

REGIONAL PLAN

SOUTHERN REGION

1991/92 CORPORATE PLAN

JUNE 1991

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1. FOREWORD BY REGIONAL GENERAL MANAGER

The preparation of this second plan follows a successful first year of operation for the NRA in Southern Region. During that period we have faced serious damage to sea defences and an exceptional drought of over two years duration.

The guidance and advice of the NRA Regional Committees which have now been firmly established are beginning to influence our approach to priorities.

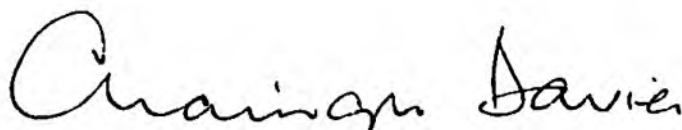
It is well known that in the eastern part of our Region water resources are stretched. A regional water resources strategy for the conservation and redistribution of water resources, already in embryo, will continue to be developed. Against that backcloth the Region will be well placed to respond in a formative way to a number of projected major water resources development schemes. As funds become available, we are taking action on overabstracted catchments which have already been identified for in-depth study.

In the fight against pollution, we aim to further strengthen water quality monitoring. Automatic water quality monitors will be installed where appropriate and we will introduce our own laboratory service during the year. Plans are well advanced for the introduction in 1991 of charges for discharges based on the "Polluter Pays" principle.

Following a comprehensive review of the coastline, defences against flooding by the sea will be improved as part of a major programme lasting several years. Indirect control of emergencies will cease. They will be handled directly through a new Regional Emergency Control System.

In seeking improvements, the Region will continue to search for economies and improved productivity so as to provide a cost effective service. However, much of the investment for environmental improvements will fall on abstractors and dischargers. Through liaison with them and other interests we will devise integrated strategies in the first place for catchments where the aquatic environment is under stress.

This plan is a positive response to the challenges facing the Region. As Guardians of the Water Environment our staff are committed to carrying it through.



GRAINGER L DAVIES

Regional General Manager
Southern Region

2. EXECUTIVE SUMMARY

a) Performance 1990/91

1990/91 Performance is recorded below, first for achievements of Regional or cross-functional significance, then within Functions and Support Services. Some achievements relate to events (drought, storm) which have occurred since the 1990/91 Corporate Plan was drawn up and hence do not refer to it.

Regional/Cross-functional

Darent and Cray: Transfer of all NRA functions in the catchments of the Darent and Cray to Southern Region (except Flood Defence, already under Southern Region control).

River Catchment Management Plans: Initiation of a pilot study leading to the preparation of integrated River Catchment Management Plans. This objective has suffered some delay while national policy was clarified, but is now proceeding to a target for Phase I to be completed covering six catchments by April 1991.

Accommodation: All employees are now accommodated in NRA premises on NRA sites with minor exceptions in the case of laboratory staff, awaiting the new Regional laboratory, and small Flood Defence depots.

Regional Emergency Control System: In spite of some delay due to a late start and some problems during development, the Regional Control Room is now in existence and will be fully operational by 1 April 1991.

Water Resources: Achievement

Drought Response: The Southern Region provided the forum in which Water Companies co-ordinated and agreed their response to the drought, with the NRA successfully promoting the introduction of a stepped series of measures balancing impact on the consumer with impact on the environment.

Water Resources Policy: A twelve-point regional water resources policy was developed and discussed with the Companies and contributed towards the formulation of a national strategy.

Demand Forecasting: Water supply demand forecasts incorporating results from the 80 domestic consumption monitoring areas across the Region were published in July and will be central to resource allocations in connection with proposed schemes at Darwell, Broad Oak and in Hampshire.

Underachievement

Leakage Monitoring: Progress in establishing leakage monitoring procedures with the Companies was slower than planned, due to reluctance on the part of some Companies to release detailed information, and also lack of professional staff.

Pollution Control: Achievement

Beach Monitoring: Comprehensive monitoring of all 65 of the Region's designated bathing waters was instituted.

Regional Laboratory: Following successful negotiation with Southern Water PLC, funds have been made available to the Region to enable the Regional Laboratory to be purchased and to commence operations by April 1991.

Underachievement

Charging for Discharges: The input process for the charges database has proved slower than expected. More staff have now been deployed, but the database may not be complete by April 1991.

Tripartite Sampling: Owing to shortage of staff the full implementation of tripartite sampling dates only from April 1990.

Flood Defence: Achievement

Response to Flood Emergencies: An effective response was made to the demands presented by last winter's storms on the coast. Defences were maintained during the emergency everywhere except at Lymington, where there was rapid restoration. Longer-term remedial work has been prepared and in most cases is already under-way.

Underachievement

Capital Investment Management: Continued under-resourcing of capital investment management, due to recruiting difficulties, means that projects are not receiving a sufficiently thorough scrutiny before they start, nor proper supervision during construction. The Region is totally dependent on the good faith of the consultants employed.

Fisheries: Achievement

Rod Licence Tariff Review: Carried through with the full support of the Regional Fisheries Advisory Committee, this will increase income to cover 66% of expenditure.

Recreation & Conservation: Achievement

Medway Project: This unique joint initiative has been strengthened and extended to cover an effectively doubled area.

Support Services: Achievement

Computerised Terrier Data: The Region's property terrier has been successfully computerised using 'Mentor'. (Estates)

Regional Joint Committee

Health and Safety Committee: These are now in full operation. (Personnel)

Long Service Increments: Action has been initiated to buy out the entitlement to increments for long service, unique to the Southern Region. (Personnel)

Chalk Stream Concerns: The Region has responded positively to public concern over a perceived deterioration in Hampshire chalk streams, and has achieved a turn-round in attitude. (Public Relations)

Relations with France: A close liaison has been established with the Agence de l'Eau - Artois Picardie in north-eastern France. (Public Relations)

Reduced dependence on bureau computer systems: The Region has withdrawn from three Southern Water PLC systems at a saving of £40,000 p.a. (Information Systems)

Underachievement

Committee Harmonisation: No progress has been made on the harmonisation and possible reduction in the number of Committee meetings mainly due to strong resistance from Chairmen and members. (Administration)

Delays in Prosecutions and Warning Letters: The limited resources of the Legal Section were required for more complex cases, and routine pollution prosecutions suffered delays. (Legal)

Migration to IS Strategy Systems: Delays in the recruitment of staff have affected progress towards harmonisation with the National IS Strategy. (IS)

Training Records and Needs Analysis: The Region has failed to recruit a Training Officer and much-needed progress towards effective training management has been held up. (Personnel)

b) Regional Priorities 1991/92

The Regional priorities shown below represent the Region's ambitions to improve its service to the public both externally in the form of increased effectiveness and internally by increased efficiency.

Organisation Review

No fundamental change of functional responsibilities from the present clear division of Flood Defence, Water Resources and Environmental Protection is contemplated. However, there is a need to review certain elements of the structure, especially District Office arrangements, as follows:

1. Management structure within Flood Defence
2. Capital Works Planning, Design and Construction for all functions
3. District Office arrangements ie number, location, organisation structure and reporting lines for all functions including administrative support
4. Corporate Planning
5. Central Purchasing
6. Information Systems

Target: June 1991

Regional Emergency Control System (RECS): To pursue the full potential of the RECS facilities to cover requirements for telemetry, hydrometric and water quality data assembly, and modelling for all functions (see also Table EP1). To be pursued over three phases, with development of Phase 3 being subject to a feasibility study to be pursued jointly with the Severn-Trent Region.

Targets: Phase 1, December 1990
Phase 2, December 1991
Phase 3, August 1992

River Catchment Management Planning: To develop integrated Catchment Management Planning as a vehicle for the fulfilment of the NRA's objectives.

Targets: Phase 1 pilot study (6 catchments), April 1991
Phase 2 pilot study, March 1992
Remaining catchments, March 1993

Charging for Discharges: To implement the national charging for discharges policy in the Southern Region.

Target: July 1991

Inter-regional Co-operation: To explore the potential for gains in efficiency and effectiveness by co-operative working with other Regions.

Target: June 1991

Resources

Regional Strategy: To prepare and publish a Regional strategy for Water Resources.

Target: September 1991

Public Inquiries - New Reservoirs: To prepare evidence and represent the NRA's interests at Public Inquiries into three major reservoir developments.

Targets: June 1991, September 1991, January 1992

Low Flow Catchments: To complete investigations into Category 'A' low flow catchments and to start alleviation work on the Wallop Brook.

Target: Wallop Brook, October 1991
Investigations, October 1991

Water Quality

Monitoring Policy: To implement the new NRA monitoring policy for effluents and controlled waters, including EC Directive requirements and bathing waters.

Target: April 1991

Automatic WQ Stations: To maintain programme of deployment of stations.

Target: 6 No by December 1991

Analytical Laboratory Service: To establish a full in-house analytical service.

Target: October 1991

To progress towards accreditation under NAMAS by 1993 for chemical and biological laboratory services.

Target: Ongoing

Flood Defence

National Sea Defence Survey: To pursue the completion of the Survey within the Region and to incorporate the results into investment and maintenance programmes.

Targets: Complete Survey Phases 2 & 3, December 1990
Phase 4 (estuaries), June 1991
Incorporate into Capital Investment Programme
Phase 1, January 1991
Remaining NRA responsibilities, January 1992

Capital Investment Management: Within the framework of an overall management review, to move towards the establishment of an in-house design team.

Target: December 1991

Development in Flood Risk Areas: To standardize and codify Regional policies and put them into effect through liaison with local planning authorities.

Target: December 1991

Fisheries

S.28 Funding: To identify schemes suitable for S.28 funding.

Target: September 1991

Fish Stock Assessment: To maintain the programme of fish stock assessment, with 50 surveys to be completed.

Target: March 1992

Conservation

Funding Base: To establish a firm base for funding Conservation activity in the Region.

Target: July 1991

Support Services

Migration to Information Systems Strategy: To prepare a programme for migration to systems in harmony with the National IS Strategy. (IS)

Target: RECS, January 1991

Charging for Discharges, April 1991

Laboratory Management, May 1991

Integrated Accounting System: To implement, in accordance with national policy, the integrated accounting system in the Region (Finance).

Target: April 1993

Reduction of Committee Meetings: To improve the efficiency and effectiveness and to harmonise the Management of the Committee structure.

Target: March 1992

Prosecution Service: To establish an in-house prosecution service with computer database. (Legal)

Target: September 1991

Training Records and Needs: To establish a system of training records and needs analysis to lead to the more effective management of training. (Personnel)

Target: July 1991

Public Relations: To implement the regional strategy for PR in harmony with the national strategy.

Target: March 1992

SUMMARY OF RESOURCE INPUTS

SUMMARY OF RESOURCE INPUTS								SR1			
		Actual	Plann	Forct	Apprv	Bid	Budget	Plann	Bid	Total	
		£m	89/90	90/91	90/91	91/92	91/92	92/93	92/93	92/93	
Flood Inc			16.0	19.2	20.2	0	0	23.6	25.1	0	25.1
Defence	Exp		15.7	18.9	22.2	0	0	25.2	24.6	0	24.6
	Net+/-		(0.3)	(1.6)	(2.0)	0	0	(1.6)	(0.5)	0	(0.5)
MAFF	Grant		1.5	1.9	3.0	0	0	4.4	3.9	0	3.9
	FTE		328.5	351.5	360.5	0	0	360.5	360.5	0	360.5
Water (Net)Inc			3.4	4.9	5.0	0	0	6.2	6.5	0	6.5
Resources	Exp		3.3	5.1	4.6	0	0	6.0	5.2	1.3	6.5
	Net+/-		0.1	(0.2)	0.4	0	0	0.2	1.3	(1.3)	0
DoE	GIA		0	0	0	0	0	0	0	0	0
	FTE		37.5	47.5	47.5	0	0	59.5	59.5	3.0	62.5
Pollution Control	Inc		0.5	0	2.0	0	0	1.8	2.5	0	2.5
	Exp		2.9	5.5	7.0	0	0	5.5	5.1	0	5.1
	Net+/-		(2.4)	(5.5)	(5.0)	0	0	(3.7)	(2.6)	0	(2.6)
DoE	GIA		2.1	4.1	4.4	0	0	3.6	2.6	0	2.6
	FTE		56.5	101.5	101.5	0	0	111.5	111.5	0	111.5
Fisheries	Inc		0.5	0.5	0.6	0	0	0.9	0.9	0	0.9
	Exp		0.8	1.3	1.4	0	0	1.4	1.6	0	1.6
	Net+/-		(0.3)	(0.8)	(0.8)	0	0	(0.5)	(0.7)	0	(0.7)
DoE	GIA		0.4	0.7	0.7	0	0	0.5	0.7	0	0.7
	FTE		24.0	31.0	31.0	0	0	31.0	31.0	0	31.0
Recreation	Inc		0	0	0	0	0	0	0	0	0
	Exp		0	0	0	0	0	0.2	0.2	0	0.2
	Net+/-		0	0	0	0	0	(0.2)	(0.2)	0	(0.2)
DoE	GIA		0	0	0	0	0	0.2	0.2	0	0.2
	FTE		0.5	1.0	1.0	0	0	1.0	1.0	0	1.0
Conserv/n	Inc		0	0	0	0	0	0	0	0	0
	Exp		0.1	0.1	0.1	0	0	0.1	0.1	0	0.1
	Net+/-		(0.1)	(0.1)	(0.1)	0	0	(0.1)	(0.1)	0	(0.1)
DoE/MAFF	Grant		0.1	0.1	0.1	0	0	0.1	0.1	0	0.1
	FTE		0.5	1.0	1.0	0	0	4.0	4.0	0	4.0
Navigation	Inc		0.2	0.3	0.3	0	0	0.3	0.3	0	0.3
	Exp		0.5	1.3	0.8	0	0	1.0	1.1	0	1.1
	Net+/-		(0.3)	(1.0)	(0.5)	0	0	(0.7)	(0.8)	0	(0.8)
DoE	GIA		0.3	0.9	0.5	0	0	0.9	1.0	0	1.0
	FTE		5.0	5.0	5.0	0	0	5.0	5.0	0	5.0
TOTALS	Inc		28.6	26.8	30.2	0	0	38.1	38.9	0	38.9
	*Exp		23.0	32.2	36.1	0	0	37.6	37.9	0.1	38.0
	Net+/-		(1.4)	(5.0)	(5.9)	0	0	(4.5)	(3.4)	(0.1)	(3.5)
DoE	GIA		3.5	5.8	5.7	0	0	5.3	4.6	0	4.6
MAFF	Grant		1.5	1.9	3.0	0	0	4.4	3.9	0	3.9
	FTE		452.5	538.5	538.5	0	0	572.5	572.5	3.0	572.5
Support	Inc		0	0	0	0	0	0	0	0	0
Services	Exp		3.8	5.3	5.5	0	0	6.5	6.6	0	6.6
% Alloc	FTE		75.5	91.5	91.5	0	0	104.5	105.5	0	105.5
% Alloc of Support Services											
Pollution Control			20.0%	23.4%	22.4%	0	0	24.3%	22.9%	0	22.9%
Fisheries			4.4%	5.4%	5.0%	0	0	5.5%	5.4%	0	5.4%
Recreation			0	0.1%	0.1%	0	0	0.2%	0.2%	0	0.2%
Conservation			0.3%	0.3%	0.3%	0	0	0.5%	0.4%	0	0.4%
Navigation			1.8%	2.1%	1.8%	0	0	2.3%	2.4%	0	2.4%
Resources			21.3%	21.4%	18.5%	0	0	20.8%	21.1%	0	21.1%
Flood Defence			52.2%	47.3%	51.9%	0	0	46.4%	47.6%	0	47.6%
TOTALS			100.0%	100.0%	100.0%	0	0	100.0%	100.0%	0	100.0%

* Excluding depreciation

SUMMARY OF KEY OUTPUTS

S01

	Actual 89/90	Plann 90/91	Forct 90/91	Apprv 91/92	Bid 91/92	Budget 91/92	Plann 92/93	Bid 92/93	Total 92/93
<hr/>									
WATER RESOURCES									
Highly critical and more critical abstraction inspected (% total)	0	68	58	0	0	95	0	99	99
POLLUTION CONTROL									
Discharge consents monitored (% total)	9	12	9	0	0	13	13	0	13
Bathing waters complying with EC Directive %	69	72	72	0	0	63	74	0	74
FLOOD DEFENCE									
Length of defences (all) maintained (% total)	42	47	47	0	0	47	47	0	47
Total length (km) new defences created from capital schemes	9	27	27	0	0	12	12	0	14
Additional protection from new schemes									
-people (no)	1100	3425	3425	0	0	3775	0	0	2225
-properties (no)	495	1560	1560	0	0	1640	0	0	1005
-agriculture (ha)	925	2750	2750	0	0	925	0	0	1525
FISHERIES									
Licences checked (% total)	25	25	27	0	0	27	27	0	27
Fish surveys (no)	18	100	130	0	0	100	100	0	100
Fish reared (m)	0.83	0.32	0.30	0	0	0.80	0.80	0	0.80
Fish stocked (m)	0.12	0.32	0.30	0	0	0.65	0.65	0	0.65
CONSERVATION									
Length of river surveyed (%total)	1.5	0.75	0.5	0	0	32	27	0	27
Capital schemes with conservation input (% total)	25	25	25	0	0	30	35	0	35
RECREATION									
Visitors to NRA facilities (no)	35000	35000	35000	0	0	36000	36000	0	36000
NAVIGATION									
Licences checked (% total)	0	0	0	0	0	22	25	0	25

NOTE: These measures are not considered representative for the Southern Region

RA1 FOCUSING OF RESOURCES AND PREDICTED OVERALL CHANGE OF SPECIFIC RIVERS STATUS FROM 1990/91 TO 1991/92
AND FROM 1991/92 TO 1994/95

I = PRODUCE IMPROVED STATUS
M = MAINTAIN EXISTING STATUS
D = POSSIBLE DETERIORATION OF STATUS

D = POSSIBLE DETERIORATION OF STATUS																											
DISTRICT	1990/91								TOTAL	1991/92								TOTAL	1992/93 1993/94 1994/95								£m
	STATUS								EXP	STATUS								EXP	STATUS								
	WR	PC	FD	F	R	C	N	O	£m	WR	PC	FD	F	R	C	N	O	£m	WR	PC	FD	F	R	C	N	O	
WINCHESTER (Isle of Wight, Test, Itchen, Meon)	D	M	M	I	M	I	-		6.0	M	I	M	I	M	M	-		8.7	M	I	M	M	M	M	-		18.9
CHICHESTER (Arun, Adur)	M	M	M	M	M	M	-		5.2	M	I	M	I	M	M	-		6.4	M	I	M	M	M	M	-		21.0
PEVENSEY (Ouse, Cuckmere, Wallers Haven)	M	M	M	I	M	M	-		4.8	M	I	I	I	M	M	-		4.9	M	I	M	M	M	M	-		18.0
RYE (Rother (Eastern), Brede, Tillingham)	M	M	M	I	M	M	M		4.4	M	I	M	I	M	M	M		5.1	M	I	M	M	M	M	M		16.6
CANTERBURY (Stour)	D	I	M	I	M	M	-		4.4	M	M	I	I	M	M	-		5.4	M	M	M	M	M	M	-		19.7
TONBRIDGE (Medway, Darent, Cray)	D	M	M	I	I	I	M		7.2	M	I	I	I	M	M	M		7.1	M	I	I	M	M	M	M		22.3
Improved	0	1	0	5	1	2	0			0	5	3	6	0	0	0			0	5	0	0	0	0	0		
Maintained	3	5	6	1	5	4	2			6	1	3	0	6	6	2			6	1	5	6	6	6	2		
Deteriorating	3	0	0	0	0	0	0			0	0	0	0	0	0	0			0	0	1	0	0	0	0		
Expenditure									32.0									37.6									116.5

KEY

W - Water resources PC - Pollution control FD - Flood defence F - Fisheries
R - Recreation C - Conservation N - Navigation O - Overall catchment status

3. INTRODUCTION

a) Southern Region in the National context

See Table RC1.

b) Key Regional Features

Administrative Areas

The Southern Region includes the Isle of Wight, nearly all of Kent and Sussex and most of Hampshire together with a small but significant part of Surrey and minor parts of other counties. Those parts of the London Boroughs of Bromley, Greenwich and Bexley which form the catchment of the River Cray are now, together with the River Darent catchment, within the Southern Region for all NRA functions. The total area is around 10,500 sq kms.

Topography

The main features are the two chalk escarpments of the North and South Downs running East-West and merging into one chalk upland area in Hampshire. Running parallel between these is the Wealden Ridge, and between this and the two chalk escarpments are extensive lowland areas.

There are no major rivers in the Region. Its rivers typically rise in one of the upland areas, run along the agricultural lowlands and make their way through one of the many gaps in the Downs to the sea or the Thames Estuary. They contain a mixture of groundwater fed base flow with the addition of sometimes very flashy clay or urban run-off. The Region's longest river is the Medway (113 km) which is very much of the type described. Only in the West are there rivers, the Test and Itchen, which are largely chalk-fed.

Although without long continuous lengths, the Region has a considerable total length of low-lying frontages requiring sea defence, and of estuaries also requiring protection from tidal flooding.

Population

The resident population is about 3.9 million, rising to a total summer holiday population of 4.6 million. The majority (approximately 57%) live in urban areas spread out along the coastline and around major estuaries. The largest of these are the Portsmouth - Southampton urban complex which dominates the Hampshire coastline around the Solent, the Worthing - Brighton area on the Sussex coast, and the Medway Towns and Gravesend area situated around the Thames and Medway estuaries. Approximately 13% of the population live in inland urban areas distributed across the region, while the remaining approximately 30% inhabit small villages which are scattered across the extensive rural areas that cover 89% of the region.

Industry and Commerce

Industry in the region is concentrated in three main coastal areas and one subsidiary inland area. The industrial concentration in Hampshire is in Eastleigh, Southampton, Hythe, Fareham, Gosport, Portsmouth and Havant. Brighton and Worthing constitute a similar concentration on the Sussex coast. In North West Kent, industry is concentrated around Maidstone, the towns on the Medway estuary and Gravesend on the Thames estuary. Ashford is a designated expanding development area.

Among the more significant industrial installations are the British Rail premises at Eastleigh, the Esso oil refinery and chemical complex at Fawley, chemical production industries on the western side of Southampton Water, plastics production and machinery manufacture in Portsmouth, metal working industry in the Brighton/Worthing area, paper and board manufacture at Maidstone, Sittingbourne and Gravesend, engineering and plastics production at Margate and rubber manufacturing in the Ramsgate/Sandwich area. 'ICI Plant Protection' produces pesticides at a factory next to the River Medway in Kent. Major conventional power stations are sited on the Medway, Southampton Water and at Sandwich, and there is also the Dungeness Nuclear Power Station.

Southampton is a major port, and Portsmouth (Naval Base), Shoreham, Dover and the Medway are also of importance.

Agriculture and Fisheries

Cereal crops are grown over about 20% of the land area in the region and other arable crops (including vegetables, soft fruit and flowers) account for a further 5%. Orchards cover 3.3% of the region and the Kent hop fields 0.5%. In terms of land area these figures approximate to : cereals 2,077 sq km, other arable crops 455 sq km, orchards 340 sq km, hops 57 sq km. Permanent grassland and grassland sown in rotation with arable crops covers an additional 4,150 sq km (39.5%). Watercress is grown extensively in the upper catchment of the Rivers Test and Itchen, which are also the Region's most important game fishing rivers.

Development

The Region has always been favourable for development and this has been reinforced recently by the completion of the M25 ring and the promotion of the Channel Tunnel. Nevertheless there are small pockets of relative depression such as the north-eastern corner of Kent, and efforts to promote these areas can be expected.

Proposals for a high-speed rail link between London and the Channel Tunnel have been in abeyance for some months but are now once again being actively pursued. This is likely to have a considerable direct impact on the Region's Flood Defence and Water Resources interests. In addition a further stimulus to development in Kent may be expected when a decision to proceed is taken.

While Kent County Council is favourably disposed towards development, other county planning authorities in the Region wish to inhibit major development. This is especially true of Hampshire and West Sussex.

SOUTHERN REGION IN THE NATIONAL CONTEXT

RC1

	VALUE	% NATIONAL TOTAL	REGIONAL RANKING
GEOGRAPHY			
Total Area (km2)	10550	7.0	8
Population (m)	4.5	8.9	5
ENVIRONMENT			
Main river (flood defence) (km)	2748	7.7	6
Length Classified river (water quality) (km)	2010	4.8	10
Area floodplain (km2)	1240	0.1	9
Area land below sea level (km2)	100	1.3	6
Length of estuary (flood defence) (km)	382	16.3	3
Length estuary (water quality) (km)	382	14.3	4
Number water supply reservoirs	8	2.1	10
Number inland waters (>5ha)	0	0	10
Length coastline (km)	898	20.7	2
Number EC designated bathing waters	67	16.2	2
ISSUES AND ACTIVITY LEVELS			
Number licensed abstractions (all types)	2715	6.0	9
Number pollution incidents (cat 1 & 2)	245	2.5	8
Number consented discharges (all types)	9338	*	*
Length of Class 4 river (km)	18	2.9	8
Length of NRA defences (river, estuary, sea)	497	18.8	2
Length classified fishery - salmonid	205.5	1.7	10
- non-salmonid	278.2	3.6	6
Number of licences - rod	**126498	9.9	4
- net	6	0.2	10
NRA recreation facilities (no all types)	24	4.2	5
Number of SSSIs (river, estuary, coastal)	114	*	*
Length of navigation maintained (km)	36	*	*
Number of craft licences issued	2074	4.9	3
Planning applications screened by Region	2953	3.9	7
RESOURCES			
Finance - Total income (all activities)	28		
- Total expenditure £m	37.6		
- DoE Grant in aid £m	6.6		
- MAFF Capital grant £m	3.0		
Employees - Total (FTE)			
- % non-manual in Region	361	7.3	8
- % manual in Region	269	11.5	4
Emergencies workforce			
- Flood defence (Noble number)	224	11.8	5
- Pollution control (F/T and standby =)	136	*	*

NOTES: * National figures not available

Figures quoted are as given in 1990/91 Regional Statistics

** Includes 43000 implementary licences for a second rod

4. PROGRAMMES AND PLANS

CORE FUNCTIONS

WATER RESOURCES

Performance 1990/91

Activity during the year has been dominated by the continuing drought, and the announced intention of Water Companies to proceed with major water resource schemes at Broad Oak and Darwell. These topics have absorbed considerable staff time that would otherwise have been directed towards Low Flow Catchments, the development of new hydrometric systems and the implementation of a regional water resources strategy.

Good progress has been made in recruiting and training Abstraction Licence Inspectors and a marked and continuing improvement in enforcement is evident. Recruitment for professional posts has proved very difficult, with vacancies remaining in the inherited structure until July 1990. This structure is however insufficient to fulfil statutory duties particularly relating to the assessment of Abstraction Licences and Planning Applications, where performance in the current year has not reached target.

Demand forecasts based on detailed domestic consumption monitoring data were produced in May 1990, and have contributed towards formulation of regional and national water resources policy. A 12 point regional policy for Water Resources planning has been developed, discussed and promoted. This will form the basis for the development of a detailed strategy with Water Companies, over the next year and has been submitted as the Southern input to national policy. The lack of additional staff resources has however had an impact on the National Abstraction Charges project.

Regional Objectives for 1990-91

These are as set out in last year's Plan and are carried forward, where appropriate, for 1991/92, together with four new objectives.

Regional Targets for 1990-91

These are as set out in last year's Plan.

Performance during 1990-91 is summarised in the table below:

Successes

<u>Target</u>	<u>Achieved</u>	<u>Explanation</u>
1.1 Ensure Southern experience of demand forecasting and recent development problems is fed into national work.	Y	Achieved through national workshops and input to other Regions.
2.1 Re-establish water resource planning groups to cover Sussex, Hampshire and Isle of Wight.	Y	

2.2 To prepare demand forecasts for public water supply over the next 20 years, at two year intervals.	Y	Forecasts disseminated July.
3.2 To produce an annual report on the results of domestic water supply Monitoring Areas, and provide results to companies.	Y	Report produced May 1990.
4.2 To use powers to revoke licences in justified cases.	Y	Jackson licence revoked.
4.3 To establish an interim regional database for abstraction and impounding licences.	Y	PC-based system in use.
5.1 To complete initial stage of river catchment management plans, in conjunction with other Departments.	Y	Slippage due to Head Office review but phase 1 to be completed on target by April 1991.
7.1 Provide manpower resources for policing and monitoring licences.	Y	Success in recruiting and training Inspectors.
8.1 To monitor with EP Department progress with nitrate protection zones in other regions, review proposals for Southern Region and produce monitoring reports at 6 month intervals.	Y	
8.3 Update the existing SWA Aquifer Protection Policy and review at intervals of 2 years.	Y	Policy updated and new maps issued.
9.1 To replace all existing obsolete hydrometric recorders.	Partial	All punched tape recorders replaced.
9.2 Identify hydrometric sites where telemetered data acquisition is to be implemented.	Y	
9.3 To review operation of the Isle of Wight hydrometric contract.	Y	Direct presence on IOW planned 1992.
12.1 Provide support for regional membership on National Abstraction and Discharges Working Groups. (Dependent on availability of additional staff resources.)	Partial	Lack of additional staff has resulted in reduced support for Abstraction Charges Group.

Failures

3.1 To review leakage control targets and achievements by water undertakers, in the context of national results.	N	Lack of co-operation from Water Companies and insufficient staff resource.
6.1 To achieve a 3 months response time for at least 50% of all licence applications.	N	Insufficient staff resources.
8.2 To monitor and publish a report on saline intrusion in coastal aquifers, with particular reference to the 1988/89 drought.	N	Lack of available professional staff.
10.1 Define user requirements for hydrometric data collection, storage and presentation, suitable for inclusion in the Regional Emergency Control System.	N	Target unlikely to be met due to insufficient staff resources.

Plans 1991/92

National Aims

- To assess, manage, plan, and conserve water resources and to maintain and improve the quality of water for all those who use it.

Strategic objectives

- To develop and implement a national water resources strategy which takes appropriate account of both environmental and abstraction requirements and which ensures the proper management and development of water resources,
- To collect, process and archive hydrometric data for the management and planning of surface and groundwater resources,
- To develop and operate a nationally consistent approach to abstraction and impounding licences including their determination, charging, policing, enforcement and variation.
- To keep under review the extent of over abstraction of catchments and to develop and implement proposals to alleviate the problems where justified,
- To develop and operate consistent groundwater protection and use management policies including recommendations for Nitrate Sensitive Areas and Water Protection Zones

Corporate priorities for 1991/92

1. Tackle continuing drought and water shortages,
2. Develop and implement national licensing and abstraction charges scheme,
3. Develop and implement functional strategy and national/regional plans,
4. Tackling low flow problems from over-abstraction,
5. Develop and implement aquifer protection policy and work on rising groundwaters.

Regional Objectives 1991/92

The following regional objectives have been derived from the national strategic objectives and corporate priorities; and are based on last year's objectives with four new additions:

1. To contribute to the development of a national water resources strategy.
2. To produce and promote at inquiries resource development strategies covering the region for the next 20 year period.
3. To ensure that maximum possible use is made of existing licensed resources, including redistribution and reuse where feasible.
4. To use abstraction and impounding licences to manage, allocate and conserve water resources and to maintain and improve river and groundwater quality.
5. With other Departments, to develop and publish comprehensive river and groundwater catchment management plans.
6. To improve the response time for abstraction licence applications, so that all but exceptional cases are determined within the statutory period.
7. To establish effective policing of abstraction licences.
8. To implement the NRA Groundwater Protection Policy, with particular reference to landfill.
9. To refurbish and update hydrometric networks, replacing obsolete instrumentation and deploying telemetry where feasible and cost effective, and to maintain the networks to an adequate standard of operation and coverage.
10. To collect and process hydrometric data by an efficient, appropriate and cost-effective system, and make it available to users within and outside the NRA more rapidly.
11. To provide an effective and efficient instrument maintenance service for hydrometric networks and to other Departments.
12. To review the regional impact of the 1988-90 drought and consider implications for regional and national resources planning and management.
13. To contribute to the development of a national abstraction charges scheme as staff time permits.
14. To progress investigations and implement remedies for low flow/over abstracted catchments.
15. To improve response time for planning liaison consultation.

Regional issues and assumptions

All of the strategic objectives and corporate priorities apply to this Region, with the exception of rising groundwater. The implementation of a regional water resources strategy, rather than a national one, is seen as the immediate aim, since the existence of 14 major discrete supply areas effectively creates 14 companies between which resources must be appropriately allocated, by the

further development of trunk mains, source reallocation and effluent re-use. At the same time, overall demand is projected to grow by up to 24% over the next 21 years, and at least three major resources schemes, yielding about 140 Ml/day, are currently being planned by the Companies.

Assessment of these, and the probable need for Public Inquiry evidence, is a major task during 1991/92 and the following years. The Resources Department has been designated a 'centre of expertise' nationally for demand forecasting and is providing data and advice to other Regions.

The predominance of groundwater lends particular importance to the implementation of groundwater protection policy, and this is reflected in the planned staffing for 1991/92, which seeks the recruitment of a senior hydrogeologist to deal with this vital issue. There is increasing pressure on landfill in the chalk aquifer, the predominant source for the Region.

Parts of the hydrometric network were neglected by the Water Authority, to the extent that some river gauges will become unsafe unless remedial work is completed within the next year and others are not accurate at low flows. This, and the provision of an adequate telemetry system to monitor prescribed flows, is dependent on capital funding well in excess of the historic cost depreciation base.

Expectations are high amongst riparian owners and local pressure groups that the NRA will act effectively in restoring the six designated overabstracted rivers. Investigations in these catchments can be resourced, but remedial action is dependent on significantly increased capital expenditure. Other catchments may be identified later for similar treatment when the effects of the drought can be appraised.

Operation of the Region's groundwater augmentation schemes, which are NRA assets, is not explicitly covered by the five strategic objectives. There is an operational element over and above the strategy and in the case of the Further Itchen Augmentation Scheme, capital funding will be required to bring it to completion.

There is a very high level of overall activity in water resources planning, development and protection in the Region. The Region has assigned water resources top priority for 1991-92. There is however already a considerable overload on departmental staff, such that senior staff are consistently working 50-70 hour weeks. The reasons for this are:

- i) A very slim staffing inheritance from SWA.
- ii) Difficulty in recruiting experienced staff.
- iii) All the NRA's new objectives and priorities apply to the Region.
- iv) We have a significant contribution to national work.
- v) We have numerous and active Water Companies in the Region.

In the short term we have responded to the demands placed upon us by turning to Consultants. However, this is expensive and militates against NRA professional development, so a better balance is sought between internal and external work in the long term.

The bid for additional staffing to remedy these problems is categorised as follows:

- Priority 1: Staff needed to meet statutory duties, within NRA performance aims and corporate priorities.
- Priority 2: Staff needed to make good time contributed to national co-ordination, research and other projects.
- Priority 3: Staff needed to reduce dependence on Consultants.

Half the bid for next year was anticipated last year in the Corporate Plan. In the field of water resources the Southern Region will experience a very high profile in the coming years. Gains and losses in the Region will be felt nationally and be a significant contributor to the NRA's national image for water resources. It is essential that we are properly staffed and funded to meet these challenges.

Regional targets 1991-1993

Individual targets follow the fifteen regional objectives.

	<u>1991/92</u>	<u>1992/3</u>
1.1 Contribute data on per capita consumption and leakage monitoring to develop national policy on domestic water metering	Oct 1991	
2.1 Publish preliminary regional water resources strategy	Sept 1991	
2.2 Develop and implement regional water resource strategy with Water Companies		June 1992
2.3 Review demand forecasts for public water supply over the next 20 years		April 1992
3.1 Establish leakage monitoring procedures in conjunction with Water Companies	June 1991	
3.2 Produce report on domestic water supply monitoring areas	May 1991	May 1992
3.3 To provide evidence for three public inquiries into resources schemes	June 1991 Sept 1991	Jan 1992
4.1 Complete development of and license River Itchen Augmentation Scheme from Alre Catchment (subject to funding)		May 1992
5.1 To complete initial stage of river catchment management plans in conjunction with other departments (Phase 1)	April 1991	
5.2 River Catchment Management Plan Consultation (Phase 2)	July 1991	

	<u>1991/92</u>	<u>1992/3</u>
6.1 To achieve a 3 month response time for at least 50% of licence applications, and improve to 75%	April 1991	April 1992
7.1 Increase licence enforcement visits to achieve 95% of number of inspections required	Sept 1991	
7.2 Monitor major private abstractors with appropriate flow meters and data loggers		March 1993
7.3 Initiate selected checks on water company abstraction meters by external contractors	Dec 1991	
8.1 Promote and implement regional groundwater protection strategy in line with national policy	Dec 1991	
8.2 To monitor and report on saline intrusion in coastal aquifers with reference to 1988/89/90 drought (dependent on availability of staff resources)	at end of drought	
8.3 Complete regional review of waste disposal sites and prepare definitive location map and register (dependent on staff availability)	April 1991	
9.1 Review need for remedial works on all key river gauges monitoring prescribed flows downstream of major abstractions	Sept 1991	
9.2 Update register of water resources assets	Dec 1991	
9.3 Establish a water resources staff presence on the Isle of Wight		April 1992
10.1 To develop a telemetry and data handling system		Aug 1992
11.1 To replace all existing obsolete hydrometric recorders (subject to funding)		March 1993
12.1 Produce report on drought	May 1991	
14.1 Complete investigations into category 'A' Low Flow Catchments	Oct 1991	
14.2 Start alleviation works in Wallop Brook Low Flow Catchment	Oct 1991	
14.3 Complete investigations into other Low Flow Catchments (Category B)		May 1992

1991/92

1992/3

15.1 To achieve response times to planning
liaison enquiries of:
40% within 14 days; and
60% within 28 day period

April 1991

WATER RESOURCES - INPUTS

WR1

ACTIVITIES £m	Actual 89/90	Forecast 90/91	Planned 91/92	Planned 92/93	Planned 93/94	Planned 94/95
Hydrometrics	2.032	2.801	3.050	3.717	3.824	4.016
Resource Planning	0.200	0.452	0.491	0.785	0.751	0.875
Licencing	0.176	0.271	0.295	0.392	0.410	0.430
Enforcement	0.000	0.181	0.197	0.224	0.245	0.265
Operational Mgmt	0.300	0.316	0.344	0.131	0.137	0.148
Other	0.353	0.497	0.540	1.275	1.469	1.557
TOTALS	3.061	4.518	4.917	6.524	6.836	7.291
Inc. - Charges	3.431	4.759	6.130	6.394	6.597	7.063
- Other	0.003	0.250	0.100	0.075	0.075	0.075
- Total	3.434	5.009	6.230	6.469	6.672	7.138
Exp. - Rev	2.684	3.189	4.627	4.699	4.704	4.888
- Cap	0.623	1.393	1.435	1.825	2.132	2.403
- Total	3.307	4.582	46.062	6.524	6.836	7.291
Use of Balances	0	(.181)	(.169)	0	0	0
Net Surplus/ Deficit	0.127	0.427	(.168)	(.055)	(.164)	(.153)
Support service costs included in expenditure above	0.851	1.203	1.547	1.691	1.696	1.779
% Allocation of total support service costs	21.3%	18.5%	20.8%	21.1%	21.5%	21.4%
FTE - N/Manual	39	47	59½	62½	65½	65½
- Manual						
- Total						

NOTE CAP EXP:

HCD	.425	.459	.468	.478
Unfunded Capital	1.456	1.366	1.664	1.925

Required Capital Programme	1.881	1.825	2.132	2.403
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OUTPUT	ACTUAL 89/90	PLANNED 90/91	FORECAST 90/91	PLANNED 91/92	PLANNED 92/93	PLANNED 93/94	PLANNED 94/95
HYDROMETRICS							
Monitoring Stations Operated(no)(See note 1)							
-rainfall=	459	465	465	460	460	460	460
-river flow=	147	147	147	147	147	148	148
-groundwater=	2060	2070	2070	2075	2075	2075	2075
TOTAL	2676	2682	2682	2682	2682	2683	2683
Measurements Made With + or - 10% Accuracy (no) (See Note 2)							
-river flow=	125	125	125	125	125	125	125
RESOURCE PLANNING							
-supply zones where resource demands balance audited (no)=	13	13	13	14	14	14	14
LICENSING							
Licences in Force (no)							
-abstractions=	2571	2600	2600	2600	2600	2600	2600
-impoundments=	111	114	114	116	120	125	130
TOTAL	2682	2714	2714	2716	2720	2725	2730
New Licences Determined Within Statutory Period (no)(See note 3)							
-abstractions=	11	12	8	45	54	55	55
-impoundments=	0	1	1	1	3	4	4
TOTAL	11	13	9	46	57	59	59
Total Licences Determined (no)							
-abstractions=	74	125	141	65	65	65	65
-impoundments=	3	3	2	4	5	5	5
TOTAL	77	128	143	69	70	70	70

OUTPUT	ACTUAL 89/90	PLANNED 90/91	FORECAST 90/91	PLANNED 91/92	PLANNED 92/93	PLANNED 93/94	PLANNED 94/95
ENFORCEMENT (See note 4)							
Highly Critical Licence							
Inspections							
-required (no)=	740	740	740	750	750	750	750
-probable (no)=	0	520	445	710	750	750	750
-compliance (%)=	0	70	60	95	100	100	100
More Critical Licence							
Inspections							
-required (no)=	250	250	250	260	260	260	260
-probable (no)=	0	150	125	250	250	250	250
-compliance (%)=	0	60	50	95	95	95	95
Less Critical Licence							
Inspections							
-required (no)=	315	315	315	315	315	315	315
-probable (no)=	0	190	157	300	300	300	300
-compliance (%)=	0	60	50	95	95	95	95
Non-Critical Licence							
Inspections							
-required (no)=	250	250	250	255	255	255	255
-probable (no)=	0	125	125	240	240	240	240
-compliance (%)=	0	50	50	95	95	95	95
-total inspections							
(no)=	0	985	852	1500	1540	1540	1540
-total compliance (%)=	0	63	55	95	97	97	97
LOW FLOWS DUE TO OVER-ABSTRACTION							
-sites with low-flows							
(no)=	6	6	6	5	5	3	2
-low-flow studies							
completed (no)=	0	2	2	7	8	8	8
-sites with low-flows							
ameliorated (no)=	0	0	2	3	4	5	6

NOTES

1) Monitoring stations equal routine regular monitoring stations for which data is processed and archived on paper or by computer and includes data forwarded to Institute of Hydrology and others.

2) Measurements for river flow for stations above.

3) Excludes licences determined over extended period agreed with applicant.

4) Classified and required inspections according to draft enforcement policy.

REF: LCF/WR2.CAL/10.90

POLLUTION CONTROL AND WATER QUALITY (inc. Laboratory Services)

Performance 1990/91

Pollution Prevention

Despite the low flows experienced in many rivers the water quality has shown a modest improvement. This has been due in part to a better standard of effluent control by dischargers under the pressure of NRA monitoring. Major industries with historic records of polluting discharges have agreed investment programmes to meet Quality Objectives.

Most targets were met in full and major monitoring programmes for Bathing Waters and the 1990 RQS were successful.

We were pleased to have negotiated acquisition of a Regional Laboratory on terms which will enable operations to commence in June 1991.

Rate of progress in the establishment of the consent database for charging has been slowed as the result of staff shortage. This has been resolved, but full completion will be delayed until July 1991.

Successes

<u>Target</u>	<u>Achieved</u>	<u>Explanation</u>
Achieve improvements in specific waters to meet quality objectives	Y	Improvements achieved on 70 waters by October 1990
Establish fully effective response to incidental pollution throughout the region on a twenty four hour basis	Y	Full emergency plan made operational on the mainland by April 1990 and on the Isle of Wight by August 1990
Monitor all EC bathing waters in accordance with NRA improved monitoring requirements	Y	Fully achieved in 1990
Establish a computer data base for sampling and analysis programmes	Y	Fully completed and operational
Undertake negotiations for major effluent quality improvements according to priority for compliance with water quality objectives	Y	Agreed commitment in writing from 4 major industrial polluters. Agreements on consenting principles with WS PLC

Establish the biology laboratory in Canterbury and complete construction and fitting of main laboratory in the Havant area	Y	Canterbury Laboratory establish August 1990. Main laboratory on schedule for April 1991
Update and improve groundwater quality archive	Y	On schedule for completion March 1991
Complete 1990 River Quality Survey	Y	On target for completion mid-March

Failures

Establish completed data base for implementation of charging for discharges	N	The data base is fully established in accordance with the original National criteria. However, the extension to include all consented discharges coupled with staff shortage (now resolved) means that completion of the extended data base may not now be achieved by April 1991
Implement land use controls for the protection of surface and groundwater quality	N	Anticipated controls did not materialise. Candidate NSAs were not adopted

Plans 1991/92

National Aims

- To achieve a continuing improvement in the quality of rivers, estuaries and coastal waters, through the control of water pollution.
- To ensure that dischargers pay the cost of the consequences of their discharges, and as far as possible to recover the costs of water environment improvements from those who benefit.

Strategic objectives

- To ensure the consenting of discharges, availability of consent registers for public inspection, and to recover the costs of granting and monitoring discharge consents,
- To undertake monitoring of controlled waters and undertake sampling programmes for compliance monitoring in line with policies on consenting,
- To respond to emergencies and polluting events using prosecution as necessary,

- To ensure the specified programmes for EC Directive monitoring and North Sea Conference are completed and reported as required,
- To complete the 1990/91 river water quality survey and develop water quality objectives for controlled waters for use in 1992 and ensure WQOs set by the Secretary of State are met,
- To ensure the arrangements for operating IPC work including the NRA/HMIP consent transfer and monitoring arrangements
- To review and determine those consents required to be determined by 1992 - in particular those deemed consents issued upon withdrawal of exemptions for tidal discharges under COPA, and discharges affected by the 1990 North Sea Declaration policy within the PLCs capital works programmes,
- To introduce and operate automated hand-held and portable instrumentation throughout the NRA.

Corporate priorities for 1991/92

1. Introduce Charging for discharges scheme,
2. Implement new consenting policy according to Kinnersley report,
3. Complete 1990/91 Water quality survey and develop WQOs,
4. Work on EC Directives, especially Bathing water quality,
5. Rationalise sampling and monitoring programmes for effluents and controlled waters,

Regional issues and assumptions

The input process for preparation of the charging database has proved slower than expected and a Technician Post has been released from the Frozen List to speed up the procedure. It is possible that the database will not be completed by April 1991.

The high dependence on groundwater makes the region vulnerable to land use changes particularly waste disposal and the need for regional groundwater quality monitoring exceeds the national NRA programme. Identification of principal inputs of diffuse pollution in major catchments remains to be addressed and implementation of the farm waste regulations will entail additional resources.

The importance of improving the quality of bathing water in Southern Region is reflected in the Corporate Priorities. Southern Region will monitor the effectiveness of the WSPLC Investment Programme for Coastal Discharge and will pursue improvements where necessary.

All of the national objectives are applicable to Southern Region. Additional objectives, appropriate for Southern Region, are; to enforce compliance with consent in line with NRA policy and to exert control through the planning application consultation procedures in order to safeguard future water quality.

All the corporate priorities are appropriate to Southern Region except that priority 2 would be modified to read: implement the agreed policy arising from the Kinnersley Report for all new consents in 1991/92 and apply the agreed policy to the review of consents following establishment of new WQOs in 1992.

Staffing resources required to address these issues are summarised below:

- Farm Waste Regulations and control of diffuse inputs from land use and industry
- Bathing Water quality monitoring and improvement
- Consent policy review, WQOs, consent database validation

In addition the budget incorporates sampling staff agreed in the 1990/91 Corporate Plan but not released. They will be required to meet targets for:

- Sampling programme revision and tripartite sampling

Following the January revision of the 91/92 budget, expenditure has provisionally been allocated to the following

- Water quality trend analysis
- Capability for determining deemed consents
- Laboratory staffing
- Pollution prevention staffing
- Payment to contractors/consultants
- Pollution Control and Laboratory Equipment

Regional targets

1. To implement the national scheme for recovering the costs of monitoring discharges from the 1 July 1991.
2. To determine all deemed consents by December 1992.
3. To implement the agreed policy arising from the recommendations in the Kinnersley report for all new consents from 1st April 1991.
4. To utilise the 1990 River Quality Survey to formulate and recommend statutory water quality objectives for application in 1992/93 by December 1991 (in accordance with the DOE timetable).
5. To implement the agreed policy resulting from the Kinnersley Report recommendations in a review of all consents commencing immediately following establishment of the new water quality objectives.
6. To implement new NRA monitoring policy for effluents and controlled waters, including tripartite sampling, undertake all requirements for EC directives and bathing waters, and to implement agreed arrangements for IPC by June 1991.
7. To monitor the effectiveness and rate of progress of WSPC Investment Programme for Coastal Discharges and to pursue improvements where necessary.
8. To produce a prioritised list of water quality improvements by December 1991.
9. To identify catchments containing significant pollutant concentrations and examine trends. First report March 1992.
10. To maintain programmed deployment of automatic quality monitoring stations at two per year. Full 1991/92 deployment to be complete by March 1992.

11. To extend and complete a comprehensive database for groundwater quality monitoring by December 1992.

12. To expand the existing programme of farm based inspections to incorporate requirement of the farm waste regulations by September 1991.

13. To establish fully the analytical laboratory service for the region by October 1991.

14. To achieve the nationally agreed standards of service for the laboratory by December 1991.

15. To achieve NAMAS accreditation in line with other regional laboratories by December 1993.

16. To collaborate with other Functional Departments to produce the first phase of Management Plans for the six selected priority river catchments by April 1991 and complete the consultation process for these catchments by summer 1991.

POLLUTION CONTROL - INPUTS

PC1

Activities £m	Actual 89/90	Plann 90/91	Forct 90/91	Apprv 91/92	Bid 91/92	Budget 91/92	Plann 92/93	Bid 92/93	Total 92/93
Incidents/ Emergencies	.314	.442	.463	0	0	.587	.548	0	.548
Consenting and Compliance Monitoring	1.286	2.234	4.406	0	0	2.874	2.733	0	2.733
Work for HMG	.485	.684	.716	0	0	.896	.847	0	.847
Pollution prevention	.428	.603	.632	0	0	.793	.768	0	.768
Other work	.142	.177	.211	0	0	.259	.248	0	.248
TOTALS	2.655	4.140	6.428	0	0	5.409	5.144	0	5.144
Inc.. - Charges	0	0	0	0	0	1.820	2.548	0	2.545
- Grant	0	0	0	0	0	0	0	0	0
- Other	0.559	.049	1.961	0	0	0	0	0	0
- Total	0.559	.049	1.961	0	0	1.820	2.548	0	2.548
Exp. - Rev	2.611	3.971	4.197	0	0	5.091	4.814	0	4.814
- Cap	.345	1.563	2.815	0	0	.432	.330	0	.330
- Total	2.956	5.534	7.012	0	0	5.523	5.144	0	5.144
Net Deficit/ Surplus	(2.397)	(5.485)	(5.051)	0	0	(3.704)	(2.596)	0	(2.596)
Support Service costs included in expenditure above	.815	1.254	1.318	0	0	1.804	1.723	0	1.723
% Allocation of total support service costs	20.0%	23.4%	22.4%	0	0	24.3%	22.9%	0	22.9%
FTE - N/Manual	56.5	101.5	100	0	0	111.5	111.5	0	111.5
- Manual	0	0	0	0	0	0	0	0	0
- Total	56.5	101.5	100	0	0	111.5	111.5	0	111.5

OUTPUT	ACTUAL 89/90	PLANNED 90/91	FORECAST 90/91	APPROVED 91/92	BID 91/92	BUDGET 91/92	PLANNED 92/93	BID 92/93	TOTAL 92/93	PLANNED 93/94	BID 93/94	TOTAL 93/94	PLANNED 94/95	BID 94/95	TOTAL 94/95
DISCHARGE CONSENTING (See Notes 1, 2 & 3)															
Consents Determined (no)															
-STWs : WSPLCs=	0	1	1	0	0	2	0	0	0	0	0	0	0	0	0
: private=	240	250	250	0	0	250	250	0	250	250	0	250	250	0	250
-trade=	14	10	10	0	0	10	10	0	10	10	0	10	10	0	10
-agricultural=	0	0	0	0	0	5	5	0	5	5	0	5	5	0	5
-others=	706	370	370	0	0	350	350	0	350	350	0	350	350	0	350
Total	960	631	631	0	0	617	615	0	615	615	0	615	615	0	615
Consents Reviewed (no)															
-STWs : WSPLCs=	48	40	40	0	0	50	150	0	150	150	50	200	150	50	200
: private=	0	0	0	0	0	0	0	0	0	0	50	50	0	50	50
-trade=	0	2	2	0	0	0	0	0	0	0	50	50	0	50	50
-agricultural=	0	0	0	0	0	0	0	0	0	0	10	10	0	10	10
-others=	10	0	0	0	0	150	150	0	150	0	0	0	0	0	0
Total	58	42	42	0	0	200	300	0	300	150	160	310	150	160	310
Deemed Consents Determined (no)															
-STWs : WSPLCs=	0	0	0	0	0	30	14	0	14	0	0	0	0	0	0
: private=	0	0	0	0	0	30	13	0	13	0	0	0	0	0	0
-trade=	1	0	0	0	0	28	9	0	9	0	0	0	0	0	0
-agricultural=	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0
-others=	0	0	0	0	0	20	59	0	59	0	0	0	0	0	0
Total	1	0	0	0	0	108	96	0	96	0	0	0	0	0	0
Consents in Force (no)															
-STWs : WSPLCs=	463	463	463	0	0	465	465	0	465	465	0	465	465	0	465
: private=	1900	2150	2150	0	0	2400	2650	0	2650	2900	0	2900	3150	0	3150
-trade=	200	210	210	0	0	220	230	0	230	240	0	240	250	0	250
-agricultural=	25	25	25	0	0	30	35	0	35	40	0	40	45	0	45
-others=	6750	7120	7120	0	0	7470	7820	0	7820	8170	0	8170	8520	0	8520
Total	9338	9968	9968	0	0	10585	11200	0	11200	11815	0	11815	12430	0	12430

OUTPUT	ACTUAL 89/90	PLANNED 90/91	FORECAST 90/91	APPROVED 91/92	BID 91/92	BUDGET 91/92	PLANNED 92/93	BID 92/93	TOTAL 92/93	PLANNED 93/94	BID 93/94	TOTAL 93/94	PLANNED 94/95	BID 94/95	TOTAL 94/95
Consents Charged Under Charging Scheme (no)															
-STWs : WSPLCs=	0	0	0	0	0	465	465	0	465	465	0	465	465	0	465
: private=	0	0	0	0	0	2400	3650	0	2650	2900	0	2900	3150	0	3150
-trade=	0	0	0	0	0	220	230	0	230	240	0	240	250	0	250
-agricultural=	0	0	0	0	0	30	35	0	35	40	0	40	45	0	45
-others=	0	0	0	0	0	7470	7820	0	7820	8170	0	8170	8520	0	8520
Total	0	0	0	0	0	10585	12200	0	11200	11815	0	11815	12430	0	12430
Discharges Monitored(no)															
-STWs : WSPLCs=	345	436	350	0	0	525	525	0	525	525	0	525	525	0	525
: private=	292	541	300	0	0	550	600	0	600	600	60	660	600	120	720
-trade=	105	115	102	0	0	220	230	0	230	230	10	240	230	20	250
-agricultural=	22	28	22	0	0	30	35	0	35	35	5	40	35	10	45
-others=	0	59	0	0	0	61	63	0	63	63	4	67	63	9	72
Total	764	1179	774	0	0	1386	1453	0	1453	1453	79	1532	1453	159	1612
Consents Breached (no)															
-STWs : WSPLCs=	57	50	47	0	0	40	40	0	40	40	0	40	40	0	40
: private=	115	110	155	0	0	70	70	0	70	70	0	70	70	0	70
-trade=	38	40	45	0	0	30	30	0	30	30	0	30	30	0	30
-agricultural=	15	15	20	0	0	10	10	0	10	10	0	10	10	0	10
-others=	0	19	0	0	0	15	0	0	0	0	0	0	0	0	0
Total	225	234	267	0	0	165	150	0	150	150	0	150	150	0	150
Compliant Discharges(no)															
-STWs : WSPLCs=	288	386	303	0	0	485	485	0	485	485	0	485	485	0	485
: private=	177	431	145	0	0	480	530	0	530	530	60	590	530	120	650
-trade=	67	75	57	0	0	190	200	0	200	200	10	210	200	20	220
-agricultural=	7	13	2	0	0	20	25	0	25	25	5	30	25	10	35
-others=	0	40	0	0	0	45	63	0	63	63	4	67	63	9	72
Total	539	945	507	0	0	1220	1303	0	1303	1303	79	1382	1303	159	1462

OUTPUT	ACTUAL 89/90	PLANNED 90/91	FORECAST 90/91	APPROVED 91/92	BID 91/92	BUDGET 91/92	PLANNED 92/93	BID 92/93	TOTAL 92/93	PLANNED 93/94	BID 93/94	TOTAL 93/94	PLANNED 94/95	BID 94/95	TOTAL 94/95
Compliant Discharges (%)															
-STWs : WSPLCs=	83	89	87	0	0	92	92	0	92	92	0	92	92	0	92
: private=	61	79	46	0	0	87	88	0	88	88	1	89	88	2	90
-trade=	64	65	56	0	0	86	87	0	87	87	0	87	87	1	88
-agricultural=	32	46	10	0	0	66	71	0	71	71	4	75	71	7	78
-others=	0	68	0	0	0	75	100	0	100	100	0	100	100	0	100
Total	71	80	65	0	0	88	90	0	90	90	0	90	90	1	91
SAMPLING & ANALYSIS															
Sampling Points (no)															
-ground water=	8	130	8	0	0	130	130	0	130	130	0	130	130	0	130
-rivers=	580	647	590	0	0	647	647	0	647	647	0	647	647	0	647
-effluents =	764	1179	774	0	0	1385	1453	0	1453	1453	79	1532	1453	159	1612
-enclosed waters=	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-estuaries=	143	178	140	0	0	178	178	0	178	178	0	178	178	0	178
-bathing waters=	85	91	91	0	0	99	107	0	107	107	13	120	107	18	125
-coastal waters=	0	14	14	0	0	30	30	0	30	30	0	30	30	0	30
-other=	154	142	142	0	0	152	152	0	152	152	0	152	152	0	152
Total	1734	2381	1759	0	0	2621	2697	0	2697	2697	92	2789	2697	177	2874

OUTPUT	ACTUAL 89/90	PLANNED 90/91	FORECAST 90/91	APPROVED 91/92	BID 91/92	BUDGET 91/92	PLANNED 92/93	BID 92/93	TOTAL 92/93	PLANNED 93/94	BID 93/94	TOTAL 93/94	PLANNED 94/95	BID 94/95	TOTAL 94/95
Routine Single Samples (no)															
-ground water=	15	15	15	0	0	260	260	0	260	260	0	260	260	0	260
-rivers=	7248	8084	7490	0	0	8680	8680	0	8680	8680	0	8680	8680	0	8680
-effluents=	7432	10498	7790	0	0	12324	12929	0	12929	12929	702	13631	12929	1414	14343
-enclosed waters=	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-estuaries=	1542	1500	1500	0	0	1900	1900	0	1900	1900	0	1900	1900	0	1900
-bathing waters=	1671	2002	2000	0	0	2178	2354	0	2354	2354	286	2640	2354	396	2750
-coastal waters=	0	56	56	0	0	140	140	0	140	140	0	140	140	0	140
-other=	434	400	400	0	0	450	500	0	500	500	50	550	500	50	550
Total	18342	22555	19251	0	0	25932	26763	0	26763	26763	1038	27801	26763	1860	28623
Tri-partite Samples (no)															
-effluents=	0	600	432	0	0	720	720	0	720	540	60	600	540	60	600
-controlled waters=	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	600	432	0	0	720	720	0	720	540	60	600	540	60	600
Analyses (no)															
-simple=	166912	205251	175184	0	0	236181	242142	0	242142	242142	6843	248985	242142	13322	255464
-complex=	71534	87964	75079	0	0	101221	103775	0	103775	103775	2933	106708	103775	5710	109485
-determinands (no)=	238446	293215	250263	0	0	337402	345917	0	345917	345917	9776	355693	345917	19032	364949
Water Act Register New entries (no)															
-consents=	1019	673	673	0	0	925	1011	0	1011	765	160	925	765	160	925
-samples=	22561	27743	23679	0	0	31924	32729	0	32729	32729	925	33654	32729	1801	34530

NOTES

- 1) Trade includes industrial.
- 2) Agricultural includes fish farms and watercress beds.
- 3) Others includes septic tanks, storm overflows and pumping stations.
- 4) Statistics refer to routine sampling only except "Water Act Register sample entries" which include non routine samples.
- 5) Approved additional sampling in 91/92 and 92/93 represents increased productivity using resources approved in 90/91 Corporate Plan.

OUTPUT	ACTUAL 89/90	PLANNED 90/91	FORECAST 90/91	PLANNED 91/92	PLANNED 92/93	PLANNED 93/94	PLANNED 94/95	LONG-TERM TARGET
RIVER WATER QUALITY								
Length of river(km) in class								
1A Good=	541	321	708	325	336	336	336	340
1B Good=	744	1029	862	1046	1081	1110	1110	1117
2 fair=	662	769	438	769	736	713	713	702
3 Poor=	191	42	132	21	8	2	2	2
4 Bad=	23	0	21	0	0	0	0	0
TOTAL LENGTH CLASSIFIED	2161	2161	2161	2161	2161	2161	2161	2161
ESTUARIAL WATER QUALITY								
Length of Estuary (km) in Class								
A Good=	319	319	319	319	319	319	319	319
B Fair=	52	52	52	52	52	55	55	63
C Poor=	11	11	11	11	11	8	8	0
D Bad=	0	0	0	0	0	0	0	0
TOTAL LENGTH CLASSIFIED	382	382	382	382	382	382	382	382

REF:LCF/PC2b/10.90

OUTPUT	ACTUAL 89/90	PLANNED 90/91	FORECAST 90/91	PLANNED 91/92	PLANNED 92/93	PLANNED 93/94	PLANNED 94/95
EC DIRECTIVES (See Note 1)							
Bathing Water							
-designated EC bathing waters (no)=	65	65	65	65	65	65	65
-waters achieving directive (no)=	49	47	47	41	48	51	51
-compliance (%)=	69	72	72	63	74	78	78
-waters achieving minimum aesthetic standard (no)=	54	56	56	60	61	64	64
-compliance (%)=	83	86	86	92	94	98	99
Shellfish Water							
-designated shellfish waters (no)=	5	5	5	5	5	5	5
-waters achieving directive (no)=	5	5	5	5	5	5	5
-compliance (%)=	100	100	100	100	100	100	100
Freshwater Fisheries							
Length of Classified Fishery (km)							
-salmonid=	266	266	266	266	266	266	266
-non-salmonid=	446	446	446	446	446	446	446
-total=	712	712	712	712	712	712	712
Compliance (%)							
-salmonid=	100	100	100	100	100	100	100
-non-salmonid=	95.6	95	95	95	97	98	98

NOTES:

- 1) Information on other Directives to be collected during future iteration.

REF:LCF/PC2c.CAL/10.90

FLOOD DEFENCE

Performance 1990/91

<u>Regional Objectives</u>	<u>Achieved</u>	<u>Explanation</u>
<u>Successes</u>		
To conclude a contract with Southern Water PLC for Flood Defence services on the Isle of Wight. Target: March 1990	Y	-
In collaboration with other Departments, to establish River Catchment Management Planning as a major vehicle for the achievement of other NRA objectives, and to prepare specific plans according to assessed priority. Targets: Initial Overview: April 1991 Comprehensive Plans: 1992	Y	Pilot study started for completion in 6 months. Further developments subject to outcome of national Working Group
To establish effective co-operation arrangements with local authorities etc, covering the whole length of the Region's coastline. Target: end 1990	Y	Liaison Groups established to cover Kent and East Sussex. These, with SCOPAC, cover the Region's coast
To assess the condition and adequacy of all tidal and sea defences for which the NRA is currently responsible, and to plan for appropriate maintenance and improvement. Target: for incorporation in 1991/92 Corporate Plan	Y	By National Sea Defence Survey
To keep abreast of all development proposals in the Region, and in consultation with other Departments to ensure that their impact on NRA interests and services is reflected in planning.	Y	By continuing effective Planning Liaison
To seek to influence local planning authorities at as early a stage as possible in the planning process, with a view to promoting policies and development friendly to the water environment. Target: concurrent with RCMPs.	Y	On course for achievement, ref RCMPs above

Partial or Delayed Successes

To develop a comprehensive, all-function Regional Emergency Control System including a 24 hour manned Control Centre. Target: September 1990.	Delayed	Late start and problems during progress of work. Revised target: 1 April 1991
To develop unified wage and bonus payment systems for workmen. Target: depending on national policy decision. started. Target: March 1991	Partial/ Delayed	No national policy formulated. Negotiations concluded for 37 hour week and to rationalise travelling arrangements
In collaboration with Head Office and other Regions, to explore the potential for the application of geographical information systems and to proceed as soon as possible to their development.	Partial	Work suspended during national IS Strategy exercise. Regional initiative now re-established, in liaison with national Working Group, for applications to specific projects. No target set
To ensure that the Capital Section is adequately staffed for its responsibilities as seen at present. Target: April 1990	Partial	Difficulty in recruitment of suitably qualified/experienced staff within present grading structure. Revised target: August 1991
To review the responsibilities and methods of working associated with capital expenditure management to ensure they meet overall objectives for effectiveness and efficiency. Target: December 1990	Delayed	Following appointment of new Flood Defence Manager, a review is to be undertaken. Revised target: March 1991
To obtain the necessary data on: a) Levels of development and hence flood protection bands b) Level of flood protection currently given to enable a proper effectiveness indicator to be given for fluvial, tidal and sea defence in the 1991/2 Corporate Plan. Target: for incorporation in the 1991/2 Corporate Plan.	Delayed	In the absence of in-house resources, this requirement has been incorporated into the pilot RCMP study. Revised target: April 1991

Failures

To identify the coastal cells along the Region's coast and to plan for appropriate research and investigation to be carried out into their behaviour and requirements according to assessed priority.

Targets:

Identify Cells: December 1990

Assess Priorities: June 1991

1st Investigation: December 1991

Complete Coverage: 1993

N

Limited in-house engineering capability has been totally occupied in responding to the extensive flooding and damage to sea defences last winter
Revised target: 12 months delay

To enter a term consultant agreement with Southern Projects for routine engineering design and supervision, and to plan for a similar arrangement, but with open competition, to be continued after April 1991. Target:
Initial Engagement - December 1989
Long-Term Contract - April 1991

N

No longer to be pursued, pending outcome of review mentioned above

Plans 1991/92

National aims

- To provide effective defence for people and property against flooding from rivers and the sea
- To provide adequate arrangements for flood forecasting and warning

Strategic objectives

- To produce and implement a strategy for flood defence through the development of a systematic approach for assessing capital and maintenance requirements, and ensuring integrity of all flood defences and develop medium and long term plans for those defences owned and maintained by the NRA,
- To support research and development which will identify future flood defence needs arising from climate change, improvements in best practices for operating methodology, increasing efficiency and enhancing value for money,
- To encourage development of information technology and extension of facilities which will further advance strategies and procedures for warning of, and responding to emergencies,
- To develop catchment management plans and review statutory regulations to heighten general awareness of need for development controls,
- To identify opportunities for the enhancement of the environmental, recreational and amenity facilities when undertaking flood defence works.

Corporate priorities for 1991/92

1. Work in relation to Review of sea defences,
2. 'Levels of service', asset registers, and planned maintenance,
3. Flood forecasting, warning and emergencies,
4. Financing flood defence,
5. Impact of flood defence/conservation funding.

Regional issues and assumptions

In addressing the national corporate priorities for 1991/2 the views of Committee Chairmen have been sought. The following reflects those expressed and the results of work which has been progressing in the Region over the last year.

1. Work in relation to Review of sea defences : the Southern Region, with its long and frequently vulnerable coast, agrees that sea defences must take the highest priority. The report of Phase 1 of the National Sea Defence Survey (covering sea defences owned or maintained by the NRA) has been received. Work is currently in hand to assess its impact in terms of requirements for capital investment. Schemes will be prioritised and included in a revised Medium Term Plan (Capital Investment Programme) for presentation to MAFF in February 1991, following approval of the NRA Board. This Corporate Plan takes account of these requirements only in outline.

Phases 2 and 3 of the National Sea Defence Survey, covering defences under local authority and other control respectively, have been started in the Southern Region for completion by end-December 1990.

2. 'Levels of service', asset registers and planned maintenance : the Southern Region agrees that the establishment of acceptable levels of service for flood defence is of high national priority. It has been acknowledged as such in the Flood Defence Functional Strategy now being finalised. This envisages a Levels of Service strategy being concluded by mid-1992.

Asset registers : a comprehensive asset register for Flood Defence installations exists for only part of the Region. A Regional target is included below for its extension to cover the whole Region and its conversion to a computer based format.

Planned maintenance : this is not currently seen as a high priority in this Region.

3. Flood forecasting, warning and emergencies : flood forecasting is provided as a service to Flood Defence by the Resources Department. At present it is available only for the R Medway catchment at the Leigh Flood Barrier. Further developments of the Regional Emergency and Control System jointly with Resources will provide for the use of telemetered data with catchment models to extend effective flood forecasting to other high risk catchments. A Regional target is included.

Flood warning : following the implementation of the new national colour code for flood warning, no specific target is seen as necessary in the Southern Region. There will however be continued monitoring of the effectiveness of current procedures and their improvement where necessary.

Emergencies : planning for response to emergencies requires more positive Regional co-ordination. It will be a Regional target to prepare formal emergency flood response plans for all catchments where this is seen to be necessary.

4. Financing Flood Defence : this is a matter for national determination. The Southern Region would express the view that the present arrangements are familiar and work well in practice. Possible advantages of new arrangements need to be weighed carefully against the inherent disadvantages of upheaval.
5. Impact on flood defence/conservation funding : this again is a national issue. The Southern Region would support the view that Flood Defence funding should cover the cost of avoiding or mitigating environmental damage. This is seen as analogous to the 'polluter pays' principle. However, independent funding for positive environmental and conservation enhancement would be welcome, and should enable Conservation Sections to prioritise more effectively.

Beyond the five laid down national priorities, the Southern Region regards the following as a high priority issue in its own Region. Where appropriate Regional targets are set out below.

6. Development in flood risk areas : present legislation and DOE planning guidance is inadequate. The priorities are seen in the Southern Region as:
 - i) to standardise and codify regional policies and to put them into effect in co-operation with planning authorities.
 - ii) to enlist the support of planning authorities, through liaison on local and structure plans and consultation on our own River Catchment Management Plans, with a view to exerting influence in the medium term against development in flood risk areas.
 - iii) to explore, via the Flood Defence Functional Strategy, the need for firmer DOE guidance or new legislation.

Regional targets

Regional targets are shown below under three headings:

- 1) Targets associated with national corporate priorities
- 2) Target associated with the Regional issue set out above
- 3) Other Regional targets

1. Targets associated with national corporate priorities

With reference to the National Sea Defence Survey, Regional targets relate to the conclusion of the Survey, the incorporation of its results into the Medium Term Plan (Capital Investment Programme) and the achievement of appropriate flood protection levels of service for all sea and tidal defences.

Regional Target 1 : To complete the National Sea Defence Survey in the Southern Region.

Phases 2 and 3 : December 1990

Phase 4 (estuarial tidal defences) : December 1991

Regional Target 2 : To incorporate the results of the National Sea Defence Survey into the MAFF grant-aided Medium Term Plan.

Phase 1 data : January 1991 (1992/3 Programme)

Remaining data for NRA responsibilities : January 1992 (1993/4 Programme)

Regional Target 3 : To remedy all defences identified as significantly sub-standard in terms either of condition or level of service offered: March 1995

Regional Target 4 : To establish effective lines of communication and a programme for improvement for all non-NRA defences.

Sea defences : March 1992

Other tidal defences : March 1993

In view of the incompleteness and difficulty of referring to the present asset register, the following is proposed:

Regional Target 5 : to establish a comprehensive computer-based asset register for flood defence installations: December 1991

The first phase of RECS, providing a Regional emergency control room and associated data systems, is due for completion by January 1991 . This will ultimately enable present reliance on PLC communications centres to be ended. The second phase will involve much more extensive telemetry and will incorporate flood forecasting models.

Regional Target 6 : To incorporate into RECS Phase 2 flood modelling and forecasting facilities.

High risk catchments : March 1992

Other catchments : March 1993

Forecasting of tidal flooding is the responsibility of the Met Office, with whom close liaison is maintained.

Emergency flood response procedures need to be standardised across the Region and user manuals to a common format prepared. At the same time emergency training is required to widen the spread of knowledge and hence the capability to provide an acceptable service. This will take place concurrently with the development of RECS Phase 2.

Regional Target 7 : To prepare manuals for emergency flood response for all catchments and sea defence frontages where a risk exists.

High risk catchments : March 1992
Other catchments : March 1993

Regional Target 8 : To organise training for key staff in emergency flood response.

25% : March 1992
Remainder : March 1993

A system of out-of-hours standby has not been formalised and standardised across the Region, and this clearly is an early requirement for reliable emergency response.

Regional Target 9 : To review existing standby arrangements and institute necessary changes : March 1991.

2. Target associated with Regional issues

In view of the perceived need for an improved response to the problem of development in flood risk areas, the Southern Region proposes:

Regional Target 10 : To standardise and codify Regional policies relating to development in flood risk areas and to put them into effect through liaison with the planning authorities covering the areas at risk: December 1991.

Other improvements will follow from the consultation process on River Catchment Management Plans (see below) and from the development of the national Flood Defence Functional Strategy.

3. Other Regional Targets

Departmental Management: after 18 months effectively independent functioning, a review of the management structure set up by the Southern Water Authority is required.

Regional Target 11 : To review the management structure and procedures of the Flood Defence Department : March 1991.

Safety: a programme of safety training for all FD employees is required.

Regional Target 12 : In conjunction with the Personnel Department, to programme and implement appropriate safety training for all Flood Defence employees:

Programme : September 1991
Implementation : March 1993

Design and Management of Capital Investment: the initial decision to rely exclusively on outside design services, and hence to have only a very small in-house section for the management of capital investment, is now questioned. The need for some in-house design capability is seen both for staff development and to provide a yardstick for external comparison.

Regional Target 13 : To move initially to the setting-up of an in-house small works design team, with further development to await the gaining of experience : December 1991.

Geographical Information System: action has been initiated in the Region on a multifunctional basis to push forward the availability of GIS.

Regional Target 14 : To participate fully in Regional initiatives on GIS.

Initial appraisal : June 1991

Application : December 1992

River Catchment Management Plans: Flood Defence is participating with other Departments in the pilot study covering six catchments. Phase 1 of this, covering the assembly of information and identification of management options, is now in progress. It will be followed by Phase 2, involving extensive external consultation and the preparation of a definitive plan. If at the conclusion of the pilot study Phase 1 of the exercise is seen to be successful, early extension to the Region's remaining catchments is desirable.

Regional Target 15 : In co-operation with other Departments to conclude the current pilot study Phase 1 and to extend this both to Phase 2 for the pilot study catchments and to all other significant catchments.

Pilot Study Phase 1 : April 1991

Pilot Study Phase 2 : March 1992.

RCMPs remaining catchments : March 1993

Manual Employees

The implications for manual employee numbers of the National Sea Defence Survey, any reorganisation of District offices, and increased reliance on contracting will require examination.

Regional Target 16 : To review manual manpower requirements :
December 1991

Corporate Plan 1990/91 Delayed Targets

In addition all the delayed targets identified under Performance 1990/91 above are retained as targets in the current plan.

FLOOD DEFENCE - INPUTS

FD1

ACTIVITIES £m	Actual 89/90	Forecast 90/91	Planned 91/92	Planned 92/93	Planned 93/94	Planned 94/95
Regulation/ Enforcement	.072	.090	.095	.105	.110	.120
Maintenance of existing defences (revenue works)	8.068	10.088	11.250	12.005	12.593	13.227
Improvement and development of defences (capital schemes)	6.427	10.158	12.116	11.566	11.130	11.765
Flood Services	.200	.250	.270	.290	.310	.330
Other	.298	.372	.541	.648	.680	.645
TOTALS	15.065	20.958	24.272	24.614	24.823	26.087
Inc. - Levies	13.000	14.933	16.854	19.746	19.800	20.900
- S.28/29		0	.007	.007	.007	.007
- GDC		0	0	0	0	0
- IDB	.533	.527	.591	.632	.664	.697
- R/Charge	.475	.427	.454	.490	.514	.540
- Other	.494	1.321	1.210	.331	.175	.181
- MAFF Grant	1.450	2.960	4.444	3.900	3.570	3.665
- Total	15.952	20.168	23.560	25.106	24.730	25.990
Exp. - Rev	8.595	10.788	11.935	12.806	13.440	14.134
- Cap	7.102	11.473	13.271	11.808	11.383	11.953
- Total	15.697	22.211	25.206	24.614	24.823	26.087
Use of balances		1.770	1.008	(.492)	(.093)	(.097)
Surplus/deficit	.255	(2.043)	(1.646)	(.492)	(.093)	(.097)
Support Service costs included in expenditure above	2.096	3.381	3.446	3.584	3.750	3.920
% Allocation of total support service costs	52.2%	51.9%	46.4%	47.6%	47.2%	47.3%
FTE - Manual	255	261	261	261	261	261
- N/Manual	73.5	90.5	99.5	99.5	99.5	89.5
- Total	328.5	351.5	360.5	360.5	360.5	360.5

OUTPUT	ACTUAL 89/90	PLANNED 90/91	FORECAST 90/91	BUDGET 91/92	PLANNED 92/93	PLANNED 93/94	PLANNED 94/95
LAND DRAINAGE REGULATION AND ENFORCEMENT							
-new consents issued(no)	386	312	312	340	380	420	420
-byelaw enforcements (no)=	0	27	27	30	40	40	40
-planning applications screened (no)=	2953	3030	3030	4500	5000	5500	5500
FLOOD DEFENCE MAINTENANCE							
Flood Defences Maintained (km)							
-main river=	2748	2748	2748	2748	2800	2850	2900
-embankment=	191	191	191	191	193	197	200
-tidal=	139	139	139	139	142	147	150
-sea defence=	142	142	142	142	142	146	150
TOTAL	3220	3220	3220	3220	3277	3340	3400
Length Needing to be Mown (km) See Note 1							
-main river=	50	50	50	50	52	53	53
-embankment=	0	0	0	0	0	0	0
-tidal=	123	123	123	123	124	126	127
-sea defence=	30	30	30	30	31	31	32
TOTAL	203	203	203	203	207	210	212
Length Actually Mown (km) See Note 1.							
-main river=	125	125	125	125	130	132	132
-embankment=	0	0	0	0	0	0	0
-tidal=	308	308	308	308	310	315	318
-sea defence=	75	75	75	75	78	78	80
TOTAL	508	508	508	508	518	525	530

OUTPUT	ACTUAL 89/90	PLANNED 90/91	FORECAST 90/91	BUDGET 91/92	PLANNED 92/93	PLANNED 93/94	PLANNED 94/95
Main River (km)							
-weed cut=	1104	1200	1200	1200	1200	1240	1260
-silt dredged=	65	103	103	103	103	105	107
-total value of maintenance work ('000)=	0	8751	8924	9730	10400	10430	11475
-value contracted out ('000)=	0	875	892	973	1248	1858	2295
-proportion contracted out (%)=	10	10	10	10	12	17	20
FLOOD PROTECTION (See Note 4)							
-houses protected ('000)=	0	0	0	0	0	0	0
-people protected ('000)=	0	0	0	0	0	0	0
-commercial properties protected ('000)=	0	0	0	0	0	0	0
-agricultural land protected (ha)=	0	0	0	0	0	0	0
FLOOD DEFENCE CONSTRUCTION (See Note 2)							
Capital Schemes Seeking MAFF Grant (no)							
-main river=	6	5	5	8	2	2	2
-tidal=	3	5	5	4	3	5	4
-sea defence=	1	16	16	11	12	10	11
Total	10	26	26	23	17	17	17
Capital Schemes Starting (no)							
-main river=	6	8	8	5	1	2	2
-tidal=	4	7	7	3	0	3	3
-sea defence=	6	10	10	5	1	4	3
Total	16	25	25	13	2	9	8
Capital Schemes In Progress (no)							
-main river=	11	13	13	10	2	3	3
-tidal=	6	13	13	8	6	8	7
-sea defence=	8	19	19	14	15	13	4
Total	25	45	45	32	23	24	14

OUTPUT	ACTUAL 89/90	PLANNED 90/91	FORECAST 90/91	BUDGET 91/92	PLANNED 92/93	PLANNED 93/94	PLANNED 94/95
Capital Schemes							
Finishing (no)							
(See Note 3)							
-main river=	3	11	11	7	3	3	2
-tidal=	2	6	6	3	2	2	3
-sea defence=	3	7	7	1	7	3	2
Total	8	24	24	11	12	8	7
New Defences							
Constructed (km)							
-main river=	2	8	8	5	3	3	2
-tidal=	2	12	12	6	4	4	6
-sea defence=	5	7	7	1	7	3	2
Total	9	27	27	12	14	10	10
Total Value of Capital Schemes (£'000)							
-design=	0	0	0	0	0	0	0
-management=	0	0	0	0	0	0	0
-construction=	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0
Value of Capital Schemes Contracted Out (£'000)							
-design=	0	0	0	0	0	0	0
-management=	0	0	0	0	0	0	0
-construction=	0	0	0	0	0	0	0
Total	0	0	0	0	0	0	0
Work Contracted Out (as % of total work value in £'000)							
-design=	90	90	90	85	80	75	70
-management=	85	85	85	80	75	75	70
-construction=	80	80	80	80	80	80	80
Total	255	255	255	245	235	230	220
New Protection							
-houses (no)=	440	1370	1370	1510	890	690	320
-people (no)=	1100	3425	3425	3775	2225	1725	800
-commercial properties (no)=	55	190	190	130	115	75	60
-agricultural land (ha)=	925	2750	2750	925	1525	925	980

NOTES:

1) For length needing mowing, count both banks separately (ie river length AB x 2). For length actually mown, count the number of times a stretch is mown in a year (ie river length AB x 2banks x 4 times per year).

2) Sea Defence Supplement applies to all sea defences.

3) Capital schemes finishing - finish point is to substantive completion certificate.

4) Information on houses, people etc protected is not collected.

REF:LCF/FD2a.CAL/10.90

OUTPUT	ACTUAL 89/90	PLANNED 90/91	FORECAST 90/91	PLANNED 91/92	PLANNED 92/93	PLANNED 93/94	PLANNED 94/95	Long Term Target
Total length of main river (km) (see note 1.)	2748	2748	2748	2748	2800	2850	2900	2900
TOTAL LENGTH OF MAIN RIVER WITHIN FLOOD WARNING LEAD-TIME BANDS Lead-Time Bands (hours)								
-over four =	916	916	916	996	1050	1050	1200	1500
-two - four =	916	916	916	850	850	900	950	1200
-below two =	916	916	916	900	900	900	750	200
TOTAL	2748	2748	2748	2748	2800	2850	2900	2900
MAIN RIVER BANKS PROTECTED (km)								
-land use band A =	0	0	0	0	0	0	0	0
-land use band B =	10	10	10	10	10	10	10	10
-land use band C =	81	81	81	81	81	83	87	90
-land use band D =	100	100	100	100	100	100	100	100
-land use band E =	0	0	0	0	0	0	0	0
TOTAL	191	191	191	191	191	193	197	200
as a % of main river	6.950509	6.950509	6.950509	6.950509	6.821429	6.771930	6.793103	6.896552
TIDAL PROTECTION (km)								
-land use band A =	10	10	10	10	10	10	10	10
-land use band B =	23	23	23	23	23	23	23	23
-land use band C =	83	83	83	83	83	83	83	83
-land use band D =	89	89	89	89	89	89	89	89
-land use band E =	11	11	11	11	11	11	11	11
TOTAL	216	216	216	216	216	216	216	216
as a % of main river	57	57	57	57	57	57	57	57
SEA DEFENCE PROTECTED (km)								
-land use band A =	0	0	0	0	0	0	0	0
-land use band B =	50	50	50	50	50	50	50	50
-land band use C =	174	174	174	174	174	174	174	174
-land band use D =	43	43	43	43	43	43	43	43
-land band use E =	14	14	14	14	14	14	14	14

FISHERIES

Performance 1990/91

Staffing has been strengthened and the internal re-organisation, coupled with team building exercises at all levels, have laid the foundations for a better operation in the future. Within the Region the Recreation and Conservation function has been placed within the Fisheries Department in line with practice elsewhere.

Rod Licence tariffs were reviewed to recover 66% of expenditure with full support of the Regional Advisory Committee.

Possibilities for funding from S.28 income have been explored and some areas identified.

Concern over health of some staff engaged in strenuous activity has been addressed and monitoring will continue.

Successes

Key Objective 1 - Maintain Promote and Develop Fisheries

	<u>Target</u>	<u>Achieved</u>	<u>Explanation</u>
1	Minimise illegal fishing by effective enforcement of the statute and byelaws	Y	
2	Enforce rod licence system to achieve better than 90% compliance	Y	92% compliance
3	Provide advice and practical help to improve fisheries used by rod licence holders	Y	Activity limited by drought emergency
4	Provide a rescue service for fish affected by drought or pollution	Y	This activity dominated field operations in the summer and early autumn
5	Review rod licence tariff to produce increased income in 1991/92	Y	Rod licence fees for 1991/2 increased 66% with agreement of Fisheries Advisory Committees, on condition that the fisheries service is improved
6	In liaison with the PR Section, revise angling guide to produce newsheet	Y	

Key Objective 2 - Initiate Increased Fish Stock Assessment

1	Complete 50 routine fish stock surveys at standard sites	Y
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Key Objective 3 - Provide Fish Passes at River Obstructions

1	Meet objectives set by capital programme	Y	Six fish passes built; one on River Test, and two on River Meon, one on River Uck and two on the Kentish Stour
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Failures

Key Objective 1

	<u>Target</u>	<u>Achieved</u>	<u>Explanation</u>
1	Build structures to improve coarse fisheries in rivers	Limited success	Fewer structures built than planned on account of staff shortages and the pressure of work arising from the drought emergency
2	Raise 20,000 salmon parr for restocking Hampshire rivers.	N	High mortalities at fish farms due to environmental conditions. 4,000 parr produced
3	Initiate review of Fisheries byelaws by September 1990	N	Postponed due to lack of staff and pressure of work arising from the drought emergency.

Plans 1991/92

National aims

- To maintain, improve and develop fisheries

Strategic objectives

- To prepare a fisheries strategy for the fisheries function,
- To monitor the fishery status of rivers and inland, estuary and where appropriate, coastal waters,
- To regulate, protect and conserve salmon, trout, freshwater, eel and coastal fisheries (where appropriate) through the enforcement of fisheries legislation,
- To formulate policies to maintain, improve and develop fisheries and restore and rehabilitate damaged fisheries,
- To ensure proper consideration of fisheries issues through RFACs,
- To provide a fisheries service which is based on a sound charging system and which is sensitive to the needs of the public.

Corporate priorities for 1991/92

1. Section 28 Orders,
2. Restructuring licencing,
3. Integrated fisheries enforcement,
4. Harmonising stock assessment,
5. Declining stocks.

Regional issues and assumptions

The staff structure and manpower resources inherited by Southern Region were insufficient to provide the service expected by the public from the NRA. Addition of the Darent catchment to the Region has aggravated this problem, which has been addressed by bringing forward the additional posts recognised in the Corporate Plan for 1990. These will be financed in 1991/92 from increased income derived from revised charges for fishing licences.

In common with other regions, Southern Region faces the problem of long-serving field staff who have yet to reach retirement age and whose experience is valuable to the NRA, but who's physical fitness for a demanding outdoor job is in question and requires assessment.

The wide difference in type of fishery across the Region will provide ample opportunity for a range of services to be provided under S.28. Nevertheless there will be considerable difficulty identifying potential contributors to S.28 income as many fisheries have not been rated by local authorities in the past.

Lack of an automated prosecution system makes enforcement a labour intensive job. Introduction of an agreed National system will result in staff savings.

The discrepancy between income and expenditure on the protection of migratory salmonid fisheries is a source of concern to the Local Fisheries Advisory Committees.

Regional targets

1. Complete recruitment of agreed additional staff (see Corporate Plan 1990) by 30 June 1991
2. Recruit Honorary Bailiff team by 31 May 1991
3. Complete Honorary Bailiffs' training programme by 30 September 1991
4. Maintain rolling programme of fish stock assessment, 50 surveys to be completed by 31 March 1992
5. In co-operation with Northumbrian Region, develop salmon rearing techniques with a view to producing 200,000 parr for restocking Southern rivers by 30 June 1991
6. Maintain the Hampshire Salmon Investigation and produce an interim report by 31 March 1992
7. Identify schemes suitable for funding from S.28 resources, by 30 September 1991

8. Revise byelaws and submit recommendations to RFAC by 31 October 1991
9. Complete capital schemes for the enhancement of fisheries (eg fish passes) in accordance with the capital programme by 31 March 1992
10. Enforce rod licence system to achieve at least 90% compliance, with the secondary target of bettering the 92% achieved in 1990/91
11. To collaborate with other Functional Departments to produce the first phase of Management Plans for the six selected priority river catchments by April 1991, and complete the consultation process for these river catchments by Summer 1991

FISHERIES - INPUTS

F1

Activities £m	Actual 89/90	Plann 90/91	Forct 90/91	Apprv 91/92	Bid 91/92	Budget 91/92	Plann 92/93	Bid 92/93	Total 92/93
Regulation	.041	.056	.067	0	0	.071	.080	0	.080
Enforcement	.216	.312	.356	0	0	.369	.416	0	.416
Monitoring	.208	.301	.340	0	0	.354	.400	0	.400
Physico-chemical Improvement	.099	.134	.160	0	0	.170	.192	0	.192
Rearing and Stocking	.249	.327	.388	0	0	.425	.477	0	.477
Other	.016	.023	.027	0	0	.029	.031	0	.031
TOTAL	.829	1.153	1.338	0	0	1.418	1.596	0	1.596
Inc. - Rod Licences	.485	.428	.540	0	0	.814	.854	0	.854
- Net licences									
- S28 Orders									
- Fish Sales	.016	.027	.035	0	0	.036	.038	0	.038
- Other									
- DoE Grant									
- Total	.501	.455	.575	0	0	.850	.892	0	.892
Exp. - Rev	.638	.969	1.002	0	0	1.281	1.308	0	1.308
- Cap	.204	.274	.362	0	0	.124	.288	0	.288
- Total	.842	1.243	1.368	0	0	1.405	1.596	0	1.596
Use of balances									
Net Surplus/ deficit	(.341)	(.788)	(.789)	0	0	(.555)	(.704)	0	(.704)
Support Service costs included in expenditure above	.179	.320	.575	0	0	.457	.408	0	.408
% Allocation of total support service costs	4.4%	5.4%	5.0%	0	0	5.5%	5.4%	0	5.4%
FTE - Manual	3	5	5	0	0	5	5	0	5
- N/Manual	21	26	26	0	0	26	26	0	26
- Total	24	31	31	0	0	31	31	0	31

OUTPUT	ACTUAL 89/90	PLANNED 90/91	FORECAST 90/91	APPROVED 91/92	BID 91/92	BUDGET 91/92	PLANNED 92/93	BID 92/93	TOTAL 92/93	PLANNED 93/94	BID 93/94	TOTAL 93/94	PLANNED 94/95	BID 94/95	TOTAL 94/95
REGULATION & ENFORCEMENT															
Licences (no)															
- rod =	82500	83000	83000	0	0	90000	95000	0	95000	95000	0	95000	95000	0	95000
- net =	6	6	6	0	0	6	6	0	6	6	0	6	6	0	6
TOTAL	82506	83006	83006	0	0	90006	95006	0	95006	95006	0	95006	95006	0	95006
S. 28 Orders (no) =	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
New byelaws (no)															
- inland =	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
- sea =	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Patrolled (km)															
- river =	3000	3000	3000	0	0	4000	4500	0	4500	4500	0	4500	4500	0	4500
- estuary/sea =	110	110	110	0	0	110	110	0	110	110	0	110	110	0	110
- other =	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	3110	3110	3110	0	0	4110	4610	0	4610	4610	0	4610	4610	0	4610
Licences checked (no)															
- rod =	20867	20867	24000	0	0	30000	30500	0	30500	30500	0	30500	30500	0	30500
- net =	6	6	6	0	0	6	6	0	6	6	0	6	6	0	6
TOTAL	20873	20873	24006	0	0	30006	30506	0	30506	30506	0	30506	30506	0	30506
Licences checked (%)															
- rod =	25	25	27	0	0	33	33	0	33	33	0	33	33	0	33
- net =	100	100	100	0	0	100	100	0	100	100	0	100	100	0	100
TOTAL	25	25	27	0	0	33	33	0	33	33	0	33	33	0	33
Licence compliance (%)															
- rod =	92	92	92	0	0	94	95	0	95	95	0	95	95	0	95
- net =	100	100	100	0	0	100	100	0	100	100	0	100	100	0	100
TOTAL	92	92	92	0	0	94	95	0	95	95	0	95	95	0	95

NOTE: This section depends on progress of Section 28 Order. The existing bye-laws are under review.

OUTPUT	ACTUAL 89/90	PLANNED 90/91	FORECAST 90/91	APPROVED 91/92	BID 91/92	BUDGET 91/92	PLANNED 92/93	BID 92/93	TOTAL 92/93	PLANNED 93/94	BID 93/94	TOTAL 93/94	PLANNED 94/95	BID 94/95	TOTAL 94/95
Cases taken to court (no)															
- rod =	106	35	80	0	0	150	200	0	200	200	0	200	200	0	200
- net =	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	106	35	80	0	0	150	200	0	200	200	0	200	200	0	200
Successful prosecutions															
- rod(no) =	106	35	80	0	0	150	200	0	200	200	0	200	200	0	200
- net(no) =	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	106	35	80	0	0	150	200	0	200	200	0	200	200	0	200
Byelaw offences (no) =	4	4	4	0	0	4	4	0	4	4	0	4	4	0	4
Cases taken to court (no) =	2	2	2	0	0	2	2	0	2	2	0	2	2	0	2
Successful prosecutions															
-licence offences(no) =	106	35	80	0	0	150	200	0	200	200	0	200	200	0	200
-statutory byelaw offences(no) =	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	106	35	80	0	0	150	200	0	200	200	0	200	200	0	200
MONITORING															
Sampling Sites															
- routine =	18	50	50	0	0	60	90	0	90	90	0	90	90	0	90
-other =	0	50	60	0	0	50	50	0	50	50	0	50	50	0	50
TOTAL	18	100	110	0	0	110	140	0	140	140	0	140	140	0	140
Surveys (no)															
- netting/electro =	18	100	130	0	0	138	150	0	150	150	0	150	150	0	150
-angler census =	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	18	100	130	0	0	138	150	0	150	150	0	150	150	0	150

OUTPUT	ACTUAL 89/90	PLANNED 90/91	FORECAST 90/91	APPROVED 91/92	BID 91/92	BUDGET 91/92	PLANNED 92/93	BID 92/93	TOTAL 92/93	PLANNED 93/94	BID 93/94	TOTAL 93/94	PLANNED 94/95	BID 94/95	TOTAL 94/95
Surveyed (km)															
- river =	180	500	500	0	0	680	900	0	900	900	0	900	900	0	900
- other =	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	180	500	500	0	0	680	900	0	900	900	0	900	900	0	900
Fish kills															
- total (no) =	122	0	75	0	0	90	80	-20	60	60	-30	50	80	-40	40
- kills attended (no) =	122	0	75	0	0	90	80	-20	60	80	-30	50	80	-40	40
proportion attended (%) =	100	100	100	0	0	100	100	0	100	100	0	100	100	0	100
- fish saved (no in millions) =	.05	.1	.1	0	0	.1	.1	-.05	.05	.05	0	.05	.05	0	.05
PHYSICO-CHEMICAL IMPROVEMENT															
Improvement Structures Built (no)															
- fish passes =	0	3	5	0	0	4	3	0	3	3	2	5	3	2	5
- other =	3	4	1	0	0	4	4	0	4	3	0	3	3	0	3
TOTAL	3	7	6	0	0	8	7	0	7	6	2	8	6	2	8

OUTPUT	ACTUAL 89/90	PLANNED 90/91	FORECAST 90/91	APPROVED 91/92	BID 91/92	BUDGET 91/92	PLANNED 92/93	BID 92/93	TOTAL 92/93	PLANNED 93/94	BID 93/94	TOTAL 93/94	PLANNED 94/95	BID 94/95	TOTAL 94/95
REARING AND RESTOCKING															
Fish Rearing (no in millions)															
-salmonid juvenile =	.8	.02	.004	0	0	.5	.5	0	.5	.5	0	.5	.5	0	.5
-salmonid adult =	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Salmonid	.8	.02	.004	0	0	.5	.5	0	.5	.5	0	.5	.5	0	.5
- non-salmonid juvenile =	.03	.2	.2	0	0	.2	.2	0	.2	.2	0	.2	.2	0	.2
- non-salmonid adult =	.01	.1	.1	0	0	.1	.1	0	.1	.1	0	.1	.1	0	.1
Total Non-salmonid =	.04	.3	.3	0	0	.3	.3	0	.3	.3	0	.3	.3	0	.3
Total Salmonid and Non-salmonid	.84	.32	.304	0	0	.8	.8	0	.8	.8	0	.8	.8	0	.8
Fish Stocking (no in millions)															
-salmonid juvenile =	.06	.02	.004	0	0	.4	.4	0	.4	.4	0	.4	.4	0	.4
- salmonid adult =	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Salmonid	.06	.02	.004	0	0	.4	.4	0	.4	.4	0	.4	.4	0	.4
- non-salmonid juvenile =	0	.2	.2	0	0	.2	.2	0	.2	.2	0	.2	.2	0	.2
- non-salmonid adult =	.06	.1	.1	0	0	.05	.05	0	.05	.05	0	.05	.05	0	.05
Total Non-salmonid	.06	.3	.3	0	0	.25	.25	0	.25	.25	0	.25	.25	0	.25
Total Salmonid and Non-salmonid	.12	.32	.304	0	0	.65	.65	0	.65	.65	0	.65	.65	0	.65

RECREATION

Performance 1990/91

Activities in this year have been constrained by the staffing situation, but the 91/92 budget includes funding to carry out substantial improvements in the Medway Project area and to promote a similar scheme in the Stour catchment within the next two years. Development of a large area of Authority-owned woodland is considered for 1991 and projects to improve recreation at Rye Harbour and the Royal Military Canal are planned for subsequent years.

Successes

<u>Target</u>	<u>Achieved</u>	<u>Explanation</u>
<u>Key Objective 1</u>		
Seek agreements for increased use of non-owned land for recreational purposes	Y	Negotiations continuing for 30 sites by April 1991
<u>Key Objective 2</u>		
Review the suitability of the Medway Project as a model for application elsewhere	Y	Extended to upper Medway estuary and accepted as a model for other rivers by the RRAC.

Plans 1991/92

National aims

- To develop the amenity and recreational potential of waters and lands under NRA control

Strategic objectives

- To produce a strategy for recreation and amenity for land and waters under the NRA control
- To adopt and implement the Conservation, Access, and Recreation Code of Practice as it applies to the NRA,
- To promote water recreation generally but in particular the NRAs own recreation facilities,
- To seek as far as practicable to recover from users the costs of providing NRA recreational facilities,
- To ensure full discussion and proper consideration of recreational issues at RRAC meetings.

Corporate priorities 1991/92

1. Water Act/Code of Practice implementation,
2. Recreation and WQOs/WQSSs,
3. Income maximisation from NRA sites,
4. Blue-green algae and water sports,
5. National Park and National Angling Review.

Regional issues and assumptions

NRA land ownership in the Southern Region is minimal.

NRA Southern Region does not own any water of significant recreational use which is subject to blue-green algae contamination. Nevertheless, normal monitoring and warning are carried out.

There are no national parks in Southern Region.

Recreational income from Rye Harbour and the Royal Military Canal is currently credited to the Flood Defence budget. As with Conservation the overall expenditure on recreation is not properly identified within a specific budget and a more rational system for funding is required.

Regional targets

1. To develop for the purposes of recreation and amenity specific areas of land under NRA control.
2. To promote the co-operative management of river corridors for recreational use with local authorities from April 1991 onwards.
3. To complete a review of recreation in Rye Harbour by September 1991.
4. To identify recreational environmental quality objectives for those waters for which catchment plans are being prepared by December 1991.
5. To make an appropriate input to the National Angling Review by December 1991.
6. To establish a firm base for funding recreational activities within the Region by July 1991.
7. To collaborate with other Functional Departments to produce the first phase of Management Plans for the six selected priority river catchments by April 1991, and complete the consultation process for these catchments by Summer 1991.

RECREATION - INPUTS

R1

Activities £m	Actual 89/90	Plann 90/91	Forct 90/91	Apprv 91/92	Bid 91/92	Budget 91/92	Plann 92/93	Bid 92/93	Total 92/93
NRA Facility management	0	.005	.006	0	0	.021	.021	0	.021
Liaison with others/ promotion	.023	.032	.035	0	0	.168	.203	0	.203
Other	0	.002	.002	0	0	.007	.007	0	.007
TOTAL	.023	.039	.043	0	0	.196	.231	0	.231
Inc. - Charges	0	0	0	0	0	0	0	0	0
- Other	.032	.020	.016	0	0	.013	.013	0	.013
- Grant	0	0	0	0	0	0	0	0	0
- Total	.032	.020	.016	0	0	.013	.013	0	.013
Exp. - Rev	.023	.039	.043	0	0	.096	.061	0	.061
- Cap	0	0	0	0	0	.100	.170	0	.170
- Total	.023	.039	.043	0	0	.196	.231	0	.231
Surplus/deficit	.009	(.019)	(.027)	0	0	(.183)	(.218)	0	(.218)
Support Service costs included above	0	.008	.009	0	0	.015	.017	0	.017
% Allocation of total support service costs	0	0.1%	0.1%	0	0	0.2%	0.2%	0	0.2%
FTE - Manual	0	0	0	0	0	0	0	0	0
- N/Manual	.5	1	1	0	0	1	1	0	1
- Total	.5	1	1	0	0	1	1	0	1

RECREATION OUTPUTS R2

OUTPUT	ACTUAL 89/90	PLANNED 90/91	FORECAST 90/91	APPROVED 91/92	BID 91/92
-NRA sites with recreation facilities (no)=	24	24	25	0	0
- visitors (no) =	0	35000	36000	0	0
New Projects -total (no) =	1	1	1	0	0
-involving collaboration with other bodies (no) =	1	1	1	0	0
-collaborative projects as a % of total =	100	100	100	0	0

REF:LCF/R2.CAL/10.90

REGION: SOUTHERN

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BUDGET 91/92	PLANNED 92/93	BID 92/93	TOTAL 92/93	PLANNED 93/94	BID 93/94	TOTAL 93/94	PLANNED 94/95	BID 94/95	TOTAL 94/95
25	25	0	25	25	0	25	25	0	25
36000	36000	0	36000	36000	0	36000	36000	0	36000
2	3	0	3	3	1	4	3	2	5
1	2	0	2	2	0	2	2	1	3
50	0	0	67	0	0	50	0	0	60

CONSERVATION

Performance 1990/91

The additional member of staff appointed from the 90/91 Plan submission has enabled more to be achieved: Effective liaison with Outside Interests has been consolidated and statutory duties as well as functional input to major NRA Schemes has been met. Promotional activity has included a major extension to the unique Medway Project which has effectively doubled the area covered. Several promotional projects are in discussion with Conservation Bodies in the Region and Management Plans have been prepared for a number of NRA owned sites.

The requirement for a modest staffing increase to provide conservation expertise on a County level forms the basis for the 91/92 budget. It is envisaged that the additional personnel would contribute the local expertise necessary for input to Development Control, Catchment Planning, promotion, advice and training which it is proving difficult to provide from HQ.

Important contributions to major Regional Schemes has helped to ensure success which has reflected well upon the Region. Examples are the River Cray Flood Relief Scheme and the sea wall at Pennington Marsh in Hampshire.

It would assist the work of this function if the full extent of expenditure upon Conservation could be identified and isolated under this function's control.

Successes

<u>Target</u>	<u>Achieved</u>	<u>Explanation</u>
Establish effective liaison with conservation bodies throughout the region on NRA activities	Y	Continuing
Review the suitability of the Medway project as a model for application elsewhere	Y	Extended to upper Medway estuary and accepted as a model for other rivers by RRAC.
Seek opportunities for joint projects to promote and enhance conservation	Y	Fully achieved and continuing
Act as appropriate in support of the Tidy Britain year 1990	Y	Programmed work completed

Failures

Extend coverage of river corridor surveys to establish a comprehensive conservation data base

N

Only 20% achieved due to constraints on the release of the Corporate Plan finance in time for seasonal work. Programme continues throughout plan period.

Plans 1991/92

National aims

- To conserve and enhance wildlife, landscape and archaeological features associated with waters under NRA control.

Strategic objectives

- To develop a function strategy and output and performance measures for conservation,

- To adopt and implement the Conservation, Access, and Recreation Code of Practice as it affects all other NRA functions,

- To undertake conservation management and further conservation as part of the NRAs other functions,

- To promote the conservation of the aquatic environment,

- To monitor the conservation status of rivers, estuaries, coastal waters and associated lands,

- To ensure full discussion and proper consideration of conservation through statutory regional committees.

Corporate priorities 1991/92

1. Water Act/Code of Practice implementation,
2. Funding/charging of conservation,
3. River corridor/sea defence surveys.

Regional issues and assumptions

The resources inherited for the conservation function are not adequate for what is expected of them in the NRA.

The Region's overall expenditure on conservation is not properly identified within a specific budget and a more rational system for conservation funding is required.

The Region includes substantial areas of wetland, including RAMSAR sites, which make heavy demands on staff resources.

The developing pattern of water resource management in Southern Region insofar as it affects water tables is perceived in the public mind to pose a threat to the water environment. This in turn calls for increasing effort from our Conservation staff to ensure that all our duties are discharged.

Regional Targets

1. To conduct environmental impact assessment surveys in respect of appropriate NRA capital schemes.
2. To complete river corridor surveys on 540 kilometres of river and to survey 5 km of coastal land by 31 March 1992.
3. To complete by March 1992 conservation management plans for specified NRA owned sites as follows:

Woodleas Conservation Area, Kent
Church Lane, Conservation Area, Kent
Land adjoining Stodmarsh NNR, Kent
Disused Railway and associated land, Isle of Wight
Moorland Farm Lock, River Arun, West Sussex
Land East of Dartford Creek, Kent
Parkwood, East Sussex, subject to Flood Defence Committee approval

4. To establish a firm base for funding conservation activities within the region by July 1991.
5. To ensure the interests of conservation are protected and promoted within the framework of RCMPs by December 1991.
6. To recruit additional staff by 30 June 1991 as indicated under the 1991/92 budget.
7. To produce reports on the conservation implications of 25 Capital and Revenue Schemes by 31 March 1992.
8. To achieve a 90% increase in the number of schemes to promote conservation with at least 50% of these to be carried out in collaboration with outside organisations, by 31 March 1992.
9. To carry out four training programmes on environmental sensitive working methods for Flood Defence staff by 31 March 1992.
10. To collaborate with other Functional Departments to produce the first phase of Management Plans for the six selected priority river catchments by April 1991, and complete the consultation process for these catchments by Summer 1991.

CONSERVATION - INPUTS

C1

Activities £m	Actual 89/90	Plann 90/91	Forct 90/91	Apprv 91/92	Bid 91/92	Budget 91/92	Plann 92/93	Bid 92/93	Total 92/93
Appraisal/ Surveys	.022	.018	.020	0	0	.055	.056	0	.056
Management plans/ Improvement	.011	.009	.010	0	0	.028	.028	0	.028
External Liaison/ Promotion	.014	.014	.017	0	0	.041	.042	0	.042
Other	.005	.004	.005	0	0	.014	.014	0	.014
TOTALS	.052	.045	.052	0	0	.147	.140	0	.140
Inc - Charges	0	0	0	0	0	0	0	0	0
- Grant(DoE)	0	0	0	0	0	0	0	0	0
- Grant(MAFF)	0	0	0	0	0	0	0	0	0
- Other	0	0	0	0	0	0	0	0	0
- Total	0	0	0	0	0	0	0	0	0
Exp. - Rev	.052	.045	.052	0	0	.147	.140	0	.140
- Cap	0	0	0	0	0	0	0	0	0
- Total	.052	.045	.052	0	0	.147	.140	0	.140
Surplus/deficit	(.052)	(.045)	(.052)	0	0	(.147)	(.140)	0	(.140)
Support Service costs included in expenditure above	.012	.010	.012	0	0	.035	.031	0	.031
% Allocation of total support service costs	0.3%	0.3%	0.3%	0	0	0.5	0.4	0	0.4
FTE - N/Manual	0	0	0	0	0	0	0	0	0
- Manual	.5	1	1	0	0	4	1	3	4
- Total	.5	1	1	0	0	4	1	3	4

OUTPUT	Actual 89/90	Planned 90/91	Forecast 90/91	Approved 91/92	Bid 91/92	Budget 91/92	Planned 92/93	Bid 92/93	Total 92/93	Planned 93/94	Bid 93/94	Total 93/94	Planned 94/95	Bid 94/95	Total 94/95
APPRAISAL(See note 1)															
Reports on Capital Schemes/EIAs (no)															
-river=	0	0	2	0	0	9	9	0	9	9	0	9	9	0	9
-estuary=	0	0	0	0	0	3	3	0	3	3	0	3	3	0	3
-coast=	1	1	1	0	0	8	8	0	8	8	0	8	8	0	8
-other=	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	1	1	3	0	0	20	20	0	20	20	0	20	20	0	20
Reports on Revenue Schemes (no)															
-river=	0	1	1	0	0	2	2	0	2	2	0	2	2	0	2
-estuary=	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-coast=	0	2	2	0	0	2	2	0	2	2	0	2	2	0	2
-other=	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	3	3	0	0	4	4	0	4	4	0	4	4	0	4
SURVEYS (See note 1)															
Length Surveyed (km)															
-river=	40	20	14	0	0	650	540	0	540	540	0	540	540	0	540
-estuary=	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-coast=	0	3	3	0	0	5	5	0	5	5	0	5	5	0	5
-other=	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	40	23	17	0	0	655	545	0	545	545	0	545	545	0	545
Survey Reports (no)															
-river=	22	12	13	0	0	18	13	0	13	13	0	13	13	0	13
-estuary=	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-coast=	0	2	2	0	0	2	2	0	2	2	0	2	2	0	2
-other=	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	22	14	15	0	0	20	15	0	15	15	0	15	15	0	15

OUTPUT	Actual 89/90	Planned 90/91	Forecast 90/91	Approved 91/92	Bid 91/92	Budget 91/92	Planned 92/93	Bid 92/93	Total 92/93	Planned 93/94	Bid 93/94	Total 93/94	Planned 94/95	Bid 94/95	Total 94/95
SITE MANAGEMENT															
-NRA site management plans (no)=	0	1	1	0	0	7	9	0	9	9	0	9	9	0	9
-implemented site management plans (no)=	0	0	0	0	0	4	8	0	8	8	0	8	8	0	8
-sites offering interpretation facility (no)=	1	1	0	0	0	2	2	0	2	2	0	2	2	0	2
-visitors (no)=	5,000	5,000	5,000	0	0	5,000	5,000	0	5,000	5,000	0	5,000	5,000	0	5,000
OTHER NRA FUNCTIONS															
Applications Screened (no)															
-abstraction=	3	8	15	0	0	75	75	0	75	75	0	75	75	0	75
-discharge=	1	1	1	0	0	65	65	0	65	65	0	65	65	0	65
-land drainage=	3	8	15	0	0	110	110	0	110	110	0	110	110	0	110
-fisheries=	0	0	0	0	0	9	9	0	9	9	0	9	9	0	9
-planning=	5	22	40	0	0	360	360	0	360	360	0	360	360	0	360
Total	12	39	71	0	0	619	619	0	619	619	0	619	619	0	619
PROMOTION															
Improvement Projects															
-total (no)=	7	12	12	0	0	55	20	0	20	20	0	20	20	0	20
-involving collaboration with other bodies (no)=	5	6	6	0	0	32	10	0	10	10	0	10	10	0	10
-collaborative projects as % of total=	70	50	50	0	0	58	50	0	50	50	0	50	50	0	50

NOTES

1) It is recognised that there is likely to be double or triple counting of reports on capital/revenue schemes and/or surveys, as one report may serve several purposes.

* Partly dependent upon other NRA work programmes and approaches by outside organisations.

REF:LCF/C2.CAL/10.90

NAVIGATION

Performance 1990/91

Successes

<u>Targets</u>	<u>Achieved</u>	<u>Explanation</u>
To seek to maximise income from boat users on the Medway Navigation, and to seek other sources of income in order to reduce the subsidy element in its maintenance costs	Y	By extension of registration into off-river marinas and rent increases

Failures

To review the situation of Rye Harbour and to draw up plans for its management in the most effective way Target : December 1990	Delayed	In-house study now started Revised target: June 1991
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Plans 1991/92

Aims

- To improve and maintain inland waterways and their facilities for use by the public where the NRA is the navigation authority.

Strategic objectives

- To develop and implement a strategy for navigation for those waters where the NRA is the navigation authority,
- To enforce navigation statutes and byelaws and to regulate navigation through a consistent series of licences,
- To undertake programmes of repair and maintenance on NRA navigations,
- To seek to recover from users, as far as practicable, the specific identifiable costs of providing recreation facilities,
- To achieve optimal use of NRA navigations and consider the need for the NRA to seek under S158 (2) of the Water Act to become the navigation authority for other waters.
- To ensure full discussion and proper consideration of navigation issues through the RRACs.

Corporate priorities 1991/92

1. NRA/BWB relationship,
2. Navigation policy/charging
3. Other owners of navigations

Regional issues and assumptions

With reference to the nationally determined corporate priorities for 1991/2, the Southern Region has only two managed navigation interests, the Medway Navigation and Rye Harbour. The British Waterways Board has no interest in either of these, nor are there navigations within the Region in other ownership.

With reference to Priority 2 : Navigation policy/charging, it is Southern Region policy to continue to try to maximise income from all sources to the Medway Navigation in order to reduce the present deficit. Following a retirement in the near future it is proposed to recruit a new staff member to undertake more rigorous licence inspection duties. Rye Harbour is currently financially viable, and with increased use for marine-dredged aggregate in prospect, this situation is likely to continue. Depending on the outcome of the present study, the Harbour may or may not remain under NRA management. If the former, then all possible sources of income, both from harbour use and the land associated with it, will continue to be pursued.

Regional target 1: To reduce licence evasion on the Medway Navigation from 5% to 2%.

Target: September 1992

Regional target 2: To complete the in-house study on Rye Harbour.

Target: June 1991

Regional target 3: To carry out a review, incorporating earlier studies, of the River Medway Navigation.

Target: March 1993

NAVIGATION - INPUTS

N1

Activities	Actual 89/90	Plann 90/91	Forct 90/91	Apprv 91/92	Bid 91/92	Budget 91/92	Plann 92/93	Bid 92/93	Total 92/93
Regulation/ Enforcement	.010	.010	.010	0	0	.020	.020	0	.020
NRA navigations operation and maintenance	.359	.622	.465	0	0	.533	.576	0	.576
Improvements/ New works	.134	.499	.257	0	0	.384	.456	0	.456
Liaison/ Promotion	.009	.010	.010	0	0	.015	.015	0	.015
Other	.088	.090	.093	0	0	.134	.135	0	.135
TOTALS	.600	1.231	.835	0	0	1.086	1.202	0	1.202
Inc. - Licences									
- Lockages	0	0	0	0	0	0	0	0	0
- Other	.236	.249	.258	0	0	.300	.320	0	.320
- Grant	0	0	0	0	0	0	0	0	0
- Total	.236	.249	.258	0	0	.300	.320	0	.320
Exp. - Rev	.386	.732	.578	0	0	.602	.639	0	.639
- Cap	.136	.519	.260	0	0	.364	.456	0	.456
- Total	.522	1.251	.838	0	0	.966	1.095	0	1.095
Surplus/deficit	(.286)	(1.002)	(.580)	0	0	(5.215)	(.775)	0	(.775)
Support Service costs included above	.082	.098	.093	0	0	.174	.180	0	.180
% Allocation of total support service costs	1.8%	2.1%	1.8%	0	0	2.3%	2.4%		2.4%
FTE - Manual	3	3	3	0	0	3	3	0	3
- N/Manual	2	2	2	0	0	2	2	0	2
- Total	5	5	5	0	0	5	5	0	5

NOTE 1: Boat Licence income direct to Treasury excluded.

OUTPUT	Actual 89/90	Planned 90/91	Forecast 90/91	Approved 91/92	Bid 91/92	Budget 91/92	Planned 92/93	Bid 92/93	Total 92/93	Planned 93/94	Bid 93/94	Total 93/94	Planned 94/95	Bid 94/95	Total 94/95
ENFORCEMENT & REGULATION															
-craft licences (no)=	2,074	2,200	2,150	0	0	2,300	2,400	0	2,400	2,500	0	2,500	2,500	0	2,500
-licence checks (no)=	0	0	0	0	0	500	600	0	600	625	0	625	625	0	625
-licences checked(%)=	0	0	0	0	0	22	25	0	25	25	0	25	25	0	25
-compliance (%)=	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-byelaw offences(no)=	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-cases taken to court (no)=	15	15	20	0	0	50	20	30	50	20	30	50	20	30	50
-successful prosecutions (no)=	12	15	20	0	0	50	20	30	50	20	30	50	20	30	50
FACILITY OPERATION AND MAINTENANCE															
Length (km)															
-controlled=	36	36	36	0	0	36	36	0	36	36	0	36	36	0	36
-operated=	36	36	36	0	0	36	36	0	36	36	0	36	36	0	36
-maintained=	36	36	36	0	0	36	36	0	36	36	0	36	36	0	36
-repaired=	36	36	36	0	0	36	36	0	36	36	0	36	36	0	36
-lockages (no)=	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-structures repaired (no)=	1	1	1	0	0	1	0	0	0	0	1	1	0	0	0
NEW WORKS															
-improvement projects (no)=	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-length (km)improved=	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

SUPPORT SERVICES

ADMINISTRATION

Performance 1990/91

The targets which were within Regional control were achieved, namely clerical and typing service and supervision of moves. Those targets which relied on co-ordination by Head Office (Corporate Strategy) or co-operation by Members (rationalisation of Committees) have so far foundered.

National progress on Corporate Strategy is awaited. The need to harmonise Regional Committee management has given new impetus to the determination to rationalise committees. A revised regional target has been set for 1991/92. In addition, the co-ordination of District Administrative functions has now commenced with some success from 1 April 1990.

Successes

<u>Target</u>	<u>Achieved</u>	<u>Explanation</u>
Provision of an adequate clerical and typing service for the Regional Headquarters staff	Y	One Clerical Assistant per floor in place. Target response times are met
Supervision of moves at Guildbourne House and Leigh	Y	Achieved 1 August and 1 September respectively

Failures

To consider the rationalisation of local Committee structure	N	RAB has considered a reduction on one or two occasions but no reduction yet achieved
The establishing and development of an administrative Corporate Strategy	N	This is dependent on National strategy

Strategic objectives

- To provide an efficient secretariat service to the Board of the Authority, Regional Advisory Boards, Regional Committees and Management Committee, and harmonise and standardise administrative procedures for Regional Committees and Regional Advisory Boards.
- To develop effective means of dealing with Parliamentary questions, input to Committees, and general liaison with Government Departments.
- To provide administrative support, secretarial, registry, photocopying, typing and other communications to enable efficient communication within and between Head Office, Regions and the Authority's core functions and support services.

- To provide office, library and information services appropriate to the needs of the Authority.
- To develop and monitor NRA communications, via telephone, facsimile, and other means and arrange for the issue of public notices and advertising of the NRA in an efficient and cost effective manner.
- To ensure that all moves to new accommodation are carried out efficiently, involving staff as appropriate.
- To arrange for the purchase and provision of all office furniture, equipment and stationery using national purchasing agreements where practical and economic.
- To operate as appropriate policy for the use of the Welsh language in the conduct of the Authoritys business.

Corporate priorities

1. Harmonise Regional Committee management, and in particular input of advice from Committees.
2. Provide office services in an economic fashion, using national purchase agreements where appropriate.

Regional Issues and Assumptions

Corporate priority number 1 requires the harmonisation of Regional Committee Management and in particular the input of advice from Committees. This Region normally has 34 Committee Meetings a year involving, in particular, Local Committees for Flood Defence and Fisheries purposes. The harmonisation of inputs to Head Office is made more difficult by the need to consult both Local and Regional Committees. The RAB has considered the reduction of committees on one or two occasions, but no reduction has yet been achieved. The Committee staff are forever striving to meet last-minute deadlines, so far with reasonable success. The continuation of such a large committee administration will inevitably place a strain on the two regular members of the Committee Section. A reasonable target would be to reduce the number of committee meetings by 6 by streamlining Local Flood Defence and Fisheries Committees structures. This target will however have to be reconciled with the views of Chairmen and Regional members.

Regional Targets

1. To improve the efficiency and effectiveness and to harmonise the management of the Committee Structure.
Target: March 1992
2. To assimilate the Waterlooville Laboratory and Isle of Wight office into the District Administrative Service.
Target: December 1991

ADMINISTRATION - INPUTS

A1

Activities	£M								
	Actual 89/90	Plann 90/91	Forct 90/91	Apprv 91/92	Bid 91/92	Budget 91/92	Plann 92/93	Bid 92/93	Total 92/93
Admin buildings	.287	.693	.708	0	0	.917	.978	0	.978
Admin support									
a) Secretariat/ Committees	.051	.052	.062	0	0	.063	.068	0	.068
b) Library/ Information	0	.020	.021	0	0	.020	.022	0	.022
c) Other	1.033	1.162	.956	0	0	1.066	1.148	0	1.148
TOTALS	1.371	1.927	1.747	0	0	2.066	2.216	0	2.216
Inc. - Charges									
- Other									
- Total									
Exp. - Rev	1.371	1.927	1.747	0	0	1.841	1.966	0	1.966
- Cap					0	.225	.250	0	.250
- Total	1.371	1.927	1.747	0	0	2.066	2.216	0	2.216
Surplus/deficit to be charged to core functions	(1.371)	(1.927)	(1.747)	0	0	(2.066)	(2.216)	0	(2.216)
FTE - Manual	0	0	0	0	0	0	0	0	0
- N/Manual	34.5	39.5	39.5	0	0	41.5	41.5	0	41.5
- Total	34.5	39.5	39.5	0	0	41.5	41.5	0	41.5

NOTES

1. The above manpower numbers do not include the District Administrators (because they will have been counted in their separate disciplines) but do include District Administrative staff, apart from the District Administrators.
2. The two posts included in the Bid for 1991/92 are General Assistant, Grade 2 and Receptionists, Grade 2. The Receptionist, Grade 2, has been brought forward from the Corporate Plan designation of 1992/93.
3. 1989/90 - Admin Buildings - during this period quite a large proportion of accommodation was shared with the PLC which has resulted in a large variation in figures.

OUTPUT	Actual 89/90	Planned 90/91	Forecast 90/91	Approved 91/92	Bid 91/92	Budget 91/92	Planned 92/93	Bid 92/93	Total 92/93	Approved 93/94	Bid 93/94	Total 93/94	Approved 94/95	Bid 94/95	Total 94/95
-RAB meetings serviced (no)=	10	10	10	0	0	10	10	0	10	10	0	10	10	0	10
-regional committee meetings serviced (no)= (See note 1).	34	34	34	0	0	28	28	0	28	28	0	28	28	0	28
-PQs (no)=	0	5	5	0	0	5	5	0	5	5	0	5	5	0	5
-MPs letters (no)=	13	30	30	0	0	30	30	0	30	30	0	30	30	0	30

NOTES

1) Regional Committee meetings includes local meetings.

REF:LCF/A2.CAL/10.90

LEGAL SERVICES

Performance 1990/91

The Region made good progress in those areas within its control, namely preparation of the Terrier and computerisation of licences.

The Region was dependant on formulation of National Strategies in the areas of Legal Strategy and Consistent Legal Advice.

The targets on prosecutions (ie warning letters 2 months, prosecution 3 months) have not been met because the Legal Section was under resourced in terms of qualified staff. The need for a further Assistant Solicitor was proven in the Corporate Plan exercise for 1990/91 but the post had been frozen. Shortage of qualified personnel has also reduced capacity for in-house training of other staff.

Successes

<u>Targets</u>	<u>Achieved</u>	<u>Explanation</u>
To assist in the preparation of a register of all fixed assets	Y	The Legal Section is assisting the Estates Section in setting up the Mentor programme for computerisation of the Authority's Terrier data.
Target: 31 December 1990		
Computerisation of abstraction and pollution licences by March 1990	Y	Abstraction Licences were computerised by July 1990, and the completion of the
pollution licences will take		place as part of the Charges for Discharges exercise by 31 March 1991

Failures

The establishing and development of a Legal Corporate Strategy	N	Dependent on National Strategy
To assist in establishing a consistent Legal service across the Regions	N	Dependent on National Strategy

Strategic objectives

- To provide professional, comprehensive, consistent and timely legal advice for the Authority, using both in-house and, where appropriate, consultant legal services,
- To obtain adequate protection for the Authority by the promotion of and opposition to primary and sub-ordinate legislation affecting the Authority's functions,

- To formalise arrangements and agreements to protect the Authority's interests in assets generally including where appropriate undertaking the necessary conveyancing,
- To institute criminal proceedings in relation to all legislation relevant to the Authority's functions, adopting a fair approach showing no undue preference to or discrimination against any person, within prescribed policy guidelines, and to pursue the prosecution of such matters with the utmost vigour,
- To represent the Authority's interests by undertaking all aspects of civil and criminal litigation, or alternatively arranging where appropriate the necessary representation, including attendance at all courts, public enquiries held in relation to planning, compulsory purchase, drought or other matters and all tribunals, including the Lands Tribunal and those dealing with industrial relations issues, and by negotiating with third parties including Government departments,
- To review the activities of staff with a view to providing guidance and training where appropriate on the legislative duties and powers of the Authority, particularly the new duties and powers set out in the Water Act.

Corporate priorities

1. Develop and resource increased regulatory and enforcement activities

Regional Issues and Assumptions

The Corporate priority for Legal Services is to develop and resource increased regulatory and enforcement activities. The Assistant Solicitor post has now been unfrozen and will help materially in many areas in the Legal Section, principally in the area of prosecutions. The use of private solicitors will be reviewed after the Assistant Solicitor has been in post for 6 months.

The Legal Section and not the Estates Section deals with the registration of land, the serving of statutory notices and wayleaves, licences etc.

Regional Targets

1. To assist in developing a computerised prosecution system for offences including database for previous convictions.
Target: September 1991
2. To provide in-house training on the giving of evidence and licensing implications.
Target: December 1991
3. To provide a full prosecution service for the Region.
Target: Nov 1991

LEGAL SERVICES - INPUTS

LE1

	£M								
	Actual 89/90	Plann 90/91	Forct 90/91	Apprv 91/92	Bid 91/92	Budget 91/92	Plann 92/93	Bid 92/93	Total 92/93
Advice	.014	.019	.021	0	0	.026	.028	0	.028
Conveyancing	.055	.074	.077	0	0	.096	.103	0	.103
Litigation	.049	.065	.069	0	0	.086	.093	0	.093
Other	.004	.005	.006	0	0	.007	.007	0	.007
TOTALS	.122	.163	.173	0	0	.215	.231	0	.231
Inc. - Charges	.005	.011	.011	0	0	.011	.011	0	.011
- Other									
- Total									
Exp. - Rev	.122	.163	.173	0	0	.215	.231	0	.231
- Cap									
- Total	.122	.163	.173	0	0	.215	.231	0	.231
deficit to be charged to other functions	(.117)	(.152)	(.162)	0	0	(.204)	(.220)	0	(.220)
FTE - Manual									
- N/Manual	8	8.5	8.5	0	0	8.5	8.5	0	8.5
- Total									

NOTES

- Inputs for the Regional Plan 1990/91 omitted three Legal staff. These staff deal with licensing, prosecutions etc. There are two Legal Assistants on Grade 5, and one Legal Assistant on Grade 4.
- These figures do not include expenditure on representations for Broad Oak and Darwell Reservoirs which are included under Resources.

OUTPUT	Actual 89/90	Planned 90/91	Forecast 90/91	Approved 91/92	Bid 91/92	Budget 91/92	Planned 92/93	Bid 92/93	Total 92/93	Planned 93/94	Bid 93/94	Total 93/94	Planned 94/95	Bid 94/95	Total 94/95
-conveyancing transactions (no)=	46	72	72	0	0	72	72	0	72	72	0	72	72	0	72
-byelaw confirmations (no)=	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Offences taken to Court (no)															
-w/resources=	2	2	2	0	0	2	2	3	5	2	4	6	2	4	6
-p/control=	6	12	12	0	0	25	20	5	25	20	0	20	20	0	20
-f/defence=	0	30	30	0	0	50	30	0	30	30	0	30	30	0	30
-fisheries=	106	35	80	0	0	150	200	0	200	200	0	200	200	0	200
-recreation=	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-conservation=	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-navigation=	11	11	6	0	0	6	6	0	6	6	0	6	6	0	6
-other=	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	125	90	130	0	0	233	258	8	266	258	4	262	258	4	262
Successful Prosecutions (no)															
-w/resources=	2	2	2	0	0	2	2	3	5	2	4	6	2	4	6
-p/control=	6	12	12	0	0	25	20	5	25	20	0	20	20	0	20
-f/defence=	0	30	30	0	0	50	30	0	30	30	0	30	30	0	30
-fisheries=	106	35	80	0	0	150	200	0	200	200	0	200	200	0	200
-recreation=	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-conservation=	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-navigation=	11	11	6	0	0	6	6	0	6	6	0	6	6	0	6
-other=	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	125	90	130	0	0	233	258	8	266	258	4	262	258	4	262
Successful debt Cases (no)															
-w/resources=	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-p/control=	0	0	0	0	0	15	25	0	25	25	0	25	25	0	25
-f/defence=	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-fisheries=	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-recreation=	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-conservation=	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-navigation=	6	10	15	0	0	15	15	0	15	15	0	15	15	0	15
-other=	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	6	10	15	0	0	30	40	0	40	40	0	40	40	0	40

OUTPUT	Actual 89/90	Planned 90/91	Forecast 90/91	Approved 91/92	Bid 91/92	Budget 91/92	Planned 92/93	Bid 92/93	Total 92/93	Planned 93/94	Bid 93/94	Total 93/94	Planned 94/95	Bid 94/95	Total 94/95
Fines (£'000)															
-w/resources=	3,050	0	1,000	0	0	1,000	1,000	1,500	2,500	1,000	2,000	3,000	1,000	2,000	3,000
-p/control=	5,150	22,400	22,400	0	0	30,000	17,000	15,500	32,500	17,000	15,500	32,500	17,000	20,500	37,500
-f/defence=	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-fisheries=	3,325	1,145	2,400	0	0	10,700	2,400	6,650	9,050	2,400	6,500	8,900	2,400	6,000	8,400
-recreation=	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-conservation=	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-navigation=	1,830	150	1,830	0	0	1,830	1,830	0	1,830	1,830	0	1,830	1,630	0	1,830
-other=	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	13,355	23,695	27,630	0	0	43,530	22,230	23,650	45,880	22,230	24,000	46,230	22,230	28,500	50,730
Costs Recovered (£'000)															
-w/resources=	400	800	800	0	0	800	800	0	800	800	0	800	800	0	800
-p/control=	1,874	7,500	7,500	0	0	12,000	2,000	9,000	11,000	2,000	9,000	11,000	2,000	9,000	11,000
-f/defence=	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-fisheries=	2,535	1,000	1,000	0	0	7,000	1,000	5,000	6,000	1,000	4,900	5,900	1,000	4,800	5,800
-recreation=	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-conservation=	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-navigation=	90	90	90	0	0	90	90	0	90	90	0	90	90	0	90
-other=	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	4,899	9,390	9,390	0	0	19,890	3,890	14,000	17,890	3,890	13,900	17,790	3,890	13,800	17,690

NOTES:

- 1) 'Conveyancing' means and refers to work in hand ie, number of cases/sales/purchases/leases/licences/easements, etc. It also includes contracts for building and engineering works and various other non-land related agreements which we prepare and advise upon.
- 2) 1990/91 forecast figures projected in the absence of any national basis for planning future offences and prosecution success rates.

REF: LCF/LE2.CAL/10.90

ESTATES MANAGEMENT

Performance 1990/91

Much progress has been made, despite the fact that the Estates Section is under-resourced. This is because the Corporate Plan post of Estates Assistant had been frozen. An Estates terrier system is already established. In addition the Estates Surveyor is setting up the Mentor programme for computerisation of the Authority's terrier data. The target for completion is 28 February 1991; Southern Region heads the NRA field and it is understood that other Regions are following suit. Despite this, the Region is already optimizing the Authority's fixed assets with a view to maximising income, as far as this is possible with available resources. The support work of the section is already facilitating the implementation of the Capital Programmes. It has, however, been necessary to put some of the work out to private contract. It has not been possible to develop a full building maintenance policy due to lack of staffing. Professional, comprehensive, consistent and timely advice on Estates matters has been provided, as far as resources permit.

Successes

<u>Targets</u>	<u>Achieved</u>	<u>Explanation</u>
The establishing of a register of all fixed assets	Y	Register already established but Estates Surveyor is setting up Mentor programme for computerisation Target: 31 December 1990
To deal with all Estates matters in connection with the Works Programme of the Authority	Y	Programme already facilitated but some work has been put out to private contract
To manage fixed assets in accordance with the Financial Memorandum and good estates management practices	Y	
To dispose of surplus assets at the best possible price	Y	A start has been made and a programme drawn up
Withdraw progressively from the shared use of premises owned by Water plc	Y	Target in effect to draw up plan as in some cases Southern withdrawal goes beyond 1990/91. A plan is to be submitted to Regional Management Team in November 1990

Failures

Production of a Corporate Strategy for Estates Management by March 1990	N	Dependent on National Strategy
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Production of a national assets N
database by March 1991

Dependent on National Strategy

Strategic objectives

- To establish an estates terrier comprising all of the Authority's land holdings, lettings and interests in land,
- To optimise the use of the Authority's fixed assets with a view to maximising income therefrom, in so far as it is consistent with operational requirements,
- To facilitate the implementation of capital programmes by the provision of surveying and valuation services to all functions,
- To develop a buildings maintenance policy,
- To provide professional, comprehensive, consistent and timely advice on estates matters for the Authority, using both in house and external consultancy valuation services.

Corporate priorities

1. Complete asset registers
2. Optimise use of the Authority's fixed assets

Regional issues and assumptions

The Estates Budget of £73,000 allows little flexibility for savings, but consideration will be given to greater output and increasing income from rents etc.

Regional target

To dispose of the areas of land set out below at the approximate prices shown:

Town Lock, Tonbridge	£390000
Woodleas Farm, Aldington	£150000
Sarre Ferry Cottage, Island Road, Sarre, Birchington	£90000
Target: 31 March 1992	
Land adjacent to A259 at Dymchurch	£150000
R Len Gauging Station	£90000
Target: 31 March 1993	

The Region also proposes to dispose of the premises at College Avenue, Maidstone. The proceeds from the sale would provide funds for alternative or supplementary district office accommodation. This proposal is not likely to be implemented before 1993/94.

ESTATES MANAGEMENT - INPUTS

EM1

		Actual	Plann	Forct	Apprv	£M Bid	Budget	Plann	Bid	Total
		89/90	90/91	90/91	91/92	91/92	91/92	92/93	92/93	92/93
<hr/>										
Exp.	- Rev	.052	.065	.068	0	0	.104	.112	0	.112
	- Cap									
	- Total	.052	.065	.068	0	0	.104	.112	0	.112
Deficit										
to be charged to										
other functions										
		.052	.065	.068	0	0	.046	.058	0	.058
FTE										
	- Manual									
	- N/Manual	3	4	4	0	0	4	4	0	4
	- Total									

NOTE:

Expenditure could vary considerably if more capital schemes are undertaken

OUTPUT	Actual 89/90	Planned 90/91	Forecast 90/91	Approved 91/92	Bid 91/92	Budget 91/92	Planned 92/93	Bid 92/93	Total 92/93	Planned 93/94	Bid 93/94	Total 93/94	Planned 94/95	Bid 94/95	Total 94/95
-records placed on terrier (no)=	0	616	616	0	0	616	616	0	616	616	0	616	616	0	616
-registrations of NRA interests at HM Land Registry (no)=	2	5	5	0	0	5	8	0	8	8	0	8	8	0	8
-rent reviews(no)=	5	9	9	0	0	9	9	0	9	0	0	0	0	0	0
-statutory notices for land (no)=	11	14	14	0	0	14	14	0	14	14	0	14	14	0	14
-wayleaves/licences granted (no)=	68	117	117	0	0	117	117	0	117	117	0	117	117	0	117

PUBLIC RELATIONS

Performance 1990/91

Successes

The PR section has had an arduous but successful year. Media and public interest has grown rapidly and continues to do so.

The section played an important role in reassuring interested parties in connection with the transfer of the Darent and Cray catchments to Southern Region. NRA publicity for the plight of the Darent and the action being taken has generated favourable reactions from local interest groups. A positive environmental response from Thames WA, including a hosepipe ban, was pursuant to an NRA publicity campaign.

The drought provided the opportunity to present salient water resource messages to a receptive public. Concern about the River Test was addressed by a public meeting and dissemination of proceedings.

The section played a key role in establishing links with the Agence de L'Eau, Artois-Picardie with a view to exchanging technical information on a continuing basis.

NRA exhibitions at three County Shows attracted approximately 60,000 visitors and received First Prizes at each venue. Exhibits at the Maidstone Rivers Festival and the TVS European Environment Exhibition were also well-received.

The section has reported directly to the RGM since October 1990.

	<u>Targets</u>	<u>Achieved</u>	<u>Explanation</u>
1.	To achieve a high level of public awareness of the NRA	Y	The sustained growth in the number of enquiries from public and press reflect the growing awareness of the NRA. The number of inquiries about NRA activities misdirected to the Water Authority has greatly diminished.
2.	To encourage and support media, educational and other public interest in the work of the NRA	Y	Generally it has been possible to respond to media enquiries within hours of the request. Media enquiries are not now misdirected to the Water Authority. On boundary issues the media invariably contact the NRA first; many reporters have expressed their confidence in being answered or reliably redirected by the NRA press office.
3.	To foster good external relations	Y	The number of complimentary and thank you letters are gratifying. The majority of media reports have been favourable.

4.	To produce and implement a regional strategy in the most cost-effective manner	Y	A PR strategy for Southern Region has been produced which identifies priorities and will enable existing resources to be deployed effectively
5.	To produce a regional PR strategy for crisis management	Y	A strategy has been prepared which identifies objectives, plan and procedures for crisis and emergency management
6.	To produce a range of promotional and educational materials in support of the national PR objectives to publication deadlines	Y	A basic range of information sheets and regional literature has been prepared which enables most student and general enquiries to be supplied with information by the PR Section
7.	To examine the best means by which public pressure may be used to bring about improvements to effluent quality and to promote public awareness of sources of pollution	Y	The County Councils have been encouraged and supported in their Green Audit. Press releases following prosecutions have demonstrated that the NRA is prepared to use its extensive powers. However, the high level of media interest in the drought and the need to promote NRA Water Resources strategy, have diverted PR resources which would otherwise have been directed towards this target.

Failures

From time to time, deficiencies in the service have occurred as a result of low manpower levels. Southern Region has only one professionally qualified member of staff supported by a Clerical Assistant. Additional assistance has been provided by a temporary clerical worker since April.

On occasions incoming calls are taken by an answerphone. It has not been possible to provide complete coverage for emergencies/crises. PR for one of the three separate flooding events during the Winter of 1989/90 had to be covered by operational staff as the PRO was out of the country.

Responses to media and student enquiries have, at times of peak activity, been delayed.

Aims

- To improve public understanding of the NRA's work.

Strategic objectives

- To improve public understanding of the water environment and achieve a high level of public awareness and support for the NRA at home and overseas (particularly in Europe) in its role as Guardian of the Water Environment,

- To develop the corporate image of the NRA by promoting its policies, actions, activities and identity,
- To provide an effective service for the media and public in emergencies involving the NRA
- To establish and maintain good internal communications.

Corporate priorities

1. Maintain and develop the corporate image of the NRA
2. Enhance communications throughout the Authority.
3. Implement corporate design manual.

Regional issues and assumptions

The level of public interest in the environment in the South East is particularly high. Several factors contribute to this:

1. High population
2. High socio-economic profile of the community
3. Water resources interest resulting from low rainfall/high population
4. Large number of Water Companies
5. Long coastline exposed to prevailing south-westerly storms or North Sea surges
6. High profile of Hampshire chalk streams
7. Large number and popularity of bathing beaches
8. Fluvial flooding of Wealden rivers
9. Liaison with French counterpart in anticipation of 1992

The PR section has to deal with controversial issues on a daily basis, most of which require an informed response. In Southern Region the PRO has less manpower support than any other NRA Region. This is a major limitation.

Manpower plans for the section are a G4 PR Assistant from 91/92 and an additional G6 Assistant from 92/93.

This G6 would enable the section to:

- enhance service and response times for media, student and general enquiries
- provide positive support for Head Office and Water Guardian
- provide more consistent emergency coverage
- foster internal communications
- attend and arrange attendance at more events
- optimise timescale for implementing corporate design guidelines
- improve standards throughout.

Regional targets

1. To implement the regional strategy for PR in harmony with the national strategy.
Target: March 1992
2. To extend range of regional literature in support of the National PR objectives.
Target: March 1992
3. To establish immediate response to media enquiries.
Target: March 1992
4. To establish a satisfactory response period for public and student enquiries.
Target: March 1992
5. Co-ordinate production of literature generated by six RCMPs.
Target: March 1992
6. Address public concern on high profile issues including:
River Cray, sea defences, drought, bathing beaches, condition of chalk streams, overabstracted rivers, landfill sites.
Target: Continuing
7. Influence public to accept costs of improving water environment.
Target: Continuing
8. Implement corporate design in all new literature and all reprints, oversee implementation in other departments.
Target: Continuing

PUBLIC RELATIONS - INPUTS

PR1

		£M								
		Actual 89/90	Plann 90/91	Forct 90/91	Apprv 91/92	Bid 91/92	Budget 91/92	Plann 92/93	Bid 92/93	Total 92/93
<hr/>										
Public and media inquiries and responses		.071	.091	.100	0	0	.067	.074	0	.074
Publications and promotional material		.035	.075	.050	0	0	.070	.077	0	.077
Events and exhibitions		.045	.045	.045	0	0	.045	.049	0	.049
Other		.020	.031	.028	0	0	.045	.050	0	.050
<hr/>										
TOTALS		.171	.242	.223	0	0	.227	.250	0	.250
<hr/>										
Inc. - Charges										
- Other										
- Total										
Exp. - Rev		.171	.242	.223	0	0	.227	.250	0	.250
- Cap										
- Total		.171	.242	.223	0	0	.227	.250	0	.250
<hr/>										
Surplus/deficit charged to core functions		(.171)	(.262)	(.223)	0	0	(.227)	(.250)	0	(.250)
<hr/>										
FTE - Manual		2	3	3	0	0	3	4	0	4
- N/Manual										
- Total										

OUTPUT	Actual 89/90	Planned 90/91	Forecast 90/91	Approved 91/92	Bid 91/92	Budget 91/92	Planned 92/93	Bid 92/93	Total 92/93	Planned 93/94	Bid 93/94	Total 93/94	Planned 94/95	Bid 94/95	Total 94/95
-news releases issued (no)=	67	50	105	0	0	105	67	63	130	67	63	130	67	63	130
Telephone and written Inquiries (no)															
-public=	580	0	800	0	0	800	580	220	800	580	220	800	580	200	800
-media=	655	0	970	0	0	970	655	545	1,200	655	545	1,200	655	545	1,200
Interviews and Talks Given or Arranged for Other NRA Officers (no)															
-newspapers=	655	0	970	0	0	970	655	845	1,500	655	845	1,500	655	845	1,500
-radio=	74	0	120	0	0	120	74	66	140	74	66	140	74	66	140
-TV=	29	0	50	0	0	50	29	31	60	29	31	60	29	31	60
-events=	0	0	20	0	0	20	10	40	50	10	40	50	10	40	50
Promotional material(no)															
-publications=	29	15	30	0	0	30	29	6	35	29	6	35	29	6	35
-videos=	1	0	0	0	0	1	1	0	1	1	0	1	1	0	1
-educational packs=	10	0	10	0	0	20	10	40	50	10	40	50	10	40	50
-displays=	7	0	4	0	0	2	7	3	10	7	3	10	7	3	10
-other=	3	0	0	0	0	3	3	0	3	3	0	3	3	0	3
-circulation of Water Guardians (no)=	550	0	700	0	0	750	700	80	780	700	80	780	700	80	780
Events attended (no)															
-indoor exhibitions=	7	0	12	0	0	12	7	23	30	7	23	30	7	23	30
-outdoor shows=	4	0	4	0	0	4	4	0	4	4	0	4	4	0	4
-other=	4	0	5	0	0	5	4	6	10	4	6	10	4	6	10

LIST OF PROPOSED PUBLICATIONS AND OTHER PROMOTIONAL MATERIAL PR2

Booklets

Fishing in the South (R)
Guide to Rye Harbour (N)
Guide to Southern Region (R)
Water and the Environment in Times of Drought (N)
Boating on the River Medway (R)

Leaflets/Posters

Rod and Line Licence Charges (R)
Flood Warning Information Sheet (11 versions) (N)
Is Your Farm Safe? (R)
Is Your Silage Safe? (R)
Is Your Oil Storage Safe? (R)
Are You Storing Wastes Safely? (R)
Are You Disposing of Wastes Safely? (R)
Abstraction Charges 1990/91 (N)
Land Drainage Byelaws (N)
Conservation Guidelines for Supervisors (N)
Office Safety (N)
Restoring the Medway Navigation (N)
Your Right to Know (N)
River Adur (R)
River Ouse (R)
River Arun (R)
Kentish Stour (N)
Eastern Rother (N)
River Medway (N)

Staff and other Newsletters

On Stream (1 issue) (N)

Videos

Seaford Scheme (R)

Educational Packs

Information Sheet on Longshore Drift (R)
The Importance of Rainfall Across Southern Region (N)
7 Information Sheets on Water Quality/Pollution (N)

Displays

Set of Southern Region Exhibition Panels
2 Rivepaks Panels
1 Resources Display

Other

Darent and Cray Byelaws and Fishing Licence Charges

INFORMATION SYSTEMS

Performance 1990/91

Overall performance has been adversely affected by long delays in staff recruitment. Most targets have been met but this has necessitated;

- a) consultancy assistance;
- b) greater than planned involvements with the PLC; and
- c) certain IS functions being performed within user departments.

Please see "Regional issues and assumptions" section.

Successes

Key Objective 1

To prepare and implement a Regional IS Strategy within the framework of a National IS Strategy.

<u>Target</u>	<u>Achieved</u>	<u>Explanation</u>
1. To reduce regional dependence on IT Southern mainframe bureau facilities from April 1990, by providing replacement systems which meet user requirements.	Y	Withdrawals from IT Contract to date are: Drainage Rates system; Personnel system; and much of the hardware maintenance. Downloading facilities have been developed to reduce mainframe use by enabling the processing of data on PCs. Problems have been encountered withdrawing from the Materials Management system.
2. To develop with effect from April 1990 a programme for introducing new application systems in harmony with national IS strategy.	Y	Regional migration plan currently in preparation.
3. To develop appropriate application systems in harmony with national IS strategy.	Partial	Various new application systems and specialist software packages have been provided or enhanced, where necessary with the agreement of the IS strategy group, but progress limited by availability of resources.

These include:

Abstraction Licences
Bathing Beach Monitoring
Charging for Discharges input
Document Imaging
Emergency Control System
Estates Management
Fishing Licences
Library Management
Order Processing
Plant Costing
WQ Modelling
WQ Sampling Management

Key Objective 2

To ensure effective co-ordination of IS provision and its management.

- | | | |
|------------------------------------------------------------------------------------------------|---------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. To monitor the cost and performance of the mainframe bureau service. | Partial | To date, it has not been possible to adequately perform this task. Consultants are to assist. |
| 2. To identify and provide short term training requirements for internal and external courses. | Y | Although identification has often been by user departments, many training courses in PC packages and mainframe system facilities have been provided. |
| 3. To provide adequate IS facilities for data integrity and security. | N | <p>No time has been available to improve data integrity.</p> <p>Data security is by way of easily usable PC peripherals and software for back ups, and the provision of fireproof safes.</p> <p>Standard PC menu systems with help screens have been devised. These have not been uniformly implemented as yet, and occasional user resistance to this has to be overcome.</p> |
| 4. To resolve problems relating to the performance of hardware and software facilities. | Y | <p>Communications (voice and data) recovery is by way of fast response agreements with suppliers.</p> <p>Hardware problems are addressed via third party maintenance agreements.</p> <p>Software problems are addressed by IS staff, suppliers, or at times, by nominated users.</p> |

5. To carry out a corporate review of all Regional IS application systems at least once per annum with effect from April 1990.

N

Although a full review has not been possible as yet, a review is being carried out with consultancy assistance - as part of the implementation of the nationally agreed IS Functional Model.

IS policy objectives have been established which cover all current aspects of the IS function.

Failures

Certain targets within key objectives were not met - as indicated above.

Strategic objectives

- To ensure the co-ordination and provision of interim IS systems during the transition to the corporate IS strategy,
- To ensure that investment in IS is appropriately targeted and justified against the NRAs needs,
- To ensure that IS systems are developed from a corporate viewpoint and maximise potential for information exchange between functions.
- To ensure that the development and operation of all IS are carried out to appropriate standards,
- To ensure the co-ordination and provision of effective and appropriate communications systems using the most cost effective, relevant technologies,
- To investigate and evaluate new techniques, technology and standards in Information systems to ensure the provision of cost effective systems

Corporate priorities

1. Maintain existing services and develop migration plans,
2. Develop priority applications in IS strategy.

Regional issues and assumptions

IS Staffing

Although the region is of an average size, and has 8 office locations, only 2 IS staff were in post until September 1990. On the basis of existing responsibilities, this should double by the end of the year, and rise, to 10 by March 1992 which is still low compared with most other regions.

Against this background, strategic objectives; corporate priorities; assistance to national IS strategy groups; and staff training needs, have been, and will continue to be, difficult to meet.

IS Responsibilities

These presently encompass computer hardware and software; telecommunications; IS training and data protection. Some aspects of voice communications (notably PMR) and software production, along with data modelling and telemetry are largely budgeted for by operating departments with technical guidance from IS.

These issues are, however, currently being addressed as part of the Regional IS Staffing review.

Technical Systems

A large proportion of the £1 million+ costs of the IT Southern mainframe bureau service is related to Water Quality and Hydrometric application systems.

Consultancy assistance has been obtained to define a regional strategy for withdrawing from these systems within the lifetime of the IT Contract, in favour of interim and national strategic systems.

Ending of service agreements with WSPLCs.

Regional targets

1. To establish an IS department with resources in proportion to regional needs by March 1992.
2. To reduce regional dependence on IT Southern mainframe bureau facilities with a view to complete withdrawal by April 1993.
3. To install appropriate application systems in harmony with national IS strategy, including implementation of:
 - a) a Regional Emergency Control System acceptance by January 1991
 - b) a Charging for Discharges system by July 1991; and
 - c) a Laboratory Management system by May 1991.
4. To monitor the cost and performance of all major computing and communications facilities, and to accurately apportion costs to users by April 1991.
5. To maximise the information available to computer users, by enabling them to use their desktop facilities to access applications and data stored:
 - a) on the desktop itself; and/or
 - b) locally; and/or
 - c) centrally.

6. To implement a regional software production environment to improve software productivity, consistency and re-usability by September 1992.
7. To improve regional IS training by identifying short term training requirements and providing both internal and external courses.
8. To provide adequate IS facilities for integrity and security of both software and data by October 1991.
9. To provide speedy resolution of problems relating to the performance of hardware and software facilities.
10. To carry out a review of all Regional IS application systems at least once per annum.

INFORMATION SYSTEMS - INPUTS

IS1

	Actual	Plann	Forct	Apprv	£M Bid	Budget	Plann	Bid	Total
	89/90	90/91	90/91	91/92	91/92	91/92	92/93	92/93	92/93
Existing Services	.985	1.875	1.912	0	0	1.969	2.019	0	2.019
Migration Plans	0	.250	.250	0	0	.275	.500	0	.500
TOTALS	.985	1.387	1.726	0	0	2.304	2.519	0	2.519
Inc. - Charges	0	0	0	0	0	0	0	0	0
- Other	0	0	0	0	0	0	0	0	0
- Total	0	0	0	0	0	0	0	0	0
Exp. - Rev	.985	1.387	1.726	0	0	2.204	2.284	0	2.284
- Cap	0	0	0	0	0	.100	.235	0	.235
- Total	.985	1.387	1.726	0	0	2.304	2.519	0	2.519
Surplus/deficit charged to core functions	(1.072)	(1.387)	(1.726)	0	0	(2.304)	(2.519)	0	(2.519)
FTE - Manual									
- N/Manual	2	5	4	0	0	10	10	0	10
- Total	2	5	4	0	0	10	10	0	10

DEFINITIONS

- Existing services means all hardware and software maintenance, replacement purchases and development, communications (data, voice and telemetry including PMR and telephony), and associated staff, contracts, consultants involved in operations or development.
- Migration plans means necessary activities until strategic applications from phase IV of the IS strategy are available

STAFFING

FTE - N/Manual: Staff projections are based on anticipated workload under current responsibilities to March 1992, and exclude:

- impact of national IS strategy,
- any staff transfers from other departments.

OUTPUT	Actual 89/90	Planned 90/91	Forecast 90/91	Approved 91/92	Bid 91/92	Budget 91/92	Planned 92/93	Bid 92/93	Total 92/93	Planned 93/94	Bid 93/94	Total 93/94	Planned 94/95	Bid 94/95	Total 94/95
-PCs supported (no)=	56	100	115	0	0	160	195	0	195	225	0	225	275	0	275
-PCs per head (no)=	.2	.4	.4	0	0	.6	.8	0	.8	.9	0	.9	1	0	1
-work stations supported (no)=	0	0	0	0	0	2	7	0	7	15	0	15	20	0	20
-minis supported (no)=	1	3	3	0	0	5	7	0	7	9	0	9	10	0	10
-mainframes supported (no)=	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-LANs supported (no)=	0	4	4	0	0	6	8	0	8	10	0	10	10	0	10
-WANS supported (no)=	0	0	0	0	0	2	6	0	6	7	0	7	7	0	7
-telemetry outstations supported (no)=	0	165	165	0	0	258	390	0	390	425	0	425	450	0	450
-mobile radio sets supported (no)=	214	263	263	0	0	291	310	0	310	325	0	325	350	0	350
-applications supported (no)=	70	75	75	0	0	75	80	0	80	85	0	85	75	0	75

NOTES:

1) Some items (*) in Table IS2 are not included under Table IS1 costs, as they are not currently under IS Management.

The current review of IS staffing and responsibilities will clarify the position.

2) Mobile Radio sets include both PMR and Cellular.

89/90 = 200 + 14; 90/91 = 235 + 28; 91/92 = 249 + 42

3) Mainframe Terminals 90/91 = Planned 52, Forecast 55; 91/92 = 55; 92/93 = 30

4) PCs per head relate to office based staff

REF: LCF/IS2.CAL/10.90

RESEARCH AND DEVELOPMENT

Performance 1990/91

Key Successes

1. Number of projects started = 5
2. Number of projects completed = 2
3. Activities undertaken to improve dissemination of information:
 - (a) circulation of WRC reports;
 - (b) in conjunction with WRC a topic regional meeting on ecotoxicology was held.
4. Number of regional operational investigations started = 8

Strategic objectives

- To achieve an R & D programme which provides new knowledge and techniques to address the NRA's function objectives and to enhance the NRA's general operational performance,
- To maximise the cost effectiveness and uptake of the NRA's R & D programme through seeking collaborative funding where appropriate, by optimum utilisation of research resources, by carrying out technical and financial assessment of R & D, and through effective dissemination and implementation of results,
- To take advantage of R & D carried out by, and achieve appropriate links with, other organisations active in the NRA's areas of R & D.

Corporate priorities

1. Develop R & D management systems,
2. Develop and tailor R & D programme,
3. Collaborative projects.

Regional issues and assumptions

The priority requirement for Southern Region from the National R & D programme is for microbiological water quality standards for recreational use before the end of 1992 or as quickly as possible thereafter. Current NRA/DoE funding plans will not achieve this.

Regional targets

To have an operational database in the region to provide information on R & D projects and key operational investigations undertaken by the region by December 1991.

RESEARCH AND DEVELOPMENT - INPUTS

RD1

£m	Actual 89/90	Plann 90/91	Forct 90/91	Apprv 91/92	Bid 91/92	Budget 91/92	Plann 92/93	Bid 92/93	Total 92/93
R and D	0	.555	.555	0	0	.386	.499	0	.499
Operational investigations	.081	.116	.116	0	0	.196	0	.110	.110
Other	0	0	0	0	0	0	0	0	0
TOTALS	.081	.671	.671	0	0	.582	.499	.110	.609
Staff- N/Manual	0	1	1	0	0	1	1	0	1
- Total	0	1	1	0	0	1	1	0	1
Exp. - Rev	.081	.672	.672	0	0	.582	.499	.110	.609
- Cap	0	0	0	0	0	0	0	0	0
- Total	.081	.672	.672	0	0	.582	.499	.110	.609
Inc. - Charges	0	0	0	0	0	0	0	0	0
- Other functions	0	0	0	0	0	0	0	0	0
- Grant	.081	.672	.672	0	0	.582	.499	.110	.609
- Total	.081	.672	.672	0	0	.582	.499	.110	.609
Surplus/ deficit	0	0	0	0	0	0	0	0	0

RESEARCH & DEVELOPMENT OUTPUTS RD2

REGION: SOUTHERN

PAGE 1 OF 1

OUTPUT	Actual 89/90	Planned 90/91	Forecast 90/91	Approved 91/92	Bid 91/92	Budget 91/92	Planned 92/93	Bid 92/93	Total 92/93	Planned 93/94	Bid 93/94	Total 93/94	Planned 94/95	Bid 94/95	Total 94/95
Project Starts (no)															
-w/resources=	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0
-p/control=	0	0	3	0	0	0	0	0	0	0	0	0	0	0	0
-f/defence=	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0
-fisheries=	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-conservation=	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-recreation=	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-navigation=	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	5	0	0	0	0	0	0	0	0	0	0	0	0
Project Completions (no)															
-w/resources=	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-p/control=	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0
-f/defence=	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0
-fisheries=	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-conservation=	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-recreation=	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
-navigation=	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0

REF:LCF/RD2.CAL/10.90

PERSONNEL

Performance 1990/91

Employee Relations

<u>Target</u>	<u>Achieved</u>	<u>Explanation</u>
<u>Sub Objective</u>		
- To promote and maintain harmonious working relationship between staff at all levels	Y	R.J.I.C. & R.J.S.C. set up for manual and non manual staff. Recently this has been affected by the notification of withdrawal of the long service payments scheme

Sub Targets

- | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| - To implement and maintain appropriate relationships with Trade Union Officials and Stewards through formal machinery and informal contacts - ongoing | Y |
| - To interpret and apply conditions and policies in a fair and consistent manner - ongoing | Y |

Health and Safety

Sub Objectives

- | | | |
|----------------------------------------------------------|---|--------------------------------------------------|
| - Promote health safety and welfare of all its employees | Y | Regional Health and Safety Committee established |
|----------------------------------------------------------|---|--------------------------------------------------|

Sub Targets

- | | |
|----------------------------------------------------------------|---|
| - Implementation of Regional safety arrangements. Dec 1989 | Y |
| - To advise and assist Line Managers on all safety matters | Y |
| - Investigation of serious accidents and dangerous occurrences | Y |
| - Safety Training | Y |
| - To implement and maintain adequate safety records | Y |

Terms and Conditions

Sub Objectives

- | | | |
|-------------------------------------------------------------------------------------------------------------------------------------------|---|--------------------------------------------|
| - To provide advice and guidance to Managers and staff in ensuring Terms and Conditions are understood and applied in a consistent manner | Y | Ongoing |
| - To introduce and interpret new national conditions | Y | Applies only to Senior Managers at present |

Recruitment

Sub Objectives

- | | | |
|--------------------------------------------------------|---|---------|
| - To recruit staff appropriate to organisational needs | Y | Ongoing |
|--------------------------------------------------------|---|---------|

Sub Targets

- | | | |
|---------------------------------------------------------------------------------------------------|---|-------------------------------|
| - To produce guidelines to assist Managers in producing job specifications for all posts. 1990/91 | Y | Standard job specs introduced |
| - To ensure line Managers have suitable interviewing skills | N | Training needed |

Personnel Records

Sub Objectives

- | | | |
|---------------------------------------------------------------------------------------------------------------------------|---|-------------------------------------------------|
| - To provide adequate information for Regional and national purposes and to comply with external requests for information | Y | Database system introduced for manpower records |
|---------------------------------------------------------------------------------------------------------------------------|---|-------------------------------------------------|

Sub Targets

- | | | |
|----------------------------------------------------------------------------------------|---|--|
| - To implement in conjunction with national level an adequate computerised data system | Y | |
| - To agree at Regional level a system of regular monitoring reports | Y | |

Sub Objectives

- | | | |
|-------------------------------------------------------------------------------------------|---|---------|
| - To provide services which promote and implement where possible the welfare of employees | Y | Ongoing |
| - To provide advice and guidance on personal problems | Y | |

Sub Targets

- | | | |
|---------------------------------------------------------|---|-----------------------------------|
| - To monitor staff absence and long term sickness | Y | Reports to be refined |
| - To maintain contact with Southern Rivers Club | Y | Ongoing |
| - To establish a retired employees association. 1990/91 | N | Initial contact made |
| - To arrange long service presentations | Y | Retirement presentations. Ongoing |
| - To liaise with staff prior to retirement | Y | Ongoing |

Training

Sub Objectives

- | | | |
|-----------------------------------------------------------------------------|---------|-------------------------------------------------------|
| - To train employees for their present job and develop staff for the future | Partial | Urgent training arranged on Managers' recommendations |
|-----------------------------------------------------------------------------|---------|-------------------------------------------------------|

Sub Targets

- | | | |
|---------------------------------------------------------------------------------------|---------|----------------------------------------------------------------------------|
| - To produce a training needs analysis | Partial | } Awaiting appointment of Training Assistant |
| - To establish training policies | N | } |
| - To identify training and development requirements | Partial | } Maintaining a "Fire Fighting Service". Much work to be done in this area |
| - To establish and maintain appropriate training records and budgetary control system | N | } |

Appraisal

Sub Objectives

- | | | |
|-----------------------------------------|---------|-----------------------------------------------------------------------------------------------------------|
| - To introduce a staff appraisal scheme | Partial | Achieved for Senior Managers, planned down to third tier level and awaiting National Scheme for remainder |
|-----------------------------------------|---------|-----------------------------------------------------------------------------------------------------------|

Sub Targets

- | | |
|------------------------------|---|
| - To commence scheme 1990/91 | N |
|------------------------------|---|

Manpower Planning

Sub Objectives

- | | | |
|-----------------------------------------|---------|------------------------------------------------------------------------------------------------------------|
| - To introduce manpower planning target | Partial | Detailed planning for 1990/91 carried out but long term planning difficult having regard to GIA restraints |
|-----------------------------------------|---------|------------------------------------------------------------------------------------------------------------|

Failures

Training: Shortage of resources result in an inadequate training service

Recruitment: The pace of recruitment results in inferior service to Line Managers.

Personnel Records: More resources are required to concentrate on utilising the systems to their fullest extent

Strategic objectives

- To develop and maintain fair, consistent and well communicated terms and conditions of employment for all employees,
- To develop employees with multi, cross-functional skills,
- To progress towards the harmonisation of working conditions and equal opportunities for all employees and to ensure conformity with EC and UK law and directives on employment matters,
- To continue the development of communications and consultative arrangements with employees,
- To continue training needs analyses so that job and person specifications can be created which reflect accurately the skills base and training needs of the NRA,
- To develop manpower planning strategies appropriate and personnel information systems in order to create databases for management decisions,
- To develop recruitment, outplacement and retirement policies and practices,
- To develop employee Health and Safety and welfare policies and practices,

Corporate priorities

1. Development and introduction of Job evaluated staff grading scheme,
2. Production and implementation of staff handbook and finalisation of Senior Manager Terms and Conditions
3. Evaluation and development of graduate recruitment and development programme
4. Implementation of reduced manual employees working hours (to 37) at no extra cost to NRA
5. Monitoring and improving Health and Safety
6. Develop staff inspection

Regional issues and assumptions

The withdrawal of the long service award will make employee relations a difficult exercise and the introduction of issues such as the 37 hour week will be more difficult to negotiate. The new relocation package requires modification to suit regional needs. The forthcoming training needs analysis together with the influx of new staff, will need greater resources on training. To date, the majority of training has been on an urgent basis and the new training post in 1991/1992 will mean training is approached in a more methodical and professional manner.

Immediate areas requiring action include Time Management, Dealing with Stress, Media Training, Graduate Training. Job evaluation is also expected to highlight training needs.

Regional targets

1. To continue to develop and maintain consistent personnel policies for all employees.

Target: Ongoing

2. Recruitment - To develop recruitment and outplacement policies.

Target: Ongoing

3. Training - To establish training records and undertake training needs analysis.

Target: July 1991

4. Set up adequate sickness reporting and occupational health guidelines.

Target: May 1991

5. Personnel Records - To fully utilise existing "database" system.

Target: March 1991

6. Manpower Strategy - To develop a regional manpower planning strategy related to the managerial level.

Target: March 1992

7. Safety - To identify safety training needs of all personnel, assign priorities and draw up an implementation programme.

Target: July 1991

PERSONNEL - INPUTS

P1

	Actual 89/90	Plann 90/91	Forct 90/91	Apprv 91/92	Bid 91/92	Budget 91/92	Plann 92/93	Bid 92/93	Total 92/93
Recruitment	.100	.100	.100	0	0	.100	.040	0	.040
Health and Safety	.060	.060	.060	0	0	.060	.060	0	.060
Employee Relations									
Training	.050	.050	.050	0	0	.150	.224	0	.224
All Other		.166	.370	0	0	.477	.337	0	.337
TOTALS	.240	.376	.580	0	0	.787	.661	0	.661
Inc. - Charges									
- Other									
- Total	-	-	-	-	-	-	-	-	-
Exp. - Rev	.240	.376	.580	0	0	.787	.661	0	.661
- Cap									
- Total	.240	.376	.580	0	0	.787	.661	0	.661
Surplus/deficit charged to core functions	(.240)	(.376)	(.580)	0	0	(.787)	(.661)	0	(.661)
FTE - Manual	0	0	0	0	0	0	0	0	0
- N/Manual	3.5	7	7	0	0	9	9	0	9
- Total	3.5	7	7	0	0	9	9	0	9

OUTPUT	Actual 89/90	Planned 90/91	Forecast 90/91	Approved 91/92	Bid 91/92	Total 91/92	Approved 92/93	Bid 92/93	Total 92/93	Approved 93/94	Bid 93/94	Total 93/94	Approved 94/95	Bid 94/95	Total 94/95
Employees on Standard NRA Terms & Conditions															
-non manual (no)=	0	6	6	0	0	6	6	0	6	411	3	414	414	0	414
-non manual(% of total)=	0	2	2	0	0	2	1	0	1	100	0	100	100	0	100
-manual (no)=	0	0	0	0	0	0	0	0	0	267	0	267	267	0	267
-manual(% of total)=	0	0	0	0	0	0	0	0	0	100	0	100	100	0	100
Total (no)	0	6	6	0	0	6	6	0	6	678	3	681	681	0	681
Resignations (no)															
-non manual=	9	9	9	9	0	9	9	0	9	9	0	9	9	0	9
-manual=	5	7	7	0	0	0	0	0	0	0	0	0	0	0	0
Total	14	16	16	9	0	9	9	0	9	9	0	9	9	0	9
Vacancies															
-non manual (no)=	10	13	0	13	0	13	13	0	13	13	0	13	13	0	13
-non manual(% of total)=	4	4	0	4	0	4	4	0	4	4	0	4	4	0	4
-manual (no)=	9	0	0	9	0	9	9	0	9	9	0	9	9	0	9
-manual(% of total)=	3	0	0	3	0	3	3	0	3	3	0	3	3	0	3
Total	19	13	0	22	0	22	22	0	22	22	0	22	22	0	22
Staff Turnover (%)															
-non manual=	3	3	3	3	0	3	3	0	3	3	0	3	3	0	3
-manual=	2	2	2	2	0	2	2	0	2	2	0	2	2	0	2
TRAINING															
Staff Attending Training Courses (all types)(no)															
-non manual=	80	100	100	100	200	300	100	200	300	100	200	300	100	200	300
-manual =	40	60	60	60	120	180	60	120	180	60	120	180	60	120	180
Total	120	160	160	160	320	480	160	320	480	160	320	480	160	320	480
Training (man days)															
-non manual=	250	300	300	300	600	900	300	600	900	300	600	900	300	600	900
-manual=	50	75	75	75	150	225	75	150	225	75	150	225	75	150	225
Total	300	375	375	375	750	1,125	375	750	1,125	375	750	1,125	375	750	1,125

NOTES:

TRAINING - Act 89/90 Plann 90/91 Fcast 90/91

Estimated as no exact figures available due to lack of resources and records not received from Water Quality

NRA TERMS AND CONDITIONS

It has been assumed that Terms and Conditions will be standardised by 31/3/93

RESIGNATIONS figures for 90/91 projected forward

VACANCIES figures for 90/91 projected forward

STAFF TURNOVER figures for 90/91 projected forward

OUTPUT	Actual 89/90	Planned 90/91	Forecast 90/91	Approved 91/92	Bid 91/92	Budget 91/92	Planned 92/93	Bid 92/93	Total 92/93	Planned 93/94	Bid 93/94	Total 93/94	Planned 94/95	Bid 94/95	Total 94/95
HEALTH AND SAFETY															
Accidents(man days lost)															
-non-manuals	18	25	21	21	0	21	21	0	21	21	0	21	21	0	21
-manuals	54	70	60	60	0	60	60	0	60	60	0	60	60	0	60
Total	72	95	81	81	0	81	81	0	81	81	0	81	81	0	81
Accident Rate															
(per employee per year)															
-non manual	1:15	1:11	1:16	0	0	1:16	0	0	1:16	0	0	1:16	0	0	1:16
-manual	1:5	1:5	1:4	0	0	1:4	0	0	1:4	0	0	1:4	0	0	1:4
Reportable Accidents(no)															
-non manual	5	6	6	0	0	6	0	0	6	0	0	6	0	0	6
-manual	16	18	17	0	0	17	0	0	17	0	0	17	0	0	17
Reportable Accident Rate															
(per employee per year)															
-non manual	1:53	1:60	1:58	0	0	1:58	0	0	1:58	0	0	1:58	0	0	1:58
-manual	1:16	1:15	1:16	0	0	1:16	0	0	1:16	0	0	1:16	0	0	1:16
Absenteeism or Sickness															
(man days lost)															
-non manual	0	1,525	1,466	0	0	1,218	0	0	1,233	0	0	1,242	0	0	1,242
-manual	0	2,397	2,397	0	0	2,136	0	0	2,136	0	0	2,136	0	0	2,136
Absenteeism Rate															
(days per employee per year)															
-non manual	0	4	4	0	0	3	0	0	3	0	0	3	0	0	3
-manual	0	9	9	0	0	8	0	0	8	0	0	8	0	0	8

NOTE:

HEALTH AND SAFETY

Accidents 90/91 figures projected forward

Accidental Rate figures projected forward

Reportable accident rate figures projected forward

ABSENTEEISM

No figures available for 1989/90. Estimates for 1990/91 based on the only 4 months figures available (ie June-September 1990)

ABSENTEEISM/SICKNESS RATE

For projected figures assumes decrease due to Occupational Health policies

REF:LCF/P2.CAL/10/90

FINANCE

Performance 1990/91

Accounting

The section has performed well in producing monthly and quarterly accounts and regular monitoring reports are produced on revenue and capital expenditure for Management Team. The Resource input required to produce information for Head Office has been much greater than expected with the result that the level of support given within the Region has been less than planned and the preparation of trading accounts for navigation, plant and transport and the fish farm have not yet been achieved. These will be prepared at the end of 1990/91.

Exchequer

Prolonged discussions on the contract with the PLC to provide certain exchequer services have delayed considerations for terminating some of these arrangements. Staffing proposals have been included to show an efficiency saving by taking over part of this workload by September 1991. The small size of the section has resulted in problems in arranging annual leave, and the workload has necessitated abnormal overtime levels and the need to recruit temporary assistance.

Income

All debtors systems have now been computerised on micro computers and billing, collection and debt recovery are progressing satisfactorily.

Successes

Regional Sub-Objectives

<u>Target</u>	<u>Achieved</u>	<u>Explanation</u>
To co-ordinate preparation of the Southern Region Revenue and Capital Budgets in accordance with the timetable and Regional and National objectives	Y	
To ensure that funds are used cost effectively	Y	
To maintain accurate and efficient systems for the recording of costs and the payment of employees and creditors	Y	
To maximise whenever possible the income and viability of NRA services	Y	
To provide financial advice and information to employees on pension matters	Y	

Finance Targets

To improve the budget preparation and monitoring systems.

Y

Target Date: 1990-91

To produce fuller monthly budget monitoring statements for responsible managers and to liaise regularly to assist in identifying reasons for variations. To produce monthly management reports for Regional Management Team; reports to Flood Defence Committees and such reports as required by NRA HQ by April 1990.

Partial

Regular reports have been produced but lack of resources within Accountancy has limited ability to produce fuller statements

To participate in the appraisal of all capital projects before schemes are committed

Y

Principal Accountant appointed Head of Project Appraisal Group

Target Date: 1989-90 onwards

To improve within current constraints the billing, cash collection and follow up procedures for all pre-payment income starting in 1990/91

Y

All debtors systems now computerised

To commission a new computerised billing system for Drainage Rates when Government decisions are announced by April 1990

Y

To take on Drainage Rates from Arun District Council by March 1990

Y

To recommend levels of charges and levies annually by November

Y

Failures

To prepare quarterly trading accounts for navigation services, plant and transport, and the fish farms by April 1990

N

Lack of resources within Accountancy

To assist in monitoring costs and performance of PLC contracts

N

Consultants about to start investigation of IT PLC contract charges

Target Date: 1989-90 onwards

To reduce reliance on PLC Central Exchequer department to a minimum by April 1990

N

Delay in agreeing original contract with PLC
Target date now Sept 1991

To commission a computerised system for charging for discharges by April 1990

N

Awaiting National developments

To review together with Headquarters Finance the method of calculating contributions from Internal Drainage Districts by December 1990

N

Finance Manager part of Working Group currently in progress

Strategic objectives

- To prepare Annual Accounts to comply with best accounting practice, incorporating sponsoring department requirements and publish necessary data as part of Annual Report
- To produce in a timely fashion, monthly and quarterly financial and management accounts, to include balance sheet statements, consolidating the position for all Regions and Head Office,
- To prepare and consolidate such information relating to the financing of the NRA as is required by DoE, MAFF or Welsh Office.
- To provide financial input to the Authority's corporate planning process and ensure budgets are prepared to required timescales,
- To review and develop robust financial management information systems throughout the NRA and secure greater standardisation of policies and practice,
- To develop the audit function as a tool of management control,
- To provide national support services on specialist aspects of finance, such as insurance matters and competitive tendering for goods and services.

Regional Issues and Assumptions

Resource problems within Accountancy and Exchequer Sections need to be addressed. An organisational review of the Accountancy Section will be undertaken and a bid has been made for an additional Senior Accountant. A bid has also been included for an additional post in the Exchequer Section.

Corporate priorities

1. Manage introduction of charging for discharges
2. Develop integrated accounting manual and systems,

Regional targets

1. To review the organisation of the Accountancy Section to improve output particularly in relation to providing financial support to the Region by 30 June 1991.
2. To review the organisation of the Exchequer Section leading to the reduction in the service provided by the plc contract for the provision of certain exchequer services by 30 September 1991.
3. To commence billing for Charges for Discharges on 1st July 1991.

4. To introduce a nationally developed Integrated Accounting System no later than 1st April 1993.

5. To produce Monthly, Quarterly and Final Accounts in accordance with Head Office requirements.

6. To review the accuracy of Current Cost Accounting records maintained for Water Resource purposes by 31 March 1992.

FINANCE - INPUTS

F1

		£M								
		Actual	Plann	Forct	Apprv	Bid	Budget	Plann	Bid	Total
		89/90	90/91	90/91	91/92	91/92	91/92	92/93	92/93	92/93
<hr/>										
Inc.	- Charges									
	- Other									
	- Total									
Exp.	- Rev	0.568	0.865	0.655	0	0	.801	.690	0	.690
	- Cap									
	- Total	0.568	0.865	0.655	0	0	.801	.690	0	.690
Surplus/deficit charged to core functions		(0.568)	(0.865)	(0.655)	0	0	(.801)	(.690)	0	(.690)
FTE	- Manual	-	-	-	0	0	-	-	-	-
	- N/Manual	20.5	23.5	23.5	0	0	26.5	26.5	0	26.5
	- Total	20.5	23.5	23.5	0	0	26.5	26.5	0	26.5

Increased Revenue expenditure in Plan 90/91 over actual 89/90 due to inclusion of Interest on bridging loans of £250K, and additional staffing. The forecast of 90/91 shows savings of £70k on Interest, £75k on a severance provision and the balance due to late filling and non-filling of additional posts. In 1991/92 the interest provision has been increased over 1990/91 forecast by £25k the balance being full year effect of appointments in 90/91 and inflation. In 1992/93 the Interest provision has been reduced by £160k and the balance of £30k deleted in 93/94.

FINANCE OUTPUTS

FI2

OUTPUT	ACTUAL	PLANNED	FORECAST	APPROVED	BID
	89/90	90/91	90/91	91/92	91/92
invoices paid	22000	25000	25000	0	0
cheques issued	12250	13000	13200	0	0
time sheets processed	13500	13500	13500	0	0
salary amendments	1000	1000	1000	0	0
payslips	9400	10000	9800	0	0
accounts raised	7100	8000	8000	0	0
reminders sent	3500	25000	4000	0	0

REF:LCF/FI2.CAL/10.90

BUDGET	PLANNED	BID	TOTAL	PLANNED	BID	TOTAL	PLANNED	BID	TOTAL
91/92	92/93	92/93	92/93	93/94	93/94	93/94	94/95	94/95	94/95
26250	27500	0	27500	27500	0	27500	27500	0	27500
14300	15400	0	15400	16650	0	16650	18000	0	18000
13500	13500	0	13500	13500	0	13500	13500	0	13500
1000	1000	0	1000	1000	0	1000	1000	0	1000
10470	10530	0	10530	10530	0	10530	10520	0	10520
20100	20800	0	20800	21500	0	21500	22300	0	22300
10000	10400	0	10400	10800	0	10800	11100	0	11100

EFFICIENCY AND PRODUCTIVITY INITIATIVES 1991/92

INITIATIVE

IMPACT/ BENEFIT

CORE FUNCTIONS

a) Water Resources

Termination of Isle of
Wight hydrometric
contract with SWPLC

Operation of hydrometric
service in-house will
result in savings.

Increase preparation of
work done in-house from
30% to 50%

Will result in reduced
cost relative to cost
of contract services.

Increase use of PLC
mainframe at off-peak
rates

Advantage to be taken of
off-peak tariffs available
at night.

b) Pollution Control

Provision of Regional
Laboratory

Will enable present
contract with SWPLC
to end in October 1991

Carry out bulk of Red
List analysis work
in-house

Reduction in payments
to SWPLC additional to
the above.

EP1

SAVINGS/(COSTS) £k and or FTE RESOURCES RELEASED

91/92 92/93 93/94 94/95

Cap Op FTE " " "

- 12 Op 12 Op 12 Op NO

- 100 Op 200 Op 200 Op NO
 (60)Op (120)Op (120)Op
 +3 +6 +6

18 Op 9 Op - - NO

50 Op 80 Op 100 Op 100 Op NO
 +30 +30 +30 +30

30 Op 50 Op 80 Op 80 Op NO

INITIATIVE

IMPACT/ BENEFIT

c) Flood Defence

Increase proportion
of capital design
in-house.

Establishment of in-house
design team leading to
direct saving on employment
of consultants and in
productivity gain no
longer needing to supervise
them.

d) RECS (Multi functional)

Further development of
RECS system

3 further stages of
development beyond the
present Phase 1 of RECS
will provide benefits to
Resources, Environmental
and Flood Defence.

e) Fisheries/Resources

Investigate integrated
duties Fisheries Bailiffs
and Hydrometric staff to
take water samples.

Pilot scheme in one district
aimed at saving 1 FTE over
Region.

SAVINGS/(COSTS) £k and or FTE				RESOURCES RELEASED
91/92	92/93	93/94	94/95	
Cap Op	FTE	"	"	

80 cap	100 cap	120 cap	120 cap	YES
(56) Op	(69) Op	(69) Op	(69) Op	
+3	+4	+4	+4	

100 Op	200 Op	300 Op	300 Op	YES
--------	--------	--------	--------	-----

5 Op	15 Op	15 Op	15 Op	YES
	-1	-1	-1	

INITIATIVE	IMPACT/ BENEFIT	SAVINGS/(COSTS) £k and or FTE				RESOURCES RELEASED
		91/92 Cap Op FTE	92/93	93/94	94/95	

SUPPORT SERVICES

a) Finance

Termination of Exchequer contract with SWPLC	Recruitment of 2 staff will enable contract with SWPLC for Exchequer services to be ended	(26) Op 30 Op +2	(28) Op 38 Op +2	(29) Op 40 Op +2	(31) Op 42 Op +2	NO
----------------------------------------------	-------------------------------------------------------------------------------------------	------------------------	------------------------	------------------------	------------------------	----

b) Administration

Extended use of leased cars instead of essential user car allowance.	Car users with mileages over 7000 could be allocated leased cars at overall saving	(53) Op 77 Op	(53) Op 77 Op	(53) Op 77 Op	(53) Op 77 Op	NO
----------------------------------------------------------------------	------------------------------------------------------------------------------------	------------------	------------------	------------------	------------------	----

TOTAL	NET (i)	255	471	673	673
	FTE	+35	+38	+41	+41

NOTE 1: Some initiatives can only quote net savings therefore total is net only.

% (in terms of £ exp.) FUNCTIONS/SERVICES WORK CONTRACTED OUT

EP2

	Actual 89/90	Planned 90/91	Forecast 90/91	Planned 91/92	Planned 92/93	Planned 93/94	Planned 94/95
<hr/>							
<u>CORE FUNCTIONS</u>							
W/Resources	70	70	71	65	58	50	50
P/Control	21	27	20	19	19	19	19
F/Defence	30	30	30	30	31	35	37
Fisheries	8	15	13	16	16	16	16
Recreation	4	0	0	0	0	0	0
C/servation	2	63	57	52	52	52	52
Navigation	0	0	0	0	0	0	0

MEAN %

SUPPORT SERVICES

Administration	8	8	8	8	8	8	8
Legal Serv.	4	18	18	7	7	7	8
Estates	30	30	30	10	10	10	10
P/Relations	25	30	35	35	35	35	35
Info Systems	40	30	35	25	20	20	20
Lab Services	76	70	62	22	0	0	0
R and D	90	80	75	75	75	75	75
Finance	75	60	65	40	10	10	10
Personnel	15	15	15	15	15	15	15
Others	0	0	0	0	0	0	0

MEAN %

6. MANPOWER SUMMARY

Staff retention and recruitment

Recruitment

Some difficulty was experienced recruiting a Senior Resources Officer (Grade 8) and a Chief Chemist (Grade 10). Structures were amended to cover for these shortfalls.

Civil Engineers (Grade 8) are in short supply. The Flood Defence Department is currently reviewing the situation.

Registered Disabled Persons

Current records do not provide this information. However it is believed that at least five employees could be eligible.

Ethnic Origin

The new NRA application form is now in use but former policy of the Water Authority positively omitted this information from Personnel data. Applications rarely received from persons other than from European ethnic origin.

Staffing levels

As an under-resourced Region 99 bids were made and approved in the last Corporate Plan. These posts were phased over 90/91, 91/92 and 92/93. Of these, because of financial restraints, 13 are carried forward as "re-bids" in addition to another 13 (of the original 99) planned for 91/92.

1991/92 30 new bids have been for 1991/92, these include:-

- (a) 6 IS posts to support National IS Strategy
- (b) 2 Exchequer posts to enable PLC contract to be cancelled
- (c) 2 Personnel posts to implement Corporate priorities
- (d) 1 Accountant to strengthen the Accountancy team
- (e) 7 Resources posts to comply with statutory requirement on licensing, planning applications, groundwater protection policy and corporate priorities
- (f) 6 Water Quality Officers for farm waste regulations and pollution prevention and changes to sampling programmes
- (g) 3 Conservation Officers for District duties
- (h) 3 Engineer staff for small-works design.

1992/93

- (a) 3 Hydrologists/Hydrogeologists to enable work at present done by consultants to be carried out "in-house" as an efficiency saving
- (b) 1 Technician to assist with small-works design
- (c) 1 PRO assistant to provide a more efficient response to the Public and the media.

1993/94

- (a) 3 Hydrologists/Hydrogeologists to enable work at present done by consultants to be done "in-house" as an efficiency saving.

Terms and Conditions

1. Long Service Award Scheme

This will be discontinued with effect from 1 April 1991 as part of the rationalisation of national terms and conditions. Both manual and non-manual employees are affected.

2. Introduction of 37 hour week for NJIC Staff

Negotiations have been taking place linking the 37 hour week with revised working patterns (eg 9 day fortnight) with revised paid travelling arrangements. Failing Regional Agreement the National Joint Secretaries are about to be involved.

Implementation of National policies (eg 1 above) is likely to make negotiation even more difficult on matters such as 2 above.

MANPOWER PLANNING - MP 1

Page 1 of 7

SOUTHERN

TOTAL NUMBER OF PERSONNEL BY FUNCTION (NON-MANUAL AND MANUAL)

Total Number of Employees (FTE) as at 31 March

	Act			Plan			For			App			App			App			App		
	69/90			90/91			90/91			91/92			91/92			92/93			93/94		
	F	M	T	F	M	T	F	M	T	F	M	T	F	M	T	F	M	T	F	M	T
CORE FUNCT.:																					
Water Resources	6.5	31	37.5	9.5	38	47.5	9.5	38	47.5	0	0	59.5	59.5	3	62.5	59.5	6	65.5	59.5	6	65.5
Pollution Control	11.5	45	56.5	37.5	64	101.5	36.5	65	101.5	0	0	111.5	111.5	0	111.5	111.5	0	111.5	111.5	0	111.5
Flood Defence	6.5	322	328.5	6.5	345	351.5	6.5	345	351.5	0	0	360.5	360.5	1	361.5	360.5	1	361.5	360.5	1	361.5
Fisheries	0	24	24	0	31	31	0	31	31	0	0	31	31	0	31	31	0	31	31	0	31
Recreation	0	.5	.5	1	0	1	1	0	1	0	0	1	1	0	1	1	0	1	1	0	1
Conservation	0	.5	.5	0	1	1	0	1	1	0	0	4	4	0	4	4	0	4	4	0	4
Navigation	0	5	5	0	5	5	0	5	5	0	0	5	5	0	5	5	0	5	5	0	5
SUB TOTAL	24.5	428	452.5	54.5	484	538.5	53.5	485	538.5	0	0	572.5	572.5	4	576.5	572.5	7	579.5	572.5	7	579.5
SUPPORT SERVICES:																					
Administration	29	5.5	34.5	33.5	6	39.5	32.5	7	39.5	0	0	41.5	41.5	0	41.5	41.5	0	41.5	41.5	0	41.5
Legal Services	3.5	4.5	8	3.5	5	8.5	3.5	5	8.5	0	0	8.5	8.5	0	8.5	8.5	0	8.5	8.5	0	8.5
Estates	1	2	3	1	3	4	1	3	4	0	0	4	4	0	4	4	0	4	4	0	4
Public Relations	2	0	2	2	1	3	3	0	3	0	0	3	3	1	4	3	1	4	3	1	4
Info Systems	0	2	2	1	3	4	1	3	4	0	0	10	10	0	10	10	0	10	10	0	10
R and D	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Finance	13.5	7	20.5	13.5	10	23.5	14.5	9	23.5	0	0	26.5	26.5	0	26.5	26.5	0	26.5	26.5	0	26.5
Personnel	1.5	2	3.5	2	5	7	3	4	7	0	0	9	9	0	9	9	0	9	9	0	9
Others	1	1	2	1	1	2	1	1	2	0	0	2	2	0	2	2	0	2	2	0	2
SUB TOTAL	51.5	24	75.5	57.5	34	91.5	59.5	32	91.5	0	0	104.5	104.5	1	105.5	104.5	1	105.5	104.5	1	105.5
TOTAL	76	452	528	112	518	630	113	517	630	0	0	677	677	5	682	677	8	685	677	8	685

	Act			Plan			For			App	Bid	Budgt	App	Bid	Total	App	Bid	Total	App	Bid	Total
	89/90			90/91			90/91			91/92	91/92	91/92	92/93	92/93	92/93	93/94	93/94	93/94	94/95	94/95	94/95
	F	M	T	F	M	T	F	M	T	T	T	T	T	T	T	T	T	T	T	T	T
Laboratories	6	4	10	25	19	44	25	19	44	0	0	45	45	2	47	45	2	47	45	2	47
Design Services	0	6	8	0	8	8	0	8	8	0	0	11	11	1	12	11	1	12	11	1	12
Electronics/Mainte	0	4	4	0	4	4	0	4	4	0	0	4	4	0	4	4	0	4	4	0	4
Plant & Vehicle Serv	0	16	16	0	16	16	0	16	16	0	0	16	16	0	16	16	0	16	16	0	16
Corp/Bus Planning	0	0	0	0	1	1	0	1	1	0	0	2	2	0	2	2	0	2	2	0	2
Plan Liaison/Dev con	3	11	14	3	11	14	3	11	14	0	0	14	14	0	14	14	0	14	14	0	14
Emergency Planning	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Comms/control rooms	0	0	0	0	6	6	0	6	6	0	0	6	6	0	6	6	0	6	6	0	6
TOTAL	9	43	52	28	65	93	28	65	93	0	0	98	98	3	101	98	3	101	98	3	101

NOTE:

Bid columns include posts approved in 1990/91 Corporate Plan
and not filled because of GIA restraints.

TOTAL NO OF PERSONNEL BY FUNCTION (MANUAL)

Total No of Employees (FTE) as at 31 March

	Act	Plan	Fore	App	Bid Total		App	Bid Total		App	Bid Total		App	Bid Total	
	89/ 90	90/ 91	90/ 91	90/ 91	91/ 92	91/ 92	91/ 92	92/ 93	92/ 93	93/ 94	93/ 94	93/ 94	94/ 95	94/ 95	94/ 95
	T	T	T	T	T	T	T	T	T	T	T	T	T	T	T
<hr/>															
CORE FUNCTIONS:															
Water Resources	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Pollution Control	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Flood Defence	255	261	261	0	0	261	261	0	261	261	0	261	261	0	261
Fisheries	3	5	5	0	0	5	5	0	5	5	0	5	5	0	5
Recreation	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Conservation	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Navigation	3	3	3	0	0	3	3	0	3	3	0	3	3	0	3
<hr/>															
SUB TOTAL	261	269	269	0	0	269	269	0	269	269	0	269	269	0	269
<hr/>															
SUPPORT SERVICES:															
Administration	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Legal Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Estates	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Public Relations	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Info Systems	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Finance	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Personnel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
R and O	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<hr/>															
SUB TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<hr/>															
TOTAL	261	269	269	0	0	269	269	0	269	269	0	269	269	0	269
<hr/>															

TOTAL NO OF "ON THE GROUND" PERSONNEL FOR SPECIFIC FUNCTIONS

Total No of Employees (FTE) as at 31 March

	Act			Plan			For			App	Bid	Budgt	App	Bid	Total	App	Bid	Total	App	Bid	Total
	89/90			90/91			90/91			91/ 92	91/ 92	91/ 92	92/ 93	92/ 93	92/ 93	93/ 94	93/ 94	93/ 94	94/ 95	94/ 95	94/ 95
	F	M	T	F	M	T	F	M	T	T	T	T	T	T	T	T	T	T	T	T	T
Abs Lic Inspectors	0	0	0	0	5	5	0	5	5	0	0	5	5	0	5	5	0	5	5	0	5
Poll Con Inspectors	2	33	35	5	36	41	4	32	36	0	0	46.5	46.5	0	46.5	46.5	0	46.5	46.5	0	46.5
Flood Def Operatives	0	255	255	0	261	261	0	261	261	0	0	261	261	0	261	261	0	261	261	0	261
Fish Insp/Bailiffs	0	23	23	0	27	27	0	27	27	0	0	27	27	0	27	27	0	27	27	0	27
Nav Inspectors	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Employees/Emergency	3	43	46	6	46	52	5	42	47	0	0	58	58	0	58	58	0	58	58	0	58

NOTE: Bid columns for Pollution Control Inspectors include 4.5 posts approved in 1990/91 Corporate Plan and not filled because of GIA restraints

MANPOWER PLANNING - MP 4

Page 5 of 7

SOUTHERN

TOTAL NO OF PERSONNEL(NON-MANUAL AND MANUAL)

Total No of Employees(FTE) as at 31 March

	Act			Plan			For			App	Bid	Budget	App	Bid	Total	App	Bid	Total	App	Bid	Total
	69/90			90/91			90/91			91/92	91/92	91/92	92/93	92/93	92/93	93/94	93/94	93/94	94/95	94/95	94/95
	F	M	T	F	M	T	F	M	T	T	T	T	T	T	T	T	T	T	T	T	T
App Comp.																					
COMP POSTS:																					
Perm staff	76	452	528	112	518	630	113	517	630	0	0	677	677	5	682	677	8	685	677	8	685
Ltd Period Staff	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Consultants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SUB TOTAL	76	452	528	112	518	630	113	517	630	0	0	677	677	5	682	677	8	685	677	8	685
UNCOMP POSTS:																					
Ltd Period Staff	3	1	4	3	2	5	3	2	5	0	0	4	0	0	0	0	0	0	0	0	0
Casuals	0	0	0	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0
Consultants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SUB TOTAL	3	1	4	3	3	6	3	3	6	0	0	4	0	0	0	0	0	0	0	0	0
TOTAL	79	453	532	115	521	636	116	520	636	0	0	681	677	5	682	677	8	685	677	8	685

NOTES:

1) Bid 91/92 UNCOMP POSTS - Ltd Period Staff = 4 Sandwich Students in Laboratories

2) Bid columns include posts approved in 1990/91 Corporate Plan and not filled because of GIA restraints

MANPOWER PLANNING - MP 5

Page 6 of 7

SOUTHERN

GRADINGS

Total Number of Employees (FTE) as at 31 March

	Act			Plan			For			App	Bid	Budget	App	Bid	Total	App	Bid	Total	App	Bid	Total
	89/90			90/91			90/91			91/92	91/92	91/92	92/93	92/93	92/93	93/94	93/94	93/94	94/95	94/95	94/95
	F	M	T	F	M	T	F	M	T	T	T	T	T	T	T	T	T	T	T	T	T
<hr/>																					
NON-MANUAL STAFF:																					
Senior Staff	0	6	6	0	6	6	0	6	6	0	0	6	6	0	6	6	0	6	6	0	6
NJSC Grade 7 >	4	67	71	7	83	90	7	83	90	0	0	101	101	3	104	101	6	107	101	6	107
NJSC < Grade 6	72	118	190	105	160	265	106	159	265	0	0	301	301	2	303	301	2	303	301	2	303
Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<hr/>																					
SUB TOTAL	76	191	267	112	249	361	113	248	361	0	0	408	408	5	413	408	8	416	408	8	416
<hr/>																					
MANUAL STAFF:																					
NJIC Adults	0	249	249	0	263	263	0	263	263	0	0	263	263	0	263	263	0	263	263	0	263
NJIC Youth	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NJCC Craftsmen	0	12	12	0	6	6	0	6	6	0	0	6	6	0	6	6	0	6	6	0	6
NJCC Apprentices	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<hr/>																					
SUB TOTAL	0	261	261	0	269	269	0	269	269	0	0	269	269	0	269	269	0	269	269	0	269
<hr/>																					
TOTAL	76	452	528	112	518	630	113	517	630	0	0	677	677	5	682	677	8	685	677	8	685
<hr/>																					

EQUAL OPPORTUNITIES (NON-MANUAL AND MANUAL)

Total Number of Employees (FTE) as at 31 March

	Act			Plan			For			App	Bid	Budgt	App	Bid	Total	App	Bid	Total	App	Bid	Total
	89/90			90/91			90/91			91/92	91/92	91/92	92/93	92/93	92/93	93/94	93/94	93/94	94/95	94/95	94/95
	F	M	T	F	M	T	F	M	T	T	T	T	T	T	T	T	T	T	T	T	T
<hr/>																					
JOB TYPE:																					
No of Full Time	73	449	522	109	515	624	110	514	624	0	0	671	671	5	676	671	8	679	671	8	679
No of Part Time	0	3	3	0	3	3	0	3	3	0	0	3	3	0	3	3	0	3	3	0	3
No of Job Shares	3	0	3	3	0	3	3	0	3	0	0	3	3	0	3	3	0	3	3	0	3
<hr/>																					
TOTAL	76	452	528	112	518	630	113	517	630	0	0	677	677	5	682	677	8	685	677	8	685
<hr/>																					
DISABILITY:																					
No of Able Bodied	76	452	528	112	518	630	113	517	630	0	0	677	677	5	679	674	8	685	677	8	685
No of Reg Disabled	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<hr/>																					
TOTAL	76	452	528	112	518	630	113	517	630	0	0	677	677	5	679	674	8	685	677	8	685
<hr/>																					
The section below need only be completed for the 1989/90 and 1990/91 columns.																					
AGE:																					
16-20	4	1	5	5	1	6	5	1	6												
21-30	28	51	79	52	83	135	53	84	137												
31-40	17	96	113	20	115	135	20	113	133												
41-50	12	158	170	17	175	192	17	175	192												
51-60	15	113	126	18	117	135	18	117	135												
60 +	0	33	33	0	27	27	0	27	27												
<hr/>																					
TOTAL	76	452	528	112	518	630	113	517	630	0	0	0	0	0	0	0	0	0	0	0	0
<hr/>																					
ETHNIC ORIGIN:																					
No of African	0	0	0	0	0	0	0	0	0												
No of Asian	0	0	0	0	0	0	0	0	0												
No of Caribbean	0	0	0	0	0	0	0	0	0												
No of European	76	452	528	112	518	630	113	517	630												
No of Other	0	0	0	0	0	0	0	0	0												
<hr/>																					
SUB TOTAL	76	452	528	112	518	630	113	517	630	0	0	0	0	0	0	0	0	0	0	0	0
<hr/>																					
TOTAL																					

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FINANCIAL PLANNING

TOTAL OPERATING COSTS - BY SUBJECTIVE ANALYSIS

Region:

SOUTHERN

	ACTUAL 89/90	PLANNED 90/91	FORECAST 90/91	TOTAL BUDGET 91/92	BUDGET 92/93 APPROVED	BUDGET 92/93 ADD BID	TOTAL 92/93	BUDGET 93/94 BASE	BUDGET 93/94 ADD BID	TOTAL 93/94	BUDGET 94/95 BASE	BUDGET 94/95 ADD BID	TOTAL 94/95
Salaries													
Costs	3,891	4,675	4,744	6,761	7,450		7,450	7,823	75	7,898	8,214	102	8,316
Superannuation	285	559	513	741	816		816	857	7	864	900	8	908
NIC	293	352	354	504	553		553	581	4	585	610	4	614
Other	44	115	110	115	124		124	130	0	130	137	0	137
Total Salaries	4,513	5,701	5,721	8,121	8,943	0	8,943	9,391	86	9,477	9,861	114	9,975
Wages													
Costs	2,943	3,390	3,239	3,376	3,720		3,720	3,918		3,918	4,127		4,127
Superannuation	180	273	286	296	329		329	347		347	365		365
NIC	223	247	239	246	276		276	290		290	306		306
Other	0	0	0	0			0			0			0
Total Wages	3,346	3,910	3,764	3,918	4,325	0	4,325	4,555	0	4,555	4,798	0	4,798
Staff Costs Sub Total	7,859	9,611	9,485	12,039	13,268	0	13,268	13,946	86	14,032	14,659	114	14,773

Power	448	309	377	331	392	:	392	411	:	411	432	:	432
Hired & Contract - PLC	1,956	2,211	2,188	1,659	1,439	:	1,439	1,474	:	1,474	1,548	:	1,548
..... - Other	6,556	13,264	17,098	15,480	12,496	1,366	13,862	11,861	1,664	13,525	12,272	1,925	14,197
Equip. T & M	3,495	1,947	2,579	4,321	5,036	:	5,036	5,137	:	5,137	5,211	:	5,211
Travel & Subsistence	482	596	715	878	891	:	891	912	:	912	923	:	923
Insurance	182	195	160	118	126	:	126	133	:	133	139	:	139
Other Costs	2,167	3,041	2,996	3,523	3,276	:	3,276	3,476	:	3,476	3,663	:	3,663
Inter-Region Trans (in/out)	0	0	10	10	10	:	10	10	:	10	10	:	10
NRA HQ Allocation	270	936	1,012	906	1,003	:	1,003	1,003	:	1,003	1,053	:	1,053
Interest Charged/Rec'd	(16)	(28)	(518)	201	41	:	41	9	:	9	9	:	9
Sub Total Operating Costs	23,399	32,082	36,102	39,466	37,978	1,366	39,344	38,372	1,750	40,122	39,919	2,039	41,958

Depreciation (HC & CC)	1,287	1,450	1,500	1,820	1,893	:	1,893	1,936	:	1,936	1,979	:	1,979
..... Intangibles				0		:	0		:	0		:	0
Sub Total Depreciation	1,287	1,450	1,500	1,820	1,893	0	1,893	1,936	0	1,936	1,979	0	1,979
TOTAL COSTS	24,686	33,532	37,602	41,286	39,871	1,366	41,237	40,308	1,750	42,058	41,898	2,039	43,937

ANALYSIS

Revenue	15,846	20,865	20,969	25,154	25,925	0	25,925	26,797	86	26,883	28,026	114	28,140
Rechargeble	430	378	380	407	435	:	435	457	:	457	480	:	480
Capital - F/Def (MAFF)	7,102	8,145	11,423	13,271	11,808	0	11,808	11,383	0	11,383	11,953	0	11,953
..... - Others (DoE)	1,308	4,144	4,830	2,454	1,703	1,366	3,069	1,671	1,664	3,335	1,439	1,925	3,364
TOTAL AS ABOVE	24,686	33,532	37,602	41,286	39,871	1,366	41,237	40,308	1,750	42,058	41,898	2,039	43,937

FPIa

FINANCIAL PLANNING

TOTAL SALARIES & WAGES COSTS

Region:

SOUTHERN

	ACTUAL 89/90	PLANNED 90/91	FORECAST 90/91	TOTAL BUDGET 91/92	BUDGET 92/93 APPROVED	BUDGET 92/93 ADD BID	TOTAL 92/93	BUDGET 93/94 BASE	BUDGET 93/94 ADD BID	TOTAL 93/94	BUDGET 94/95 BASE	BUDGET 94/95 ADD BID	TOTAL 94/95
Salaries (Breakdown)													
RGM and Management Team	244	248	303	331	356		356	376		376	395		395
Senior Managers	0	0	0	0			0			0			0
Grades 7 - 11	1,660	1,931	1,931	2,776	3,052	0	3,052	3,255	0	3,255	3,427	0	3,427
Grades 1 - 6	2,565	3,477	3,439	4,962	5,480	0	5,480	5,702	86	5,788	5,978	114	6,092
Others	44	45	48	52	55		55	58		58	61		61
Total Salaries	4,513	5,701	5,721	8,121	8,943	0	8,943	9,391	86	9,477	9,861	114	9,975
Wages (Breakdown)													
Craftsmen	166	196	89	95	103		103	109		109	114		114
Manual	3,180	3,839	3,675	3,823	4,222		4,222	4,446		4,446	4,684		4,684
Total Wages	3,346	4,025	3,764	3,918	4,325	0	4,325	4,555	0	4,555	4,798	0	4,798
TOTAL	7,859	9,726	9,485	12,039	13,268	0	13,268	13,946	86	14,032	14,659	114	14,773

Travel/Subsistence Costs

Car Allowance (Leased Cars)

Fares/Travel

Accommodation/Subsistence

Total Travel/Subsistence

380	427	524	682	681	681	691	691	691	691
34	56	60	65	70	70	74	74	78	78
68	113	131	131	140	140	147	147	154	154
482	596	715	878	891	0	891	912	0	923

Other Expenses

Telephone

Building Costs

Stationery

Rents

Other

163	110	130	181	194	194	205	205	216	216
23	124	139	152	163	163	171	171	179	179
217	135	95	104	112	112	118	118	124	124
177	407	400	400	400	400	400	400	400	400
1,587	2,265	2,232	2,686	2,407	2,407	2,582	2,582	2,744	2,744

Total Other Expenses

2,167	3,041	2,996	3,523	3,276	0	3,276	3,476	0	3,663
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FINANCIAL PLANNING

TOTAL REVENUE OPERATING COSTS - BY FUNCTION

Region:

SOUTHERN

FUNCTIONS	ACTUAL	PLANNED	FORECAST	TOTAL	BUDGET	BUDGET	TOTAL	BUDGET	BUDGET	TOTAL	BUDGET	BUDGET	TOTAL
	89/90	90/91	90/91	BUDGET 91/92	92/93 APPROVED	92/93 ADD BID	92/93	93/94 BASE	93/94 ADD BID	93/94	94/95 BASE	94/95 ADD BID	94/95
Pollution Control	2,611	3,971	4,197	5,092	4,814	0 :	4,814	5,001	0 :	5,001	5,239	0 :	5,239
Fisheries	638	969	1,002	1,281	1,308	0 :	1,308	1,376	0 :	1,376	1,449	0 :	1,449
Recreation	23	39	43	66	61	0 :	61	64	0 :	64	67	0 :	67
Conservation	52	45	52	138	140	0 :	140	147	0 :	147	156	0 :	156
Navigation	386	732	578	602	639	0 :	639	672	0 :	672	708	0 :	708
Sub Total	3,710	5,756	5,872	7,179	6,962	0 :	6,962	7,260	0 :	7,260	7,619	0 :	7,619
Water Resources	2,684	3,273	3,189	4,627	4,699	0 :	4,699	4,618	86 :	4,704	4,774	114 :	4,888
SUB TOTAL DoE SERVICE ACCOUNTS	6,394	9,029	9,061	11,806	11,661	0 :	11,661	11,878	86 :	11,964	12,393	114 :	12,507
Flood Defence	8,595	10,764	10,788	11,935	12,806	0 :	12,806	13,440	0 :	13,440	14,134	0 :	14,134
TOTAL ALL SERVICES	14,989	19,793	19,849	23,741	24,467	0 :	24,467	25,318	86 :	25,404	26,527	114 :	26,641
Rechgble contrib- -incl in above	430	378	380	407	435	0 :	435	457	0 :	457	480	0 :	480

FINANCIAL PLANNING

TOTAL INCOME - BY FUNCTION

Region:

SOUTHERN

FUNCTIONS	ACTUAL	PLANNED	FORECAST	TOTAL	BUDGET	BUDGET	TOTAL	BUDGET	BUDGET	TOTAL	BUDGET	BUDGET	TOTAL
	89/90	90/91	90/91	BUDGET 91/92	92/93 APPROVED	92/93 ADD BID	92/93	93/94 BASE	93/94 ADD BID	93/94	94/95 BASE	94/95 ADD BID	94/95
Pollution Control	559	49	1,961	1,820	2,548	0	2,548	2,920	0	2,920	3,066	0	3,066
Fisheries	501	455	575	850	892	0	892	950	0	950	980	0	980
Recreation	32	20	16	13	13	0	13	13	0	13	13	0	13
Conservation	0	0	0	0	0	0	0	0	0	0	0	0	0
Navigation	236	249	258	300	320	0	320	340	0	340	350	0	350
Sub Total	1,328	773	2,810	2,983	3,773	0	3,773	4,223	0	4,223	4,409	0	4,409
Water Resources	3,434	4,909	4,759	6,230	6,193	276	6,469	6,230	442	6,672	6,501	637	7,138
SUB TOTAL DOE SERVICE ACCOUNTS	4,762	5,682	7,569	9,213	9,966	276	10,242	10,453	442	10,895	10,910	637	11,547
Flood Defence	15,952	19,200	20,168	23,763	24,400		24,400	24,730		24,730	25,990		25,990
TOTAL ALL SERVICES	20,714	24,882	27,737	32,976	34,366	276	34,642	35,183	442	35,625	36,900	637	37,537
Memorandum Note													
Flood Defence - Precepts	13,000	14,933	14,933	17,222	19,040		19,040	19,800		19,800	20,900		20,900
..... - GDC				0			0			0			0
..... - Other	2,919	4,267	5,235	6,541	5,360		5,360	4,930		4,930	5,090		5,090
Sub Total as Flood Defence	15,919	19,200	20,168	23,763	24,400	0	24,400	24,730	0	24,730	25,990	0	25,990

Navigation Income

Navigation (Boat) Licences

Other

Sub Total as Navigation Income

81	75	75	100	107	107	112	112	118	118
155	174	183	200	213	213	228	228	232	232
236	249	258	300	320	0	320	340	0	350

FP3a

FINANCIAL PLANNING

Region:

SOUTHERN

MEMORANDUM ANALYSIS OF CAPITAL RECEIPTS INCLUDED IN TOTAL INCOME

CAPITAL RECEIPTS

FUNCTIONS	ACTUAL 89/90	PLANNED 90/91	FORECAST 90/91	TOTAL BUDGET 91/92	BUDGET 92/93 APPROVED	BUDGET 92/93 ADD BID	TOTAL 92/93	BUDGET 93/94 BASE	BUDGET 93/94 ADD BID	TOTAL 93/94	BUDGET 94/95 BASE	BUDGET 94/95 ADD BID	TOTAL 94/95
Pollution Control	0	0	1,875	0			0			0			0
Fisheries	0	0	0	0			0			0			0
Recreation	0	0	0	0			0			0			0
Conservation	0	0	0	0			0			0			0
Navigation	0	0	0	0			0			0			0
Sub Total	0	0	1,875	0	0	0	0	0	0	0	0	0	0
Water Resources	0	150	150	0	90	0	90			0			0
SUB TOTAL DoE SERVICE ACCOUNTS	0	150	2,025	0	90	0	90	0	0	0	0	0	0
Flood Defence	2,786	2,974	4,136	5,243	4,118		4,118	3,630		3,630	3,730		3,730
TOTAL ALL SERVICES	2,786	3,124	6,161	5,243	4,208	0	4,208	3,630	0	3,630	3,730	0	3,730

FINANCIAL PLANNING

TOTAL CAPITAL EXPENDITURE - BY FUNCTION

Region:

SOUTHERN

FUNCTIONS	ACTUAL 89/90	PLANNED 90/91	FORECAST 90/91	TOTAL BUDGET 91/92	BUDGET 92/93 APPROVED	BUDGET 92/93 ADD BID	TOTAL 92/93	BUDGET 93/94 BASE	BUDGET 93/94 ADD BID	TOTAL 93/94	BUDGET 94/95 BASE	BUDGET 94/95 ADD BID	TOTAL 94/95
Pollution Control	345	1,563	2,815	432	330		330	450		450	288		288
Fisheries	204	274	362	124	288		288	247		247	226		226
Recreation	0	0	0	100	170		170	50		50	50		50
Conservation	0	0	0	0	0		0	0		0	0		0
Navigation	136	519	260	384	456		456	456		456	397		397
Sub Total	685	2,356	3,437	1,040	1,244	0	1,244	1,203	0	1,203	961	0	961
Water Resources	623	1,788	1,398	1,435	459	1,366	1,825	468	1,664	2,132	478	1,925	2,403
SUB TOTAL DoE SERVICE ACCOUNTS	1,308	4,144	4,835	2,475	1,703	1,366	3,069	1,671	1,664	3,335	1,439	1,925	3,364
Flood Defence	7,102	8,145	11,423	13,271	11,808	0	11,808	11,383	0	11,383	11,953	0	11,953
TOTAL ALL SERVICES	8,410	12,289	16,258	15,746	13,511	1,366	14,877	13,054	1,664	14,718	13,392	1,925	15,317
Analysis													
MAFF Grant	1,059	1,958	2,960	4,700	3,902	0	3,902	3,567	0	3,567	3,665	0	3,665
Net Capital Expend - Flood Defence	6,043	6,187	8,463	8,571	7,906	0	7,906	7,816	0	7,816	8,288	0	8,288

..... - All Services	1,308	4,144	4,835	2,475	1,703	1,366	3,069	1,671	1,664	3,335	1,439	1,925	3,364
TOTAL ALL SERVICES	8,410	12,289	16,258	15,746	13,511	1,366	14,877	13,054	1,664	14,718	13,392	1,925	15,317

FINANCIAL PLANNING

ANALYSIS OF CAPITAL EXPENDITURE - BY FUNCTION

Region:

SOUTHERN

CAPITAL EXPENDITURE DIRECTLY CHARGED TO FUNCTIONS

FUNCTIONS	ACTUAL 89/90	PLANNED 90/91	FORECAST 90/91	TOTAL BUDGET 91/92	BUDGET 92/93 APPROVED	BUDGET 92/93 ADD BID	TOTAL 92/93	BUDGET 93/94 BASE	BUDGET 93/94 ADD BID	TOTAL 93/94	BUDGET 94/95 BASE	BUDGET 94/95 ADD BID	TOTAL 94/95
Pollution Control	33	169	2,220	250	222		222	337		337	191	0	191
Fisheries	190	184	335	114	281		281	240		240	220	0	220
Recreation	0	0	0	100	170		170	50		50	50	0	50
Conservation	0	0	0	0	0		0	0		0	0	0	0
Navigation	134	499	257	382	452		452	452		452	393	0	393
Sub Total	357	852	2,812	846	1,125	0	1,125	1,079	0	1,079	854	0	854
Water Resources	370	1,138	1,068	1,334	335	1,366	1,701	338	1,664	2,002	354	1,925	2,279
SUB TOTAL DoE SERVICE ACCOUNTS	727	1,990	3,880	2,180	1,460	1,366	2,826	1,417	1,664	3,081	1,208	1,925	3,133
Flood Defence	6,427	8,145	10,158	12,543	11,566	0	11,566	11,130	0	11,130	11,765	0	11,765
TOTAL ALL SERVICES	7,154	10,135	14,038	14,723	13,026	1,366	14,392	12,547	1,664	14,211	12,973	1,925	14,898

MULTI-FUNCTIONAL ASSETS

Pollution Control	11	0	11	68	108	0	108	113	0	113	97	0	97
Fisheries	1	0	1	5	7	0	7	7	0	7	6	0	6
Recreation	0	0	0	0			0			0			0
Conservation	0	0	0	0			0			0			0
Navigation	0	0	0	2	4		4	4		4	4		4

Sub Total	12	0	12	75	119	0	119	124	0	124	107	0	107
Water Resources	7	0	17	66	124	0	124	130	0	130	124	0	124
SUB TOTAL DoE SERVICE ACCOUNTS	19	0	29	141	243	0	243	254	0	254	231	0	231
Flood Defence	43	0	12	184	242	0	242	253	0	253	188	0	188
TOTAL ALL SERVICES	62	0	41	325	485	0	485	507	0	507	419	0	419

RECONSTRUCTION CAPITAL

(By Service inc. allocation of Multi-Functional financed by GIA Reconstruction Capital)

Pollution Control	301	1,394	584	114		0		0		0
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Fisheries	13	90	26	5		0		0		0
Recreation	0	0	0	0		0		0		0
Conservation	0	0	0	0		0		0		0
Navigation	2	20	3	0		0		0		0

Sub Total	316	1,504	613	119	0	0	0	0	0	0
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Water Resources	246	650	313	35		0		0		0
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SUB TOTAL DoE SERVICE ACCOUNTS	562	2,154	926	154	0	0	0	0	0	0
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Flood Defence	632	0	1,253	544		0		0		0
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TOTAL ALL SERVICES	1,194	2,154	2,179	698	0	0	0	0	0	0
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CHECK TOTAL TO AGREE TO FP4	8,410	12,289	16,258	15,746	13,511	1,366	14,877	13,054	1,664	14,718	13,392	1,925	15,317
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Computers
Offices
Laboratories
Vehicles/Plant
Other

MULTI-FUNCTIONAL ASSETS

TOTAL

0	0	41	100	235	:	235	247	:	247	259	:	259
0	0		225	250	0	250	260	0	260	160	0	160
0	0		0		:	0		:	0		:	0
62	0		0		:	0		:	0		:	0
0	0		0		:	0		:	0		:	0
62	0	41	325	485	0	485	507	0	507	419	0	419

FINANCIAL PLANNING

TOTAL SURPLUS/(DEFICIT) - BY FUNCTION

Region:

SOUTHERN

FUNCTIONS	ACTUAL	PLANNED	FORECAST	TOTAL	BUDGET	BUDGET	TOTAL	BUDGET	BUDGET	TOTAL	BUDGET	BUDGET	TOTAL
	89/90	90/91	90/91	BUDGET 91/92	92/93 APPROVED	92/93 ADD BID	92/93	93/94 BASE	93/94 ADD BID	93/94	94/95 BASE	94/95 ADD BID	94/95
Pollution Control	(2,397)	(5,485)	(5,051)	(3,703)	(2,596)	0	(2,596)	(2,531)	0	(2,531)	(2,461)	0	(2,461)
Fisheries	(341)	(788)	(789)	(573)	(704)	0	(704)	(673)	0	(673)	(695)	0	(695)
Recreation	9	(19)	(27)	(183)	(218)	0	(218)	(101)	0	(101)	(104)	0	(104)
Conservation	(52)	(45)	(52)	(147)	(140)	0	(140)	(147)	0	(147)	(156)	0	(156)
Navigation	(286)	(1,002)	(580)	(686)	(775)	0	(775)	(788)	0	(788)	(755)	0	(755)
Sub Total	(3,067)	(7,339)	(6,499)	(5,292)	(4,433)	0	(4,433)	(4,240)	0	(4,240)	(4,171)	0	(4,171)
Water Resources	127	(152)	(302)	168	1,035	(1,090)	(55)	1,144	(1,308)	(164)	1,249	(1,402)	(153)
SUB TOTAL DoE SERVICE ACCOUNTS	(2,940)	(7,491)	(6,801)	(5,124)	(3,398)	(1,090)	(4,488)	(3,096)	(1,308)	(4,404)	(2,922)	(1,402)	(4,324)
Flood Defence	255	291	(2,043)	(1,480)	(214)	0	(214)	(93)	0	(93)	(97)	0	(97)
TOTAL ALL SERVICES	(2,685)	(7,200)	(8,844)	(6,604)	(3,612)	(1,090)	(4,702)	(3,189)	(1,308)	(4,497)	(3,019)	(1,402)	(4,421)

FINANCIAL PLANNING

SUPPORT AND SERVICE COSTS MEMORANDUM

Region:

SOUTHERN

	ACTUAL 89/90	PLANNED 90/91	FORECAST 90/91	TOTAL BUDGET 91/92	BUDGET 92/93 APPROVED	BUDGET 92/93 ADD BID	:	TOTAL 92/93	BUDGET 93/94 BASE	BUDGET 93/94 ADD BID	:	TOTAL 93/94	BUDGET 94/95 BASE	BUDGET 94/95 ADD BID	:	TOTAL 94/95
REVENUE COSTS							:				:				:	
Policy & Management	261	283	319	344	369		:	369	390		:	390	409		:	409
Finance	568	865	655	801	690		:	690	695		:	695	729		:	729
Legal	122	164	173	215	231		:	231	244		:	244	257		:	257
Estates	52	65	68	104	112		:	112	119		:	119	126		:	126
Admin - Support	1,084	1,234	1,039	1,147	1,236		:	1,236	1,307		:	1,307	1,369		:	1,369
..... - Buildings	287	693	708	694	730		:	730	767		:	767	805		:	805
Public Relations	171	242	223	227	250		:	250	265		:	265	281		:	281
Personnel	240	376	580	787	661		:	661	683		:	683	719		:	719
Information Technology	985	1,387	1,726	2,204	2,284		:	2,284	2,407		:	2,407	2,533		:	2,533
Laboratory Services	917	1,061	1,266	1,334	1,220		:	1,220	1,289		:	1,289	1,355		:	1,355
Vehicle/Transport	1,249	1,566	1,646	1,852	1,981		:	1,981	2,081		:	2,081	2,185		:	2,185
TOTAL	5,936	7,936	8,403	9,709	9,764	0	:	9,764	10,247	0	:	10,247	10,768	0	:	10,768
RESEARCH & DEVELOPMENT	0	0	0	0	0	0	:	0	0	0	:	0	0	0	:	0

Region: SOUTHERN

ACTIVITY ANALYSIS

Core Functions: WATER RESOURCES

	ACTUAL 89/90	PLANNED 90/91	FORECAST 90/91	TOTAL 91/92	BUDGET 92/93 APPROVED	BUDGET : 92/93 ADD BID	TOTAL 92/93	BUDGET 93/94 BASE	BUDGET : 93/94 ADD BID	TOTAL 93/94	BUDGET 94/95 BASE	BUDGET : 94/95 ADD BID	TOTAL 94/95
Hydrometrics:Revenue	1,959	1,963	2,308	2,405	2,444	0	2,444	2,652	86	2,738	2,716	114	2,830
:Capital	73	776	718	1,263	335	990	1,325	338	794	1,132	354	870	1,224
Resource Planning:Revenue	200	300	312	760	770	0	770	735	0	735	858	0	858
:Capital	0	140	140	0	0	0	0	0	0	0	0	0	0
Licencing:Revenue	176	260	271	380	385	0	385	401	0	401	430	0	430
:Capital	0	0	0	0	0	0	0	0	0	0	0	0	0
Enforcement:Revenue	0	180	181	210	220	0	220	240	0	240	260	0	260
:Capital	0	0	0	0	0	0	0	0	0	0	0	0	0
Operational Management:Revenue	300	250	261	100	128	0	128	134	0	134	145	0	145
:Capital	0	55	55	25	0	0	0	0	0	0	0	0	0
Other:Revenue	49	320	330	772	752	0	752	456	0	456	365	0	365
:Capital	304	167	172	112	124	376	500	130	870	1,000	124	1,055	1,179
Sub Total Revenue	2,684	3,273	3,663	4,627	4,699	0	4,699	4,618	86	4,704	4,774	114	4,888
Sub Total Capital	377	1,138	1,085	1,400	459	1,366	1,825	468	1,664	2,132	478	1,925	2,403
Corporate Plan Bid	3,061	4,411	4,748	6,027	5,158	1,366	6,524	5,086	1,750	6,836	5,252	2,039	7,291

Region: SOUTHERN

Core Functions: POLLUTION CONTROL

	ACTUAL 89/90	PLANNED 90/91	FORECAST 90/91	TOTAL 91/92	BUDGET 92/93 APPROVED	BUDGET 92/93 ADD BID	TOTAL 92/93	BUDGET 93/94 BASE	BUDGET 93/94 ADD BID	TOTAL 93/94	BUDGET 94/95 BASE	BUDGET 94/95 ADD BID	TOTAL 94/95
Incidents/Emergencies: Revenue	309	424	427	558	524		524	560		560	577		577
: Capital	5	18	36	29	24		24	37		37	21		21
Consenting & Compliance Monitoring: Revenue	1,261	2,143	2,343	2,684	2,509		2,509	2,599		2,599	2,723		2,723
: Capital	25	91	2,063	190	224		224	288		288	198		198
Work for HMG: Revenue	479	655	649	850	809		809	840		840	883		883
: Capital	6	29	67	46	38		38	57		57	31		31
Pollution Prevention: Revenue	422	580	583	753	735		735	755		755	796		796
: Capital	6	23	49	40	33		33	51		51	28		28
Other: Revenue	140	169	195	246	237		237	247		247	260		260
: Capital	2	8	16	13	11		11	17		17	10		10
Sub Total Revenue	2,611	3,971	4,197	5,091	4,814	0	4,814	5,001	0	5,001	5,239	0	5,239
Sub Total Capital	44	169	2,231	318	330	0	330	450	0	450	288	0	288
Corporate Plan Bid	2,655	4,140	6,428	5,409	5,144	0	5,144	5,451	0	5,451	5,527	0	5,527

Region: SOUTHERN

Core Functions: FLOOD DEFENCE

	ACTUAL 89/90	PLANNED 90/91	FORECAST 90/91	TOTAL 91/92	BUDGET 92/93 APPROVED	BUDGET : 92/93 ADD BID	TOTAL 92/93	BUDGET 93/94 BASE	BUDGET : 93/94 ADD BID	TOTAL 93/94	BUDGET 94/95 BASE	BUDGET : 94/95 ADD BID	TOTAL 94/95
Regulation/Enforcement: Revenue	72	90	90	95	105	0	105	110	0	110	120	0	120
: Capital				0			0			0			0
Maintenance of existing defences: Revenue	8,068	10,064	10,088	11,250	12,005	0	12,005	12,593	0	12,593	13,227	0	13,227
: Capital				0			0			0			0
Improvement & Development of Defences: Revenue				0			0			0			0
: Capital	6,427	8,145	10,158	12,543	11,566	0	11,566	11,130	0	11,130	11,765	0	11,765
Flood Services: Revenue	200	250	250	270	290	0	290	310	0	310	330	0	330
: Capital				0			0			0			0
Other: Revenue	255	360	360	357	406	0	406	427	0	427	457	0	457
: Capital	43		12	184	242	0	242	253	0	253	188	0	188
Sub Total Revenue	8,595	10,764	10,788	11,972	12,806	0	12,806	13,440	0	13,440	14,134	0	14,134
Sub Total Capital	6,470	8,145	10,170	12,727	11,808	0	11,808	11,383	0	11,383	11,953	0	11,953
Corporate Plan Bid	15,065	18,909	20,958	24,699	24,614	0	24,614	24,823	0	24,823	26,087	0	26,087

Region: SOUTHERN

Core Functions: FISHERIES

	ACTUAL 89/90	PLANNED 90/91	FORECAST 90/91	TOTAL 91/92	BUDGET 92/93 APPROVED	BUDGET 92/93 ADD BID	TOTAL 92/93	BUDGET 93/94 BASE	BUDGET 93/94 ADD BID	TOTAL 93/94	BUDGET 94/95 BASE	BUDGET 94/95 ADD BID	TOTAL 94/95
Regulation: Revenue	34	47	47	62	64		64	68		68	73		73
: Capital	7	9	16	6	14		14	12		12	12		12
Enforcement: Revenue	163	254	253	340	340		340	359		359	379		379
: Capital	54	48	99	29	75		75	62		62	57		57
Monitoring: Revenue	158	245	244	326	329		329	345		345	366		366
: Capital	50	46	96	28	72		72	60		60	55		55
Physico-chemical improvement: Revenue	81	112	147	153	154		154	163		163	171		171
: Capital	18	22	4	15	33		33	29		29	29		29
Rearing & stocking: Revenue	190	292	292	392	395		395	414		414	431		431
: Capital	59	55	115	34	85		85	72		72	64		64
Other: Revenue	12	19	19	26	26		26	27		27	29		29
: Capital	3	4	6	7	9		9	12		12	9		9
Sub Total Revenue	638	969	1,002	1,299	1,308	0	1,308	1,376	0	1,376	1,449	0	1,449
Sub Total Capital	191	184	336	119	288	0	288	247	0	247	226	0	226
Corporate Plan Bid	829	1,153	1,338	1,418	1,596	0	1,596	1,623	0	1,623	1,675	0	1,675

Region: SOUTHERN

Core Functions: RECREATION

	ACTUAL 89/90	PLANNED 90/91	FORECAST 90/91	TOTAL 91/92	BUDGET 92/93 APPROVED	BUDGET 92/93 ADD BID	TOTAL 92/93	BUDGET 93/94 BASE	BUDGET 93/94 ADD BID	TOTAL 93/94	BUDGET 94/95 BASE	BUDGET 94/95 ADD BID	TOTAL 94/95
NRA Facility management: Revenue		5	6	8	10		10	9		9	9		9
: Capital				13	11		11			0			0
Liason with others/Promotion: Revenue	23	32	35	84	47		47	51		51	54		54
: Capital				84	156		156	50		50	50		50
Other: Revenue		2	2	4	4		4	4		4	4		4
: Capital				3	3		3			0			0
Sub Total Revenue	23	39	43	96	61	0	61	64	0	64	67	0	67
Sub Total Capital	0	0	0	100	170	0	170	50	0	50	50	0	50
Corporate Plan Bid	23	39	43	196	231	0	231	114	0	114	117	0	117

Region: SOUTHERN

Core Functions: CONSERVATION

	ACTUAL 89/90	PLANNED 90/91	FORECAST 90/91	TOTAL 91/92	BUDGET 92/93 APPROVED	BUDGET 92/93 ADD BID	TOTAL 92/93	BUDGET 93/94 BASE	BUDGET 93/94 ADD BID	TOTAL 93/94	BUDGET 94/95 BASE	BUDGET 94/95 ADD BID	TOTAL 94/95
Appraisal/Surveys: Revenue	22	18	20	64	56		56	60		60	63		63
: Capital				0			0			0			0
Management plans/Improvement: Revenue	11	9	10	28	28		28	29		29	31		31
: Capital				0			0			0			0
External Liaison/Promotion: Revenue	14	14	17	41	42		42	44		44	47		47
: Capital				0			0			0			0
Other: Revenue	5	4	4	14	14		14	14		14	15		15
: Capital				0			0			0			0
Sub Total Revenue	52	45	51	147	140	0	140	147	0	147	156	0	156
Sub Total Capital	0	0	0	0	0	0	0	0	0	0	0	0	0
Corporate Plan Bid	52	45	51	147	140	0	140	147	0	147	156	0	156

Region: SOUTHERN

Core Functions: NAVIGATION

	ACTUAL 89/90	PLANNED 90/91	FORECAST 90/91	TOTAL 91/92	BUDGET 92/93 APPROVED	BUDGET 92/93 ADD BID	TOTAL 92/93	BUDGET 93/94 BASE	BUDGET 93/94 ADD BID	TOTAL 93/94	BUDGET 94/95 BASE	BUDGET 94/95 ADD BID	TOTAL 94/95
Regulation/Enforcement: Revenue	10	10	10	20	20		20	21		21	22		22
: Capital				0			0			0			0
NRA Navigations, Operation & Maintenance: Revenue	279	622	465	433	469		469	496		496	526		526
: Capital				0			0			0			0
Improvements/New works: Revenue				0			0			0			0
: Capital	134	499	257	384	456		456	456		456	397		397
Liason/Promotion: Revenue	9	10	10	15	15		15	16		16	17		17
: Capital				0			0			0			0
Other: Revenue	88	90	93	134	135	0	135	139		139	143		143
: Capital				0			0			0			0
Sub Total Revenue	386	732	578	602	639	0	639	672	0	672	708	0	708
Sub Total Capital	134	499	257	384	456	0	456	456	0	456	397	0	397
Corporate Plan Bid	520	1,231	835	986	1,095	0	1,095	1,128	0	1,128	1,105	0	1,105



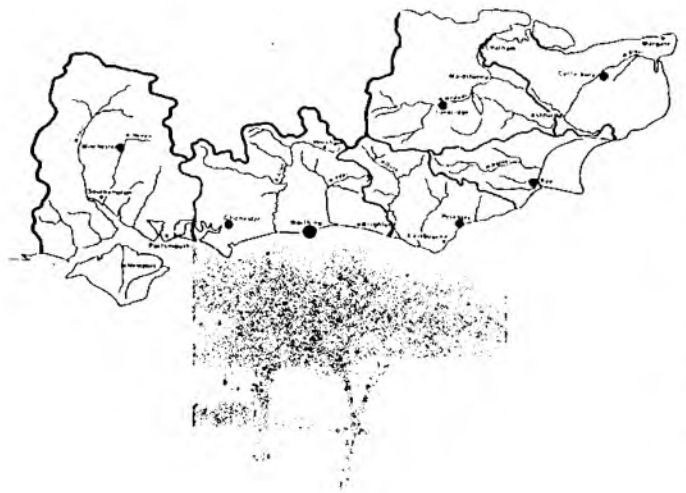
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