able to provide improved advice on environmental issues of local concern. Raise stakeholder involvement. 		Nigel Fawthrop	Area Budget	0

Ref				Leader Responsibility	£k	FTE
CS/C/10 P	Ensure proper management of department is maintained, including staff management, induction, training and development, and department administration	<ul style="list-style-type: none"> • Carry out annual appraisals and quarterly reviews. • Development staff by producing and implementing PDP's. Measured by % of staff with PDP which have been reviewed in last 6 months. • Hold team meetings and ensure effective cascade briefing. • Ensure that resources and workloads are matched. • Ensure that good supporting systems (eg admin) are in place. • Ensure Agency policies & procedures are followed (eg EMS, procurement, recruitment etc). • Using Equal Value criteria, provide evidence of staff progression against competencies. • Develop effective induction procedure. • Team Leader Development Programme implemented and supported. 		Nigel Fawthrop	Area Budget	2.0
CS/C/11 P	Provide corporate input.	<ul style="list-style-type: none"> • Deadlines met for routine reporting requirements and special requests including monthly and quarterly reports. • Regularly review management information to ensure department operating to target and budget. • Provide support to AEG. • Input to Strategic Outcome Groups as required • Provide departmental input to the Area and Functional Business Plans. • Provide support to agreed multifunctional projects (eg EMS project, Health & Safety, First Aid, zap teams, user groups, flood warning duty rosters etc). 		Nigel Fawthrop	Area Budget	0.7
CS/C/12 P	Customer Services Health and Safety Action Plan achieved and all Health & Safety requirements met.	<ul style="list-style-type: none"> • All staff aware and trained in respect of personal responsibilities for H&S. • Risk Assessments up to date and staff trained. • Comply with Health & Safety Management System, legislation, CDM etc. • Implementation of Health & Safety plan for function. • Maintain PPE. 		Nigel Fawthrop	Area Budget	0.4
CS/C/13 P	Make an effective contribution to Function initiatives and projects (eg Development of Policies, 'Better Town Planning' project, implementation of SuDs initiatives, training, IS development, function meetings, Regional Planning Liaison Group, DPS2, IPPC etc).	<ul style="list-style-type: none"> • As agreed at the Regional Customer Services Managers Group. 		Nigel Fawthrop		1.2
CS/C/14	Contingency	<ul style="list-style-type: none"> • Includes; Sickness, Turnover, unforeseen activities 				5.2
					Totals	26.0

Source Ref	Target	Actions	Success Criteria	OPM	AMT/RMT responsibility	Target Completion Date	Forecast £k	Forecast FTE
DSG/C /1 P	Maintain EWF emergency response	Maintain EWF manpower/equipment in order to meet incident response needs.	Response meets Clients needs/timescales.		Andrew Bullivant	Ongoing	N/A	71 (manual staff) 0.24
DSG/C /2 P	Implement DSG review findings	Implement review findings incl. Recruitment to new posts	Successful implementation of the DSG review		“ “	March 2002	N/A	0.16
DSG/C /3 S	Improve H&S monitoring and compliance with policy/audits	Increase H&S inspections	Improve H&S record and improved monitoring/compliance		“ “	March 2002	5	0.4
DSG/C /4 P	Secure necessary funding for T/P replacement strategy	Budget bid plus complete form A's	Funding secured		“ “	June 2001	275	0.08
DSG/C /5 P	Maintain turnover budget in the range of £3.6 to £4.0 million	Complete 2001/2002 work programmes	Budget target range met		“ “	March 2002	N/A	N/A
DSG/C /6 P	Provide corporate input	<ul style="list-style-type: none"> • Produce Business Plan • Routine reporting requirements and special requests met to quality and time standards • Regularly review management information to ensure department operating to target and budget • Provide support to AEG • Ensure Emergency Plans are revised and up to date • Input to Strategic Outcome Groups as required 	Accurate reports are produced to time					0.4

					Responsibility	Completion Date	£K	FTE
DSG/C /7 KPT	Contribute to the Regions environmental targets	Reduce mileage, waste and energy	Targets met		Andrew Bullivant	Ongoing	N/A	0.16
DSG/C /8 P	Complete approved Capital and Revenue work programmes	Plan and organise resources to undertake work programmes	Complete work programmes on time and budget		“ “	March 2002	3,600	7.76
DSG/C /9 P	Maintain EWF skills base	Implement training programmes/assessments inc. NVQ's	Skills base maintained		“ “	March 2002	15	0.4
DSG/C /10 P	Continue with the programme of succession planning for all DSG staff	Production of successive plan & PDPs	Maintain skills and resource numbers		“ “	Ongoing	N/A	N/A

Source Ref	Target	Actions	Success Criteria	OPM	AMT/RMT	Target Date	Fore. cast £k	Fore cast FTE
EP/C/1 EPPPE A	Promote corporate Input. Assist development of Agency Policy	<ul style="list-style-type: none"> Provide support for AEG's. Input to Strategic Outcome Groups as required Provide support for New Duty Implementation Groups, e.g. Water Framework Directive, Landfill Directive, Hazardous Waste Incineration Directive. 	Restricted to the level prescribed by EPPPE					0.8
EP/C/2 EPPPE B	Reduce emissions from sources regulated by the Agency causing poor air quality or pollution of the atmosphere in accordance with the UK Governments Air Quality Strategy. Improve the consistency and efficiency of the waste industry to minimise the environmental impact of waste management activities. Implement the new legal framework for dealing with contaminated land and make a significant contribution to voluntary remediation at contaminated sites.	<ul style="list-style-type: none"> Provide expert advice to local authorities in order to improve air quality and reviewing and responding to Stage II and Stage III local reviews and assessments submitted for comments. Prepare the waste industry for submission of site conditioning plans, as defined in the Landfill Directive, for all landfill sites by July 2002 Use Special Waste data to target waste reduction initiatives. Contribute towards remediation of non-special sites by provision of specific guidance (Part IIA) or through our statutory role under the planning regime. 	Continued good relationships with LAs. Air Quality Strategies of good quality. Reductions in special wastes Good working relationships with LAs.					2.9
EP/C/3 EPPPE B	Promote corporate Input. Provide input to Planning Liaison in an effective and timely manner. Contribute to maintaining EMS at Brampton.	<ul style="list-style-type: none"> Meet deadlines for routine reporting requirements and special requests Limit support to PR initiatives to 10 days. Response performance targets and compliance with the needs of EPPPE and 'Better Town Planning at Lower Cost' Contribute to EMS objectives, as appropriate. 	Deadlines met Effort in planning liaison reduced to EPPPE levels Brampton maintains EMS, whilst expending much less effort					

Source Ref.	Target	Actions	Success Criteria	OPM	AMT/ RMT	Target Date	Fore cast £k	Fore cast FTE
EP/C/4 EPPPE C	<p>Improve the consistency and efficiency of the waste industry to minimise the environmental impact of waste management activities.</p> <p>Ensure proper management of the department is maintained, including staff management and development, and department administration</p>	<ul style="list-style-type: none"> In 2001/02 develop specification and delivery of competencies for all Agency waste permitting staff. Prepare for the implementation of the Landfill Directive Carryout annual appraisals and reviews every four months Promote staff development by producing and implementing PDP's Using Equal Value criteria, provide evidence of staff progression against competencies. Ensure staff receive the necessary training Undertake recruitment activities Maintain an appropriate level of administration 	<ul style="list-style-type: none"> 90% of sites classified by March 2002. All staff have targets and PDPS, which are regularly reviewed. Recruitment progressed with minimum delays 					11.3
EP/C/5 EPPPE C	<p>Promote corporate Input</p> <p>Ensure all Health and Safety requirements are met</p>	<ul style="list-style-type: none"> Regularly review management information to ensure department operating to target and budget. Comply with H&S Management Systems, legislation, CDM etc. Implement actions identified in the HSMS audit and action plans and continually review and update to achieve a successful audit. Undertake and review risk assessments. Undertake relevant H&S Training. 	Improved performance in H&S audit					
EP/C/6 EPPPE E	Ensure that the environment is at the heart of Industry's thinking by implementing the new regulatory regime from IPPC.	<ul style="list-style-type: none"> Make information on releases from Agency regulated industry readily available. Keep the Water Companies Investment Programme (AMP3) under review, and reflect in consents. 	Pollution Inventory populated with reliable information within timescale					1.1
EP/C/7 EPPPE F	Ensure that the environment is at the heart of Industry's thinking by implementing the new regulatory regime from IPPC.	<ul style="list-style-type: none"> In 2001/02, review operator check-monitoring and self-monitoring programmes to improve and adapt regulatory approach where appropriate. 	Reliable operator monitoring data received					

Source Ref,	Target	Actions	Success Criteria	OPM	AMT/ RMT	Target Date	Fore cast £k	Fore cast FTE
EP/C/8 EPPPE G	<p>Ensure that the environment is at the heart of Industry's thinking by implementing the new regulatory regime from IPPC.</p> <p>Reduce emissions from sources regulated by the Agency causing poor air quality or pollution of the atmosphere in accordance with the UK Governments Air Quality Strategy.</p> <p>Consistent regulation of all industries to minimise the environmental impact of that industry.</p> <p>Manage surface and groundwater use to maintain water quality; and balance industrial, agricultural, rural and urban water uses with the needs of conservation and recreational uses of water.</p> <p>Preserve and enhance the variety of animal and plant life in the UK and their habitats</p>	<ul style="list-style-type: none"> Bring in further new sectors within IPPC to agreed DETR timetable. Incorporate emission standards for landfill gas and composting into the library of conditions for new authorisations Continue to incorporate the necessary improvement programmes in authorisations to meet industry contributions to national obligations. Determine all authorisation applications including applications to transfer, modify or surrender authorisations within statutory periods, including agreed time extensions. Prevent incidents and reduce environmental harm from major installations by implementing the COMAH Directive. Continue to improve compliance with river quality objectives to meet the interim target of 85% for 2001. Progress reviews of Agency issued permits, licences and authorisations affecting urgent priority SPA's and SAC's. Take the absolute minimum action necessary to implement the Habitats Directive requirements. 	<p>Only as allowed for within existing resources.</p> <p>Only those permits of the highest environmental importance reviewed</p> <p>Good working arrangements with HSE</p> <p>Reviews carried out within resource limitations (ie no external or internal liaison)</p>					13.2

Source Ref,	Target	Actions	Success Criteria	OPM	AMT/ RMT	Target Date	Fore cast £k	Fore cast FTE
EP/C/9 EPPPE H	<p>Improve the consistency and efficiency of industry to minimise the environmental impact of waste management activities.</p> <p>Improve the consistency and efficiency of the waste industry to minimise the environmental impact of waste management activities</p> <p>Implement the new legal framework for dealing with contaminated land and make a significant contribution to voluntary remediation at contaminated sites</p>	<ul style="list-style-type: none"> Ensure that all IPC Compliance work is based on risk. Take forward statutory duties under existing and new Producer Responsibility. Commence inspection of 2 special sites (dependant on designation by LAs). 	<p>OPRA scores reviewed on a risk basis</p> <p>Minimum work to assist protection teams</p>					2.8
EP/C/10 EPPPE I	<p>Consistent regulation of all industries to minimise the environmental impact of that industry</p> <p>Enforce UK's mandatory Producer Responsibilities</p>	<ul style="list-style-type: none"> Undertake the necessary enforcement action to ensure Agency Regulated industry complies with the relevant authorisations. Ensure as far as possible business compliance with targets in Packaging Regulations to ensure the UK meets its national packaging recovery and recycling targets in 2001. 	Compliance with EPPPE LoS					0.4
EP/C/11 EPPPE J	Enforce non-compliance with permissions and environmental objectives where appropriate.							
EP/C/12	Non EP work							0.1

Source Ref	Target	Actions	Success Criteria	OPM	AMT/RMT responsibility	Target Completion Date	Forecast £k	Forecast FTE		
								N	S	Tot
EPR/C/1 P	Prepare for the implementation of project BRITE	<ul style="list-style-type: none"> Staff briefing Contribution to management of BRITE project Assist staff in finding a suitable position in any new structure 	<ul style="list-style-type: none"> Good staff morale Positive attitude to change Staff obtain positions with which they are comfortable 		Paul Wright Kevin Rutterford	?	Nil	?		
EPR/C/2 C8.3	Maintain administration systems	<ul style="list-style-type: none"> Completion of timesheets Correspondence and e-mails Telephone enquiries Filing 	<ul style="list-style-type: none"> All timesheets completed and data available for the assessment Customer charter standards met 		Paul Wright Kevin Rutterford	31 Mar 2002	Nil	4.2	2.8	7.0
EPR/C/3 H 1.3.1 KPT	Carry out quality inspections of waste management facilities in accordance with risk based principals	<ul style="list-style-type: none"> Review OPRA inspection scores quarterly Completion of planned inspection programme 	<ul style="list-style-type: none"> Reduction in non-compliance of sites Downward trend in OPRA scores 		Paul Wright Kevin Rutterford	31 Mar 2002	Nil	3.5	3.5	7.0
EPR/C/4 C 8.2 P	<p>Ensure proper management of the department is maintained.</p> <p>Ensure all Health & Safety requirements are met.</p>	<ul style="list-style-type: none"> Staff management and development Budget management Appraisals and objective setting Team briefings Preparation and implementation of health and safety action plan Recruitment 	<ul style="list-style-type: none"> Production and implementation of PDPs Annual appraisals and quarterly reviews Budget delivered to within 5% Maintain low levels of accidents Successful completion of H&S audit Minimise vacancies 		Paul Wright Kevin Rutterford	31 Mar 2002 30 Apr 2001 31 July 2001 31 Oct 2001 31 Jan 2002 31 Mar 2002	£82	3.3	3.5	6.8
EPR/C/5 J 1.1 CC	<p>Respond to all reports of water pollution and illegal waste activity within EPPPE service levels</p> <p>Maintain records on NIRS</p>	<ul style="list-style-type: none"> Comply with customer charter standards Maximise cost recovery NIRS completed with SDI targets NIRS 2 implemented Comply with PACE/CPIA and Investigations Manual 	<ul style="list-style-type: none"> Incident response times met 60% of costs recovered Successful completion of Enforcement Audit NIRS records up to date 		Paul Wright Kevin Rutterford	31 Mar 2002	£6k	2.3	2.0	4.3

Ref					responsibility	Completion Date	£k	FTE		
								N	S	Tot
EPR/C/ 6 I 1.1 KPT	Take appropriate enforcement action in response to incidents and breaches in compliance with PACE and CPIA	<ul style="list-style-type: none"> Case files to legal within 3 months of incident Compliance with investigations manual and Enforcement and Prosecution Policy 	<ul style="list-style-type: none"> Enforcement Audit Successful prosecutions Improved compliance 		Paul Wright Kevin Rutterford	31 Mar 2002		2.0	2.1	4.1
EPR/C/ 7 H 1.1.2 S	WQ compliance – numeric consents	<ul style="list-style-type: none"> Meet targets for statutory discharge sampling programme 	<ul style="list-style-type: none"> Monitoring programme completed 		Paul Wright Kevin Rutterford	31 Mar 2002	Nil	1.7	1.1	2.8
EPR/C/ 8 F 1.1.1 S	Implement NVZ policy and procedures to reduce nitrate pollution	<ul style="list-style-type: none"> Complete inspection programme (460 visits) Ensure compliance and enforcement as required 	<ul style="list-style-type: none"> Nitrate levels in rivers are reduced Programme completed 		Paul Wright Kevin Rutterford	31 Mar 2002	Nil	2.3	0.5	2.8
EPR/C/ 9 B 4.1 CC	Customer Liaison	<ul style="list-style-type: none"> Provide advice on sewerage, waste disposal, land drainage etc Liase with AWS and Waste industry Public meetings, liaison groups Consultation and liaison with local authorities 	<ul style="list-style-type: none"> Good relations with external stakeholders 		Paul Wright Kevin Rutterford	31 Mar 2002	Nil	1.0	1.0	2.0
EPR/C/ 10 G 2.1.3.1- 8 KPT	Waste Permits	<ul style="list-style-type: none"> Consultation on waste management licence applications and modifications Technical assessment of Special Waste Pre-Notes 	<ul style="list-style-type: none"> Waste licences require appropriate environmental standards and are enforceable Special waste is sent only to appropriate licensed, authorised or exempt sites 		Paul Wright Kevin Rutterford	31 Mar 2002	Nil	0.8	0.9	1.7

Ref					responsibility	Completion Date	Forecast £k	Forecast FTE		
								N	S	Tot
EPR/C/ 11 C 7.1 & 7.2 KPT	Training – Ops and Self Development	<ul style="list-style-type: none"> Develop staff competencies e.g. Warrants and Waste EPO competencies Other technical and management training Further education 	<ul style="list-style-type: none"> All staff requiring a warrant complete the warrants assessment Staff are assessed as having appropriate skills and competencies PDPs are completed and implemented 		Paul Wright Kevin Rutterford	30 Jun 2002 31 Mar 2002	Nil	1.6	1.6	3.2
EPR/C/ 12 F 1.2 KPT	WQ - permissive monitoring	<ul style="list-style-type: none"> Non statutory river quality monitoring Maintenance of Automatic Water Quality Monitoring Stations 	<ul style="list-style-type: none"> Completion of sampling programme AWQMS are operational and effective 		Paul Wright Kevin Rutterford	31 Mar 2002	Nil £26	0.6	1.0	1.6
EPR/C/ 13 H 1.3.7.2 KPT	Waste Data Assessment and handling	<ul style="list-style-type: none"> SwaT data entry Assessment of environmental monitoring from waste management sites (Agency and Operator data) 	<ul style="list-style-type: none"> Notes entered onto SwaT accurately and quickly Data assessed and environmental impacts picked up in a timely fashion 		Paul Wright Kevin Rutterford	31 Mar 2002	Nil	0.5	1.6	2.1
EPR/C/ 14 H1.1.4 S	Ground Water Regulations	<ul style="list-style-type: none"> Inspection of sites with GW regs permits Identification of freeloaders 	<ul style="list-style-type: none"> Compliance with regulations achieved Non – compliance identified Freeloaders brought into regulatory framework 		Paul Wright Kevin Rutterford	31 Mar 2002	Nil	0.8	0.8	1.6

Ref				responsibility	Target Completion Date	Forecast £k	Forecast FTE		
							N	S	Tot
EPR/C/15 C 4.1 KPT	Business Planning	<ul style="list-style-type: none"> • Completion of business plans • Monitoring and review of workplans • Routine reporting requirements and special requests met to quality and time standards • Regularly review management information to ensure department operating to target and budget • Provide support to AEG • Ensure Emergency Plans are revised and up to date • Input to Strategic Outcome Groups as required • Review of timesheet data and EPPPE service levels 	<ul style="list-style-type: none"> • Workplans delivered • Performance targets met 	Paul Wright Kevin Rutterford	31 Mar 2002	Nil	0.3	0.1	0.4
EPR/C/16 G 2.3.1.1 KPT S	Habitats Directive	Deliver Habitat Directive reviews	Reviews completed	Kevin Rutterford	31 Mar 2002	Nil	0.5	0.0	0.5

Source Ref	Target	Actions	Success Criteria	OPM	AMT/RMT responsibility	Target Completion Date	Forecast £k	Forecast FTE
FER/C/1 KPT	Complete Navigation Capital and Revenue programmes and achieve statutory duties, safe navigation and improve service	<ul style="list-style-type: none"> • Safety works to locks and associated navigation infrastructure • Develop a boating information hot line. • Promote sustainable Navigation • Promote good practice eg. Boat Safety Scheme • Promote "Navigation with Nature" • Implementation "Waterways for Tomorrow" • Provision of Water Safety videos 	<ul style="list-style-type: none"> • Opening of Denver Lock and Relief Channel navigation • Liaison with navigation bodies and boater enquiries • Safety Standards on Great Ouse for navigation improved. 		Debbie Jones, Ian Hirst and Alan Wilson	Easter 2001 Summer 2002 Summer 2002	200 100	2.0
FER/C/2 KPT	Find partnership projects with other navigation and recreation interests in River Great Ouse	<ul style="list-style-type: none"> • Negotiations with The Fens Waterways • Secure funding and partnership support • Attend trade & commercial shows • Contribute funding to feasibility study. 	<ul style="list-style-type: none"> • Identify projects • Regeneration scheme and similar strategies in place, (user consultation - GOBA, local authorities etc) • Complete Fen Access Project • Complete Leighton Linlade Waterside Heritage Project • Bedford- Milton keynes link work with British Waterways • IWA festival @ Milton Keynes, August 2001 – <i>high profile</i> 		Debbie Jones, Roger Handford and Ian Hirst	Ongoing Ongoing June 2001 June 2001	Capital and Collaborative projects budget £5-10k	1.5
FER/C/3 KPT	Conservation to co-ordinate implementation of the Habitats Regulations by project management of RoC project and co-ordinating role.	<ul style="list-style-type: none"> • Complete outstanding stage 2 for all sites. • Programme and start Stage III for urgent sites 	<ul style="list-style-type: none"> • Support functions in determining new consents and plans/projects • Dissemination of results from Woodwalton Stage 3 pilot project. 		Debbie Jones and Martin Slater	National deadlines		1.1

				Responsibility	Completion Date	Ex	FTE
FER/C/4 KPT	Continue input to local biodiversity action planning and implementation	<ul style="list-style-type: none"> • Implement projects, day job, complete • Implement actions from regional study for national HAPs and SAPs. • Partners in the Cambridgeshire and Bedfordshire BAP steering groups. • Co-ordinate BAPs with colleagues in other areas and regions. • Complete actions from national co-ordinators. 	<ul style="list-style-type: none"> • Recommendations in species and habitat action plans • Deliver BAP workshops for EA staff. • Development of Biological Record Centres • Widespread publicity achieved. 	Debbie Jones, Terry Clough and Martin Slater	Ongoing	£6k (£3k to Cambs, £3k to Beds)	0.3
FER/C/5 KPT	Implement National Fisheries Policies and Strategies	<ul style="list-style-type: none"> • Progress Area actions resulting from fisheries legislative review • Implement outcomes of Fisheries Resource Allocation project • Prioritise and progress Fishery Action Plans for selected rivers • Utilise revenue budget to • Provide information • Seek PR opportunities • Provide management advice to angling clubs. 	<ul style="list-style-type: none"> • Deliver recommendations in eel strategy • Increase urban angling opportunities • Develop fisheries by stocking and improving fish habitat following improvements in water quality • Regional Angling Guide and development of Agency's fisheries website • Fishery Action Plans for selected rivers. 	Debbie Jones, Ian Hirst, Roger Handford and Alan Wilson	Ongoing, National & Regional deadlines	New burdens?	0.6
FER/C/6 CC	Enforce respond to illegal multi-functional activities	<ul style="list-style-type: none"> • Act as appropriate to each occurrence • Fisheries – Section 30 consents; Section 5 & 13 consents; Wildlife & Countryside introductions, and I.L.F.A. licences • Monitor & inspect in respect of boat licensing – unlicensed vessels. Monitor vessels for compliance with boat safety scheme. • Complete metering best practice visits see C11. Maintain high profile seasonal visits to ensure licence compliance. 	<ul style="list-style-type: none"> • Navigation – Continue high profile navigation patrols • Compliance with Recreational & Navigation byelaws. • Water Resources – Meet OPMs in relation to Highly Critical – critical & less critical licences. 	Debbie Jones and Alan Wilson	Ongoing		1.0 See C/18 also.

						Completion Date		
FER/C/7 P	Ensure proper management of the department is maintained, including staff management, development and department administration.	<ul style="list-style-type: none"> • Carry out annual appraisals and quarterly reviews • Promote staff development • Implement new pay progression through salary entry zones against competencies. • Undertake recruitment activities • Maintain an appropriate level of administration. 	<ul style="list-style-type: none"> • Producing and implementing PDP's. • Develop FER success strategy • Appropriate staff aware of process & position in Entry Zone. • Staff recruited 		Debbie Jones and Team Leaders	Ongoing		0.6
FER/C/8 P	Provide corporate input.	<ul style="list-style-type: none"> • Regularly review management information to ensure department operating to target and budget: • Implement interim & National t/sheet recording system. • Input to Strategic Outcome Groups as required 	<ul style="list-style-type: none"> • Deadlines met for routine reporting and special requests • Provide support to AEG. 		Debbie Jones, Team Leaders and Julia ALL	Ongoing April 2001		0.3
FER/C/9 P	Ensure all Health & Safety requirements are met	<ul style="list-style-type: none"> • Implement actions identified in the HSMS audit, Action Plans and continually review • Undertake and review Risk Assessments • Half day H&S training. • Improve documentation and monitoring of H & S. 	<ul style="list-style-type: none"> • Comply with H&S Management System, Legislation, CDM etc. • Staff H&S trained 		Debbie Jones and Team Leaders	Ongoing, see Departments Action Plan for Specific targets		0.7
FER/C/10 P	Contribute to implementation of EMS.	<ul style="list-style-type: none"> • Contribute to EMS objectives. • Input into process group as required • Conservation staff to complete plant/mammal surveys for Brampton site. 	<ul style="list-style-type: none"> • EMS met objectives 					0.2

					Responsibility	Completion Date		
FER/C/11 P	Complete metering best practice audits in line with National Policy requirements	<ul style="list-style-type: none"> • No. that comply • No. of inspections planned. • No. of follow up visits • % compliance • Non compliance – number of warnings, cautions & prosecutions 	<ul style="list-style-type: none"> • Audits completed • National targets delivered. 					0.2
FER/C/12 P	Utilise River Corridor Survey information and seek functional support to the continuation of programme	<ul style="list-style-type: none"> • Conservation input into maintenance work • Allocation of budget from WR and FD for current year. • Co-ordinate surveys with BAP partners; investigate data sharing & GIS use: • Ensure use of data for EA activities and BAPs ensuring data accessibility and analysis • Consider using in-house staff to undertake surveys. 	<ul style="list-style-type: none"> • Audit 5% of flood defence works to ensure compliance with agreed specification 		Debbie Jones, Terry Clough and Martin Slater	Regional lead and site visits as required		0.8
FER/C/13 P	Ensure EIA and conservation input into capital projects	<ul style="list-style-type: none"> • Provide appropriate advice & expertise • Implement Agency's EIA handbook in department plus utilise contracted staff • Undertake EIA training for FER and FD staff. 	<ul style="list-style-type: none"> • Input into NCPM projects (approx. 8 projects) • Input into Area Improvement Team projects. • Training delivered 		Debbie Jones and Martin Slater	Ongoing		0.71 incl 0.3 contractor
FER/C/14 P	Review recreation and conservation value of Agency owned sites eg. river banks and still water sites. (Also, Agency activities).	<ul style="list-style-type: none"> • Evaluate angling leased waters, identify management actions/improvements • Work with regional colleagues to identify and screen agency owned land for conservation potential • Complete risk assessments for sites and activities • Agree with flood defence maintenance responsibilities for permissive access routes and enhanced habitat. 	<ul style="list-style-type: none"> • Maintain, and where appropriate enhance public access onto Agency land • Produce Site Management Plan for improved sites, considering H&S issues • Get special allocation fund to support Agency land. 		Debbie Jones, Roger Handford and Martin Slater	March 2001		0.3 Cons 0.1

					Responsibility	Completion Date	EA	FTE
FER/C/15 S	Undertake routine biological surveys Review integration with other FER functions	<ul style="list-style-type: none"> • Monitor 249 GQA sites – biannual (Spring & Autumn) • Review GQA network in line with national requirements for Conservation (water resources needs as well as water quality). • Implement & support. • Monitor 22 U.W.W.T.D. STW (macrophyte & diatom surveys). 	<ul style="list-style-type: none"> • Implement & support. B4W database report system & development. • Survey Programme completed to national targets. 		Debbie Jones and Terry Clough	Feb 2002 Feb 2002 Dec 2001		2.2
FER/C/16 S	Implement the Conservation of Native Fish Order and enforcement	<ul style="list-style-type: none"> • Process new and further retrospective applications • Enforce licence conditions. • Implement fish movements database jointly developed by MAFF 	<ul style="list-style-type: none"> • Applications processed 		Debbie Jones, Roger Handford and Alan Wilson	Ongoing March 2002		0.3
FER/C/17	Regulating consents to transfer fish	<ul style="list-style-type: none"> • Process Section 30 and applications to remove fish in line with IMS and customer charter. 			Debbie Jones, Roger Handford and Alan Wilson	Agreed processing times		0.3
FER/C/18	Multi-functional licence and consent checks	<ul style="list-style-type: none"> • Check a minimum of 10% of all rod licence sales. • Check licences of 90% of registered craft. <ul style="list-style-type: none"> • Check 100% highly critical water abstraction licences twice a year, 80% critical and 20% less critical (1,600 total visits) • Check 20% land drainage consents – September 2001 to be handed back to FD & ENF. • Visit all commercial eel licence holders (at least once a year). 	<ul style="list-style-type: none"> • All commercial eel licence holders visited. 		Debbie Jones and Alan Wilson	Ongoing		5.0

					Responsibility	Completion Date	£K	FTE
FER/C/19 S	Provide input to planning liaison and other consents/ customer service enquiries in an effective and timely Manner Re-prioritise input into planning in accordance with Conservation Priority Planning initiative and Better Town Planning Project.	<ul style="list-style-type: none"> • % of referrals responded to by deadline requested: Conservation Fisheries Recreation Navigation			Debbie Jones and Team Leaders	Ongoing, agreed processing times		0.6
FER/C/20	Complete Fisheries and Conservation capital projects	<ul style="list-style-type: none"> • Implement actions from habitat review of River Cam and Ivel catchments • Reviewing habitat in other river catchments, in order to identify further projects • Undertake fisheries capital projects. • Contribute to appropriate schemes undertaken by conservation organisations (Brecks, Ouse Valley Link Project, Greensand Trust etc). 	<ul style="list-style-type: none"> • Projects completed. • Partnership projects for wetland creation eg Cambridgeshire Wildlife Trust Big Idea, Wicken Fen extension, and TENS project - progressed 		Debbie Jones, Roger Handford Martin Slater and Terry Clough	March 2001	20 10 5 5	1.5 Cons 0.5
FER/C/21 TOP TEN	Complete Fisheries survey programme	<ul style="list-style-type: none"> • Implement outcome of Fisheries monitoring review • Implement new Fisheries software; Fish Population Database and Fisheries Classification Software • Implement angler census questionnaires. 	<ul style="list-style-type: none"> • Survey programme completed to target • Invoicing for Fisheries services 		Debbie Jones, Ian Hirst and Roger Handford	March 2001		4.2
FER/C/22 TOP TEN	Provide biological monitoring service in response to pollution incident and blue green algae. Fisheries team emergency response.	<ul style="list-style-type: none"> • Provision of statements of evidence 	<ul style="list-style-type: none"> • Emergency response in liaison with environment protection staff. 		Debbie Jones, Terry Clough and Ian Hirst	As required		0.8

					Responsibility	Completion Date		FTE
FER/C/23 LEAPS	Meet the LEAPs annual review timetable and implement action plans. Contribute to WLMPs. Contribute to Bedford Catchment Abstraction Management project	<ul style="list-style-type: none"> • Carry out Priority 1 activities, from Action Plans for current year. 	<ul style="list-style-type: none"> • Annual review timetable to satisfaction of Project Executive (AMT). • Priority/actions progressed. • Meet timetable for Water Resources production of Cams. 		Debbie Jones and Team Leaders	Ongoing, see area targets		0.5 Cons 0.1
FER/C/24	Implement National Recreation Policies and Strategies	<ul style="list-style-type: none"> • Contribute to local Cultural Strategies • Determine affect of CROW act and open access agreements at a local level. • Consider disabled access legislation when undertaking practical works 	<ul style="list-style-type: none"> • Compliance with Code of Practice for Conservation, Access and Recreation • Liaise with parties involved in Canoe Access conflicts • Outcomes from MoU with Sustrans delivered. • Tripartate agreement between Countryside Agency, Sport England and the Agency. 		Debbie Jones, Ian Hirst and Roger Handford	Ongoing		0.2
FER/C/25	Ensure aquatic weed control is carried out in a safe & sustainable manner.	<ul style="list-style-type: none"> • Advise on weed control measures. 	<ul style="list-style-type: none"> • Issue herbicide authorisation 		Debbie Jones & Terry Clough	On going		0.4

					Responsibility	Completion Date	£k	FTE
FER/C/26	<p>Provide targeted & effective biological monitoring of the Great Ouse Estuary & Eastern Wash</p> <p>Provide targeted & effective bacteriological monitoring in estuaries & freshwaters</p>	<ul style="list-style-type: none"> • Direct & manage the contractors (Ecomaris). • Review the monitoring programme & re-tender for 2002 – 2004 • Direct & manage the contractors (D.U.L.S. Norwich) • Set up sampling programmes, analyse data & report 			<p>Debbie Jones & Terry Clough</p> <p>Debbie Jones & Terry Clough</p>	<p>July 2001</p> <p>Dec 2001</p> <p>On going</p>	<p>£45k</p> <p>£45k</p> <p>£11k</p>	<p>0.3</p> <p>0.2</p>
FER/C/27	<p>Attend :</p> <p>East of England Show</p> <p>Game Conservancy Fair</p> <p>Nat. Fisheries Competition</p>	<ul style="list-style-type: none"> • Provide interactive displays to attract large interest. 	<ul style="list-style-type: none"> • Agency profile raised - convey environmental message to a wider audience. 		All FER			0.4

Code	Activities 2001/2002)	Outcomes and Actions	Theme	Responsible Officer	Forecast £k	Forecast FTE	Measure Exists
FD/C/9 8(1)-4	Provide information for external and internal Flood Defence audits and implement any recommendations	<ul style="list-style-type: none"> Information provided to target deadlines and to the best quality required [on-going] Recommendations implemented and benefits being realised [March 2002] 	●	<ul style="list-style-type: none"> FDMs TLs Priority 1H		0.15	Yes
FD/C/10 8(1)-6	Implement the Flood Defence Human Resources Strategy including the skills and competencies frameworks	<ul style="list-style-type: none"> All staff aware that Strategy exists and understand its role in future training and development [September 2001] Skills and competence frameworks being implemented and benefits being realised [March 2002] 	●	<ul style="list-style-type: none"> FDMs Priority 1H		0.66	Yes
FD/C/11 8(1)-13	Implement the National Incident Reporting System (NIRS) and the Common Incident Classification System (CICS)	<ul style="list-style-type: none"> National systems implemented according to need and benefits being realised [March 2002] 	●	<ul style="list-style-type: none"> FDMs RFWO Priority 1H		0.25	Not yet
FD/C/12 9	Implement a needs-based programme of works for the maintenance of defences to existing levels of service	<ul style="list-style-type: none"> Programme of needs-based maintenance works fully justified [April 2001] Works fully implemented and financial targets met [March 2002] 	■	<ul style="list-style-type: none"> FDMs Ops. TLs Priority 1H		6.33	Yes
FD/C/13 10	Implement a needs-based programme of works for the renewal of defences to existing standards	<ul style="list-style-type: none"> Programme of needs-based works for renewing defences to existing standards fully justified [April 2001] Works fully implemented and financial targets met [March 2002] 	■	<ul style="list-style-type: none"> FDMs Ops. TLs Imp. TLs Priority 1M		3.20	Yes
FD/C/14 11	Implement a needs-based programme of works for the extension of existing levels of service	<ul style="list-style-type: none"> Programme of needs-based works for extending standards fully justified [May 2001] Works fully implemented and financial targets met [March 2002] 	■	<ul style="list-style-type: none"> FDMs Imp. TLs Priority 1L		2.97	Yes
FD/C/15 12	Otherwise promote the Agency's Flood Defence activities and undertake to assist in the reduction of flood risk through the support of directly relevant business needs	<ul style="list-style-type: none"> Support provided to directly relevant business needs and benefits being realised [on-going] Support provided to Committees and high level Management Teams to ensure effective and efficient management of Flood Defence priorities [on-going] 	■	<ul style="list-style-type: none"> FDMs TLs Priority 1H		1.4	Not yet

- This document is a “live” document and will be updated throughout the year.
- Flood Defence Priority List 2001/2002 attached (- Priority Codes link)

Themes:

- ⊕ A better quality of life
- Improved and protected inland and coastal waters
- * Wiser, sustainable use of natural resources
- Corporate activity
- ◆ An enhanced environment for wildlife
- ⊙ Restored, protected land with healthier soils
- Limiting and adapting to climate change
- + Cleaner air for everyone
- ❖ A “greener” business world
- Reducing flood risk

Generic Regional Work Plan 2001/2002

This Work Plan is intended to reflect those activities common across the Regional and Area Flood Defence client teams for 2001/2002.

Priority Code	Target (based on Flood Defence Priority Activities 2001/2002)	Success Criteria and Actions	Theme	Responsible Officer	Forecast £k	Forecast FTE	Measure Exists
FD/C/1 1	Implement health and safety training for all staff in order to ensure a safe working environment and comply with legislation and policy	<ul style="list-style-type: none"> • Successful implementation of training for all staff [on-going] • Reduction in all types of health and safety incidents [on-going] • Legislation and policy complied with [on-going] • Successful audits [on-going] 	●	<ul style="list-style-type: none"> • FDMs • TLs Priority 1H		2.06	Yes
F D/C/2 2 / 6	Undertake Flood Defence regulatory, enforcement and Supervisory Duty roles in line with legislation and Agency policy	<ul style="list-style-type: none"> • Successful enforcement of relevant flood defence consent conditions [on-going] • Increased influence with operating authorities and private owners demonstrated and benefits realised [March 2002] • Measurable reductions in flood risk resulting from implementation of Supervisory Duty [March 2002] 	■	<ul style="list-style-type: none"> • FDMs, • Enf. TLs • DC TLs Priority 1H		3.10	Yes
FD/C/3 3	Provide a flood warning service and carry out reviews when appropriate and improve performance of the service	<ul style="list-style-type: none"> • At least 58% of properties in flood risk areas receive a flood warning service [March 2002] • Successful migration of flood forecasting activities from Areas to the Regional office [on-going] • Continued successful implementation of emergency roles and responsibilities [on-going] • Continued successful implementation of flood warning improvements project [on-going] 	■	<ul style="list-style-type: none"> • FDMs • FW TLs Priority 1H		2.95	Yes

Code	Activities 2001/2002)		Theme	Responsible Officer	Forecast £k	Forecast FTE	Measure Exists
FD/C/4 4	Seek to reduce flood risk by increasing awareness of flooding issues through the provision of accurate data, maps and plans	<ul style="list-style-type: none"> • Successful implementation of Public Awareness Campaign [September 2001] • Positive feedback from targeted audiences in follow-up review [October 2001] • Successful influence (and implementation) of pilot Catchment Flood Management Plans • Data and information provided to target deadlines and to the best quality required [on-going] • Maps and other information being widely used internally and externally to influence decision makers and increase awareness of flood risk issues [on-going] 	■	<ul style="list-style-type: none"> • FDMs • SP TLs • FW TLs Priority 1H		3.44	Yes
FD/C/5 5	Co-ordinate emergency response activities, implement appropriate roles and responsibilities and support the Direct Service Group in undertaking their role	<ul style="list-style-type: none"> • Successful implementation and follow-up reviews of emergency exercises to test procedures and train relevant staff [on-going] 	■	<ul style="list-style-type: none"> • FDMs • Ops. TLs • FW TLs Priority 1H		1.0	Yes
FD/C/6 7	Implement the requirements of the MAFF High Level Targets and report according agreed requirements	<ul style="list-style-type: none"> • Carryout a full programme of asset inspections • All information supplied to Head Office on time and to the best quality required [on-going] • Information used for planning activities to improve effective and efficient flood defence delivery [on-going] 	■	<ul style="list-style-type: none"> • FDMs • SP TLs • Ops TLs Priority 1H		1.45	Yes
FD/C/7 8	Contribute to Environment Agency initiatives to improve the effective and efficient management of Flood Defence priorities	<ul style="list-style-type: none"> • Support provided to implement the Water Management Priority Planning Exercise, in particular in relation to time recording [on-going] • Benefits in effectiveness and efficiency realised as a result of fully supporting management initiatives [March 2002] • WLMPs – Produce, review and up date. 	●	<ul style="list-style-type: none"> • FDMs • TLs Priority 1H		1.53	Not yet
FD/C/8 8(1)-1	Continue to implement the Changing Needs in Flood Defence Review (CNFDR)	<ul style="list-style-type: none"> • Roles and responsibilities fully and consistently implemented and benefits being realised [March 2002] • Organisational structure and team roles clearly understood by all staff [September 2001] • Flood Defence enforcement role fully transferred to Flood Defence Enforcement teams [September 2001] 	●	<ul style="list-style-type: none"> • FDMs • RSPE Priority 1H		0.13	Yes

Regional Flood Specific Work Plan 2001/2002

This Work Plan is intended to reflect those activities **specific** to the Regional or Area Flood Defence client teams for 2001/2002, and may provide further detail on some of the common activities listed above.

Priority Code	Target (based on Flood Defence Priority Activities 2001/2002)	Success Criteria and Actions	Theme	Responsible Officer	Forecast £k	Forecast FTE	Measure Exists
FD/C/16 A.1	Milton Keynes Balancing Lakes Project	<ul style="list-style-type: none"> Under take project to review operational responsibility of the MK balancing lakes in co-operation with Anglian Water Services. 				0.12	
FD/C/17 A.2	Ouse Washes Habitat & Funding Project	<ul style="list-style-type: none"> Work with partners on the project to secure satisfactory solutions to the requirements of both FD and the Habitats Directive 				0.19	
FD/C/18 A.3	Participate in the requirement of EMS	<ul style="list-style-type: none"> 				0.22	
FD/C/19 A.4	Contribute to Area objectives and reporting	<ul style="list-style-type: none"> Contribute to Area Disaster Recovery Plans LEAP's input 				0.75	
FD/C/20 A.5	Team Management	<ul style="list-style-type: none"> Appraisals PDP's Training 				2.57	
FD/C/21 A.6	<i>Provide corporate input</i>	Produce Business Plan Routine reporting requirements and special requests met to quality and time standards Regularly review management information to ensure department operating to target and budget Provide support to AEG Ensure Emergency Plans are revised and up to date Input to Strategic Outcome Groups as required				0.21	
FD/C/22 A.7	Relocation of King's Lynn Incident Room	<ul style="list-style-type: none"> 				0.19	
FD/C/23 A.8	Navigation service	<ul style="list-style-type: none"> Provide Locking / Navigation service at Denver Lock 				0.36	
FD/C/24 A.9	Provide flood defences	<ul style="list-style-type: none"> Operate and manage Denver complex to reduce risk of flooding to people and property 				1.17	

Source Ref	Target	Actions	Success Criteria	OPM	AMT/RMT Responsibility	Target Completion Date	Forecast £k	Forecast FTE
WR/C/ 1 P	Ensure proper management of the water resources department is maintained, including staff management and development, recruitment of staff, and department administration.	Carry out annual appraisals and quarterly review	Appraisals and reviews completed on time		WR Manager All Team Leaders	Ongoing		3.0
		Promote staff development by producing and implementing PDPs	All staff have an up to date PDP		WR Manager All Team Leaders	Ongoing		
		Using Equal Value criteria, provide evidence of staff progression against competencies	Progression planned and recorded		WR Manager All Team Leaders	Ongoing		
		Undertake recruitment activities	Posts filled within a reasonable time		WR Manager All Team Leaders	Ongoing		
		Recruitment of 2 extra staff or consultants to handle extra licensing workload.	Staff recruited in time to handle extra workload.		WR Manager TL Licensing TL Hydrogeology	June 2001	40	
		Recruit new HARP data transfer officer	Staff recruited in time to handle extra workload		WR Manager TL Hydrology	June 2001		
		Employ temporary staff to cover Grade I Licensing Administration Assistant	Position is continuously covered		WR Manager TL Licensing	Ongoing		
		Maintain appropriate level of administration	Department paperwork is up to date		WR Manager	Ongoing		
WR/C/ 2 P	Ensure all Health and Safety requirements are met	Comply with H & S Management System, legislation, CDM etc including reviewing risk assessments	Paperwork and actions recorded as necessary		WR Manager All Team Leaders	Ongoing		0.4
		Implement actions identified in the HSMS audit and action plans and continually review and update to achieve a successful audit	Actions implemented in appropriate time		WR Manager All Team Leaders	Ongoing		
		Staff H & S trained	Training completed as required		WR Manager	Ongoing		
WR/C/ 3 P	Provide corporate input	Deadlines met for routine reporting requirements and special requests (monthly report etc.)	Deadlines met		TL WR Management	Ongoing		0.2
		Regularly review management information to ensure department operating to target and budget	Progress checked against targets		WR Manager	Ongoing		
		Provide support to AEG Input to Strategic Outcome Groups as required	Data and Paperwork provided as required		WR Manager	Ongoing		
		Contribute to EMS Objectives as appropriate	Working practises changed as appropriate		WR Manager All Team Leaders	Ongoing		
		Contribute to Central Area Business Plan and carry out department work planning as appropriate	Input provided on time and to required standard		WR Manager TL WR Management	Ongoing		

					Responsibility	Completion Date		
WR/C/ 8 KPT	Contribute to initiatives to conserve and improve the Environment	Provide a lead input to the UK Biodiversity Action Plan for Aquifer Fed Fluctuating Water Bodies	Paperwork produced as required		WR Manager	March 2002		0.4
		Respond to other BAPs as required	Relevant comments given within timescale		TL WR Management	Ongoing		
		Contribute to the formulation of Water Level Management Plans (WLMP) as required	Relevant comments given within timescale		All Teams Leaders	Ongoing		
		Contribute to AMP 3 plans to investigate impact on wetlands and rivers – attend Steering Group	Attended meetings and contributed as appropriate		WR Manager	March 2005		
		Contribute to AMP3 Working Group about Rivers	Attended meetings and contributed as appropriate		TL WR Management	March 2005		
		Contribute to AMP3 Working Group about Wetlands	Attended meetings and contributed as appropriate		TL Hydrogeology	March 2005		
		Contribute to RSAP programme as required	Paperwork completed within timescales given		TL WR Management	Ongoing		
		Respond to guidance about "In River Needs" studies as required	Contributions made as required		TL WR Management	As necessary		
WR/C/ 9 P	Carry out effective Water Resources Planning and Review Water Resource Allocation as necessary	Contribute to National R&D project about Aquifer Storage and Recovery	Information provided as required		TL Hydrogeology	March 2002		0.4
		Carry out review of Bedford Oolite monitoring borehole data	Data analysed and report written		TL Hydrogeology	March 2002		
		Contribute to Ely Ouse Groundwater Model	Attended meetings and contributed as required		TL Hydrogeology	March 2004		
		Contribute to Cam/Bedford Groundwater Study	Attended meetings and contributed as required		TL Hydrogeology	March 2006		
		Review resources of Wissey groundwater unit	Issues researched and report written		TL WR Management	March 2002		
WR/C/ 10 P	Manage and operate Water Transfer Schemes in an efficient manner	River Hiz scheme: implement capital spend as necessary (observation boreholes, refurbish gauging station etc)	Works completed on time and to agreed standard (2 year programme). External liaison meeting held as appropriate		TL WR Management	March 2003	30	0.86
		Document operation of Rhee groundwater scheme	Document current practices as appropriate.		TL Hydrology	March 2002		
		Document operation of Lodes Granta scheme	"		TL Hydrology	March 2002		
		Asset Management Plan for all River Support and Transfer Schemes	Appointed consultants and project started		TL Hydrology	March 2002	30	
		Purchase and Install loggers for flow meters for Thet/Little Ouse Groundwater Sites	Loggers installed		TL Hydrology	March 2002	25	
		Implement Summer Water Resources Operational (drought) management routines and Update routines as necessary	Water levels and flows monitored and actions implemented as necessary		TL Hydrology	Ongoing		
		Compensation Works Related to Great Ouse Groundwater	Mr Johnston received		TL Hydrogeology	March 2002	15	

Ref					Responsibility	Target Completion Date	Forecast £k	Forecast FTE
WR/C/ 11 P	Provide efficient and accurate hydrological service to all internal and external customers	Ensure data collection, processing and archiving is carried out in an appropriate manner	Data archive kept up to date		TL Hydrology	Ongoing		4.5
		Archive new borehole records and pump test data	Records kept up to date		TL Hydrogeology	Ongoing		
		Hydrological monitoring of wetlands project	Manage the project		TL Hydrogeology	Ongoing		
		Contribute to Regional study about observation borehole network review	Input provided to consultants as required		TL Hydrogeology	Aug 2001		
		Provide contributions to the remaining phases of ARTS	Contributions made as required		TL Hydrology	Ongoing		
		Manage External Collection of Hydrometric Data	More Data collection transferred to DGS		TL Hydrology	March 2002	20	
		Measurement of Slacker Flows from the Tidal River	Feasibility Study Report produced		TL Hydrology	March 2002	10	
WR/C/ 12 P	Respond to new initiatives expected for Abstraction Licensing : Abstraction Licensing Review	Respond to Abstraction Licensing Review as required	Contributions provided as necessary		TL Licensing TL WR Management	Ongoing		0.8 (plus 1.5 identified by National but not currently resourced)
		Production of Catchment Abstraction Management Strategies: CAMS	Committee formed to manage project, consultation started and resource calculations reviewed		TL WR Management	Ongoing		
		Attend ALR Meetings	Attended meetings and responded as required		WR Manager All Team Leaders	Ongoing		
WR/C/ 13 S	To provide effective Water Resource input to Planning and other Customer Contact to ensure water resource aspects are included	Provide input to planning in an appropriate and timely manner without adverse feedback from Customer Contact (Structure Plans, Local Plans and Individual Applications)	Response made within timescale given		All Team Leaders	Ongoing		0.8
		Response to all Customer Contact enquiries in an appropriate and timely manner	Response made within timescales		All Team Leaders	Ongoing		
WR/C/ 14 LEAP	Contribute to LEAPS	Provide input to LEAPS	Provided input in appropriate and timely manner		TL WR Management	Ongoing		0.4
		Progress water resources actions identified in LEAPS (these actions have been included in this workplan)	Actions progressed within agreed timescales		TL WR Management	Ongoing		

Ref					Responsibility	Completion Date	Forecast £k	Forecast FTE
WR/C/15 S	Provide support to Environment Planning Department	Provide input with respect to groundwater regulations	Input provided as required		TL Hydrogeology	Ongoing		0.3
		Provide input with respect to waste regulations	Input provided as required		TL Hydrogeology	Ongoing		
		Forward information on sources which require new Groundwater Protection Zones	Input provided as required		TL Hydrogeology	Ongoing		
		Provide input to Groundwater Protection Zones both Source Zones and Vulnerability Map	Input provided as required		TL Hydrogeology	Ongoing		
		Provide input to Groundwater Protection Zones for small sources	Input provided as required		TL Hydrogeology	Ongoing		
		Provide flow information	Input provided as required		TL Hydrology	Ongoing		
WR/C/16 P	Incorporate systems and practices to improve the efficiency and effectiveness of the Water Resources department	Incorporate GIS	Way forward researched. Software and training provided, as appropriate		All Team Leaders	Ongoing		1.0
		Replacement of Hydrological Systems (HARP)	Data transferred as necessary		TL Hydrogeology	March 2002		
		Enhance NALD : incorporate the End User Query Tool into working practises	New practises incorporated		TL Licensing	March 2002		



CENTRAL AREA'S TRAINING REGISTER

**TECHNICAL SKILLS
HEALTH & SAFETY
MANAGEMENT SKILLS
PERSONAL SKILLS**

TECHNICAL SKILLS COURSES

NAME	FUNCTION	IDENTIFY WHETHER T2 OR NTS COMPLETED	DATE FORM COMPLETED	INFORMATION RECEIVED FROM TRAINING DEPARTMENT			Course Completed
				Confirmation of T2/NTS receipt Y/N	Course confirmed for (date)	On reserve list	
Assessment of Technical Competence							
P Henderson	EPR(N)	NTS completed	16.11.00	29/11/00		Y	
P Chattell	EPR(N)	NTS completed	16.11.00	29/11/00		Y	
S Brown	EPR(N)	NTS completed	16.11.00	29/11/00		Y	
CIWEM Young Members Study Weekend							
Paul Burrows	FD	T2	4/01/01	Y but not yet accepted on course			
WQ Foundation							
Simon Bateman	EPR(S)	Email	4/12/00		23-26/1/1		
Fergus Crombie	EPR(S)	Email	4/12/00				
Louise Earey	EPR(S)	Email	4/12/00		13-16/2/1		
Chris Walker	EPR(S)	Email	4/12/00		9-12/1/1		
Katie Martin	EPR(S)	Email	4/12/00				
Cheron Sekhon	EPR(S)	Email	4/12/00		13-16/2/1		
Sian O'Connor	EP	NTS	23/1/01				
5	EPR(N)						
3	EP						
Producer Responsibility							
Jerry Hay	EPR(S)	Email	4/12/00				
Bernie Thomas	EP	NTS	17/07/00				
Bernie Thomas	EP	NTS	16/12/99				
Kirsteen Robbins	EP	NTS	13/06/00				
1	EP						
Waste Regulators – Core Skills Development							
2	EPR(N)						

NAME	FUNCTION	IDENTIFY WHETHER T2 OR NIS COMPLETED	DATE FROM COMPLETED	INFORMATION RECEIVED FROM TRAINING DEPARTMENT			Course Completed
				Confirmation of T2/NIS receipt Y/N	Course confirmed for (date)	On reserve list	
Flood Defence, Flood Estimation							
Anthony Clayton	FD						
Keith Hutchinson	FD						
Nick Harris	FD						
David Laing	FD						
Richard Maxey	WR	T2	26/2/01				
Marissa Bellord	FER						
Asset Condition Assessment							
Nick Harris	FD						
David Laing	FD						
Bill Steel	FD						
FD Foundation Programme (3 day)							
Nick Rowlinson	FD						
Maria Iannantuono	FD						
Mick Lilliman	FD						
Nick Harris	FD						
Gary Morgan	FD						
Nick Rowlinson	FD						
Mark Wilkinson	FD						
Sue Lovelock	FD						
River and Catchment Management Modelling ISIS							
Georgina Randell	FD						
Emma Sibanda	FD						
FD Incident Management							
Paul Taylor	FD						
Barry Cannon	FD						

NAME	FUNCTION	IDENTIFY WHETHER T2 OR NTS COMPLETED	DATE FORM COMPLETED	INFORMATION RECEIVED FROM TRAINING DEPARTMENT			Course Completed
				Confirmation of T2/NTS receipt Y/N	Course confirmed for (date)	On reserve list	
<i>Mick Lilliman</i>	<i>FD</i>						
<i>Dave Gillett</i>	<i>FD</i>						
<i>Andrew Newton</i>	<i>FD</i>						
<i>David Smith</i>	<i>FD</i>						
<i>Nev Bussingham</i>	<i>FD</i>						
<i>Jeff Harrison</i>	<i>FD</i>						
<i>Brian Butterfield</i>	<i>FD</i>						
<i>Mark Wilkinson</i>	<i>FD</i>						
<i>Sue Lovelock</i>	<i>FD</i>						
Flood Defence, Flood Forecasting							
<i>Jan Hogg</i>	<i>WR</i>	<i>T2</i>	<i>26/2/01</i>				
<i>Tony Reynolds</i>	<i>WR</i>						
<i>Chris Taylor</i>	<i>WR</i>						
<i>Bill Steel</i>	<i>WR</i>						
Hydrometry Foundation 1							
<i>Charlie Martin</i>	<i>WR</i>	<i>T2</i>	<i>26/2/01</i>				
<i>Dawn Timothy</i>	<i>WR</i>		<i>26/2/01</i>				
<i>Sam Clemens</i>	<i>WR</i>		<i>26/2/01</i>				
<i>Ursula Buss</i>	<i>WR</i>						
<i>Anna Paci</i>	<i>WR</i>						
<i>Claire Walker</i>	<i>WR</i>						
Environmental Auditing							
<i>Bernie Thomas</i>	<i>EP</i>	<i>NTS</i>	<i>6/12/99</i>				
Intro to Waste Minimisation							
<i>Bernie Thomas</i>	<i>EP</i>	<i>NTS</i>	<i>11/1/00</i>				

NAME	FUNCTION	IDENTIFY WHETHER T2 OR NTS COMPLETED	DATE FORM COMPLETED	INFORMATION RECEIVED FROM TRAINING DEPARTMENT			Course Completed
				Confirmation of T2/NTS receipt Y/N	Course confirmed for (date)	On reserve list	
FDMM Practitioners							
Paul Taylor	FD						
Paul R Taylor	FD						
David Smith	FD						
Nev Bussingham	FD						
Jeff Harrison	FD						
Stephen Green	FD						
Nick Rowlinson	FD						
Bill Steel	FD						
George Randell	FD						
Emma Sibanda	FD						
New Engineering Contract							
Emma Sibanda	FD						
EAF.A1.28 Collection of Flood Event Data							
Andrew Newton	FD						
Stephen Green	FD						
PIR/RSR Foundation							
Gary Watkins	EP	NTS	18/1/01				
1	EP						
PIR/RSR Assessment Techniques							
Gary Watkins	EP	NTS	13/6/00 + 23/1/01				
2	EP						

NAME	FUNCTION	IDENTIFY WHETHER T2 OR NTS COMPLETED	DATE FORM COMPLETED	INFORMATION RECEIVED FROM TRAINING DEPARTMENT			Course Completed
				Confirmation of T2/NTS receipt Y/N	Course confirmed for (date)	On reserve list	
Foundation in WQ Management							
Gary Watkins	EP						
Gordon Hume	EP	NTS	8/6/00				
James Twaddle	EP	NTS	10/7/00				
Lynne Lewis	EP	NTS	31/3/00				
Admins Skills for PIR Technical Staff							
3	EP						
Planning Appeals and Enquiries							
John Keenlyside	EP	NTS	20/9/99				
Waste Foundation							
Kirsteen Robbins	EP	NTS	13/6/00				
Viv English	EP	NTS	21/7/00				
5	EPR(N)						
COMAH							
Nigel Taylor	EP						
Planning Legislation							
Pauline Jones	EP	NTS	13/1/00				
Intro to Environmental Assessments							
Pauline Jones	EP	NTS	13/1/00				

NAME	FUNCTION	IDENTIFY WHETHER T2 OR NTS COMPLETED	DATE FORM COMPLETED	INFORMATION RECEIVED FROM TRAINING DEPARTMENT			Course Completed
				Confirmation of T2/NTS receipt Y/N	Course confirmed for (date)	On reserve list	
Habitats Directive							
Louise Evans							
Anthony Clayton	FD						
Keith Hutchinson	FD						
Nick Harris	FD						
David Laing	FD						
Gary Morgan	FD						
Marissa Bellord	FD						
Nick Rowlinson	FD						
General IPPC Awareness							
Darren Butler	EPR(N)						
Sarah Guyatt	EPR(N)						
Stella Brown	EPR(N)						
Janet Nuttall	EPR(N)						
Kevin Rutterford	EPR(N)						
IPPC Account Administrators							
1	EP						
Pre-application Training							
2	EP						
Influencing Asset Owners							
Andrew Newton	FD						
David Smith	FD						
Implementing Environmental Management Standards							
Dave Gillett	FD						
Andrew Newton	FD						

NAME	FUNCTION	IDENTIFY WHETHER T2 OR NTS COMPLETED	DATE FORM COMPLETED	INFORMATION RECEIVED FROM TRAINING DEPARTMENT			Course Completed
				Confirmation of T2/NTS receipt Y/N	Course confirmed for (date)	On reserve list	
Environmental Economics							
Pauline Jones	EP	NTS	13/1/00				
BPEO							
Pauline Jones	EP	NTS	13/1/00				
Intro to Assessment of Pollution Impact							
Roy Hooke	EP	NTS	20/9/99				
Annual Robson Meeting							
4 PLACES - NAMES TBA	FER	T2	03/01/01	NO			NO
Algal ID							
Max Carstairs	FER	NTS	21/2/01				
PACE/CPIA Refresher							
Mike Martin	EPR(N)	Names e-mailed to N Akhtar	24.01.01				
Darren Butler	EPR(N)						
Sue Silvey	EPR(N)						
Paul Clarke	EPR(N)						
Pip Chattell	EPR(N)						
Jon Jones	EPR(N)						
Mick Robinson	FER	T2		Y	22/02/01	Y	NO
Merv Day	FER	T2		Y	22/02/01	Y	NO
Dennis Ellingham	FER	T2		Y	22/02/01	Y	NO
Jim Coote	FER	T2		Y	22/02/01	Y	NO
Ivan Hackman	FER	T2		Y	22/02/01	Y	NO
Joe Crilly	FER	T2		Y	22/02/01	Y	NO
Alan Wilson	FER	T2		Y	22/02/01	Y	NO
Nigel Taylor	EP						

NAME	FUNCTION	IDENTIFY WHETHER T2 OR NTS COMPLETED	DATE FORM COMPLETED	INFORMATION RECEIVED FROM TRAINING DEPARTMENT			Course Completed
				Confirmation of T2/NTS receipt Y/N	Course confirmed for (date)	On reserve list	
PACE							
3	FER						
PACE Refresher							
David Batterham	EPR(N)	Names e-mailed to N Akhtar	24.01.01				
Sue Holmes	EPR(N)	Names e-mailed to N Akhtar	24.01.01				
CPIA - full course							
Julian Vine	EPR(N)	Names e-mailed to N Akhtar	24.01.01				
3	FER						
CPIA Refresher							
Ian Hill	EPR(N)						
Hostile Situation							
Paul Burrows	FD		26/01/01		2/4/01		
Dave Gillett	FD						
Andy Newton	FD						
Jeff Harrison	FD						
Stephen Green	FD						
Dave Smith	FD						
Nev Bussingham	FD						
Seymour Gough	FD						
Mike Fairweather	FD						
Anthony Clayton	FD						
Keith Hutchinson	FD						
Nick Harris	FD						
David Laing	FD						
Pete Starling	FD						
Bill Steel	FD						
Nick Rowlinson	FD						
Georgina Randell	FD						

NAME	FUNCTION	IDENTIFY WHETHER T2 OR NTS COMPLETED	DATE FORM COMPLETED	INFORMATION RECEIVED FROM TRAINING DEPARTMENT			Course Completed
				Confirmation of T2/NTS receipt Y/N	Course confirmed for (date)	On reserve list	
Emma Sibanda	FD						
Marissa Bellord	FD						
Brian Butterfield	FD						
Kirsteen Robbins	EP	NTS	13/6/00				
Mick Robinson	FER				23/3/01		
Alan Wilson	FER				23/1/01		
Les Griggs	FER				23/3/01		
Roger Handford	FER				02/04/01		
Julia Massey	FER				02/04/01		
Geraldine Daly	FER				02/04/01		
Max Carstairs	FER				02/04/01		
Ed Shields	FER				02/04/01		
Justin Mould	FER				02/04/01		
Debbie Jones	FER				06/04/01		
Gordon Howes	FER				06/04/01		
Martin Slater	FER				06/04/01		
Mick Bass	FER				06/04/01		
Jim Craig	FER				06/04/01		
Paul Wilkanowski	FER				06/04/01		
Terry Clough	FER				06/04/01		
Lesley Saint	FER				06/04/01		
Ian Hirst	FER				06/04/01		
Peta Denham	FER				06/04/01		
2	EPR(N)						
Paul Taylor	FD						
Paul R Taylor	FD						
Barry Cannon	FD						
Mick Lilliman	FD						
Gary Morgan	FD						

NAME	FUNCTION	IDENTIFY WHETHER T2 OR NTS COMPLETED	DATE FORM COMPLETED	INFORMATION RECEIVED FROM TRAINING DEPARTMENT			Course Completed
				Confirmation of T2/NTS receipt Y/N	Course confirmed for (date)	On-reserve list	
Essential Enforcement							
Marissa Bellord	FER	NTS	04/00	Y	26/2 - 2/3/01		
Anthony Clayton	FD				26/2 - 2/3/01		
Keith Hutchinson	FD				26/2 - 2/3/01		
Nick Harris	FD				26/2 - 2/3/01		
David Laing	FD				26/2 - 2/3/01		
Amber Smith	EP	NTS	26/01/01				
Gary Watkins	EP	NTS	6/1/00 + 23/1/01				
2	<i>EPR(N)</i>						
<i>Gary Morgan</i>	<i>FD</i>						
<i>1</i>	<i>EP</i>						
Warrant Coaching							
Keith Hutchinson	FD						
Tape Recorded Interviews							
Mick Robinson	FER			Y	08&09/03/01	Y	NO
Merv Day	FER			Y	08&09/03/01	Y	NO
Arcview							
Paul R Taylor	FD						
<i>Charlie Martin</i>	<i>WR</i>						
<i>Sam Clemens</i>	<i>WR</i>						
<i>Tanya Breed</i>	<i>FD</i>						
Paul Wilkanowski	FER	T2	12/3/01				
Advanced ArcView							
Peter Golding	FD				26-28 March		
Liisa Tang	EPR(S)	E-mail	5/2				
Carla Sealey	EP	E-mail	5/2				
Georgina Randell	FD				5-6/3/01		
Pauline Jones	EP						

NAME	FUNCTION	IDENTIFY WHETHER T2 OR NIS COMPLETED	DATE FORM COMPLETED	INFORMATION RECEIVED FROM TRAINING DEPARTMENT			Course Completed
				Confirmation of T2/NIS receipt Y/N	Course confirmed for (date)	On reserve list	
Expert Witness							
Andrew Mozley	WR	T2	26/2/01				
Basis in Aquatic Herbicides							
4	FER						
Planning Liaison Workshop							
6	FER						
Ali Taylor	WR						
Gary Morgan	FD						
Marissa Bellord	FD						
IT Skills							
Sam Clemens	WR						
Charlie Martin	WR						
TBA	WR						
TBA	WR						
3	DSG						

H&S

NAME	FUNCTION	IDENTIFY WHETHER T2 OR NTS COMPLETED	DATE FORM COMPLETED	INFORMATION RECEIVED FROM TRAINING DEPARTMENT			Course Completed
				Confirmation of T2/NTS receipt Y/N	Course confirmed for (date)	On reserve list	
Emergency First Aid							
Ian Hill	EPR(N)	Name sent to D Benfield 3/7/00					
Sarah Guyatt	EPR(N)	Name sent to D Benfield 9/8/00					
Rick Warren	EPR(N)	Name sent to D Benfield 3/7/00					
Richard Bowen	EPR(N)	Name sent to D Benfield 3/7/00					
Claire Finlayson	EPR(N)	New request					
Antony Clayton	FD						
Keith Hutchinson	FD						
Nick Harris	FD						
David Laing	FD						
Tanya Breed	FD						
Maria Iannantuono	FD						
Ian Hogg	WR	T2	26/2/01				
Sam Clemens	WR	T2	26/2/01				
2	FER						
Chris Taylor	WR						
Ursula Buss	WR						
Chris Green	WR						
5	EPR(N)						
Gary Morgan	FD						
Marissa Bellord	FD						
Emma Sibanda	FD						
Nick Rowlinson	FD						
Bill Steel	FD						
R Ely	DSG						
1	EP						
Sue Lovelock	FD						
Mark Wilkinson	FD						
Qualifying First Aid (4 days)							
1	BS						

NAME	FUNCTION	IDENTIFY WHETHER T2 OR NTS COMPLETED	DATE FORM COMPLETED	INFORMATION RECEIVED FROM TRAINING DEPARTMENT			Course Completed
				Confirmation of T2/NTS receipt Y/N	Course confirmed for (date)	On reserve list	
Hostile Situations - 1/2 Day							
Iain Page	WR						
Tony Reynolds	WR						
Chris Walker	WR						
Ursula Buss	WR						
TBA	WR						
4	EP						
Boat Handling							
Phil Henderson	EPR(N)	Names e-mailed to G Mercia 2/10/00					
Jon Jones	EPR(N)	" "					
Pip Chattell	EPR(N)	" "					
Rick Warren	EPR(N)	" "					
Richard Bowen	EPR(N)	" "					
Claire Finlayson	EPR(N)	New request					
Manual Handling							
S Guyatt	EPR(N)	Names e-mailed to N. Akhtar 9/1/01					
S Silvey	EPR(N)	" "					
J Vine	EPR(N)	" "					
S Holmes	EPR(N)	" "					
R Warren	EPR(N)	" "					
R Bowen	EPR(N)	" "					
C Finlayson	EPR(N)	New request					
2	EPR(N)						
1	BS						

NAME	FUNCTION	IDENTIFY WHETHER T2 OR NTS COMPLETED	DATE FORM COMPLETED	INFORMATION RECEIVED FROM TRAINING DEPARTMENT			Course Completed
				Confirmation of T2/NTS receipt Y/N	Course confirmed for (date)	On reserve list	
Water Safety Awareness							
R Bowen	EPR(N)	Some of team have received this training but these still awaiting					
S Guyatt	EPR(N)						
C Finlayson	EPR(N)	New request					
10	FER						
Rachel Kirk	EPR(N)						
4	EPR(N)						
Paul Taylor	FD						
Barry Cannon	FD						
Paul R Taylor	FD						
Mick Lilliman	FD						
Emma Sibanda	FD						
Boat Handling RYA II							
Justin Mould	FER	T2	Summer 2000	N			
Marissa Bellord	FER	T2	04/00	N			
Mick Robinson	FER	T2	04/00	N			
Paul R Taylor	FD						
4	FER						
Mick Lilliman	FD						
David Smith	FD						
Stephen Green	FD						
Rail Safety							
Anthony Clayton	FD						
Keith Hutchinson	FD						
Nick Harris	FD						
David Laing	FD						
Gary Morgan	FD						
Marissa Bellord	FD						
5	EP						

NAME	FUNCTION	IDENTIFY WHETHER T2 OR NIS COMPLETED	DATE FORM COMPLETED	INFORMATION RECEIVED FROM TRAINING DEPARTMENT			Course Completed
				Confirmation of T2/NIS receipt Y/N	Course confirmed for (date)	On reserve list	
Emergency Management							
<i>Anthony Clayton</i>	<i>FD</i>						
Trailer Towing							
<i>Ivan Hackman</i>	<i>FER</i>	<i>T2</i>	<i>04/00</i>	<i>N</i>			
<i>Merv Day</i>	<i>FER</i>	<i>T2</i>	<i>04/00</i>	<i>N</i>			
<i>Dennis Ellingham</i>	<i>FER</i>	<i>T2</i>	<i>04/00</i>	<i>N</i>			
<i>David Smith</i>	<i>FD</i>						
<i>Stephen Green</i>	<i>FD</i>						
Confined Spaces							
<i>12</i>	<i>FER</i>						
Confined Spaces Half Day Refresher							
<i>John Wormold</i>	<i>WR</i>	<i>T2</i>	<i>26/2/01</i>				
<i>Max Sharp</i>	<i>WR</i>	<i>T2</i>	<i>26/2/01</i>				
<i>Mick Lilliman</i>	<i>FD</i>						
<i>Anthony Clayton</i>	<i>FD</i>						
<i>Keith Hutchinson</i>	<i>FD</i>						
<i>Nick Harris</i>	<i>FD</i>						
<i>David Laing</i>	<i>FD</i>						
<i>Gary Morgan</i>	<i>FD</i>						
<i>Marissa Bellord</i>	<i>FD</i>						
<i>Bill Steel</i>	<i>FD</i>						
<i>2</i>	<i>DSG</i>						
Water Safety Awareness ½ day							
<i>Dawn Timothy</i>	<i>WR</i>	<i>T2</i>	<i>26/2/01</i>				
<i>Max Sharp</i>	<i>WR</i>	<i>T2</i>	<i>26/2/01</i>				
<i>Anthony Clayton</i>	<i>FD</i>						
<i>Keith Hutchinson</i>	<i>FD</i>						

NAME	FUNCTION	IDENTIFY WHETHER T2 OR NTS COMPLETED	DATE FORM COMPLETED	INFORMATION RECEIVED FROM TRAINING DEPARTMENT			Course Completed
				Confirmation of T2/NTS receipt Y/N	Course confirmed for (date)	On reserve list	
IOSH Managing Safety							
Kevin Rutterford	EPR(N)	TS completed	31.01.01 to KS				
Pat Sones	WR						
4	FER						
3	EP						
2	BS						
H&S Auditor							
Kevin Rutterford	EPR(N)	NTS	21/2/01				
Basic Electrical Safety							
Ian Hogg	WR						
Richard Maxey	WR						
Sam Clemens	WR						
TBA	WR						
TBA	WR						
Charlie Martin	WR						
Dawn Timothy	WR						
Emma Sibanda	FD						
Georgina Randell	FD						
Nick Rowlinson	FD						
Advanced Electrical Safety							
1	BS						
H&S for Site Supervisors							
10	DSG						
George Randell	FD						
Emma Sibanda	FD						
Nick Rowlinson	FD						
Pete Starling	FD						
1	BS						

NAME	FUNCTION	IDENTIFY WHETHER T2 OR NTS COMPLETED	DATE FORM COMPLETED	INFORMATION RECEIVED FROM TRAINING DEPARTMENT			Course Completed
				Confirmation of T2/NTS receipt Y/N	Course confirmed for (date)	On reserve list	
Team Leader – Managing your Team Safely							
Andrew Mozley	WR						
Julie Barker	WR						
Tony Reynolds	WR						
Team Leader – Managing Resources							
Andrew Mozley	WR						
Julie Barker	WR						
Tony Reynolds	WR						
Mick Lilliman	FD	NTS	12/3/01				
5	EP						
Team Leader – Problem Solving							
Andrew Mozley	WR						
Tony Reynolds	WR						
2	EP						
Team Leader – People and Performance							
Andrew Mozley	WR						
Tony Reynolds	WR						
Mick Lilliman	FD	NTS	12/3/01				
8	EP						
Appraisal Interviews							
Gary Watkins	EP	NTS	6/12/00				
Effective Committee Meetings							
Pauline Jones	EP	NTS	14/9/99				
Peter Ord	EP	NTS	21/9/99				

NAME	FUNCTION	IDENTIFY WHETHER T2 OR NTS COMPLETED	DATE FORM COMPLETED	INFORMATION RECEIVED FROM TRAINING DEPARTMENT			Course Completed
				Confirmation of T2/NTS receipt Y/N	Course confirmed for (date)	On reserve list	
Effective Meetings (continued)							
Andrew Newton	FD						
David Smith	FD						
Nev Bussingham	FD						
Ali Taylor	FD						
Emma Sibanda	F						
George Randell	FD						
Nick Rowlinson	FD						
Bill Steel	FD						
Pete Starling	FD						
1	EP						
Lorraine Bates	FD						
Telephone Skills							
Suzannah Hicks	WR	T2	26/2/01				
Ursula Buss	WR						
3	EP						
Time Management (2 days)							
Eileen Young	WR	T2	26/2/01				
Ali Taylor	WR	T2	26/2/01				
Emma Sarney	EP						
George Large	EP	NTS	23/2/00				
Louise Evans	WR						
Sylvia Clough	WR						
Claire Walker	WR						
John Barnard	WR						
Suzannah Hicks	WR						
George Randell	FD						
Emma Sibanda	FD						
Nick Rowlinson	FD						
Bill Steel	FD						
3	EP						

NAME	FUNCTION	IDENTIFY WHETHER T2 OR NTS COMPLETED	DATE FORM COMPLETED	INFORMATION RECEIVED FROM TRAINING DEPARTMENT			Course Completed
				Confirmation of T2/NTS receipt Y/N	Course confirmed to (date)	On reserve flag	
Facing the Media – Basic							
Paul Taylor	FD						
Barry Cannon	FD						
Richard Maxey	WR	T2	26/2/01				
Bob Stent	EP	NTS	28/9/99 & 6/12/99				
10	FER						
Mick Lilliman	FD						
Andrew Newton	FD						
Seymour Gogh	FD						
Anthony Clayton	FD						
3	EP						
Facing the Media – refresher							
10	FER						
Dave Gillett	FD						
1	EP						
Corporate Induction Day							
Charlie Martin	WR	T2	26/2/01				
5	EPR(N)						
Ursula Buss	WR						
TBA	WR						
TBA	WR						
Mick Lilliman	FD						
12	EP						
2	BS						
Effective Meetings							
Louise Evans	WR	T2	26/2/01				
Richard Maxey	WR	T2	26/2/01				
Monica Scobey	WR	T2	26/2/01				
Iain Page	WR	T2	26/2/01				

NAME	FUNCTION	IDENTIFY WHETHER T2 OR NTS COMPLETED	DATE FORM COMPLETED	INFORMATION RECEIVED FROM TRAINING DEPARTMENT			Course Completed
				Confirmation of T2/NTS receipt Y/N	Course confirmed for (date)	On record list	
Personal Effectiveness (2 days)							
Bernie Thomas	EP	NTS	11/1/00				
Report and Letter Writing							
Gordon Hume	EP	T2	30/11/00				
John Keenlyside	EP	NTS	20/09/99				
Andrew Newton	FD						
David Smith	FD						
Nev Bussingham	FD						
Presentation Skills							
Gordon Hume	EP	NTS	23/11/00				
Yvonne Daly	EP						
2	FER						
Emma Randell	FD						
George Randell	FD						
Nick Rowlinson	FD						
Seymour Gough	FD						
Andrew Newton	FD						
Suzannah Hicks	WR						
Mark Wilkinson	FD						
Assertiveness and Influencing Skills							
2	FER						
Iain Page	WR						
Andrew Newton	FD						
Emma Sibanda	FD						
George Randell	FD						
Pete Starling	FD						
Nick Rowlinson	FD						
3	EP						
Lorraine Bates	FD						

(AN01) 74-3/1	Bedford Ouse (Lower Reaches)	Ensuring that the operation of the Rivers Hiz and Oughton Support Scheme is fully meeting its objectives to alleviate low flows	Review operation of the scheme during recent drought years		31/3/03		1
(AN01) 74-4/2	Bedford Ouse (Lower reaches)	Failure of River Bedford Ouse and associated tributaries to achieve fish biomass targets	Review the success of the dace stocking.	10/01	04/02	0	1
(AN01) 74-6/2	Bedford Ouse (Lower reaches)	River and floodplain habitats are degraded	Identify suitable sites for river and floodplain restoration in consultation with countryside management organisations.	04/01	Ongoing	0	1
(AN01) 74-6/3	Bedford Ouse (Lower reaches)	River and floodplain habitats are degraded	Seek further environment enhancement in river maintenance and capital operations			0	1
(AN01) 74-8/3	Bedford Ouse (Lower reaches)	There is a lack of public access to the River Great Ouse for recreational activities	Investigate opportunities for walking and improved access for water-based activities, including angling.	04/99	Ongoing	0	1
(AN01) 74-10/1	Bedford Ouse (Lower reaches)	River traffic congestion at locks during the summer	Lengthen St Neots (Paper Mills) Lock	10/2001	03/02	250k	1
(AN01) 74-22/2	Bedford Ouse (Lower Reaches)	Review of the current standards of flood protection	Carry out feasibility studies to identify flood defence improvements at Spaldwick and Godmanchester and standards of service at Swavesey, Earith, Buckden, Blunham and Little Paxton		31/3/02		1
(AN01) 71-1/4	Cam (1/5)	Management of water resources to protect rivers and wetlands	Carry out Review as required by the Habitats Directive for Wicken Fen SSSI (as part of Fenland SAC)	01/04/98			1
(AN01) 71-1/9	Cam (1/6)	Management of water resources to protect rivers and wetlands	Promote development of Lotic Invertebrate Flow Evaluation (LIFE) index.	03/01	11/03	0	1
(AN01) 71-6/1	Cam	There is a need to assess and where appropriate protect the ecological status of headwaters	Assess the level of data on headwaters and identifying priorities for completing species level surveys of selected headwaters	01/04/98	11/01	6k	1
(AN01) 71-4/1	Cam (4/1)	Concern that the operation of Rhee Support Scheme is not ideal	Review operation of Scheme during recent drought. Document existing practice. Full Review to be deferred to CAMs (2004)	01/04/98			1

ACTION REF	LEAP	ISSUE	ACTION	PLANNED START DATE	PLANNED FINISH DATE	PLANNED COST	REG. STATUS
(AN01) 73-3/3	Ely Ouse	Future growth in licensed abstraction demands cannot be met from ground or summer surface waters	Review the groundwater balance for Upper Wissey	01/04/99	31/3/02	0	1
(AN01) 73-3/4	Ely Ouse	Future growth in licensed abstraction demands cannot be met from ground or summer surface waters	Complete the groundwater model for this LEAP area	01/04/99	2004	0	1
(AN01) 73-6/3	Ely Ouse	A number of river stretches fail to meet their River Ecosystem Classification targets	Investigate source of ammonia upstream of Bury St Edmunds STW	01/04/99	31/3/02	55K	1
(AN01) 73-7/1	Ely Ouse	Operation and management of the Cut Off Channel require review	Reduce fish fatalities in Blackdyke intake	01/04/99	08/01	1K	1
(AN01) 73-14/03	Ely Ouse	Need to quantify the 'In-River Needs' and define the Minimum Acceptable Flows	Evaluate use of the LIFE index for the Ely Ouse	01/04/99	11/02	0	1
(AN01) 73-15/4	Ely Ouse	A better understanding of the water requirements of the environment is needed	Carry out a review of all consents and authorisations that may affect cSACs and SPAS, as required by Habitats Directive			0	1
(AN01) 73-15/3	Ely Ouse	A better understanding of the water requirements of the environment is needed	Prioritise and implement actions identified in WLMPs	01/04/00			1
(AN01) 73-16/07	Ely Ouse	Requirements to improve habitat diversity within rivers and their floodplains	Implement BAP actions for rivers and wetlands	04/2001	Ongoing	0	1
(AN01) 73-16/08	Ely Ouse	Requirements to improve habitat diversity within rivers and their floodplains	Encourage tree planting in agreed areas with appropriate tree management/pollarding along river corridors	04/2001	Ongoing	0	1
(AN01) 73-17/01	Ely Ouse	There is a need to assess and, where appropriate, protect the ecological status of headwaters	Assess the level of data on headwaters and identify priorities for completing species level surveys of selected headwaters: upper reaches of rivers Thet, Lt Ouse, Sapiston, Lark and Wissey	09/01	11/04	0	1
(AN01) 73-19/1	Ely Ouse	There is concern over waste tyre collection and disposal within LEAP area	Investigate incidents and raise awareness of garages and industry about illegal waste tyre disposal in the LEAP area		31/3/02		1
(AN01) 73-20/2	Ely Ouse	There is a need to improve waterside access and maximise use of Agency-owned land	Continue to contribute to the Fens Access Project	9/99	06/01	30k	1
(AN01) 74-1/5	Bedford Ouse (Lower Reaches)	Future demand for water abstraction cannot be met from local groundwater resources or using surface waters in summer	Carry out future studies on the Bedford Oolite aquifer to establish future groundwater licensing policy. Review Data		31/3/02		1

(AN01) 75-9/2	North West Norfolk	There is concern over the impact of river structures on sea trout populations in the rivers Nar and Babingley	Identify and cost options to improve sea trout access by modifying existing structures, building fish passes and by-pass channels.	04/01	31/03/02	1K	1
(AN01) 75-9/3	North West Norfolk	There is concern over the impact of river structures on sea trout populations in the rivers Nar and Babingley	Identify areas of suitable spawning substrate using the HABSCORE software	04/01	03/03	2K	1
(AN01) 75-11/1	North West Norfolk	There is a need to improve recreational and navigation access to Agency-owned land on the Relief Channel and Cut Off Channel	Open navigation on the Relief Channel by construction of a lock at Denver and new boating facilities along the channel.	08/99	04/01	550k	1
(AN01) 75-11/2	North West Norfolk	There is a need to improve recreational and navigation access to Agency-owned land on the Relief Channel and Cut Off Channel	Continue Agency participation in the Fen Access Project and Fen Waterways Regeneration Project	5/98	06/01	27k	1
(AN01) 75-11/3	North West Norfolk	There is a need to improve recreational and navigation access to Agency-owned land on the Relief Channel and Cut Off Channel	Continue to work with Angling Clubs to improve angling facilities along both channels		Ongoing	5k	1
(AN01) 75-18/7	North West Norfolk	There is concern over the impact of poor water quality on the River Nar SSSI	Investigate further the use of chlorophyll a and diatom data as a biological index.	04/01	03/02	0	1
(AN01) 75-21/1	North West Norfolk	There is concern that tidal defences between Hunstanton and Snettisham provide inadequate protection from flooding	Improve the standard of flood defence to protect caravan parks			11m	1
(AN01) 75-25/1	North West Norfolk	There is an inadequate level of flood defence protection on the River Nar	Construct a new 650m long diversion channel	01/04/01	31/3/03	800k	1
(AN01) 75-25/2	North West Norfolk	There is an inadequate level of flood defence protection on the River Nar	Undertake bank raising along parts of the embankment	01/04/01	31/3/03	1100k	1
(AN01) 75-25/3	North West Norfolk	There is an inadequate level of flood defence protection on the River Nar	Construct 9.5km of permanent haul road adjacent to the bank	01/04/01	31/3/03	600k	1
(AN01) 75-25/4	North West Norfolk	There is an inadequate level of flood defence protection on the River Nar	Construct a 60m long spillway	01/04/01	31/3/03	100k	1
(AN01) 75-18/8	North West Norfolk	There is concern over the impact of poor water quality on the River Nar SSI	Investigate further ways to reduce eutrophication				1
(AN01) 75-19/3	North West Norfolk	There is concern over the air quality in King's Lynn, particularly in North Lynn	Carry out new research into the fate of substances released into the environment		31/3/02	50k	1
(AN01) 75-19/4	North West Norfolk	There is concern over the air quality in King's Lynn, particularly in North Lynn	Examine environmental, social and economic conditions of the local area		31/3/03		1

71-5/1		Scheme is not ideal	recent drought. Document existing practice. Full Review to be deferred to CAMs (2004)	01/04/98			1
(AN01) 71-7/1	Cam	There is a lack of habitat diversity both within rivers and their floodplains	Identify areas where river and/or floodplain restoration can be undertaken	01/04/99	2001	20k	1
	Cam	There is a lack of habitat diversity both within rivers and their floodplains	Undertake the identified river and/or floodplain restoration	01/04/00	2001	0	1
(AN01) 71-7/2	Cam	There is a lack of habitat diversity both within rivers and their floodplains	Undertake the identified fish habitat and spawning sites enhancements	01/04/00	03/03	25k	1
(AN01) 71-13/5	Cam	Identification and remediation of contaminated land	Carry out remediation as described t Sawston	01/04/98	No end date due to legal issues		1
	North West Norfolk	A better understanding of the water requirements of the environment and impacts of abstraction is needed	Review current research into methodologies to assess in-river needs, and undertake studies for watercourses in the LEAP area	09/01	11/02	0	1
(AN01) 75-2/2	North West Norfolk	A better understanding of the water balance of the LEAP area is required	Undertake a review of the groundwater level observation borehole network	01/04/00	31/08/01		1
(AN01) 75-3/5	North West Norfolk	A better understanding of the water requirement of the environment and the impacts of abstraction is needed	Undertake a review of licences potentially affecting European designated wetlands in the LEAP area, as required by the Habitats Directive		31/03/04		1
(AN01) 75-5/3	North West Norfolk	There is concern over the impact of engineering works on riverine habitat diversity	Identify opportunities to enhance habitat diversity during flood defence works.	09/01	03/02	0	1
(AN01) 75-5/4	North West Norfolk	There is concern over the impact of engineering works on riverine habitat diversity	Creation of slack refuge areas for fish and invertebrates in trapezoidal river reaches	04/01	03/03	10k	1
(AN01) 75-5/5	North West Norfolk	There is concern over the impact of engineering works on riverine habitat diversity	Restore flooding to the natural flood plain by identifying areas where flood control measures can be relaxed.	04/01	Ongoing		1
(AN01) 75-5/6	North West Norfolk	There is concern over the impact of engineering works on riverine habitat diversity	Implement actions for river and wetland BAPs	04/01	Ongoing		1
(AN01) 75-6/1	North West Norfolk	There is a need to assess, and where appropriate, protect the ecological status of headwaters	Assess the level of data on headwaters and identify priorities for completing species level surveys of selected headwaters.	09/01	11/04	0	1
(AN01) 75-8/1	North West Norfolk	There is a need to protect habitat outside designated areas	Carry out a survey to investigate the loss of wetland habitat over the last 50 - 100 years and identify the distribution of remaining habitat.	04/01	03/02	0	1

(AN01) 72-3/9	Upper Ouse	The flood defence capacity for Main Rivers is inadequate	Implement findings from consultants' report on the flood defence capacity within Buckingham	01/04/01	31/3/02	680K	1
(AN01) 72-12/9	Upper Ouse (8/7)	Requirement to improve habitat diversity within rivers and their floodplains	Implement BAP action for rivers and wetlands.	04/01	Ongoing	0	1
(AN01) 72-12/10	Upper Ouse (8/8)	Requirement to improve habitat diversity within rivers and their floodplains	Encourage tree planting in agreed areas with appropriate tree management/pollarding along river corridors.	04/01	Ongoing	0	1
	Upper Ouse (8/9)	Requirement to improve biodiversity within rivers and their floodplains	In-river habitat enhancement	04/01	Ongoing	0	1
(AN01) 72-12/11	Upper Ouse (8/10)	Requirement to improve habitat diversity within rivers and their floodplains	Enhance and restore aquatic habitat for fisheries and associated wildlife.	04/01	Ongoing	0	1
(AN01) 72-23/1	Upper Ouse (19/1)	Impact of a Canal-River link is unknown	Secure millennium funding through a steering committee with Agency representation.				1
	Upper Ouse (19/2)	Impact of a Canal-River link is unknown	Agency to provide BW with relevant information/data as and when required	04/01		10K	1
	Upper Ouse (21/7)	A better understanding of the water requirements of the environment is needed	Promote development of a Lotic Invertebrate Flow Evaluation (LIFE) index	03/00	11/02	70k	1
	Upper Ouse (21/9)	A better understanding of the water requirements of the environment is needed	Review headwater sites	09/01	11/02	tbd	1
	Upper Ouse (23/1)	Improved waterside access for anglers and the general public	Identify, prioritise and implement water recreation opportunities in the area	04/02	03/03	5k	1
(AN01) 72-20/	Upper Ouse	Concern over the Milton Keynes surface water management	Investigate options for improving the surface water management				1
(AN01) 72-20/1	Upper Ouse (16/1)	A better understanding of the resources of the Oolite and Woburn Sands aquifers is required	Carry out further studies on the Bedford Oolite aquifer to establish future licensing policy. Review Dta.			97.5K	1
(AN01) 72-22/2	Upper Ouse (18/1)	Hydrology of the Ouzel watershed is not well understood	Monitor spring flows from the chalk as part of the Cam/Bedford Ouse groundwater investigation strategy				1

(AN01) 70-19/1	Old Bedford (Middle Level & Ouse	Lack of monitoring of slacker flow out of the Tidal River	Assess the possibility of monitoring slacker flows	01/04/01	31/3/02	0K	1
(AN01) 702/6 (2/4)	Old Bedford (Middle Level & Ouse	Need to improve the management of flooding on the Ouse Washes	Reduce the impact of summer flooding on the Ouse Washes				1
(AN01) 70-9/1	Old Bedford (Middle Level & Ouse	Tyre dumping posing pollution risk	Investigate interim measures such as placing the tyres in cells with fire breaks and access and placing bunds on the perimeter to protect local watercourses to restrict the impact of fire				1
(AN01) 70-8/2	Old Bedford (Middle Level & Ouse Washes)	Scope for habitat protection and improvement	Investigate the potential for specific habitat enhancement partnership (to include the Wet Fens for the Future initiative and European LIFE funding initiative for the Fenland natural area).	04/01	Ongoing	0	1
(AN01) 70-15/1	Old Bedford (Middle Level & Ouse Washes)	Review and promote appropriate public access to inland waters in conjunction with other organisations	Opportunities for walking and other water-based recreational activities (including angling) should be investigated in line with agreed recreation/visitor and tourist strategies. To ensure that the needs of less able- bodied persons are also considered.	05/98	03/03	10k	1
(AN01) 70-18/1	Old Bedford (Middle Level & Ouse Washes)	Lack of biodiversity data	Compile quality data in the Area's flora and fauna by the collaboration of interested parties. The use and effectiveness of the proposed biological records centre in Cambridgeshire should be assessed.	03/003	Ongoing	0	1
(AN01) 72-1/5	Upper Ouse	The standard of service for flood warning is not being met	Improvement to the flood warning system for the River Ouse at Clapham		31/3/02		1
(AN01) 72-3/6	Upper Ouse	The flood defence capacity for Main Rivers is inadequate	Implement findings from consultants' report on the flood defence capacity of areas within the town of Newport Pagnell	31/1/00	31/3/02	700K	1
	Upper Ouse	The flood defence capacity for Main Rivers is inadequate	Implement findings from consultants' report on the flood defence capacity within Towcester	01/04/00	31/3/02	512K	1

STRATEGIC OBJECTIVES	Environmental Gain	PEOPLE OBJECTIVES				PERFORMANCE OBJECTIVES				PERCEPTION OBJECTIVES			
		Milestones				Milestones				Milestones			
		2000-01	2001-02	2002-03	2003-04	2000-01	2001-02	2002-03	2003-04	2000-01	2001-02	2002-03	2003-04
<p>More effective implementation of new policy and systems, including resourcing and new methods of working</p>	<p>Long term improvement in the environment due to reduced risk of adverse impact by regulated industry</p>	<p>Establish initial resource estimates. Carry out initial training and competency assessment for sufficient staff to deal with initial IPPC applications. Identify areas of work to be reduced as manage the initial phase of introduction of IPPC.</p>	<p>Training and competency assessment for relevant staff dealing with relevant tranches of IPPC. Manage resources including main shift from PIR to IPPC work and recruiting of extra resources to backfill against work being done on IPPC. Implementation of Best Practice reviews to optimise delivery of IPPC.</p>	<p>As for 2001/02 but in addition: Emphasis on training and competency now moves to Waste staff in preparation for introduction of Waste sites (and Landfill Directive via IPPC). Further refinement of resource estimates, taking account of impact of Landfill Directive. Training of staff in preparation for major expansion of introduction of IPPC in 03 / 04</p>	<p>Suitable resources available for dealing with major escalation in IPPC workload. Best Practice methods fully developed and implemented.</p>	<p>Completion of plans for implementation of IPPC within the Region. This to include identification of numbers of installations agreed systems for handling IPPC in place and plans for dealing with external stakeholders, etc. Additional work associated with IPPC training and implementation requires reduction in other EP Service levels to generate sufficient resource.</p>	<p>Initial implementation of IPPC business plans. Delivery of IPPC in accordance with procedures, guidance and income.</p>	<p>Assist in implementation of second major phase of IPPC. Plan for major increase in workload for following year. Incorporate efficiency savings from Best Practice review.</p>	<p>Mature system delivering IPPC within statutory timescales in cost effective manner.</p>	<p>Gain confidence of internal and external stakeholders that we have suitable systems in place to deal with initial introduction of IPPC.</p>	<p>Internal stakeholders are confident they have the necessary training and tools to implement IPPC. External stakeholders have confidence in the Agency's ability to deliver an efficient effective and consistent regulatory system. Targeting of PIR operators as they are early entrants into IPPC. Ensure that Agency/Local Authority interface is properly managed.</p>	<p>Internal and external stakeholders have confidence in the way the Agency is implementing IPPC. Targeting of Waste, Food & Drink Sectors in preparation for their introduction into IPPC. Provide feedback from Best Practice reviews to demonstrate the Agency is operating consistently and cost effectively.</p>	<p>Provision of information on Environmental outcomes/improvements arising from IPPC. Demonstrating to Government and other key stakeholders' successful implementation of IPPC.</p>
		<p>Continue awareness raising so that staff understand the need to implement the National EIA Handbook</p>	<p>Phased implementation means EIA starts becoming an integrated part of the project management procedure for project managers</p>	<p>Phased implementation means EIA starts and continues to become an integrated part of the project management procedure for project managers</p>	<p>Implementation means that EIA is now an accepted part of the project delivery process</p>	<p>Staff are committed to implementation of the National EIA Handbook. Adequate resources in place to allow implementation process to commence (4 existing FTEs and 6.51 new FTEs). Achievement of objectives are dependent on this resource</p>	<p>Identify prioritised implementation programme based on business risk. Develop training packages and undertake training for priority business areas. Provide day to day EIA support service to teams implementing the handbook. Partial</p>	<p>Develop training packages and undertake training for remaining business areas. Provide day to day EIA support service to teams implementing the handbook. Full implementation by the end of the year.</p>	<p>On-going EIA support service to teams. Monitor implementation to ensure full implementation maintained.</p>	<p>Environment Agency seen to have recognised shortfall in our procedures and importance of the need to practice what we preach</p>	<p>Agency seen to start practising what we preach (compliance with legislation and environmental targets)</p>	<p>Increasing evidence that we practice what we preach</p>	<p>Agency seen to practice what we preach</p>
		<p>Commitment from all staff involved to input the programme. Staff adequately equipped/ supported to do the work. Champions/leaders identified.</p>	<p>Continued commitment from all staff involved to input the programme. Increasing understanding of HR process for all staff, positive morale produced.</p>	<p>Continued commitment from all staff involved to input the programme. Positive morale maintained.</p>	<p>Continued commitment from all staff involved to input the programme. Positive morale maintained.</p>	<p>Produce agreed project plan and achieve milestones for the year. (Stage 1 & 2 Complete for all existing and amended sites). Examine linkages to other initiatives (e.g. AMP3)</p>	<p>Achieve milestones for year (need defining) as planned. (Stage 1 & 2 Complete for all new sites; stage 3 for high priority sites underway). Identify/realise some efficiencies through to other initiatives.</p>	<p>Achieve target milestones (Complete stage 3 for high priority sites and stage 3 for all other sites well underway).</p>	<p>Project target achieved (Complete stage 3 for medium and low priority sites).</p>	<p>Clear way ahead decided and agreed by all parties (internal and external).</p>	<p>Well planned and executed achievement of targets in co-operative and efficient manner.</p>	<p>Well planned and executed achievement of targets in co-operative and efficient manner.</p>	<p>Well planned and executed achievement of targets in co-operative and efficient manner.</p>
<p>Local improvements in environment, partnerships developed with others for the future</p>	<p>Commitment from all staff involved to input into the programme. Staff adequately equipped/ supported to do the work. Champions/leaders identified for priority LEAPs</p>	<p>Positive morale with target milestones achieved</p>	<p>Increasingly positive morale as progress through the work becomes clear</p>	<p>Increasingly positive morale as progress through the work becomes clear</p>	<p>Plan and deliver the priority 1 LEAPs for this year. Identify which we will do ourselves, with others, and with other funding for future years</p>	<p>Deliver planned LEAPs (Xxno.). Identify savings from partnership work with others/external funding for Y% of X LEAPs.</p>	<p>Deliver planned LEAPs (Xxno.). Identify savings from partnership work with others/external funding for Y% of X LEAPs.</p>	<p>Meet target for total LEAPs planned over the 3 years (define)</p>	<p>Partnership partners perceive their role to be important and part of planned programme for local area</p>	<p>Clear progress and real environmental improvements on the ground delivered</p>	<p>Clear progress and real environmental improvements on the ground delivered</p>	<p>Clear progress and real environmental improvements on the ground delivered</p>	

Strategic Outcomes	Environmental Gain	PEOPLE OBJECTIVES				PERFORMANCE OBJECTIVES				PERCEPTION OBJECTIVES			
		Milestones				Milestones				Milestones			
		2000-01	2001-02	2002-03	2003-04	2000-01	2001-02	2002-03	2003-04	2000-01	2001-02	2002-03	2003-04
New Duties Implementation		Highlight the need for all staff to be aware of what their targets are and how much money/resource they have to achieve these targets - clearly defined at the outset of the year. Also recruitment to be able to be fully planned and implemented efficiently which requires good communication between Head Office and Regions with regard to the financial situation.	All staff to be aware of what their targets are and how much money/resource they have to achieve these targets - clearly defined at the outset of the year. Recruitment to be able to be fully planned and implemented efficiently which requires good communication between Head Office and Regions with regards the financial situation.			Highlight in LMR the need for appropriate performance target setting in the given timescales - need to be given the chance to do this by efficient and clear communication of financial situation at the outset and resources to match the effort required. Also consideration to be given of the need for new staff to be trained and in place to ensure that sufficient time remains to achieve targets.	All performance against targets to be achieved in the given timescales - need to be given the chance to do this by efficient and clear communication of financial situation at the outset and resources match effort required. All new staff to be trained and in place to ensure that sufficient time remains to achieve targets.			Identify any skills / staff gaps to ensure that we have the appropriate staff to do the job. Perception that we are beginning to achieve what and when we said we would.	Having the appropriate staff to do the appropriate job. Perception that we have achieved what and when we said we would.		
Meeting DETR expectations on abstraction licensing		Staff adequately trained/ supported to undertake the work. Commitment from all staff involved to input into the programme	Support from non EP staff in managing Nationally agreed priorities	Increasingly positive morale as progress through the work becomes clear and working efficiencies are identified and realised.	Increasingly positive morale as progress through the work becomes clear and working efficiencies are realised.	Produce Regional Abstraction Licence Review Implementation plan and achieve key milestones for the year. Identify business efficiencies	Use performance measures to assume actual service levels produced against service levels required.	Achieve key milestones for the year. Realise business efficiencies. Agency stakeholders start to feel the benefits	Achieve key milestones for the year. Realise business efficiencies. Agency stakeholders start to feel the benefits	Perception that the Agency is implementing the new initiatives at an appropriate pace, and is equipped to deal with the workload.	Perception that the Agency is implementing the new initiatives at an appropriate pace, and is equipped to deal with the workload.	Perception that the Agency is implementing the new initiatives at an appropriate pace, and is equipped to deal with the workload.	Perception that the Agency is implementing the new initiatives at an appropriate pace, and is equipped to deal with the workload. Real environmental improvement on the ground are delivered.
Water Management Priority Planning	Regionally and Nationally consistent Levels of Service. Efficiencies and best practice shared and implemented is do more of the right things better and do less of or stop those things that do not add benefit, environmental or otherwise.	All Water Management Staff are aware of the project and its broad aims and objectives and have QA'd data on Level of Service vs resource required.	People are aware of how the voting panel output will affect them in 2002-03. Everyone has had the opportunity to contribute to the project.	For top 20% of activities people are working to a nationally consistent level of service.	Reallocation of resources is delivered sensitively and has ownership from all staff.	New time recording system in place for last quarter	Voting Panels have voted on top 20% of activities occupying 80% of resource for WR, FD, Rec. Changes reflected in business and work-plans for 2002-03. Output from 2000-01 Biology, Conservation (incl EIA) & Fisheries priority planning processes have been combined with WMPPE and Navigation work now considered.	Minor resource reallocation within regions. Voting Panels have been held for all Water Mgt Activities. Changes reflected in business and work-plans for 2003-04.	Major changes in what we do and to what level of service result in significant resource reallocation. Voting Panels have been held for all Water Mgt Activities to consider previous levels of service in the light of actual data and new initiatives.				
EMS	No adverse impact on environment from our activities	Continue awareness raising, and address concerns around effort required for maintenance so that the benefits of EMS implementation are realised	Phased implementation means EMS becomes an integrated part of the way we work	EMS continues to become 'the way we work'	EMS is now a fully accepted way of working	Staff are committed to implementation of the National EMS project. Adequate resources in place to allow implementation process to commence across regions, areas and catchment offices to timetable (including maintenance). Achievement of objectives are dependent on this resource allocation.	Roll out a prioritised programme for EMS based on business risk and environmental aspects. Undertake training as appropriate. Teams provided with support to implement EMS.	Roll out EMS system for remaining business areas as per timetable. Provide support service to teams implementing EMS.	Monitor implementation/maintenance to ensure full compliance and ongoing improvements in performance.	Environment Agency seen to have recognised any shortfall in our procedures and importance of the need to practice what we preach	Agency seen to start practising what we preach (compliance with legislation and demonstration of good practice)	Increasing evidence that we practice what we preach	Agency seen to practice what we preach

STRATEGIC OUTCOMES	Environmental Gain	PEOPLE OBJECTIVES				PERFORMANCE OBJECTIVES				PERCEPTION OBJECTIVES			
		Milestones				Milestones				Milestones			
		2000-01	2001-02	2002-03	2003-04	2000-01	2001-02	2002-03	2003-04	2000-01	2001-02	2002-03	2003-04
<p>Manage changes in charging income, funding risks and identify alternatives</p>	<p>Key priorities for the regional environment are addressed, using alternative funds if necessary</p>	<p>Charging income risks identified by operational managers as well as finance staff. External funding sources identified for project for following year by Ext. Funds Mgr and operational staff.</p>	<p>Charging income risks identified by more operational managers. Awareness and capability to secure external funding increased.</p>	<p>Charging income risks identified by more operational managers. Awareness and capability to secure external funding increased.</p>	<p>Cost efficient region. Consistently delivering on efficiency savings. Culture of value for money. Direct link to performance.</p>	<p>Deliver on our key priorities within budget for the year. Continually strive to deliver more efficiencies for reinvestment in the business - X% of budget. (define)</p>	<p>Deliver on our key priorities within budget for the year. Continually strive to deliver more efficiencies for reinvestment in the business - X% of budget. (define)</p>	<p>Deliver on our key priorities within budget for the year. Continually strive to deliver more efficiencies for reinvestment in the business - X% of budget. (define)</p>	<p>Cost efficient region. Consistently delivering on efficiency savings. Culture of value for money. Direct link to performance.</p>	<p>Agency seen to deliver key priorities in efficient manner, giving value for money. Real progress seen to be made on finding real efficiencies, and an important source of expertise in securing external funding.</p>	<p>Agency seen to deliver key priorities in efficient manner, giving value for money. Real progress seen to be made on finding real efficiencies, and an important source of expertise in securing external funding.</p>	<p>Agency seen to deliver key priorities in efficient manner, giving value for money. Real progress seen to be made on finding real efficiencies, and an important source of expertise in securing external funding.</p>	<p>Agency seen as a cost efficient organisation which consistently delivers efficiencies and has a culture of value for money.</p>
<p>Retention and development of people, including through change</p>	<p>The right people are trained for the right jobs and key priorities addressed. Long term development means that a consistent approach is used and decisions reflect sharing of learning and experience.</p>	<p>Increasing awareness of the need for personal development planning. Address outstanding actions from E Value.</p>	<p>Develop non bureaucratic competencies framework which helps individuals plot several possible career paths. Develop behavioural skills for dealing with task and relationship conflict, and change management.</p>	<p>Develop non bureaucratic competencies framework which helps individuals plot several possible career paths. Develop behavioural skills for dealing with task and relationship conflict, and change management.</p>	<p>High morale, effective teams and individuals who drive the business forward through new challenges. Clear succession planning and development focus.</p>	<p>Awareness and application of principles of personal development grows across the region. Objectives linked to <u>how</u> and <u>which</u> key work priorities will be delivered.</p>	<p>Performance across a range of activities improves as people become more closely matched to activities which are appropriate for them at their particular stage of development</p>	<p>Performance across a range of activities improves as people become more closely matched to activities which are appropriate for them at their particular stage of development</p>	<p>Performance across a range of activities improves as people become more closely matched to activities which are appropriate for them at their particular stage of development</p>	<p>Reduction in publicity around stress/morale etc and becoming more positive, highlighting significant achievements that staff have delivered on. Agency begins to position itself not in competition with private sector on salaries etc, but offering an alternative, well rounded career option.</p>	<p>Publicity becoming more positive, highlighting significant achievements that staff have delivered on.</p>	<p>Publicity becoming more positive, highlighting significant achievements that staff have delivered on.</p>	<p>Agency seen by external people and internal staff as a high class employer that values staff development through a variety of career paths</p>
<p>Reduction in H&S incidents for internal staff, manuals and the general public when using Agency facilities. Account taken of outstanding claims/risks.</p>	<p>People enjoy their working and recreational time safely</p>	<p>Continue to promote use of SHERMS increasing reports of Near Misses, Sharing BP and address culture in manual workforce. Repair navigation and other structures that may pose a risk to the public.</p>	<p>All staff familiar with SHERMS increased reporting of Near Misses is evident. Sharing of BP and address culture in EWF. Repair navigation and other structures that may pose a risk to the public.</p>	<p>Real progress being made with the development of a H&S culture within the Agency, especially within manual workforce.</p>	<p>Safety conscious culture within the Agency, especially within manual workforce.</p>	<p>Reducing Accident Rate and claims. Near Miss reporting increasing.</p>	<p>Reducing Accident Rate and claims. Near Miss reporting increasing.</p>	<p>Reducing accident rate and claims. Near miss reporting increasing.</p>	<p>Zero accident rate, and no claims. Very high near misses and suggestions (500+ per month?)</p>	<p>Growing awareness that safety is a responsibility for all of us, and for each other.</p>	<p>Growing awareness that safety is a responsibility for all of us, and for each other.</p>	<p>Growing awareness that safety is a responsibility for all of us, and for each other.</p>	<p>With zero accident rate, and no claims, perception that safety does come first for all. A professional, risk based approach taken at all times. Suggestions for ongoing improvements are seen to be positively welcomed.</p>
<p>Provision of an appropriate level of emergency response and participate in important emergency exercises (e.g. HUMEX)</p>	<p>Quicker, more effective response to emergencies so that their effects on the environment are minimised</p>	<p>Ensure appropriate systems, equipment and training in place for staff dealing with emergency situations</p>	<p>Ongoing training and support to these staff. Foster better relations with other bodies with whom we may need to work in particular circumstances - identify and define, set aside time to work up.</p>	<p>Ongoing training and support to these staff. Foster better relations with other bodies with whom we may need to work in particular circumstances - identify and define, set aside time to work up.</p>	<p>Where needed, staff are fully trained and equipped to deal with emergencies. External partners and other emergency services are fully aware of our competencies</p>	<p>Appropriate cover and warnings provided in emergency situations with response within set times. (7). Take part in X no. emergency exercises</p>	<p>Appropriate cover and warnings provided in emergency situations with response within set times. (7). Take part in X no. emergency exercises</p>	<p>Appropriate cover and warnings provided in emergency situations with response within set times. (7). Take part in X no. emergency exercises</p>	<p>Appropriate cover and warnings provided in emergency situations with response within set times. (7). Take part in X no. emergency exercises</p>	<p>Perception that Agency provides good level of cover and appropriate warnings are given when necessary in emergencies. Agency an important and willing partner in emergency exercises</p>	<p>Perception that Agency provides good level of cover and appropriate warnings are given when necessary in emergencies. Agency an important and willing partner in emergency exercises</p>	<p>Perception that Agency provides good level of cover and appropriate warnings are given when necessary in emergencies. Agency an important and willing partner in emergency exercises</p>	<p>Perception that Agency provides good level of cover and appropriate warnings are given when necessary in emergencies. Agency an important and willing partner in emergency exercises</p>

STRATEGIC OUTCOMES	Environmental Gain	PEOPLE OBJECTIVES				PERFORMANCE OBJECTIVES				PERCEPTION OBJECTIVES			
		Milestones				Milestones				Milestones			
		2000-01	2001-02	2002-03	2003-04	2000-01	2001-02	2002-03	2003-04	2000-01	2001-02	2002-03	2003-04
Changes in FD	High level of protection and warning from flooding	Recruitment of staff into vacant posts and linking of HR strategy to the development needs of these individuals	Roll out CNFD structures and HR strategy to equip staff appropriately	Roll out CNFD structures and HR strategy to equip staff appropriately	Staff fully equipped, trained, structured to deliver the High Level Targets and supervisory duty to plan	Deliver against MAFF HL targets (define)	Deliver against MAFF HL targets (define)	Deliver against MAFF HL targets (define)	Deliver against MAFF HL targets (define)	Perception of having the right staff in the right place to deliver against the targets in a competent manner	Perception of having the right staff in the right place to deliver against the targets in a competent manner	Perception of having the right staff in the right place to deliver against the targets in a competent manner	Perception of having the right staff in the right place to deliver against the targets in a competent manner
		The need to cut out bureaucracy is agreed. The freedom to do so is delegated appropriately. A positive approach is taken to the potential for savings from GIS/IT systems.	The positive approach and morale is reinforced by examples of where savings can be demonstrated. Team leaders feel that admin pressure is reducing.	The positive approach and morale is reinforced by examples of where savings can be demonstrated. Team leaders feel that admin pressure is reducing.	Staff understand the importance of certain important admin duties and are positive about those. The actively seek out and reduce unnecessary bureaucracy and waste/duplication	Identify sources of greatest admin load and agree regionally consistent approach to this work. Cut out unnecessary bureaucracy. Identify potential efficiencies through GIS/IT	1. Reduce bureaucracy. 2. Use GIS/IT to make the remainder less time consuming (and don't do 2 before 1). Demonstrate savings	1. Reduce bureaucracy. 2. Use GIS/IT to make the remainder less time consuming (and don't do 2 before 1). Demonstrate savings	Slick, efficient organisation. Admin work accounts for < 10% of a team leader's time.	Agency recognises the demands on Team Leaders and addresses "tick box" mentality	Perception is of admin load reducing	Perception is of admin load reducing	Perception by staff and external orgs is of an efficient Agency
		All staff to be aware of what is happening and how it will affect them personally, their work, their team structure and the Agency's activities as a whole. Time allowed for managing implementation.	All staff to be aware of what is happening and how it will affect them personally, their work, their team structure and the Agency's activities as a whole. Time allowed for managing implementation.		Changes in priorities as a result of BRITE to be taken up by EPPPE. Consideration given of appropriate performance monitoring measures to reflect the changes were necessary.	EPPPE to reflect the changes. Appropriate performance monitoring to reflect the changes where necessary.	Assess staff reaction and need for leadership to ensure continuing service delivery through changes. Identify appropriate staff numbers and effort being made in the appropriate areas of work. Investigate structure and processes needed to deliver an improved environment.	Manage staff reaction and provide leadership to ensure continuing service delivery through changes. Having the correct amount of staff and effort being made in the appropriate areas of work. More efficient outputs and customer satisfaction as a result of change. Structure and processes in place to deliver an improved environment.					
Admin load on team leaders	Team leaders do more of the right/ key priorities sooner and more effectively												
BRITE													
EPPE		All staff to be aware of what priorities they should be working on at any one time, to what service level and what amount of FE resource this equates to. Initiatives not covered by EPPPE are challenged.	All staff to be aware of what priorities they should be working on at any one time, to what service level and what amount of FTE resource this equates to. No staff to be asked or to undertake any initiatives not covered by EPPPE.		Investigate time recording data under each EPPPE task heading. Continue to investigate the amount of FTE actually spent on activities and those assumed. Identify performance measures to assume actual service levels produced against service levels required,	All staff to be recording time spent accurately under each EPPPE task heading. Comparisons will be made between the amount of FTE actually spent on activities and those assumed. Use performance measures to assume actual service levels produced against service levels required.		Identify any changes needed to ensure that the correct amount of staff and effort is being directed towards appropriate areas of work. Assess communications work needed to ensure that stakeholders understand Agency's EP priorities and limitations	Having the correct amount of staff and effort being made in the appropriate areas of work. Processes are flexible and yet robust enough to cope with priorities and changes in priorities. Stakeholders understand Agency's EP priorities and limitations.				

IAS CODE	SCHEME NAME	CAT	LDW 11 SCORE	YR 1 01/02	YR 2 02/03	YR 3 03/04	YR 4 04/05	YR 5 05/06	YR 6 06/07	YR 7 07/08	YR 8 08/09	YR 9 09/10	YR 10 10/11	> YR 10 >2011	TOTAL COST
GRANT ELIGIBLE SCHEMES															
11004	ELY OUSE FLOOD DEFENCES	F	24		403	404						300	300		1,407
11075	ALCONBURY & ALCONBURY WESTON FAS	F	20			1,000	1,500	1,500							4,000
11079	TOWCESTER TOWN CENTRE FD	F	16	350											350
12048	FISHER FLEET ADDITIONAL WORKS	T	24	250											250
12058	HUNSTANTON/HEACHAM STRATEGY	T	24											1,000	1,000
12059	HUNSTANTON/HEACHAM BEACH MANAGEMENT	S	20		100	100	100	100	100	100	100	100	100	100	1,000
12070	ELY OUSE LODES	F	0						200	200	200	200	200	200	1,200
12072	HUNSTANTON/HEACHAM SURVEYS	S	24	40											40
12073	HUNSTANTON/HEACHAM ENV MONITORING	S	23	18											18
12074	SNETTISHAM DEFENCES	S	16		400	400									800
12075	HEACHAM DEFENCES	S	18		600	400									1,000
12076	HUNSTANTON DEFENCES	S	16				1,220	780	600						2,600
12077	HEACHAM/SNETTISHAM NOURISHMENT	S	18			1,287	1,549	1,014							3,850
12103	TIDAL RIVER MATRESSING REMEDIAL WORKS	T	24				50	250	250	250	250	250	250	200	1,750
12208	LEIGHTON BUZZARD FLOOD PROTECTION	F	18		800	200									1,000
12214	UPPER CAM IMPROVEMENTS	F	18						150						150
12216	R NAR IMPROVEMENTS	F	26	2,085	1,230										3,315
12217	NEWPORT PAGNELL FAS	F	24	190											190
12220	GODMANCHESTER FD IMPROVEMENT SCHEME	F	0	50	20	670									740
12221	MIDDLE LEVEL BARRIER BANKS URGENT WORKS	F	0	300	700										1,000
13033	BABINGLEY OUTFALL SLUICE	T	26						50						50
13038	R THET/LITTLE OUSE THETFORD FAS	F	16			100	100								200
16011	GT OUSE SILTATION ALLEVIATION	T	24			314	264	439	480	785	853	885	980		5,000
16015	WASH SMP SECOND GENERATION	S	24		5	8									13
16030	SOUTHERN NORTH SEA SEDIMENT STUDY	S	23	4											4
18000	GREAT OUSE FUTURE CAPITAL WORKS	F	22						2,153	2,648	2,580	2,248	2,153	2,483	14,265
18890	SHORELINE MANAGEMENT - GREAT OUSE	S	24	17	17	17	17	17	17	17	17	17	17	17	187
18903	NORTH NORFOLK SMP SECOND GENERATION	S	24		11	4									15
19012	ARTS GREAT OUSE FD PH2	F	28	143	103	20									266
19058	EFAG ULTRASONICS	F	28	58											58
19070	WEATHER RADAR REPLACEMENT	F	0	61	11	13									85
19071	FLOOD WARNING SITE TELEMTRY IMPROVEMENTS	F	0		150	150	150								450
19080	TELEMTRY REPLACEMENT	F	0		163	20									183
TOTAL GRANT ELIGIBLE PROGRAMME				3,566	4,713	5,107	4,950	4,100	4,000	4,000	4,000	4,000	4,000	4,000	46,436

ANNEX D

IAS CODE	SCHEME NAME	CAT	LDW 11 SCORE	YR 1 01/02	YR 2 02/03	YR 3 03/04	YR 4 04/05	YR 5 05/06	YR 6 06/07	YR 7 07/08	YR 8 08/09	YR 9 09/10	YR 10 10/11	> YR 10 >2011	TOTAL COST
DESIGN & SUPERVISION															
11000	LAND DRAINAGE MINOR CAPITAL WORKS D & S	F/T		35	35	35	35	35	35	35	35	35	35	35	385
11004	ELY OUSE FLOOD DEFENCES	F		63	62	14	14	13	58	57	9	9	8		307
11072	ST IVES & HEMMINGFORD FD	F			50	22									72
11075	ALCONBURY & ALCONBURY WESTON FAS	F		50	150	100	100	100							500
11077	BEDFORD FD	F		25											
11078	BUCKINGHAM FD	F		56	48										104
11079	TOWCESTER TOWN CENTRE FD	F		44											44
11342	COUNTERDRAIN STRENGTHENING	F		30	50										80
12047	FISHER FLEET RECOVERY OF COSTS	T		10											10
12048	FISHER FLEET ADDITIONAL WORKS	T		50											50
12058	HUNSTANTON/HEACHAM STRATEGY	T										50	50	70	170
12059	HUNSTANTON/HEACHAM BEACH MANAGEMENT	S		10	20	20	20	20	20	20	20	20	20	20	210
12070	ELY OUSE LODES	F				45		50	50	50	50	50			295
12072	HUNSTANTON/HEACHAM SURVEYS	S		6											6
12073	HUNSTANTON/HEACHAM EN MONITORING	S		5											5
12074	SNETTISHAM HARD DEFENCES	S		20	55	14									89
12075	HEACHAM DEFENCES	S		15	30	10									55
12076	HUNSTANTON DEFENCES	S		25	65	120	42								252
12077	HEACHAM/SNETTISHAM NOURISHMENT	S		30	40	85	50								205
12103	TIDAL RIVER MATRESSING REMEDIAL WORKS	T			10	5	25	25	25	25	25	25	15	15	195
12208	LEIGHTON BUZZARD FLOOD PROTECTION	F		84	50	55									189
12214	UPPER CAM IMPROVEMENTS	F				10	10	15							35
12216	R NAR IMPROVEMENTS	F		210	125										335
12217	NEWPORT PAGNELL FAS	F		39											39
12219	KINGS LYNN SEA BANKS EAST	S					50								50
12221	MIDDLE LEVEL BARRIER BANKS URGENT WORKS	F		45	100										145
12220	GODMANCHESTER FD IMPROVEMENT SCHEME	F		40	50	60									
13004	ST IVES STAUNCH RENOVATION	F		10	15										25
13005	SWAFFAM LODE PUMPING STATION	F			15										15
13006	BOTTISHAM LODE PUMPING STATION	F			15										15
13013	CUT OFF CHANNEL BRIDGES	F					5	5	5	5					20
13022	LAVENDON SLUICE	F				10	10								20
13033	BABINGLEY OUTFALL SLUICE	T					5	5	5						15
13035	OFFORD SLUICE REPLACEMENT	F					10	10	50						70
13036	HARROLD WEIR REFURBISHMENT	F				10	10	35							55
13037	RAVENSTONE MAIN GATE REPLACEMENT	F			6	10	35								51
13038	R THET/LITTLE OUSE THETFORD FAS	F		5	10	10	10								35

IAS CODE	SCHEME NAME	CAT	LDW 11 SCORE	YR 1 01/02	YR 2 02/03	YR 3 03/04	YR 4 04/05	YR 5 05/06	YR 6 06/07	YR 7 07/08	YR 8 08/09	YR 9 09/10	YR 10 10/11	> YR 10 >2011	TOTAL COST
13097	SPALDWICK & ELLINGTON FD IMPROVEMENTS	F		20	20	10									50
13098	EARITH TO ST IVES FB STABILITY/COVELLS DRAIN	F		50											50
13114	DETAILED STRUCTURAL INSPECTIONS	F		20	20	20									60
13115	BURY BROOK	F		30											30
13116	OVERSPILL AREAS SCOPING/BREACHING PROJECT	F		30											30
13201	CRADGE BANK EROSION PROTECTION	F							10						10
13204	TAIL SLUICE REFURBISHMENT	T					10	15	25						50
13205	HEAD SLUICE REFURBISHMENT	F				10	15	25							50
16011	GT OUSE SILTATION ALLEVIATION	T		49	50	47	54	100	100	100	200	200	100		1,000
16015	WASH SMP SECOND GENERATION	S			1	1									2
16022	R CAM RIVERSIDE/CHESTERTON	F		5											5
16023	RISELY FAS	F			5										5
16030	SOUTHERN NORTH SEA SEDIMENT STUDY	S		1											1
18000	GREAT OUSE FUTURE CAPITAL WORKS	F					64	102	177	287	242	252	382	567	2,073
18890	SHORELINE MANAGEMENT - GREAT OUSE	S		3	3	3	3	3	3	3	3	3	3	3	33
18903	NORTH NORFOLK SMP SECOND GENERATION	S		1	2										3
19012	ARTS GREAT OUSE FD PH2	F		15	31	5									51
19058	EFAG ULTRASONICS	F		27											27
19070	WEATHER RADAR REPLACEMENT	F		5											5
19071	FLOOD WARNING SITE TELEMETRY IMPROVEMENTS	F		80	80	80									240
19080	TELEMETRY REPLACEMENT	F			30	4									34
	PROGRESSION OF NGE SCHEMES NON NCPM	F/T		70											70
TOTAL DESIGN AND SUPERVISION PROGRAMME				1,313	1,243	815	577	558	563	582	584	644	613	710	8,027

IAS CODE	SCHEME NAME	CAT	LDW 11 SCORE	YR 1 01/02	YR 2 02/03	YR 3 03/04	YR 4 04/05	YR 5 05/06	YR 6 06/07	YR 7 07/08	YR 8 08/09	YR 9 09/10	YR 10 10/11	> YR 10 >2011	TOTAL COST
NON GRANT ELIGIBLE SCHEMES															
11000	LAND DRAINAGE MINOR CAPITAL WORKS	N		300	251	255	151	150	149	150	150	150	150	150	2,006
11004	ELY OUSE FLOOD DEFENCES	F			5	4						4	3		16
11072	ST IVES (SOUTH) & HEMMINGFORD FAS	F			500	220									720
11077	BEDFORD FD	F		174											174
11078	BUCKINGHAM FD	F		230	350										580
13004	ST IVES STAUNCH RENOVATION	F			125										125
13013	CUT OFF CHANNEL BRIDGES	F						600	500	500	500	500	500	500	3,600
13022	LAVENDON SLUICE	F					100								100
13035	OFFORD SLUICE REPLACEMENT	F							400						400
13036	HARROLD WEIR REFURBISHMENT	F						300							300
13037	RAVENSTONE MAIN GATE REPLACEMENT	F					100								100
13097	SPALDWICK & ELLINGTON FD IMPROVEMENTS	F			140	127									267
13098	EARITH TO ST IVES FB STABILITY/COVELLS DRAIN	F		50											50
13115	BURY BROOK	F		10											10
13202	DENVER BIG EYE REFURBISHMENT	T		30											30
13204	TAIL SLUICE REFURBISHMENT	T							250						250
13205	HEAD SLUICE REFURBISHMENT	F						250							250
16022	CAMBRIDGE RIVER CAM FAS	F		70											70
16023	RISELEY FAS	F			41										41
190W2	ARTS GREAT OUSE FD PH2 WORKS	F		20	10	5									35
TOTAL NON GRANT ELIGIBLE PROGRAMME				884	1,422	611	351	1,300	1,299	650	650	654	653	650	9,124
TOTAL GROSS CAPITAL EXPENDITURE				5,763	7,378	6,533	5,878	5,958	5,862	5,232	5,234	5,298	5,266	5,360	63,587

CENTRAL AREA COLLABORATIVE PROJECTS

- A new Team Leader has been appointed to take the LEAPs team forward into new areas of 'outreach' to local stakeholders. There will be increased emphasis on working in partnership with others in order to leverage additional funding for environmental works. Through the LEAPs process, a potential 26 Actions have been identified for progressing this year. However, these are already underway for the year:
- For the Ely accommodation project we will continue to investigate the possibilities of partnerships with English Nature, the Wildlife Trust and East Cambs District Council over the re-development of the Ely site and improvement of the its environmental and ecological aspects. We will also work in partnership with the selected developer for the office in order to achieve the project aims particularly the environmental aspects of the building and BREEAM excellence.
- We are involved with Bedfordshire Environmental Training Initiative, which is a European Social Fund match funded project. The Project is managed by Bedfordshire County Council, with other partners including Cranfield University, Beds Borough, Mid Beds Borough and Beds & Luton Chamber of Commerce. The Agency is committed to no more than £2,000 in staff time over 2 years. Target audience are 40 middle managers from two industrial estates in Bedford. Those who complete the course will obtain Chartered Institute of Environmental Health Environmental Awareness Certificate Level 1. The training is proactive with follow up visits to problem sites, outcomes are better general environmental awareness, with reduced risk of pollution through improper storage and disposal and improvements through waste reduction and recycling. Agency topics will include pollution prevention, Duty of Care and Special Waste. The total cost of the project is £71,200.
- An agreement is being sought to continue our financial contribution to the Cambridgeshire and Bedfordshire Biodiversity Officers. Through working in partnerships with the County Councils, Wildlife Trusts and local communities we will continue to deliver environmental gains through HAP's & BAP's. We will build on the preservation of native crayfish stocks with Friends of the River Shep and ensure that Agency maintenance work and capital schemes delivers biodiversity for the Agency's key habitats and species. This is part of the long-term commitment of the Agency to the biodiversity process.
- Continue input to the Fens Access Project to ensure delivery of objectives ie. access routes along the Ely Ouse, River Wissey and the Cut Off Channel, in partnership with Norfolk County Council.
- Following completion of first stages of the Fens Waterway Regeneration Scheme project, the Agency is now involved in developing future strategic links around the fens.
- Leighton Linlade Water Heritage Project – the funds are secured with work due to start in the spring. The opening should be in the summer.

- We will continue to support the Cambridgeshire Partners Against Wildlife Crime group with expertise, administration and make small financial contributions to the annual seminar and specific projects.
- We will contribute £5k to a £50k feasibility study for the proposed Bedford-Milton Keynes Waterways Link new canal. British Waterways are the prime movers in this project, supported by ourselves and the local councils. Current estimated cost for the canal is £60-80 million. British Waterways are planning for major engineering features to cross the M1 and to descend Brogborough Hill.
- We are awaiting outcome of £10k modelling project for the Bourn Brook Meander Restoration. If project is able to progress the partnerships will be formed with the Countryside Restoration Trust, Cambridge University and local landowners. The project could improve a large length of habitat on the Bourn Brook.
- Fisheries Habitat Improvement Projects – River Cam at Wendy – involvement with National Rivers Restoration Centre and local landowners and River Granta at Hildersham – working with the Wild Trout Society and Parish Council.
- Wetlands for the Future - Agency input, technical expertise and financial support decided on priority bases for various projects.