

ENVIRONMENT AGENCY

**ANGLIAN REGION
EASTERN AREA**

BUSINESS PLAN 2001/02



ENVIRONMENT AGENCY

NATIONAL LIBRARY &
INFORMATION SERVICE

ANGLIAN REGION

Kingfisher House, Goldhay Way,
Orton Goldhay,
Peterborough PE2 5ZR

1. INTRODUCTION TO EASTERN AREA

Eastern Area covers much of the counties of Norfolk, Suffolk and Essex: a geographical area of 8664km², with a population of some 2.5 million. Its character is predominantly rural with small settlements and comparatively few large towns, although south Essex is densely urbanised.

The three counties have a long history of supporting a wide variety of agricultural activities, and continue to do so over most of the Area. Arable cultivation and animal husbandry are the principal farming activities, although soft fruit growing, market gardens and intensive glasshouse operations are also supported to varying degrees.

Although agriculture is the major industry, tourism also plays a major part in the economy of the Area – there are, for example, 25 designated bathing waters, whilst inland attractions include Dedham Vale and 'Constable country'. Other economic activities include food processing, light industry and manufacturing, and chemical and pharmaceutical production. Nuclear power is generated at three sites within the Area. The ports of Parkeston and Harwich support both passenger services to Europe and the export/import of freight, whilst Ipswich and Felixstowe provide container services only; Felixstowe is the largest port of its type in the United Kingdom. There are also a number of other smaller ports in the Area handling freight traffic.

The area is rich in landscape and wildlife heritage and much of the coastline is of international importance for conservation. Within Eastern Area, some rich and varied wildlife has survived despite the changes that have occurred as a result of agriculture, forestry and increased urbanisation since the 1940s. Important semi-natural habitats include ancient woodland, unimproved grassland, heathlands, fens, mudflats and saltings. Three Environmentally Sensitive Areas lie within the Area: Suffolk River Valleys, Essex Coast, and the Broads (which is the only wetland in the country with National Park status).

The Area lies in the driest part of England, with average rainfall of only around 600mm (compared to around 900mm for England and Wales as a whole). In the summer months evaporation exceeds rainfall and the area generally has very limited natural excess water resources; in Essex in particular, water resources are committed with no availability for either groundwater or summer surface water abstraction. The Ely Ouse to Essex Water Transfer Scheme therefore provides an essential link when necessary to maintain the flows in the Rivers Stour and Pant/Blackwater for subsequent public water supply abstraction.

ENVIRONMENT AGENCY



089326

2. AREA MANAGER'S OVERVIEW

HILARY ALDRIDGE
Area Manager
Eastern Area

3. PURPOSE OF THE PLAN

The purpose of this plan is to set out, as clearly and concisely as possible, the work that we in Eastern Area intend to carry out during 2001/02 to achieve the Agency's goals and objectives. Each of the Areas will produce a similar plan, containing a mixture of National, Regional and Area-specific issues.

The diagram in Section 3, and the text explaining it, is intended to show how the Area business plan fits into the corporate planning framework. They demonstrate the entire framework from individual objectives to national plans and reports, so that you can see how your actions fit into the bigger picture.

The focus of the work that we will do in the Area is described in the section of the Business Plan entitled "Priorities for 2001/02". This section includes the work plans of each section manager (Area Management Team member) as well as details of the cross-functional issues that we feel are particularly important. The work plans are then translated into the objectives of the people working in each section.

To this end I would suggest that you at least read the section that relates to your main area of activity. Wider reading will improve your awareness of the activities of other departments and through this better understanding will enable you to identify ways in which you can assist colleagues to achieve their objectives, and they can assist you in achieving yours.

4. THE PLANNING FRAMEWORK

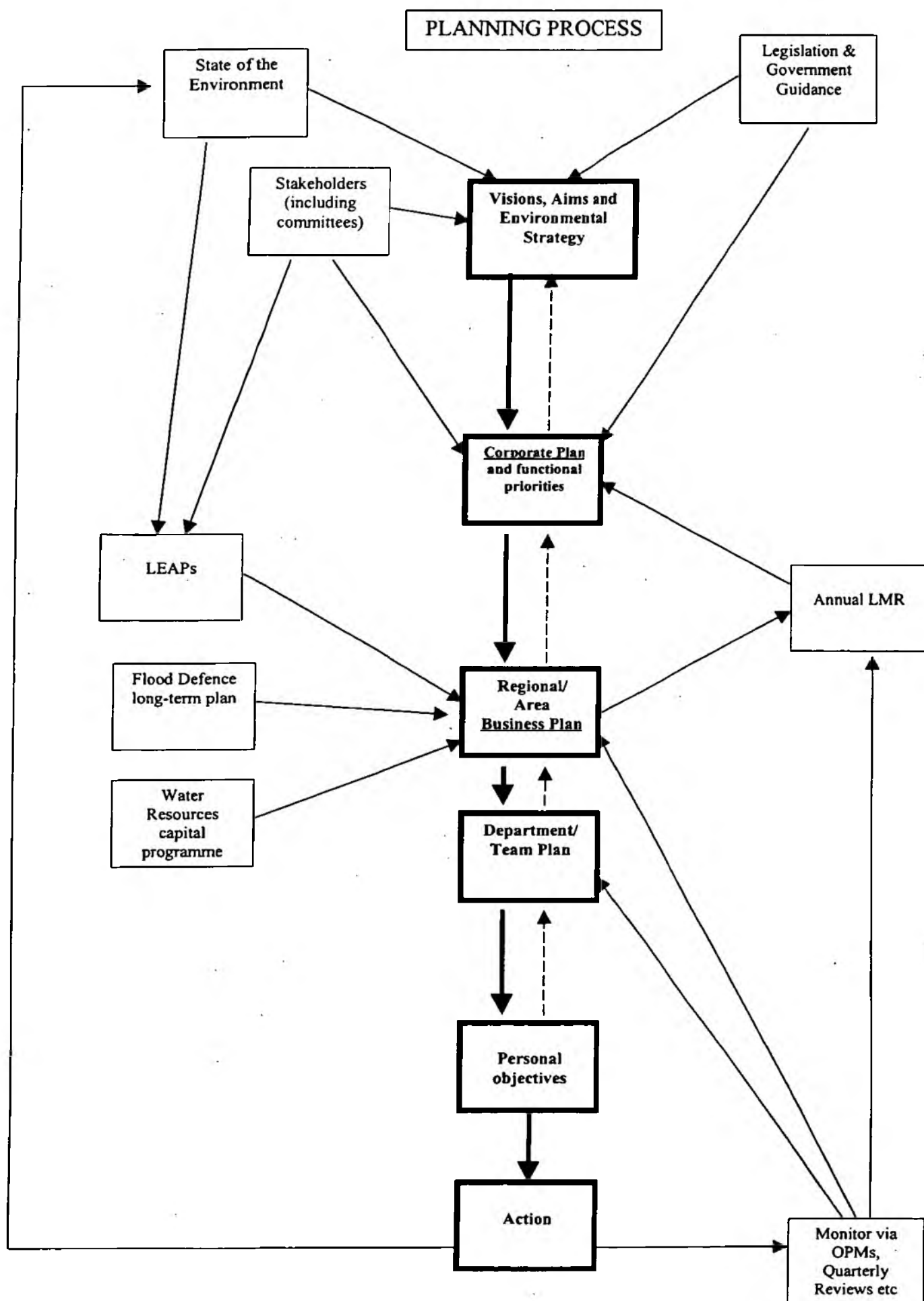
External and internal pressures inform the Agency's medium and long term *aims and strategies* (for example, new legislation; changes to the state of the environment; and operational experience). The most influential strategy that has been published by the Agency is the *Environmental Strategy*. The Environmental Strategy is currently being updated to take a twenty year perspective.

The *Corporate Plan* is a high level document that is presented to Government every year setting out what the Agency plans to deliver with the funds raised from charges, levies and grants. The Corporate Plan is guided by the Agency's high level aims and influenced by experience within the organisation, particularly through issues raised by Regions in their annual *Line Management Reviews* (LMRs).

Regional Office and Area Business Plans are more detailed. They translate the high level plans to a Regional/Area level and include more local issues from Local Environment Agency Plans (LEAPs), Flood Defence Long Term Plans and the Water Resources Capital Programme. Key issues raised through the LMR process are also taken into account in the plan.

Regional and Area targets are broken down into more detailed *Departmental and Team Plans*, which are then translated into individual objectives. In this way, the *Personal Objectives* of every member of staff should contribute to the Agency's medium and long-term aims.

Action taken to implement these plans is monitored through *Output and Performance Measures* (OPM's) and *Quarterly Reviews*. Experience of carrying out actions will feed into revisions of plans through the year and will also contribute issues for consideration at the next LMRs.



5. ACHIEVEMENTS FOR 2000/2001

The following are examples of the many successes that the Area has achieved during 2000/01. They are described under our three regionally adopted themes of People, Perception and Performance. Brief details of other achievements quoted by the Area's team leaders are given in Appendix A.

5.1. People

5.1.1. The internal 'Changing Needs in Flood Defence' Review required the Agency to create and recruit a new team (called Development Control) in the Customer Services section. The team's two primary responsibilities are:-

- Providing flood defence related comments to consultations received from Planning Liaison and Customer Contact.
- Receiving, considering and determining Land Drainage Consent applications

The team was successfully set up and fully resourced within two months of the expected start date of 1 September 2000.

The same review led, in Flood Defence as a whole, to a restructuring of Catchment teams and the creation of a Strategic Planning team. This too has been carried out successfully, although the recruitment process was drawn out.

5.1.2. The LEAP and Development Planning Team have completed all five LEAPs in Eastern Area, and gained a commendation from the Director of Operations for this achievement. The process of reviewing the documents can now begin in earnest. In addition, the team has responded to over 80 Local Planning Authority plans. Commendations were received from Suffolk County Council and the Planning Inspectorate on the quality of the Agency's involvement in the Suffolk Structure Plan Examination in Public.

5.1.3. Environment Protection staff took part in a major oil spill exercise organised by Texaco on the River Gipping in Suffolk. The objectives were to test our lead role in gold and silver command scenario as well as deploying oil booms at three sites near Stowmarket. Staff from several teams performed their duties very well and were congratulated by the umpire.

5.1.4. The Area held two successful 'staff awareness days' during the year, involving 'new or recently appointed staff', and guests from the Area Environment Groups (AEGs). The work of each function was briefly explained, and participants took part in exercises, which fortified the lessons learnt. The importance of Health & Safety, and the individual's part in it, was a major part of the day.

5.1.5. The Area Management Team and Team Leaders held three workshops during the year. The purpose of these was to discuss topics, which would move the business forward in the Area. The following were examples of topics discussed:

- Role of AEGS (with AEG Chairmen taking an active part in discussion)
- Cross-functional working
- Area performance

- Agriculture & Agency involvement
- Business Planning
- Stressed River Management
- Managed Retreat

5.2. Perception

- 5.2.1. The borehole responsible for damaging Redgrave and Lopham Fen - a Special Area of Conservation (SAC) - was successfully relocated and commissioned.
- 5.2.2. The £500k Framlingham Mere Restoration Project - financed largely by the Heritage Lottery fund and managed by Suffolk Wildlife Trust, the Environment Agency and Framlingham College - was completed in November 2000. The project was launched three years ago and started with the removal of 40,000 tonnes of silt. Already the benefits to wildlife are apparent with increased numbers of dragonflies, breeding wildfowl and migrant birds.
- 5.2.3. A presentation highlighting the effect that soil compaction as a result of outdoor pig farming can have on soil erosion, and the increased risk of pollution of watercourses from effluent run-off, was given to the Norfolk and Suffolk AEG. As a direct result of the presentation we had numerous enquiries from the public and two radio interviews were undertaken. 'Farmers Weekly' has also printed extracts from this article. Nationally we are proactive in this area, promoting best practice examples on farms across England.
- 5.2.4. Contamination of Blakeney harbour has occurred for a number of years from the Anglian Water plc sewerage system. Such pollution affects tourism, shellfisheries, and bathing water interests. Following a prosecution of Anglian Water in 1998 the Agency persuaded the company to start detailed investigations into deficiencies of the sewerage system. As a consequence Anglian Water invested approximately £2 million pounds and has re-sewered and upgraded the systems in line with Agency design criteria, to cope with a 1 in 50-year storm. This work was completed and commissioned in 2000.
- 5.2.5. Eastern Area Fisheries Section successfully implemented nine river rehabilitation schemes on the Rivers Wensum, Waveney, Blackwater and Deben. The long-term aims of the schemes are to encourage self sustaining fish populations via a programme of habitat improvements. All schemes have been completed within time and budgets. Feedback from a wide variety of organisations and individuals has been very positive and has attracted some good publicity for the Agency.
- 5.2.6. The Millennium Festival, held in July, was a huge success. We took on the theme of '80 hours Around Essex' for a series of one-day events across the county. During the Festival week, the Agency's three Earthwork characters, Rocky, Ripples and Sky-blue:
 - Promoted flood awareness in Colchester

- Met children at Rivenhall Primary School working on an Ecoschools award
- Helped build a new drought garden in Bocking
- Opened two new fishing platforms for the disabled in Chelmsford,
- Opened a new footpath suitable for wheelchair users round Little Haven Nature Reserve in Benfleet.

5.2.7. As part of the Agency's aim to be more open and transparent in its decision-making, the Area held public meetings in relation to licensing issues at the following sites: Attlebridge Landfill Site (Norfolk); BNFL/Magnox Transfers, Sizewell (Suffolk) and Bradwell (Essex); Maldon siltation (Essex); and Stambridge – N Viro (Essex).

5.3. Performance

- 5.3.1. The "Hydro-ecological Review Project" was initiated by the Area to investigate the impact of abstraction on Wetlands protected under Habitats Directive. The project was expanded to cover sites in Central and Northern Areas as well.
- 5.3.2. All Water Resource licensing targets were met reducing both the numbers of licences in hand as well as their age profile. This was against a background of staff shortages in the relevant teams, and shows the commitment of those staff involved.
- 5.3.3. Eastern Area Fisheries, Ecology and Recreation (FER) staff have developed a relatively simple procedure for the statutory review of Estuarine European Special Protection Area (SPA) sites, using the River Deben estuary as a case example. Although there is some fine-tuning still required, the overall approach has been endorsed nationally by English Nature.
- 5.3.4. After the disappointment of the 1999 results, when the site at Clacton Groyne 41 failed to meet the mandatory standards, Eastern Area once again regained its 100% compliance rating against the coliform criteria of the Bathing Water Directive. Joint investigations over the close season by the Agency, Tendring District Council and Anglian Water helped to clarify the contamination issues at Clacton. The forthcoming commissioning of the new Jaywick sewage treatment works should bring about further improvements.
- 5.3.5. During 2000 we signed Memoranda of Understanding with the ports of Lowestoft and Great Yarmouth to promote mutual assistance and support in respect of controlling marine oil spillages in these sensitive estuarine areas. These documents build on existing relationships and will enable the ports to have access to Agency equipment and manpower. Joint exercises to test our preparedness in respect of testing exclusion booming techniques have commenced with both Lowestoft and Great Yarmouth ports.
- 5.3.6. The Eastern Area sites in the third Water Company National Environmental Programme (known as AMP3) have been successfully managed and projects initiated to implement environmental improvements.

6. LESSONS LEARNED

We recognise that not all our activities can be as successful as we might wish. However, lessons can be learned from these, and some examples from the last year for us to examine in this light are shown below.

6.1. People

6.1.1. Staff turnover has been high internally, particularly (but not exclusively) in Environment Protection and Water Resources. This has caused problems with workloads and will have affected performance. Staff retention and progression is being examined, as is the length of time it takes to recruit new staff (see Section 10.2, Table 6).

6.1.2. The delay in progress on the Private/Public Partnership Project (known as the 4P's scheme) in the Broadland area caused uncertainty amongst employees affected or likely to be affected by the proposals. The project is now moving forward, and the uncertainty should be removed.

6.2. Perception

6.2.1. Several prosecutions have produced poor results in terms of the level of fines imposed. This gives a poor public perception of the importance of protecting the environment. We need to explore ways of pressing magistrates and judges to impose maximum penalties where appropriate.

6.3. Performance

6.3.1. There have been problems with the implementation of the Habitats Directive multifunctionally, leading to inconsistencies in approach. This will be remedied as the Directive is further implemented during 2001/02.

7. PRIORITIES FOR 2000/01

7.1. Introduction

General priorities for the Area for the next financial year have been identified under our key regional themes of People, Perception and Performance. The exceptions to this, for ease of reference, are the tables of LEAP priority actions shown below (which are listed under the five LEAP Areas), and the functional workplans.

7.2. LEAPS – Priority Actions

One of our corporate plan aims sets out the intention to maximise environmental outcomes. LEAPS are the mechanism to achieve this on a local scale. The LEAP process is a forward planning process, which integrates planning initiatives relevant to the Agency's responsibilities within the geographical boundaries of the Plan area.

Members of the relevant AEG have been involved in setting the priority LEAP actions for 2001/02, and will be more actively involved in the review of priorities

during the year. Prioritisation is judged on a range of criteria, focusing on environmental outcomes but taking into account other issues; only priority 1 actions will be progressed this financial year.

The numbers of actions are shown in Table 1 below, and details of the actions we will be progressing are shown as Appendix B.

Table 1 Numbers of actions in Eastern Area LEAPs

Priority	Agency	Partnership	Total
1	37	18	55
2	74	56	130
3	31	8	39
Total	142	82	224

7.3. People

People have been and will continue to be the key to success in the Area. This section examines four elements that reflect this importance. Those elements are: Health and Safety, Training and Development, Diversity and Accommodation.

7.3.1. Health and Safety

An audit of the Area's performance in relation to the national Health and Safety Management System is undertaken each year. The findings form the basis of an annual Action Plan to improve Health and Safety performance; each of the sections in the Area then develops its own action plan to address specific weaknesses in performance. The current Area Health and Safety Action Plan is attached as Appendix C.

7.3.2. Training and Development

We will continue to give training and development a high priority in the Area over the next financial year, whether it is to enable staff to carry out new duties, or to enable them to carry out their current roles more effectively. Training and development to meet competence requirements will form a substantial part of this year's programme.

A detailed training plan has been developed as an initial indicator of training that we know will be required during the year, but we also recognise that new requirements will arise during the course of the year; the training plan must provide sufficient flexibility to deal with such changes.

The training plan is divided into four categories: Technical, Health and Safety, Personal and Management. Training identified for every individual by their line manager is shown on a spreadsheet for the Area, which is available to all staff on the internal computer network. It is proposed that this year we will put the spreadsheet on the Area section of the Intranet so that it is available to all staff.

We consider Health and Safety training to be particularly important. This year - amongst other Health and Safety training - we aim to ensure that all team leaders and AMT members have taken the four-day Institute of Safety and Health (IOSH) 'Managing Safely' course, and will also ensure that further training is provided for staff who carry out risk assessments.

In addition to the training requirements, we will be encouraging staff to take a more active role in developing their own Personal Development Plans, and emphasising the development opportunities that exist beyond formal training courses.

7.3.3. Diversity

Staff morale is affected by our approach to diversity, as people feel valued when their individual issues and needs are given consideration. If, for example, we are flexible about working patterns, it can enable our staff to pursue academic or leisure interests or cope with home-life pressures to gain a better balance in their lives. By attracting candidates from the wider population we are also likely to be increasing our ability to recruit, and to retain, staff.

7.3.4. Accommodation

This year we will see the construction phase of the Ipswich accommodation project, which will ultimately bring major improvements to the working environment for staff based at the site. We will, however, have to accept that there will be disruption during the year whilst the building work is being carried out.

The building works at Kelvedon will be completed early in the financial year, providing new boardroom and office accommodation to meet current health and safety standards. At the Norwich office, condition surveys will be carried out to enable us to decide how best to prioritise our spending at the site, and we also plan to undertake some low-cost but significant improvements for staff welfare.

At these three sites, we will develop planned preventative maintenance schedules during the next financial year, incorporating expert advice from appropriately qualified professionals. We will also need to consider how best to manage maintenance work at our smaller sites.

7.4. Perception

7.4.1. Education

Education is accepted as being crucial for the delivery of a better environment, and we recognise that trying to prevent environmental problems from occurring - by educating people about the environment and the environmental consequences of their actions - is far more effective than licensing and regulation alone. However, the number and range of new

duties, and the continuing pressure to meet our statutory responsibilities, mean that we struggle to integrate education fully and effectively into our work plans and staff objectives.

The Agency's Pathfinder project has been looking at how education initiatives could help us to deliver our long-term sustainable development objectives. Most of our activities to date have been aimed at formal education, but it is becoming clear that we need to broaden our range of influence to include business and industry. Our aim is to develop partnerships with other organisations to achieve this.

7.4.2. Emergency Planning

The multifunctional group set up from the Area Management Team/Team Leader workshops will report in April. This will result in streamlined procedures using best practice from across the functions. The procedures will include clear working methods for the use of incident rooms in multifunctional incidents, and where more than one incident is occurring across functions.

7.4.3. External Liaison

External Liaison with our major stakeholders will be a high priority for the Area, with Local Authorities, particularly, being the focus of this activity for 2001/02. The appointment of an External Relations Officer, together with increased time given by the Area Manager to external matters, will be the most significant means of delivering this priority. However, all external-facing functions in the Area will be involved.

7.5. Performance

7.5.1. Environmental Management System (EMS)

The Agency's plan to roll out EMS at all its sites has been suspended whilst a review is carried out as to the best way for the organisation to proceed. In Eastern Area, this means that the current work at Chelmsford is not being developed further. The process is at the stage where an external assessor would be brought in. However, the work already carried out will not be wasted, as significant improvements in working practices have been made and will continue.

7.5.2. Internal Environmental Targets

Our own environmental performance is an important part of the work of every individual and team in Eastern Area. Each of our office sites now has its own energy and water consumption targets (see Table 2 below), and we will also examine the environmental performance of the Haddiscoe and Chelmsford sites. In addition to these, we will establish waste reduction targets as well as monitoring quantities of waste sent for recycling, and will introduce a new target for reducing the quantities of paper we buy.

Environmental performance reviews have been completed for each of our sites. Action plans have been produced and will be implemented over the year. This year should see significant improvements in our performance at Kelvedon, as the building work carried out at the end of 2000/01 included

water and energy efficiency measures. We will also see major changes at Ipswich, including the installation of a combined heat and power plant to generate electricity as well as heating the buildings.

The Area Management Team will continue its commitment to meeting internal environmental targets. The monthly performance update report in which these are monitored will be discussed at AMT meetings, demonstrating our ongoing success or otherwise in achieving positive results against targets in mileage reduction, energy use and waste management. Remedial measures will be identified and implemented to ensure our success against these targets.

Table 2 – Energy and water consumption targets for Eastern Area sites

	Ipswich	Kelvedon	Norwich
Gas (kWh)			
99/00 consumption	327,223	146,804	N/A
½ target	319,042	143,134	N/A
Electricity (kWh)			
99/00 consumption	153,820	86,964	54,479
½ target	149,975	84,790	57,992
Water (m³)			
½ target	1,380	484	292

7.5.3. Habitats Directive

In 2001 we must commence Stage 3 of the Agency's programme for the review of all consents, licences and authorisations affecting Special Protection Areas and Special Areas for Conservation, as required by the Habitats Directive.

7.5.4. Diversity

There are sound business reasons for employing a diverse workforce. In reflecting the population we serve, we not only have a better understanding of all the issues and concerns relevant to the public's view of their environment, but are also able to bring a broader perspective to our approach when dealing with environmental problems.

7.6 Functional Workplans

The functional plans can be found as Appendix D and in the order shown below:

- Business Services
- Customer Services
- Direct Services Group
- Environment Planning
- Environment Protection (Norfolk & Suffolk)
- Environment Protection (Essex)
- FER
- Flood Defence
- Water Resources

8 EFFICIENCY PLANS

Two tables are shown below, the first showing cross cutting issues across the Area, the second showing those down to individual functions.

Table 3 – Area Efficiency Plans

Efficiency Measure	Target saving – estimated (if known)	Investment required (if any)	Comments
Feedback from functional meetings – production of key bullet points			Reduction in numerous copies of minutes and time saved in reading
Video conferencing at Catchment Offices – for links to Area	Mileage & time	Video link/web camera	Benefits derived from reducing journeys within the Area to meetings
Lighting issue in Unit 1 Kelvedon – increase natural light with larger windows	Reduced electricity demand, improved internal environmental performance	Building alterations	May be planning constraints
Control Room – use of other functional staff Look at ways of managing control rooms – Catchment & Area			
Ipswich & Kelvedon boardrooms – efficiency – no longer using hotels			Building work completion at both sites will enable this to happen. Ipswich may go into 2002/03
Taxi account for EA. at KFH – Green transport saving	£45 per person per trip	Nil	Train to Peterborough easy, just taxi makes the journey problematic and expensive. Cheaper for rail warrant & taxi than casual mileage to Peterborough
Losses Strategy – improve security and awareness of security issues	£3K		Premises Managers to ensure this is carried out

Table 4 – Functional Efficiency Plans

Efficiency Measure	Section	Target saving – estimated (if known)	Investment required (if any)	Comments
Joint farm inspections – NVZ; oil regulations; Groundwater Regs	EP N&S	Reduction in mileage and travel time	Initial training	Reduce mileage and minimise multiple visits Little time saved as would spend longer on visit
Recouping Agency Funds	EP N&S			Use of 'Suspension Notices' on waste management sites recovering outstanding subsistence fees
Broads Authority Oil Spill response	EP N&S	0.2 FTE	Initial training of BA staff	Broads Authority undertaking their responsibility.
Licensing – A risk-based system to assess licences will allow better workload planning of licences as well as monitoring of the level of technical input required into licences in the Area.	W.R.	1 FTE		It will also enable us to review and hopefully reduce the time spent on low risk licences.

Structure of Area Team – A regional model of the preferred structure of Area WR teams will be finalised shortly.	W.R.			We aim to trial and assess the value and efficiency of this structure in the Area and if more efficient migrate to the structure by September. As we recruit to this structure efficiency savings will become evident.
Reduce time spent on data requests	W.R.		Access/widespread access to GIS & training	We aim to reduce the time spent on data requests by the use of GIS. This will require training.
Co-location of licensing and licensing administration teams –	W.R.	0.2 FTE	Purchase of new furniture & logistics (e.g. Phone)	Through the implementation of the accommodation project we aim to locate the technical and administration licensing teams together thus improving communication and understanding of each others' workloads and job activities.
Inter-Area co-operation – We will investigate cross-area/regional office co-operation to spread peaks in workload amongst relevant staff.	W.R.			A Project Group will be investigating the feasibility of this efficiency in work practice during the first half of the year.
Improve DPS & all GIS systems which would be of cross functional benefit	CS	0.5 FTE in Planning Liaison Admin		Unlikely to be in Area before September 2001. More money already pledged (£360k) – may well need more DPS2 is expected to be huge improvement on existing system
Introduce SAF (Standard Agency Form) for site searches and ensure PASF database can support this	CS	£10K per year	£10K one-off cost	High initial investment cost with long term benefits to CS and other functions. Simplification of process.
Laptops for Planning Liaison would vastly improve quality of responses when outside the Agency offices	CS	£4K	£10k	30% less abortive consultations received in Planning Liaison and functions
Reduction in travelling to minor Team meetings by using Video conferencing	DSG	Approx. 12x 240 lease miles + 12x 6 man-hours at £ 15 /hr + Environmental gain	Video Conferencing or Web Cams at Chelmsford, Haddiscoe and Kennet	
Double sided printing	DSG	?	Printers at Haddiscoe and Chelmsford	
Losses strategy – to improve security – relocate to more secure premises?	DSG	Losses this year - £15-20k	Relocate Leewick	Potential to move to separate locations e.g.:- Colne Barrier – no cost + Industrial unit £10k pa?
Reduction in energy consumption at DSG offices	DSG	£?	Double glaze Chelmsford office - insulate loft space	Savings in energy
Environmental Management at Kelvedon • Locate meters – electricity, gas,	EP Essex			

water <ul style="list-style-type: none"> • Read meters regularly – plot usage • Identify options for improved efficiency • Introduce measures to save resources 				
How do we get more out of staff? <ul style="list-style-type: none"> • People management • Greater productivity 	EP Essex			
Greater communication between Services and Environment Protection	EP Essex			
Multi-purpose visits <ul style="list-style-type: none"> • Compliance, NVZ, Groundwater Regs., Pollution Prevention/Waste Minimisation, ProResp, Duty of Care 	EP Essex			
New entrant rotation through Team activities.	EP Essex			
Planet G5 Facilities Management Software	Bus Serv			
Area Risk Assessment Library	Bus Serv			
Energy efficiency (Ipswich)	Bus Serv			
Establishment of 'Help Desk' & call number in Business Services	Bus Serv			
Establish call down list of contractors for each of the main offices	Bus Serv			
Development of career grade structure	Env Plan			Bringing in staff at a low level and via training and day release grow our own experts thus reducing staff turn over, making sections more efficient
Develop role of Tactical Planning Team – forward projection of work loads	Env Plan			Will improve forward planning by talking to major stakeholders about their plans over the next 3-5 years. This will enable us to plan our resource requirements further in advance
Greater use of internet and external email to allow operators to make electronic data returns and authorisation applications (i.e. A paperless system)	Env Plan			

9 IS ISSUES

9.1 Information Services Strategy

9.1.1 A draft National Information Services Strategy document has been prepared, and this forms the basis of the Regional strategy from which the Area plan has been derived. Table 5 below aims to demonstrate the actions and involvement likely to be required from Eastern Area during this financial year.

9.1.2 The moribund Regional 'customer facing groups' are to be revived and revitalised, under the umbrella of the re-constituted Information Services Project Approvals Board (ISPAB) – now Regional Information Services Customer Board (RISCB). Three groups will be established (or re-established), and co-ordinated Terms of Reference have been developed for each of them:

- Geographical Information Systems (GIS)
- Telemetry
- Infrastructure

Area membership of, and active involvement in, these groups will be crucial in ensuring that we are able to influence and feed back directly at Regional and either directly or indirectly at National level in order to ensure that systems are aligned with business needs. It is therefore essential that individuals representing the Area on such groups have these responsibilities recognised in their objectives, and that they are able to give appropriate time to these activities.

9.1.3 We need to recognise the fact that there is likely to be a significant impact on Area teams over the next financial year because of the introduction of more new systems (NIRS2, for example). Experience has shown us that additional time will be required to carry out what would normally be routine work, firstly because of the need for training and secondly because lack of familiarity with new software will slow down some work activities.

9.1.4 We will need to consider the likely take-up of flexible working options such as home working and to begin to build this into our planning processes. This approach will require significant resources in terms of equipment and support if it is to be operated successfully.

Table 5 - REGIONAL IS TACTICAL PLAN - IMPLICATIONS FOR EASTERN AREA

Topic	Development	Action required
Intranet	Storage of Controlled Documents, PIN Manuals, etc Accessibility (e.g. when staff are not at an Agency site) Interactive use	Managers to promote Intranet usage Line managers to identify items for Intranet publication and pass information through to the Area publisher (Tony Golding)
GIS	Further expansion of availability of GIS data More applications to have direct GIS components Conversion of all data sets to standard format Increased availability of external organisations' data sets	Managers to ensure that data sets are properly maintained Liaison with Data Management Section to assist in formulating service standards
Data quality	Prioritise and develop software solutions for data errors Develop software linkages between applications to minimise data input requirements	Liaise with Data Management Unit to identify 'data custodians'; identify these individuals' responsibilities and include them within objectives Work with Data Management Unit to review data handling procedures to improve data quality
Data to/from external customers	Improvements to Best Interim Systems (BIS) applications to handle data better Development of an electronic 'authorisation' facility to enable certain authorisations 'over the wire' Creation of Extranet linkages, particularly with government bodies and agencies	Work with Data Management Unit to review data-related procedures to improve processing and access time
Best Interim Systems (BIS)	Continued improvements to BIS applications – NIRS and DPS are high priority	Provide business support for the identified programme of works, ensuring that resources are allocated when required
Regional C Applications (implementation of local systems and upgrades)	Future programme to be developed and prioritised by functional groups and RISC B	Provide business support for the identified programme of works
'Good housekeeping' measures	Continuous replacement of 30% of machines each year; introduction of printer replacement programme Electronic audit to be undertaken annually Improved management of software licenses Training needs met	Team leaders to support programme of cascading machines within teams to ensure appropriate PC specification for individual's role Team leaders to ensure continued maintenance of CIS Inventory Managers to support the move to establishing User Profiles for posts rather than individuals Managers to ensure that individual training needs are identified and fed into the Training Plan so that software packages are used to their full effect
Regional programme/projects	IS needs are identified, considered and planned	Area IT plans are developed through the business planning process

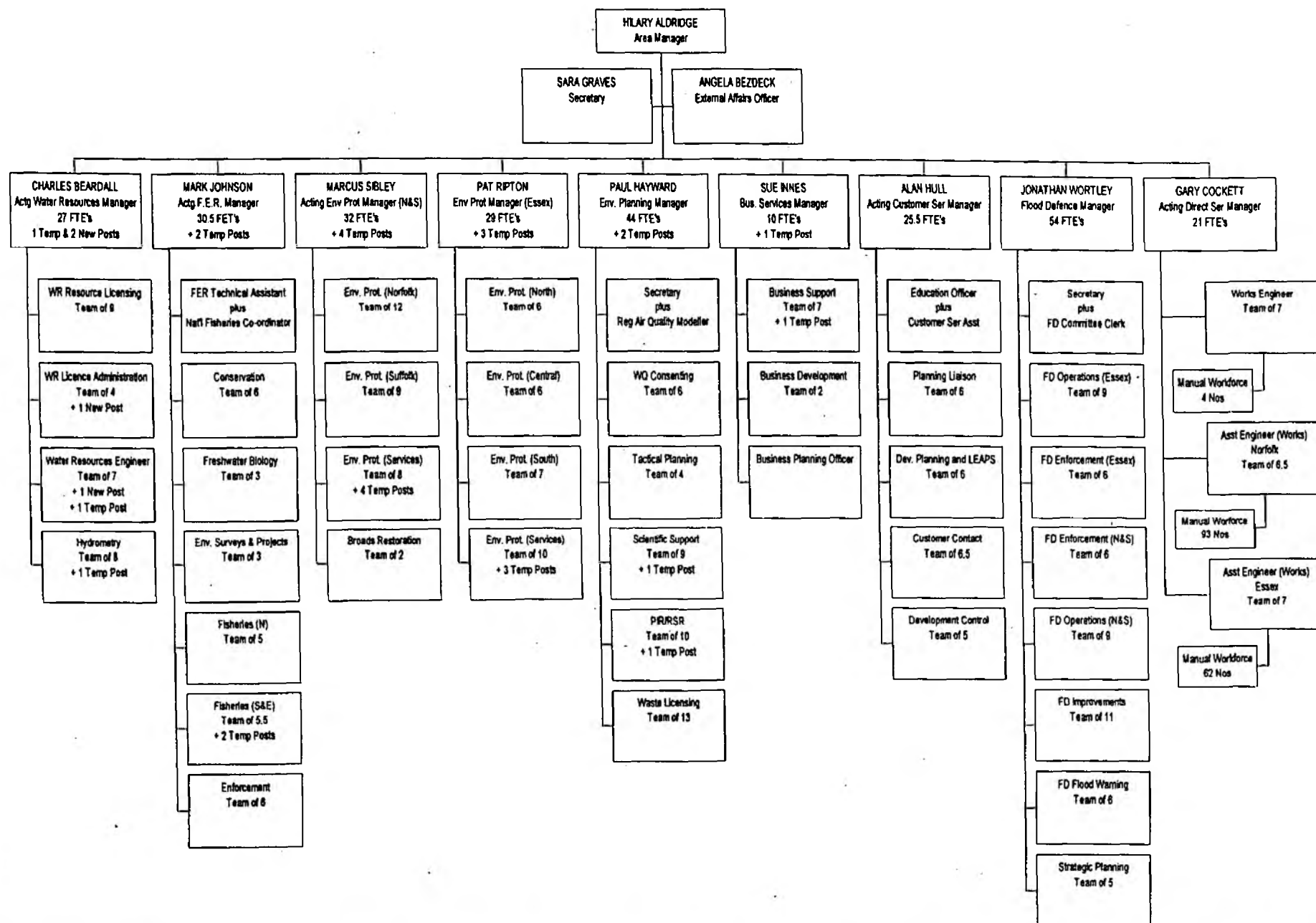
Work/liaison with Region, lead from Data Management Unit, is identified in italics Work that is Area-led is identified in normal text

10 **BUDGETS**

(To be added)

11 PERSONNEL MANAGEMENT

11.1 Current Area Structure



11.2 Recruitment and retention of staff

This is recognized as an area of difficulty for a number of sections, and work has been going on during the year to identify actions to improve the current situation. The outcomes of this work are listed in Table 6 below.

Table 6 – Actions to improve recruitment and retention of staff

Activities and tasks	Measures of success
Functional and Area Management Teams to take longer-term view on future priorities and identify staff needs (recruitment strategy for functions)	Staff in post when needed
Recruitment/retention as items on function group meeting agendas	As above. Managers proactive, not reactive
Recruit staff at lower specification and train up	Lower staff turnover
Check job descriptions/advertisements for appropriate skill levels	People with appropriate skills in post
Highlight development opportunities on recruitment	Better retention of staff
Managers to take succession planning seriously – create a pool of 'eco-warriors' (permanent appointments who move with workloads)	Lower internal turnover and ability to meet peaks in workload
Managers to take a closer interest in Personal Development Plans and future development of staff	
Managers take ownership of training plans. Identify courses/institutes we would benefit from working with. Invite industry to in-house courses	Training tailored to staff needs. Future pool of more aware recruits. Wider understanding of what we do
Clarify policy on industrial placements and use if appropriate	Employment of students on priority projects
Area forward planning with stakeholders – build their requirements into our business planning process	Fewer surprises. Better management of peak workload
Promotion of Agency to increase awareness of who we are, what we do (especially using Partnership Officers, Education Officers, Corporate Affairs Officers)	

12 PLAN FOR MONITORING & EVALUATION

12.1 Monthly monitoring

- 12.1.1 The Area has to undertake monthly reporting in three different forms. Firstly a textual 'Successes Report', secondly a performance report, and thirdly the completion of Output Performance Measures (OPM) returns.
- 12.1.2 Over the last three months of 2000/01 the performance report has been developed to portray more effectively the Area's performance. This means that it performs the objective set in last year's Business Plan of allowing AMT and Team Leaders to take ownership of their functional performance in the wider context of the Area as a whole. This report will also continue to be used to show the Area's performance against those 'Business Critical' measures identified by Region as part of the Quarterly Review process with the Director of Operations.

12.2 Quarterly monitoring

- 12.2.1 Performance is monitored within the Region by means of a quarterly review with the Director of Operations. The issues discussed include achievement of the Customer Charter targets, performance against selected Operational Performance Measures (OPM's), Complaints and Commendations, Internal Environmental Management, financial issues and progress on Functional Work Plans. In addition, progress is monitored on the Regional contribution to the Ten Point Action Plan and the Bye Report recommendations.
- 12.2.2 In Eastern Area, each of the sections (AMT member and Team Leaders) has similar quarterly reviews with the Area Manager. These reviews also include items identified as having particular importance for the Area.
- 12.2.3 Progress on LEAP issues will be monitored and will be reported quarterly to AMT, to the relevant AEG and to the Regional Environment Protection Advisory Committee. The table below, showing the status of actions at the start of the financial year, will be used as the basis for reporting (although details of progress will also be reported at Area level). Figures in the 'Not started' column will progressively migrate through the 'Ongoing' to the 'Completed' column as the year progresses and work is carried out.

Table 7 Monitoring of LEAP actions

Action type	Completed	Ongoing	Not Started	Total
Agency	0	0	37	37
Partnership	0	0	18	18
Total	0	0	55	55

12.3 Six monthly monitoring

We will review our business plan during the year and will produce a revised document in September 2001 which will take into account any changed circumstances, new workloads or revised priorities.

13 BUSINESS RISKS

The following have been identified as the top ten business risks for the Area. Effective management will be the key to dealing successfully with all of these issues if and when they arise. We will examine the risks in detail and develop contingency plans at a strategic level; some plans are already in place, such as that for dealing with Risk 1 (see Section 10.2, Table 6), but others will require development during the early part of 2001.

Table 8 – Business Risks

Risk no.	Risk
1	Recruitment & Retention of Staff – staff turnover is high, particularly within the organisation. Leads to lower morale amongst remaining staff due to constantly having to train new staff. Performance output suffers
2	Training/Skill Deficiencies – continual staff changes lead to skill shortages which in turn affects the ability of teams to carry out tasks fully
3	Inadequately Planned Initiatives – many initiatives are not known during the Business Planning round. Without forethought and careful planning these are likely to lead to inefficiencies, confusion and low staff morale
4	Financial, Management and Policy Review – outcome unknown but will possibly lead to changes which will need to be managed
5	The accommodation project in Ipswich, although crucial in resolving many long-standing building fabric and accommodation issues, also poses a significant risk to the business in terms of an inevitable level of disruption to staff based at the office
6	Relationships with Local Authorities
7	Major Incidents = changing weather patterns are likely to increase the number and level of magnitude of incidents. The increased pressure will have an effect on staffing levels as a function is unable to cope and has to rely on other functions. There will also be a number of major incidents or unforeseen contentious issues for which we are unable to plan at present. However, the continuity plans being developed from the Emergency Planning Working Group will help to manage this issue
8	Internal Communication
9	Funding/Budgets
10	Area-specific issues

14 FORWARD LOOK 2001 – 2003

This section gives details of what we see as the key issues arising over the next three years. Further possible issues are listed in Appendix E.

14.1 Managing Waste

14.1.1 Waste Arising Survey – this survey is completed once every 3 years and will take place commencing in the final quarter of 2001 – 2002. The predicted resource commitment for Environment Protection (Norfolk and Suffolk) based on the previous survey is about 1 FTE. This will require forward

planning so that any other work activities where service levels drop as a result are flagged up. Similar resource implications apply to Environment Protection (Essex), and there will also be a significant impact on Environment Planning

14.2 Managing Water Resources

14.2.1 The "Water Bill " is likely to become law within the next year. The changes brought about by this legislation will significantly improve the capacity of the Agency to manage water resources in a more sustainable manner. To implement the legislation will most likely require a re-focussing of resources over the next few years.

14.2.2 Catchment Abstraction Management Plans (CAMS) are a key project to come out of the Government's review of water resource legislation. Successful completion of the CAMs is a high priority for the function and will redefine our approach to assessing and licensing resources in the Area.

14.2.3 The Water Framework Directive is likely to have an effect on the direction of workloads for Water Resources.

14.2.4 Involvement in the strategic planning of water resources in the Area and especially with Northumberland Water (formerly Essex and Suffolk Water in this Area) will be a significant issue over the next few years as demand increases and additional water is required.

14.2.5 Securing funding for the commissioning of new gauging stations and for the maintenance of current site is a significant issue that will need to be addressed.

14.3 Integrated River Basin Management

14.3.1 Better Regulation Improving the Environment (BRITE) – The potential impact of the BRITE project on Environment Protection in 2001–2002 could be considerable. Although the details are largely unknown at this stage, it is probable that some form of re-organisation within Environment Protection will take place if and when BRITE is implemented.

14.3.2 The Water Framework Directive is likely to have an effect on the direction of workloads for Environment Protection. This will be managed against the background of EPPPE priorities and service levels.

14.3.3 Implementation of NIRS2 (National Incident Recording System, version 2) and IMP (Incident Management Process). Although NIRS2 is likely to be much improved over the current NIRS system, there is likely to be a short-term drop in team performance as far as meeting National targets is concerned. This will be as a result of training and slow initial data input; the prediction is based on lessons learnt previously. The IMP is a new process handbook and is being rolled out at the same time as NIRS2. This is also likely to involve staff time in giving and receiving training – we are currently unclear about the potential resource implications.

14.4 Managing Freshwater Fisheries

14.4.1 River Habitat Restoration

Further work is planned to continue the successful habitat restoration projects in various Eastern Area rivers. Feasibility studies will be completed in the first instance where appropriate.

14.4.2 Fisheries Action Plans

The Norfolk and Suffolk Broads Fisheries Action Plan will be delivered over the coming year. This pilot (part of a National project) will play an important part in shaping the Agency's future role in fisheries management.

14.5 Enhancing Biodiversity

14.5.1 Habitats Directive

Progress will continue on statutory Review of Consents. Numbers of consents involved are in the region of 7,500 discharge consents; 70 waste sites; approximately 100 Integrated Pollution Control sites.

14.6 Business Development

14.6.1 Priority Planning

Outcomes of priority planning initiatives for the Conservation, Biology and Marine teams will be reviewed to ascertain how these will affect FER service delivery within the Area.

14.6.2 Continued development of partnership opportunities in line with National Guidance to achieve the priorities within LEAPs and other Agency projects. In addition taking forward existing and new education and public relation initiatives within the Eastern Area.

14.6.3 It is anticipated that the Working Time Directive will impact on the work arrangements of the Direct Services Group.

14.6.4 Progressing the Local Government Authority/Environment Agency five year joint plan 'Working Better Together' is a high priority for the Development Planning and LEAPs team, who will be facilitating County based forums with the Local Authorities within the Eastern Area. They will also be taking forward the Agency's role in the Local Authorities Community planning process.

14.6.5 Co-ordinating Agency input and achieving greater influence in the future development of the Shell Haven and the greater Thames Gateway rejuvenation area.

14.6.6 Achieving greater influence at Local Authority Planning Departments with appropriate functional input and AEG support. Examples include implementation of the Better Town Planning (BTP) Project and promoting greater awareness of the issues associated with new built development in floodplains.

14.6.7 We need to include within our plans improved facilities for face to face public contact; in particular we should follow best-practice guidelines for Agency Public Register offices. This will include the provision of a dedicated room for visitors with appropriate seating, structured filing systems, a PC terminal and internal telephone and adequate security measures to protect the Registers and associated information.

14.6.8 Training which we know we will have to deliver next year includes training for warrants, competencies, new starters, new duties, Health and Safety, and the Team Leader Development Programme (amongst others). Whilst we recognise its importance, the amount of training required next year remains a serious issue for Environment Protection next year. It is likely that we will exceed the Service Levels as allocated by the Environment Protection Priority Planning Exercise (EPPPE), which currently stands at 6.5 days per person, and this may affect our ability to meet National targets for some areas of our work.

15 Our Vision for the Area over the next three years

	2001/2002	2002/2003	2003/2004
PERFORMANCE	<p>Management information used by teams to target the achievement of specific outcomes which are a priority for the Area</p> <ul style="list-style-type: none"> • Performance issues discussed monthly at AMT • Continue quarterly reviews for each function • Continue to develop the joint AMT/TL Working Group approach • Losses, accident statistics and near misses, sickness and absence all monitored on a monthly basis <p>Existing and new working practices positively challenged to ensure maximum efficiency, good project management and implementation (e.g. collaborative projects management, partnership agreement, risk management, project management of small projects)</p> <p>Performance clearly linked to financial cost and effort expended, with due account taken of key business risks (such as retention of key staff members, capital investment decisions)</p> <p>Put our internal environmental performance high in our priorities</p>	<p>Work is automatically prioritised in terms of key strategic outcomes for the Area</p> <p>Efficient working practices which take account of reasonable risk exposure</p> <p>Managers take full responsibility for budget control</p> <p>Empowered decision making; decisions are made on the basis of real performance information</p> <p>Be in a position to set an example to industry and the public in terms of our own environmental performance</p>	<p>Achievement of objectives can be demonstrated in real time.</p> <p>Decision making and implementation process is clear to staff</p>
PEOPLE	<p>Provision of safe and comfortable working environment for all staff - a real Health and Safety culture developing.</p> <p>Staff who are committed and trained:</p> <ul style="list-style-type: none"> • Delivery of a co-ordinated training plan for the Area • Every member of staff has a Personal Development Plan and receives quarterly appraisals • Clear objectives and priorities are established for all staff <p>Appropriate performance appraisal and reward systems employed by managers, with strong development focus and positive culture</p> <p>Improved recruitment and retention of staff – specific actions taken, including :</p> <ul style="list-style-type: none"> • AMT to take longer-term view on future priorities and identify staff needs • Managers to take succession planning seriously • Managers take ownership of training plans. • Area forward planning with stakeholders • Check job descriptions/advertisements for appropriate skill levels 	<p>High morale</p> <p>Excellent Health and Safety record</p> <p>Natural succession</p> <p>Staff have pride in the Agency</p> <p>Teams feel empowered</p>	<p>Agency seen as an attractive employer</p> <p>Exceptional performance from our teams</p>
PERCEPTION	<p>Build on groundwork to date. Communicate position on key issues through a variety of channels</p> <p>Improve availability and accessibility of public register information, and encourage the public to use this information</p> <p>Internally, become more aware of external audiences. Formulate data and information for multiple use by these audiences, as appropriate.</p> <p>Improve transparency in decision making and information handling through use of intranet and internet</p> <p>Develop an appropriate education strategy for the Area, taking into account National and Regional priorities</p> <p>Begin to move from current, primarily reactive approach towards a more proactive role as described in the Agency's Vision</p>	<p>Agency seen as the environmental voice for Eastern Area</p> <p>High level of awareness about our environment and the Agency's role in protecting it</p> <p>Local authorities understand and accept our advice</p> <p>Better environmental education and understanding</p>	<p>Agency seen as a key partner by regional stakeholders.</p> <p>Better Quality of Life regardless of socio-economic conditions</p>

Eastern Area

Business Plan

Appendices

APPENDIX A

Achievements 2000/01

EP Norfolk & Suffolk

- Blakeney Sewerage Scheme - £1m after our inertia to AMP3
- Ipswich Sewerage Scheme – was in AMP3
- MOU – Lowestoft & Gt. Yarmouth Port Authorities – oil pollution
- Attlebridge public meeting (licensing)
- Waste inspection targets
- Introduced Groundwater Regs. – target for authorisation no.
- Broads Authority trained by Agency officers – boom deployment
- ICI/PPG Stowmarket – Firewater retention scheme agreed
- Use of new pollution control equipment – aerators – training

FER

- Blackwater backwater
- Deben riffles – Wickham Market
- Fish kill assessment – saving trout water
- Monitoring programme completed for Stour Catchment
- Ely Ouse – ongoing – contract for PHABSIM, algae, WQ
- Better angling communication - written, meetings
- Framlingham Mere restoration project completed
- Brancaster FD scheme/Habitats Directive resolved
- River Wensum Conservation Strategy will be launched
- Habitats Directive – site characterisation/Deben pilot – acceptance nationally – permanent HD Officers
- Habitats restoration – Wensum, Waveney – all completed within or before time and within budget
- Norfolk Broads selected as Fisheries Action Plan pilot – partnership with Broads Authority – done 2 months ahead of deadline
- EP/Fisheries/Biology liaison re attendance at pollution incidents
- Quinquennial survey in Biology
- Habitats Directive applied to herbicity
- UWW+D – input to 2001 review

Water Resources

- Hydro –ecological review started – review Agency W.R. comments – Habitats Directive sites
- Implementation – ARTS 4 & 3 – included these into current network – improved flood warning service
- All licensing targets met (reduction in number in hand and reduction in age profile)
- Examination in public – Norfolk Structure Plan & Essex Structure Plan – Water Resources plan successfully reviewed
- Ely Ouse tunnel closure & cleaning
- Redgrave & Lopham switchover borehole
- Set up AMP3 working groups
- Transfer of data from CREST to NALD (validate data)

- EFAG actions – tight timescales

Flood Defence

- Flood Warning – new procedures – understanding & implementing; fluvial warning for Norfolk by end of year: managed & sustained event – Catchment offices/DSG/Control worked well
- Completed indicative floodplain maps
- Delivered floodplain maps (S105) to all LPA's
- Colne Barrier – 1st five-year maintenance of gates – used to train staff so we can do it next time! DSG shadowed – procedure written
- Asset survey complete
- Closer relationships with DSG & FER & Client Group – eliminate controversies
- MAFF High Level Targets achieved no 1
- Critical ordinary watercourses – partnerships with LA's over future

Customer Services

- Written all five Leap's for Eastern Area catchments (gained commendation from Director of Operations). Now can begin review process in earnest
- Maintained a service in Planning Liaison in period of vast change (100% turnover of staff). Efficient and effective recruitment including flexible take up of duties and hand over of responsibilities. Allowed for good quality of training of new planning liaison team
- Have successfully bid for resources, secured staff and set up Development Control team as part of CNFDR, with full team implementation only two months after official start date.
- Regular reporting to LFDC of the current forward planning position, which has led to successful feedback via LPA
- First time customer contact fully resourced for 12 months. Customer Contact have successfully absorbed extra duties in upholding the new charging for information procedures
- Maintained 100% Customer Charter compliance despite increasing numbers of general enquiries into the Agency. This includes a large increase due to the new public awareness of flooding via Floodline
- Responded to over 75 LPA strategic plans and received commendation from SCC and the Planning Inspectorate on the quality of the EA involvement in the Suffolk Structure Plan EIP
- Millennium Festival – 80 hours round Essex raised EA public profile and carried out a number of long term EA initiatives

DSG

- Have stabilised our cost control system with the ability to produce reports so we can control our costs and provide reports
- We continue to lead in developing Datafile for the Region
- We continued to win external works
- We have started the process of training staff to improve Health & Safety
- We have not failed in any Emergency yet
- Well on our way to eliminate Grandfather rights
- On target to train staff all Supervisors to CITB standards
- Manual handling training for all manuals in programme

- Staff turnover is zero
- Manual turnover is minimal
- Manual sickness is reducing
- Oil Booming Team in position
- Partnering at local levels is improving

EP Essex

- Integration of functions
 - Stambridge Sludge Plant prosecution
 - Partnerships
 - ReMaDe Essex
 - Resource Directory
 - Direct Services
 - Farming & Wildlife Advisory Group
 - Industrial estate pollution prevention
- Nitrate Vulnerable Zone targets met
 Bellhouse Waste Disposal Site operational improvements
 Better co-ordinated training
 Achieved inspection targets despite staff shortages
 100% compliance with monitoring programme
 Restructuring & organising of filing system
 Successful waste prosecutions

Business Services
 H & S Audit & Action Plan
 Workplace Safety Inspections/Fire Risk Assessments – implemented improvements at Norwich & Ipswich
 Fire marshals trained
 H & S Induction Training
 Staff Awareness Days
 Fuel Crisis Planning

Environment Planning

- Completion of the Producer Responsibility visits ahead of schedule freeing up time for other activities
- Backlog of IPC applications reduced to near zero
 - Meeting of targets for completion of Stage 2 assessments for Habitats Directive (projected)

APPENDIX B

LEAP PRIORITY ACTIONS

Table 1 - North Essex LEAP

Issue	Activity	Function
NE1a Actual flows are perceived to be inadequate to meet river needs.	Carry out ecological in-river needs studies to develop and refine River Flow Objectives (RFO)s.	WR
NE1c. There is a need to develop a better understanding of the extent and interaction of the aquifer system.	From first three activities, revise water resource budgets and licensing policy. Determine the feasibility of modelling and investigation. Investigate the flow of the Chalk aquifer Investigate the flow of the superficial aquifer system. Link all aquifers into a conceptualised understanding.	WR
NE1d. Problems of stagnated flows, e.g. in the Rivers Brett, Colne, Pant and Chelmer.	Investigate the problems of stagnated river flows.	WR
NE4a. A number of river stretches fail to achieve their existing RE target class for reasons which have yet to be fully established.	Carry out further investigations to ascertain reasons for failures.	EP Essex
NE4b. A number of stretches fail to achieve their existing RE target class due to factors that cannot be attributed to point source pollution.	Investigate the impact of siltation on river chemistry, macroinvertebrates and macrophytes and develop mitigation remediation methods where applicable. Investigate oxygen loss routes in river systems.	
NE4d Flood risk at and downstream of Braintree from the River Brain is currently unacceptable.	Partnership with developers and local authority to create a flood park upstream of Bulford as well as balancing ponds with a primary conservation aim.	FD
NE4f. Eutrophication of the lower River Stour and failure to achieve its predicted biological score.	Research programme to investigate the chemical and biological aspects of the Ely Ouse Transfer Scheme through trials and monitoring. Provide phosphorous removal at sewage treatment works which discharge to the River Stour, and which serve a population of > 10,000 people Research to assess algal community along the River Stour and impact of Ely Ouse Transfer.	EP Essex FER EP Essex FER
NE4h Concern over potential deterioration of river water quality, where present effluent quality is better than the current legal consent.	Develop priority listing based on impacts, with subsequent need to impose River Needs Consent (RNC) in the next AMP3 review.	
NE4i. There is a need to develop a strategy to define the future management of the River Stour navigation.	Undertake, with partners, a feasibility study to investigate all options for the future management of the navigation.	FER
NE4k. Declining diversity of fish population in the River Brain.	Investigate the siltation of the River Brain and the impact on macroinvertebrates, macrophytes and river chemistry. Identify mitigation and remediation measures.	FER
NE4n. Requirement to develop an effective eradication scheme for floating pennywort in the River Chelmer	Trial looking at handpicking in a smaller tributary	FER
NE7a. Continued odour problems originating from Haverhill STW.	Strengthen emergency response procedures.	EP Essex

Issue	Activity	Function
NE7b. Failure to meet EC Dangerous Substances Directive and EC Shellfish Waters Directive limits for heavy metals.	Initiate further monitoring to identify sources.	
NE41. Failure of EC Bathing Water Directive at Groyne 41, Clacton.	Ensure that the AW schemes adequately reduce the environmental impact of the sewage discharge on bathing water quality to ensure compliance with the Directive.	

Table 2 - South Essex LEAP

Issue	Activity	Function
SE1 Requirement for environmental enhancement of rivers within the LEAP area.	1c. Implement the Agency's policy of resisting the culverting of watercourses and, where practical, have culverted watercourses restored to open channels.	
SE3. Failure to achieve water quality and biological targets at a number of sites in the plan area.	3a. Undertake a programme of investigations to determine the cause of water quality and biological failures.	
SE4. Failure to meet River Ecosystem Class 3 for Dissolved Oxygen in the Lower Mardyke.	4a. Submit the Mardyke as a candidate Sensitive Area (Eutrophic) under the review of designations in 2001.	
SE5. Concern about rising groundwater levels.	5c. Carry out a study to look at the potential for amending current water abstraction policy in the localities where rising groundwater levels present a potential problem to existing developments. Consideration to be given to aquifer modelling.	
SE7. Water resource availability for spray irrigation of crops.	7. Investigate the use of dilute effluent for irrigation of crops.	
SE11. Contamination from waste disposal sites in shoreline locations.	11a. Identify each site's current environmental risks and agree maintenance programmes.	

Table 3 - North Norfolk LEAP

Issue	Activity	Function
NN1. In river needs are not quantified for water flows and levels	Develop Anglian methodology for quantifying in-river needs, taking into account Regional and National research and development in this work area Implement methodology for specific rivers; this may involve ecological studies	
NN2. River flows in some North Norfolk Rivers are perceived to be unacceptably affected by licensed abstractions	Carry out further hydrogeological investigation to improve the understanding of aquifer/surface water interaction and the effect of abstractions on river flows Investigate groundwater/surface water interaction within the River Burn catchment and quantify the effects of abstraction on river flow.	WR (Region) WR
NN10. Concern over bacterial contamination of the waters in Blakeney Harbour	Upgrade sewerage system in harbour area to eliminate surcharging.	EP N & S
NN11. Surface and groundwater monitoring network requires an increased number of observation sites	Carry out studies to identify shortfalls in the groundwater monitoring network Install and extend groundwater monitoring network	

Table 4 - Broadland Rivers LEAP

Issue	Activity	Function
BR3. There is a perception that existing available water resources may be inadequate to meet present and future demands	Complete the data collection and detailed review to construct a clear understanding of groundwater flow. Develop a structured computer model Revise water resource budget and licensing policy	WR
BR4. There is a perception that actual flows are inadequate to meet in-river and river dependent habitat needs	Trial the LIFE Index methodology on a number of rivers within the plan area Carry out ecological and in-river needs studies to develop and refine River Flow Objectives (RFO's)	WR FER
BR9. Failure to achieve water quality targets.	Undertake a programme of investigations to determine the cause of water quality and biological failures Following the investigation, produce and implement an action plan detailing actions required to improve compliance for each stretch	EP N & S
BR10. Mitigation and control of eutrophication.	Continue research project to establish the biological response to elevated phosphorus concentrations in rivers and to study the effectiveness of nutrient control on the River Wensum Model and report on the export of phosphorus from agricultural land into the water environment and its subsequent dynamics and transformation	EP N & S
BR16. Need to minimise pollution risk to public water supply sources.	Design and implement a rolling programme of pollution prevention inspections for all surface and groundwater abstraction catchments according to vulnerability	E Plan CS EP N & S

Table 5 - East Suffolk LEAP

Issue	Activity	Function
ES1a. Lack of groundwater monitoring, particularly in the Sandlings area.	Review monitoring network based on minimum criteria. Install additional monitoring points if necessary, following above reviews.	
ES1b. Flows in the River Deben decline to an environmentally unacceptable level during the summer period.	Set River Flow Objectives (RFO's) defining the actual river and recreational requirements, including review of in-river needs. Improve river channels, weirs and operation of well gates, as part of ALF scheme. Produce integrated management plan for the River Deben, to make available to all interested parties.	EP N & S
ES2a. Lack of habitat diversity within rivers and their floodplains.	Identify methodology for implementing river restoration and habitat enhancements. Identify and implement river/floodplain rehabilitation projects, the provision of fish passes and habitat enhancements, to include work at Framlingham Mere. Identify and implement river/floodplain rehabilitation projects, the provision of fish passes and habitat enhancements, to include work at Eastern Valley Reedbed.	FER

Issue	Activity	Function
ES4a. Impacts on the environment arising from land and water use in parts of the Sandlings area.	Expand existing monitoring network to quantify the extent of the water quality problem in ground and surface waters.	
ES4c. Threat of pollution to the public water supply abstracted from surface and groundwater sources in the River Gipping Catchment.	<p>Prepare contingency plans for the River Gipping.</p> <p>Pollution prevention campaign and remediation, as appropriate, in Groundwater Protection Zones (GPZs).</p>	EP N & S
ES4g. A number of stretches fail to achieve their existing River Ecosystem target class for unknown reasons.	<p>Carry out further investigations to ascertain reasons for failures.</p> <p>Carry out pollution prevention inspections, if necessary, following surveys in above action.</p>	EP N & S

APPENDIX C

EASTERN AREA HEALTH AND SAFETY ACTION PLAN

System 1: Management, Leadership, Commitment, and Accountability

Action 1.1

The Water Resources Business Unit shall ensure improved compliance with the Health & Safety Management System.

Action 1.2

AMT shall review progress of the Area Action Plan on a quarterly basis.

Action 1.3

Functional Action Plans shall be reviewed on an ongoing basis at Team Briefs, in addition to this there should be a formal six monthly review involving team members.

Action 1.4

The Safety Co-ordinators Group shall meet on a quarterly basis. Particular attention shall be given to sharing good practice.

Action 1.5

Team Leaders shall be sent on the IOSH "Managing Safety" Course.

System 4: Risk Management

Action 4.1

Managers and Team Leaders shall be provided with additional risk assessment training/workshops to complement the training previously provided on the Agency Risk Assessment system. Basic Risk Assessment Training shall be provided for new team leaders, and for team members where appropriate.

Action 4.2

Risk assessments for small scale field based structures (e.g. monitoring stations) shall be reviewed, together with related inspection regimes.

Action 4.3

A central library of generic risk assessments shall be developed for the Area. Consideration shall be given to these being made available electronically.

Action 4.4

Manual Handling Risk Assessment procedures shall be implemented on a prioritised basis.

Action 4.5

COSHH Assessments shall be reviewed to ensure they are relevant for field based use of chemicals.

Action 4.6

Review DSE Assessments

System 8: Operations and Maintenance

Action 8.1

Inspection procedures shall be developed and implemented to ensure compliance with Management Safety Standards and Risk Assessment control measures.

Action 8.2

Maintenance and inspection programs shall be developed for all relevant equipment and tools. Consideration shall be given to standard documentation, whilst ensuring that each business unit maintains its required flexibility when implementing systems.

System 9: The Audit

Action 9.1

Consideration shall be given to improving the quality of the audit next year by;

1. Appointing one additional auditor
2. Further training for auditors.
3. Auditors not working in their own Area next year, or alternatively the use of external auditors.

APPENDIX D

FUNCTIONAL WORKPLANS

WORK PLAN – AREA BUSINESS SERVICES MANAGER (1 of 2)

Source Ref	Target	Success Criteria & Actions	Theme	AMT/Team Leader responsibility	Forecast £k	Forecast FTE
P BS/E/1	Contribute to the development and implementation of systems and processes to ensure high standards of performance and value for money	Internal environmental targets seen as part of how we do our job. Area meets internal environmental targets. Health & Safety management systems audit recommendations implemented. Development of staff awareness of internal resource usage will be improved, with resultant benefit to the environment. Waste management in the Area will be further improved with continued reduction of quantities sent to landfill	Open and Business like	S Innes J Hannatt T Golding	Area Budget	1
P BS/E/2	Ensure 2001/02 audit under the HSMS carried out	Audit done & action plan completed by end September 2001	Open and Business like	S Innes		
P BS/E/3	Develop the section's role in co-ordination of non functionally based activity across the Area	Promote Health & Safety activity in the Area. Take a lead role for the Area in dealing with IS issues. Actively promote the Agency's culture of customer care, both internally and externally.	Open and Business like	S Innes J Hannatt T Golding	Area Budget	1
P BS/E/4	Continue to develop the management reporting system for Area, Regional, and National information.	OPM's and other data sets will be reported on time and fed back in a useful format. Losses and Health & Safety reporting will be further developed Monthly performance reviewed. AMT taking ownership	Open and Business like	S Innes T Golding	Area Budget	
P BS/E/5	Business Planning service to Area	Preparation of Area Business Plan in liaison with AMT and Team Leaders Co-ordination of inputs and responses to LMR process Liaison with Regional Business Planning on behalf of the Area	Open and Business like	S Innes T Golding	Area Budget	1.5
P BS/E/6	Provision of Administrative Support	Appropriate levels of service provided to all functions in accordance with resources available	Open and Business like	S Innes J Hannatt	Area Budget	5
P BS/E/7	Property Maintenance	Effective maintenance of Agency building for which Business Services are responsible The structures, plant and equipment in the above are safeguarded Compliance with Health & Safety and other legislative requirements. Regard given to internal environmental policy	Open and Business like	S Innes J Hannatt	Area Budget	1
P BS/E/8	Management of all accommodation refurbishment in the Area	Identification of external and internal funding sources Continued promotion of environmental improvements both internally and externally	Open and Business like	S Innes J Hannatt	Area Budget	0.5

WORK PLAN – AREA BUSINESS SERVICES MANAGER (2 of 2)

Source Ref	Target	Success Criteria & Actions	Theme	AMT/Team Leader responsibility	Forecast £k	Forecast FTE
P BS/E/9	Business Continuity Plans tested for Norwich, Kelvedon and Ipswich	Exercises carried out by October 2001	Open and Business like	S Innes T Golding		
P BS/E/10	Management of contractors	Contractors will be managed to ensure: Appropriate facilities provided to staff in accordance with needs Statutory requirements and Agency specifications are met Provision of clean, safe and healthy working environment	Open and Business like	S Innes J Hannatt	Area Budget	0.5
P BS/E/11	Provision of personnel information	Record keeping service for manpower number, sickness, training, and first aid. Trends will be identified and reports produced for management action	Open and Business like	S Innes T Golding	Area Budget	0.5
P S/E/12	Ensure proper management of the department is maintained, including staff management and development, and department administration.	Carry out annual appraisals and quarterly reviews Promote staff development by producing and implementing PDPs OPM: % of staff with PDP which have been reviewed in last 6 months Using Equal Value criteria, provide evidence of staff progression against competencies Undertake recruitment activities Maintain appropriate level of administration OPM: Turnover rate Absence monitoring – % working days lost due to long term absence % of which were as a result of accidents/occurrences at work	Business Development	S Innes		
P BS/E/13	Provide corporate input	Deadlines met for routine reporting requirements and special requests Regularly review management information to ensure department operating to target and budget Provide support to AEG	Business Development	S Innes		
P BS/E/14	Ensure all Health and Safety requirements are met	Comply with H&S Management System, legislation, CDM etc Implement actions identified in the HSMS audit and action plans and continually review and update to achieve a successful audit Undertake and review risk assessments Staff H&S trained	Business Development	S Innes		

WORK PLAN – AREA CUSTOMER SERVICES MANAGER (1 of 4)

Source Ref	Target	Success Criteria & Actions	Theme	AMT/Team Leader responsibility	Forecast £k	Forecast FTE
P CS/E/1	Ensure advice provided on flood risk and flood defence aspects of Development Control	Local Authorities, developers, engineers and members of the public made aware of and fully understand the Agency requirements. Policy and Practice for the Protection of Floodplains implemented. Planning liaison and Customer Contact provided with timely and appropriate input to their consultations to meet OPM's and agreed internal timescales.	IRBM Env. Vision	Alan Hull / Simon Barlow	Area Budget	1.8
P CS/E/2	Receive, consider, determine and issue consents for structures affecting rivers and watercourses under Water Resource Act 1991 and Land Drainage Act 1991	All applications received and determined in a timely and appropriate manner following the principles of the Agency's policy regarding Culverts for relevant applications. Outputs are delivered efficiently and effectively (measured by determination times including OPM's and benchmarking). Pre-application advice provided particularly in respect of potentially high impacting applications. Customer Satisfaction (measured by sample feedback surveys).	IRBM	Alan Hull / Simon Barlow	Area Budget	1.6
P CS/E/3	Work with Local Authorities to develop the Working Better Together initiatives between the Agency and LGA's in the Area	Promote and work towards achieving the aims of the LGA/EA 5 year Plan. Effective input to Local Authority Performance and Community Plans according to Regional programme (2 Performance Plans and 2 Community Plans as per Plan Target).	Business Development	Alan Hull/ Jenni Hodgson	Area Budget	1.2
P CS/E/4	Provide to Local Planning Authorities; effective delivery of the Agency's input to the Town & Country Planning System Planning liaison to provide input to planning applications and consultations	Continue to improve service to Local Planning Authorities and implement DPS 2. LPA's act upon the Agency's advice (measured by number and % satisfactory uptake of conditions including Planning OPM's for response times: 50% within 14 days 75% within 21 days 95% within 28 days). Customer satisfaction (measured by LPA feedback surveys).	Business Development	Alan Hull/ Margaret Andrew	Area Budget	4.2

WORK PLAN – AREA CUSTOMER SERVICES MANAGER (2 of 4)

Source Ref	Target	Success Criteria & Actions	Theme	AMT/Team Leader responsibility	Forecast £k	Forecast FTE
P CS/E/5	Implement Regional programmes for Better LEAPS	LEAPS reviewed and taken forward to agreed programme. All annual reviews complete in time for input to Business Planning round	Business Development IRBM	Alan Hull/Jenni Hodgson	Area Budget	0.8
P CS/E/6	Respond within agreed timescales and to a satisfactory level of service, to enquiries and requests for information. Effective administration of Agency authorisations and determination of 'simple' non-strategic authorisations and permits Ensure efficient and effective systems are in place for the provision of information and implementing charging for information procedure in accordance with National guidelines. Access to Area Public Register provided in accordance with Best Practice Guidelines.	Meet Charter standard and OPM's achieved. Authorisations administered, logged, monitored, and processed within agreed timescales. Customer Contact staff to become experts in the procedure and provide advice and guidance to internal staff and external customers. Appropriate charges levied correctly and consistency. Monitor and review outputs. Best Practice and Customer Charter guidelines for Access to Information met.	Business Development	Alan Hull / Paul Quinton	Area Budget	2 3.8
P CS/E/7	Develop the new Partnerships Officer role to enhance and develop partnerships in the Area. Information/public relations and education Raise profile of education initiative in the Area.	Partnerships developed and taken forward Effective internal and external communication of current and future external funding opportunities. Regional Funds, strategy targets – to be agreed. Agency work promoted widely through the provision of information, to customer requests. Education developed in line with Regional Targets to meet agreed objectives (measured by a monthly report of PR/education activities) and feedback from AMT and Regional PR Department.	Business Development	Alan Hull/Jenni Hodgson	Area Budget	1.5

WORK PLAN – AREA CUSTOMER SERVICES MANAGER (3 of 4)

Source Ref	Target	Success Criteria & Actions	Theme	AMT/Team Leader responsibility	Forecast £k	Forecast FTE
P CS/E/8	Functions to have increased awareness of Local Authority strategic land use plans. Local Authorities to have better understanding of environmental constraints on development of land.	<p>Better regulation of activities on developed land.</p> <p>Agency's data on environment constraints on land use improved.</p> <p>Improved uptake of Agency initiatives, which promote environmental sustainability. Measured by number of Agency policies and best practice incorporated in LPA plans.</p> <p>Respond to LA and Regional plans modifications as they arise. Ensure responses are within 6 weeks in accordance with agreed deadlines, and Agency concerns are taken into account.</p> <p>LPA queries and consultation responded to in line with OPM's and council deadlines.</p>	Business Development/ Conserving the Land	Alan Hull/Jenni Hodgson	Area Budget	1.16
P CS/E/9	Area Environment Groups developed in accordance with Regional guidance.	<p>Members of the Norfolk & Suffolk AEG and Essex AEG able to provide improved advice on environmental issues of local concern.</p> <p>Raise stakeholder involvement</p>	Business Development	Alan Hull/Jenni Hodgson	Area Budget	0.3
P CS/E/10	Ensure proper management of the department is maintained, including staff management and development, and department administration.	<p>Carry out annual appraisals and quarterly reviews.</p> <p>Promote staff development by producing and implementing PDPs. Measured by % of staff with PDP which have been reviewed in last 6 months.</p> <p>Hold teams meetings and ensure effective cascade briefing.</p> <p>Ensure that resources and workloads are matched.</p> <p>Ensure that good supporting systems (e.g. admin) is/are in place.</p> <p>Ensure Agency policies & procedures are followed (e.g. EMS, procurement, recruitment etc).</p> <p>Using Equal Value criteria, provide evidence of staff progression against competencies.</p> <p>Develop effective induction procedure.</p> <p>Team Leader Development Programme implemented and supported.</p>	Business Development	Alan Hull	Area Budget	2.4

WORK PLAN – AREA CUSTOMER SERVICES MANAGER (4 of 4)

Source Ref	Target	Success Criteria & Actions	Theme	AMT/Team Leader responsibility	Forecast £k	Forecast FTE
P CS/E/11	Provide corporate input	Deadlines met for routine reporting requirements and special requests including monthly and quarterly reports. Regularly review management information to ensure department operating to target and budget. Provide support to AEG. Provide departmental input to the Area and Functional Business Plans. Provide support to agreed multifunctional projects (e.g. EMS project, Health & Safety, First Aid, zap teams, user groups, flood warning duty rosters etc).	Business Development	Alan Hull	Area Budget	0.4
P CS/E/12	Customer Services Health and Safety Action Plan achieved and all Health & Safety requirements met.	All staff aware and trained in respect of personal responsibilities for H&S. Risk Assessments up to date and staff trained. Health and Safety on daily agenda – comply with Health & Safety Management System, legislation, CDM etc. Implementation of Health & Safety plan for function. Maintain PPE.	Business Development	Alan Hull	Area Budget	0.4
P CS/E/13	Make an effective contribution to Function initiatives and projects (e.g. Development of Policies, 'Better Town Planning' project, implementation of SuDs initiatives, training, IS development, function meetings, Regional Planning Liaison Group, DPS2, IPPC etc).	As agreed at the Regional Customer Services Managers Group.	Business Development	A Hull		0.3
P CS/E/14	Provide co-ordinated Area approach to Thames Estuary initiatives & Shell Haven	Co-ordinated Area and inter-Regional input provided to maximise environmental opportunities & regulation	Business Development	A Hull	Area Budget	0.4
CS/E/15	Misc. sickness turnover etc					0.5

WORK PLAN – AREA DIRECT SERVICES MANAGER (1 of 2)

Source Ref	Target	Success Criteria & Actions	Theme	AMT/Team Leader responsibility	Forecast £k	Forecast FTE
Human Resources Strategy DSG/E/1	Complete current DSG Review. Staff structure to accommodate the 4p's initiative	A structure that meets the needs of the Agency, is effective and provides a sustainable direct/indirect ratio by May 2001 Implemented by September 2001	Direct Services management Flood Defence priorities	DSG Review Team & DSM		Inc.
P DSG/E/12	Actively Manage Eastern DSG Whilst conforming to current Agency Standards	Provision of Emergency Response to Area Successful Delivery of FD Maintenance programme. Successful Delivery of other Capital/ Revenue and other Projects. Successfully Operate Ely Ouse Essex Transfer in Partnership with Water Resources. Successfully Deliver support to other Area Functions where the opportunity arises.	Integrated River Basin Management	DSM,, Team Leaders & Supervisors		22
P DSG/E/5	Ensure all Health and Safety requirements are met.	Comply with H&S Management System, legislation, CDM etc Implement actions identified in the HSMS audit and action plans and continually review and update to achieve a successful audit Undertake and review risk assessments Staff H&S trained	Business Development	DSM & Team Leaders		Inc.
P DSG/E/13	Ensure proper management of the department is maintained, including staff management, development, and department administration.	Carry out annual appraisals and quarterly reviews Promote staff development by producing and implementing PDPs OPM: % of staff with PDP which have been reviewed in last 6 months Using Equal Value criteria, provide evidence of staff progression against competencies Undertake recruitment activities Maintain appropriate level of administration	Business Development	DSM & Team Leaders		Inc.
P DSG/E/14	Provide corporate input	Deadlines met for routine reporting requirements and special requests Regularly review management information to ensure department operating to target and budget	Business Development	DSM & Team Leaders		inc.
Brown & Root DSG/E/2	Continue to improve 'Partnering' with all customers	Effective working relationships which provide better planning and greater efficiency whilst meeting perceived audit requirements. Ongoing	Direct Services management Flood Defence priorities	DSM & Team Leaders	Nil	inc.

WORK PLAN – AREA DIRECT SERVICES MANAGER (2 of 2)

Source Ref	Target	Success Criteria & Actions	Theme	AMT/Team Leader responsibility	Forecast £k	Forecast FTE
OMT DSG/E/3	Develop an assessor and effective IV structure	Re launch NVQ process To provide for the delivery of NVQ's in line with the National Directive by March 2001	Development of Competency Skills	DSM & Team Leaders	£60k	
P DSG/E/4	Implement partnering arrangement with the successful 4p's franchisee	Continue to support response skills, develop a continued efficient work programme and forge a working relationship that will enhance the Agencies gain, by August 2001	Procurement Initiative	DSM /Alan Smith	Nil	inc.
P DSG/E/7	Deliver EMS for the Chelmsford Office and / or improve environmental standards within the Groups area of operation	Dependent on outcome of National Review achieve EMS certification for Chelmsford. Improved environmental standard of operations in the Area.	Management of DSG	DSM, Team Leaders & Supervisors	Nil	inc.
P DSG/E/8	When they occur, Accommodate the National changes in Manual Employees terms and conditions	Smooth transition to new terms as necessary by May 2000, then ongoing	Management of DSG	DSM & Team Leaders	Nil;	inc.
	Long Term Security of DSG Plant / Vehicle replacements	Develop 3 yearly rolling Plant and Vehicle replacement programme and secure funding		DSM & Team Leaders		inc.
	Long Term Security of Emergency Response Provision	Development and Provision of Emergency :-Fuel Supplies, Power Generation, Standby arrangements and Business continuity plans for DSG in conjunction with Area		, DSM & Team Leaders ABSM		inc.

WORK PLAN – AREA ENVIRONMENT PLANNING MANAGER (1 of 4)

Source Ref	Target	Success Criteria and Actions	Theme	AMT/TL Responsibility	Forecast £k	Forecast t FTE
EPPPE Activity A Formulate Policy	Promote corporate Input	Provide support for AEG's	Business Development			0.05
EPPPE Activity B Promote Influence Educate	<p>Reduce emissions from sources regulated by the Agency causing poor air quality or pollution of the atmosphere in accordance with the UK Governments Air Quality Strategy.</p> <p>Improve the consistency and efficiency of the waste industry to minimise the environmental impact of waste management activities.</p> <p>Implement the new legal framework for dealing with contaminated land and make a significant contribution to voluntary remediation at contaminated sites.</p> <p>Promote corporate Input</p>	<p>Provide expert advice to local authorities in order to improve air quality and reviewing and responding to Stage II and Stage III local reviews and assessments submitted for comments.</p> <p>Prepare the waste industry for submission of site conditioning plans, as defined in the Landfill Directive, for all landfill sites by July 2002</p> <p>Use Special Waste data to target waste reduction initiatives.</p> <p>Contribute towards remediation of special sites by provision of specific guidance (Part IIA) or through our statutory role under the planning regime.</p> <p>Meet deadlines for routine reporting requirements and special requests</p>	<p>Improving Air Quality</p> <p>Managing waste</p> <p>Managing waste</p> <p>Conserving the Land</p> <p>Business Development</p>			4.6

WORK PLAN – AREA ENVIRONMENT PLANNING MANAGER (2 of 4)

Source Ref	Target	Success Criteria and Actions	Theme	AMT/TL Responsibility	Forecast £k	Forecast t FTE
EPPPE Activity C Plan Organise Control	Improve the consistency and efficiency of the waste industry to minimise the environmental impact of waste management activities.	In 2001/02 develop specification and delivery of competencies for all Agency waste permitting staff. Prepare for the implementation of the Landfill Directive including the classification of 90% of sites by March 2002.	Managing Waste Managing Waste			14.4
	Ensure proper management of the department is maintained, including staff management and development, and department administration	Carryout annual appraisals and quarterly reviews Promote staff development by producing and implementing PDP's Using Equal Value criteria, provide evidence of staff progression against competencies. Undertake recruitment activities Maintain an appropriate level of administration Ensure staff receive the necessary training	Business Development			
	Promote corporate Input	Regularly review management information to ensure department operating to target and budget				
	Ensure all Health and Safety requirements are met	Comply with H&S Management Systems, legislation, CDM etc. Implement actions identified in the HSMS audit and action plans and continually review and update to achieve a successful audit Undertake and review risk assessments Undertake relevant H&S Training.	Business Development			
EPPPE Activity E Report Environment	Ensure that the environment is at the heart of Industry's thinking by implementing the new regulatory regime from IPPC.	Make information on releases from Agency regulated industry readily available.	Regulating Industry			1.0
EPPPE Activity F Monitor Environment	Ensure that the environment is at the heart of Industry's thinking by implementing the new regulatory regime from IPPC.	In 2001/02, review operator check-monitoring and self-monitoring programmes to improve and adapt regulatory approach where appropriate.	Regulating Industry			0.2

WORK PLAN – AREA ENVIRONMENT PLANNING MANAGER (3 of 4)

Source Ref	Target	Success Criteria and Actions	Theme	AMT/TL Responsibility	Forecast £k	Forecast t FTE
EPPPE Activity G Permit	<ul style="list-style-type: none"> • Ensure that the environment is at the heart of Industry's thinking by implementing the new regulatory regime from IPPC. • Reduce emissions from sources regulated by the Agency causing poor air quality or pollution of the atmosphere in accordance with the UK Governments Air Quality Strategy. • Consistent regulation of all industries to minimise the environmental impact of that industry • Manage surface and groundwater use to maintain water quality; and balance industrial, agricultural, rural and urban water uses with the needs of conservation and recreational uses of water. • Preserve and enhance the variety of animal and plant life in the UK and their habitats 	<ul style="list-style-type: none"> • Bring in further new sectors within IPPC to agreed DETR timetable. • Incorporate emission standards for landfill gas and composting into the library of conditions for new authorisations • Continue to incorporate the necessary improvement programmes in authorisations to meet industry contributions to national obligations. • Determine all authorisation applications including applications to transfer, modify or surrender authorisations within statutory periods, including agreed time extensions. • Continue to improve compliance with river quality objectives to meet the interim target of 85% for 2001. • By end of 2001 maintain bathing water compliance at least at 94%. • Complete reviews of all Agency issued permits, licences and authorisations affecting urgent priority SPA's and SAC's. • Take the action necessary to implement the Habitats Directive requirements to the agreed timetable. 	<p>Regulating Industry</p> <p>} Improving Air Quality</p> <p>Managing Waste/Regulating Industry</p> <p>IRBM</p> <p>Enhancing Biodiversity</p>			19.0

WORK PLAN – AREA ENVIRONMENT PLANNING MANAGER (4 of 4)

Source Ref	Target	Success Criteria and Actions	Theme	AMT/TL Responsibility	Forecast £k	Forecast FTE
EPPPE Activity H Access Compliance	<p>Improve the consistency and efficiency of industry to minimise the environmental impact of waste management activities.</p> <p>Improve the consistency and efficiency of the waste industry to minimise the environmental impact of waste management activities.</p> <p>Implement the new legal framework for dealing with contaminated land and make a significant contribution to voluntary remediation at contaminated sites</p>	<p>Ensure that all IPC Compliance work is based on risk.</p> <p>Take forward statutory duties under existing and new Producer Responsibility.</p> <p>Commence inspection of 50 special sites (National Target)</p>	<p>Regulating Industry</p> <p>Managing Waste</p> <p>Conserving the Land</p>			3.6
EPPPE Activity I Enforce	<p>Consistent regulation of all industries to minimise the environmental impact of that industry</p> <p>Enforce UK's mandatory Producer Responsibilities</p>	<p>Undertake the necessary enforcement action to ensure Agency Regulated industry complies with the relevant authorisations</p> <p>Ensure as far as possible business compliance with targets in Packaging Regulations to ensure the UK meets its national packaging recovery and recycling targets in 2001</p>	<p>Regulating Industry</p> <p>Managing Waste</p>			0.9
EPPPE Activity J Incidence Response						0.0

WORK PLAN – AREA ENVIRONMENT PROTECTION MANAGER – NORFOLK & SUFFOLK (1 of 4)

Source Ref	Target	Success Criteria & Actions	Theme	AMT/TL responsibility	Forecast £k	Forecast FTE	EPPPE SL
KPT EPN/E/1	Make information on releases from Agency-regulated industry readily available	From 2000/01 extend the PI to waste regulation and use data to assess the effectiveness of our programmes and to modify them as required.	Regulating Industry	G Phillips		1	E4? SL3
KPT EPN/E/2	Achieve major benefits in fresh and marine waters through the regulation of the water industry	Ensure discharge consents are monitored and appropriate enforcement action taken if they do not comply.	Regulating Industry	G Phillips		2	H1.1.1 SL2 H1.1.2 SL4
KPT EPN/E/3	Progress a move to a risk based inspection methodology, therefore encouraging the demonstrable improvements in the environmental impact of 100 waste management facilities (nationally) on the basis of reduced OPRA scores	From 2000/2001 ensure that all licensed sites have an OPRA score that is less than 3 months old OPM: No inspections planned to do by March 2001? No actually done	Managing Waste	G Phillips		1	?
KPT EPN/E/4	Consistent regulation of the waste industry to minimise the environmental impact of waste management activities	Improve efficiency in the delivery of waste regulation by the supervision of WML sites using OPRA, WML exemptions and in 2000/I carriers and brokers	Managing Waste	G Phillips		8	H1.3.1 SL3 H1.3.2 SL2
KPT EPN/E/5	Promote achievement of the UK's mandatory packaging waste recovery and recycling targets.	Ensure as far as possible, business compliance with targets in the Packaging Regulations so as to ensure the UK meets its national packaging recovery and recycling targets in 2001. Potential inc. in work due to lower thresholds. Waste Arising survey to commence in Autumn 2001.	Managing Waste			0.5 1	H1.3.6 SL3
KPT EPN/E/6	By 2002 deliver net class upgrades in water quality to 800 km of river (nationally). By 2005 improve compliance with River Quality Objectives to >90%	Continue to monitor and review the implementation of the third five-year water industry investment programme (AMP3) between 2000-2005. Undertake investigations into the non-compliant river stretches identified in LEAPs. (Also see EPN/E10).	Integrated river-basin management	G Phillips		2	C1.2.3 SL3
KPT EPN/E/7	By the end of 2005 increase bathing water compliance to at least 97% with more waters passing consistently and achieve a significant improvement in guideline standards, particularly at major holiday resorts	Maintain current compliance in N&S. Investigate with FER (Marine team) any failures to ensure that remedial measures are implemented and robust enforcement action is taken, where appropriate	Integrated river-basin management	G Phillips		2	H1.1.2 SL4 I1.1 SL3

WORK PLAN – AREA ENVIRONMENT PROTECTION MANAGER – NORFOLK & SUFFOLK (2 of 4)

Source Ref	Target	Success Criteria & Actions	Theme	AMT/TL responsibility	Forecast £k	Forecast FTE	EPPPE SL
KPT EPN/E/8	By 2005 achieve a 15% reduction in the number of substantiated water pollution incidents compared with the 1997 baseline	Continue with Oil Care campaign and use new powers to issue works notices when serious pollution risk is discovered. Contribute to the Fertiliser Campaign during 2001-2002 which will address this major pollution issue	Integrated river-basin management	G Phillips		0.5	B2.1 SL2
KPT EPN/E/9	Improve groundwater and surface water protection by regulating nitrate vulnerable zones	By 2002, have carried out 8,500 NVZ visits (nationally). EP N&S target (2001-2002) = 300. There is also a potential increase in workload during the consultation on the new NVZs which it is expected will be announced during 2001.	Integrated river-basin management	G Phillips		1.5	E2.1 SL3
KPT EPN/E/10	Promote integrated management of river basins in liaison with local communities	Implement priority 1 LEAP actions within the constraints of EP resources and work with key partners.	Integrated river-basin management	G Phillips		4	C1.2.1? SL1 E2.1 SL3
KPT EPN/E/11	Contribute to the protection and sustainable use of land; including soil systems	Implement regulatory controls for land spreading of industrial wastes and disposal of sewage sludge to land, subject to a cost recover funding mechanism being agreed.	Conserving the Land	G Phillips		1	H1.1.3 SL3 H1.3.2 SL2
KPT EPN/E/12	By the end of 2003/04, complete a review of existing Agency authorisations to establish and mitigate their effect on the 273 SPAs and SACs, as required by the Habitats Directive.	In 2001/02 assist in completing appropriate assessments of authorisations affecting Broads SPAs or SACs	Enhancing Biodiversity	G Phillips		1	?
KPT EPN/E/13	By 2005 reduce nutrient levels at 25 SSSIs affected by high nutrient levels, in part by introducing phosphorus limits in discharge consents at key contributing sewage works	From 2000 ensure the implementation of the National Environment Programme. Produce and consult on eutrophication control plans for the Broads area	Enhancing Biodiversity	G Phillips		0.5	?
KPT EPN/E/14	Play a full part in implementing the UK Biodiversity Action Plan. By 2002/3 all relevant agency authorisations and operating procedures will include actions needed to support the UK biodiversity action plan	With FER identify mesotrophic and eutrophic lakes BAP sites. In 2001/02 contribute directly to the eutrophic lake BAP for sites in the Broads and ensure that our regulatory and advisory actions contribute to another 100 (national target) plans	Enhancing Biodiversity	G Phillips		1	?

WORK PLAN – AREA ENVIRONMENT PROTECTION MANAGER – NORFOLK & SUFFOLK (3 of 4)

Source Ref	Target	Success Criteria & Actions	Theme	AMT/TL responsibility	Forecast £k	Forecast FTE	EPPPE SL
CC EPN/E/15	Respond to reported pollution incidents. Increase incident preparedness. (freshwater/marine/drought)	Assess all reported pollution incidents within 2 hours. Deal with “emergency” incidents within 2 hours in normal working time and 4 hours at other times. Deal with other incidents within 24 hours. (NOT COMPLIANT WITH EPPPE). <ul style="list-style-type: none"> 100% incidents responded to in target time 60% costs recovered Produce and implement emergency planning procedures. Carry out exercises for EP teams.	Integrated river-basin management	G Phillips			J1.1 SL2 C2 SL3
CC EPN/E/16	Respond to all reports of water pollution & illegal waste activity to Police & Criminal Evidence Act (PACE) & EPPPE service levels Maintain accurate records in NIRS	Record incidents on NIRS in compliance with ODI. Implement NIRS2 and IMP when available.	River Basin Management	G Phillips			J1.1 SL2
CC EPN/E/17	Appropriate enforcement action in Norfolk and Suffolk to incidents – non-compliance re NVZs; Producer Responsibility; Groundwater Regs; Transfrontier Shipments, Special Waste; Sludge and Waste to Land.	<ul style="list-style-type: none"> Early & efficient decision on whether to proceed with cases Prompt completion of case files & enforcement action Positive outcomes (e.g. improvement in company behaviour & valuable publicity) 	River Basin Management	G Phillips			I1.1 SL3
P EPN/E/18	Continue programme of promoting pollution prevention and remediation via inspection visits	Carry out reactive pollution prevention work only, in accordance with EPPPE service level. Carry out a programme of pollution prevention inspections in source prevention’s zones, as required by the Groundwater regulation work.	River Basin Management	G Phillips			B2.1 SL2

WORK PLAN – AREA ENVIRONMENT PROTECTION MANAGER – NORFOLK & SUFFOLK (4 of 4)

Source Ref	Target	Success Criteria & Actions	Theme	AMT/TL responsibility	Forecast £k	Forecast FTE	EPPPE SL
P EPN/E/19	Ensure proper management of the department is maintained, including staff management and development, and department administration.	Carry out annual appraisals and quarterly reviews Promote staff development by producing and implementing PDPs OPM: % of staff with PDP which have been reviewed in last 6 months Using Equal Value criteria, provide evidence of staff progression against competencies Undertake recruitment activities Maintain appropriate level of administration Retain warrants. Training Plan implemented. (Greater resource required than EPPPE allows due to warrants/competencies/new duties etc)	Business Development	G Phillips			Gen. Mgmt. Ovrhd. C7.1 SL4 C7.2 SL3
P EPN/E/20	Provide corporate input	Deadlines met for routine reporting requirements and special requests Regularly review management information to ensure department operating to target and budget. Provide support to AEG. Implementation of BRITE.	Business Development	G Phillips			Gen. Mgmt. Ovrhd. AEG A1 SL2
P EPN/E/21	Ensure all Health and Safety requirements are met	Comply with H&S Management System, legislation, CDM etc. inc. recording all incidents/near misses on SHERMs. Implement actions identified in the HSMS audit and action plans and continually review and update to achieve a successful audit Undertake and review risk assessments Staff H&S trained	Business Development	G Phillips			Gen. Mgmt. Ovrhd.

WORK PLAN – AREA ENVIRONMENT PROTECTION MANAGER – ESSEX (1 of 4)

Source Ref	Target	Success Criteria & Actions	Theme	AMT/TL responsibility	Forecast £k	Forecast FTE
KPT EPE/E/1	Make information on releases from Agency-regulated industry readily available	Extend the Pollution Inventory to waste regulation and use data to assess the effectiveness of our programmes and to modify them as required, including operator produced data if a suitable database and electronic supply process is obtained	Regulating Industry	P Ripton S Bowers		0.1
KPT EPE/E/2	Achieve major benefits in fresh and marine waters through the regulation of the water industry	Ensure discharge consents are monitored and appropriate enforcement action taken as appropriate, and especially targeting those affecting EC Directive non-compliance	Regulating Industry	P Ripton S Bowers		1.5
KPT EPE/E/3	Operate to a risk based inspection methodology, thereby encouraging demonstrable improvements in the environmental impact of 100 waste management facilities (nationally) on the basis of reduced OPRA scores	Ensure that all licensed sites have an OPRA score that is less than 3 months old OPM: No. inspections planned by March 2002 No. actually done	Managing Waste	P Ripton S Bowers		0.3
KPT EPE/E/4	Consistent regulation of the waste industry to minimise the environmental impact of waste management activities	Improve efficiency in the delivery of waste regulation by the supervision of WML sites using OPRA, WML exemptions, carriers and brokers. Also by use of Officer training methods such as the Inspection Video procedure	Managing Waste	P Ripton S Bowers		0.25
KPT EPE/E/5	Promote achievement of the UK's mandatory packaging waste recovery and recycling targets.	Ensure as far as possible, business compliance with Packaging Regulations targets Packaging Regulations so as to ensure the UK meets its national packaging recovery and recycling targets in 2002	Managing Waste	P Ripton S Bowers		0.2
KPT EPE/E/6	Implement NVZ policy & procedure to reduce nitrate pollution	Action plan completed to date	River-basin management	P Ripton S Bowers		See 10
KPT EPE/E/7	By 2002 deliver net class upgrades in water quality to 800 km of river (nationally). By 2005 improve compliance with River Quality Objectives to >90%	Monitor and assist the implementation of the third five-year water industry investment programme between 2000-2005. Also by influencing the Regional Water Resources Strategy to reduce impact of abstraction and improving operation and design of the Ely Ouse River Transfer Scheme through contributing to assessment of E & S Water Co proposals	Integrated river-basin management	P Ripton S Bowers		3
KPT EPE/E/8	By the end of 2005 increase bathing water compliance to at least 97% with more waters passing consistently, and achieve significant improvement in guideline standards, particularly at major holiday resorts	Maintain current compliance in Essex. Investigate any failures with FER (Marine team) and take robust remedial and enforcement action in partnership with District Councils and owners	Integrated river-basin management	P Ripton S Bowers		0.05

WORK PLAN – AREA ENVIRONMENT PROTECTION MANAGER – ESSEX (2 of 4)

Source Ref	Target	Success Criteria & Actions	Theme	AMT/TL responsibility	Forecast £k	Forecast FTE
KPT EPE/E/9	By 2005 achieve a 15% reduction in the number of substantiated water pollution incidents compared with the 1997 baseline	Continue with Oil Care campaign and use new Oil Regulations as soon as practicable together with powers to issue works notices when pollution risk is discovered. Promote construction and transport industry pollution prevention by targeted enforcement	Integrated river-basin management	P Ripton S Bowers		1
KPT EPE/E/10	Improve groundwater protection by regulating nitrate vulnerable zones	Extend our programme of visits to farms in NVZs. By 2002, have carried out 8,500 visits (nationally) to advise on reducing risks of pollution	Integrated river-basin management	P Ripton S Bowers		1.2
KPT EPE/E/11	Promote integrated management of river basins in liaison with local communities	Implement priority 1 LEAP actions within the constraints of EP resources	Integrated river-basin management	P Ripton S Bowers		1.4
KPT EPE/E/12	Contribute to the protection and sustainable use of land; including soil systems	In 2001/02 implement revised regulatory controls for land spreading of industrial wastes and disposal of sewage sludge to land, subject to a cost recover funding mechanism being agreed.	Conserving the Land	P Ripton S Bowers		0.1
KPT EPE/E/13	By the end of 2003/04, complete a review of existing Agency authorisations to establish and mitigate their effect on the 273 SPAs and SACs, as required by the Habitats Directive.	In 2001/02 assist in completing reviews of authorisations affecting Essex SPAs or SACs	Enhancing Biodiversity	P Ripton S Bowers		0.15
KPT EPE/E/14	By 2005 reduce nutrient levels at 25 SSSIs affected by high nutrient levels, in part by introducing phosphorus limits in discharge consents at key contributing sewage works	From 2000 ensure the implementation of the National Environment Programme. Produce and consult on eutrophication control plans for the Essex rivers and reservoirs including where agreed appropriate renewed investigative monitoring	Enhancing Biodiversity	P Ripton S Bowers		0.1
KPT EPE/E/15	Play a full part in implementing the UK Biodiversity Action Plan. By 2002/3 all relevant agency authorisations and operating procedures will include actions needed to support the UK biodiversity action plan	With FER identify mesotrophic and eutrophic lakes BAP sites. In 2001/02 contribute directly to the eutrophic lake BAP for sites in Essex and ensure that our regulatory and advisory actions contribute to another 100 (national target) plans	Enhancing Biodiversity	P Ripton S Bowers		0.1

WORK PLAN – AREA ENVIRONMENT PROTECTION MANAGER – ESSEX (3 of 4)

Source Ref	Target	Success Criteria & Actions	Theme	AMT/TL responsibility	Forecast £k	Forecast FTE
CC EPE/E/16	Appropriate enforcement action in Essex to incidents – non compliance re NVZs; Producer Responsibility; Groundwater Regs; Transfrontier Shipments; Special Waste	<ul style="list-style-type: none"> • Early & efficient decision on whether to proceed with cases • Prompt completion of case files & enforcement action • Positive outcomes (e.g. improvement in company behaviour & valuable publicity) 	River Basin Management	P Ripton S Bowers		1.95
CC EPE/E/17	Respond to reported pollution incidents	Assess seriousness of all reported pollution incidents within 2 hours. Deal with “emergency” incidents within 2 hours in normal working time and 4 hours at other times. Deal with other incidents within 24 hours or next working day.	Integrated river-basin management	P Ripton		2
CC EPE/E/18	Respond to all reports of water pollution & illegal waste activity to PACE & EPPPE service levels Maintain accurate records in NIRS	<ul style="list-style-type: none"> • 100% incidents responded to in target time • 60% costs recovered 	River Basin Management	P Ripton		
P EPE/E/19	Put in place strategy for the elimination or control of Pennywort in R Chelmer and make substantive progress with duckweed and water fern strategies for general implementation in rivers where these result in environmental harm.	Co-operative internal and external partnership obtains funding for specific action and a programme of action is produced.	River Basin Management Enhancing Biodiversity	P Ripton / C. Beardall S Bowers		?
P EPE/E/20	Continue programme of promoting pollution prevention and remediation via inspection visits	OPM: No of visits planned 100 No carried out.	River Basin Management	P Ripton S Bowers		0.1
P EPE/E/21	Achieve efficient business operation in EP Essex through relocated and restructured teams and improved work planning and allocation.	Meet corporate deadlines and targets routinely and consistently. Staff operates to objectives and personal development plans consistent with Business Plan and EPPPE.	Business-like.	P Ripton S Bowers	No extra cost	0.1
P EPE/E/22	Establish specific ongoing arrangements for surface water drainage pollution and fly tipping to be eliminated and controlled in LEAP high priority locations.	Continued and developed partnerships with AWS and others achieving Leap objectives in time.	River Basin Management Regulating Industry Managing Waste	P Ripton S Bowers		0.8

WORK PLAN – AREA ENVIRONMENT PROTECTION MANAGER – ESSEX (4 of 4)

Source Ref	Target	Success Criteria & Actions	Theme	AMT/TL responsibility	Forecast £k	Forecast FTE
P EPE/E/23	Ensure proper management of the department is maintained, including staff management and development, and department administration.	Carry out annual appraisals and quarterly reviews Promote staff development by producing and implementing PDPs OPM: % of staff with PDP which have been reviewed in last 6 months Using Equal Value criteria, provide evidence of staff progression against competencies Undertake recruitment activities Maintain appropriate level of administration	Business Development	P Ripton S Bowers		0.7
P EPE/E/24	Provide corporate input	Deadlines met for routine reporting requirements and special requests Regularly review management information to ensure department operating to target and budget Provide support to AEG	Business Development	P Ripton S Bowers		0.35
P EPE/E/25	Ensure all Health and Safety requirements are met	Comply with H&S Management System, legislation, CDM etc Implement actions identified in the HSMS audit and action plans and continually review and update to achieve a successful audit Undertake and review risk assessments Staff H&S trained	Business Development	P Ripton S Bowers		0.15
KPT EPL/E/1	Meet statutory deadlines for issuing Water/Waste/PIR/RSR permissions	OPM: Water/Waste/PIR/RSR No: input & age profile	Regulating industry Managing waste	F Saunders		0.4
KPT EPL/E/8	Ensure effective implementation of new regulatory regimes arising from IPPC, COMAH in partnership with others	Implement IPPC, bringing early sectors into regulation in line with DETR timetable	Regulating industry	P Ripton S Bowers		0.25

WORK PLAN – AREA FER MANAGER (1 OF 4)

Source Ref	Target	Success Criteria & Actions	Theme	AMT/TL responsibility	Forecast £k	Forecast FTE
KPT LEAP FER/E/1	Formulate business case for external funding for priority schemes re: River Wensum rehabilitation. (For potential implementation in 2002/2003). In addition undertake post project monitoring of schemes completed during 2000/2001	Completion of Business case and securing of partnership funding Monitoring completed	MFF IRBM	CH Beardall		0.5 FTE
KPT FER/E/2	Co-ordinate and complete Stages I & II of the Review of all Agency consents and authorisations as required under the Habitats Directive. Manage the Area Habitats Directive Group, progress and co-ordinate the initiation of Stage 3 investigations at appropriate European site	Stages 1 & 2 will be completed to national programme. Stage 3 planned and initiated	MWR IRBM EB	CH Beardall		0.75 FTE
KPI FER/E/3	Ensure all Agency authorisations and operations comply with the Habitats Directive	Internal Procedures in place and operating effectively Conservation Regulations complied with	MWR / IRBM / RI	C.H.Beardall		2 FTE
KPT LEAP FER/E/4	Develop strategy for the management of the R Stour navigation. Ensure successful completion of feasibility study identifying options for management of navigation (partnership project)	Feasibility study completed Strategy developed	IRBM	C.H.Beardall	Partnership project / Consultants (£30K)	0.1 FTE
P FER/E/5	Ensure completion of biology (invertebrate) survey of rivers (as per priority planning instructions)	Survey completed to national requirements by March 2001	IRBM	CH Beardall	£4K consultant	2 FTE
P FER/E/6	Ensure collection of biological evidence in support of UWWTD designations	Surveys and analysis completed to national standard by September 2000	IRBM	CH Beardall		0.2 FTE
LEAP / P FER/E/7	Undertake special biological investigations where sample sites achieve poor biological quality.	Surveys identified agreed and investigations completed in partnership to EP	IRBM	CH Beardall		0.4 FTE
S FER/E/8	Ensure statutory Bathing Water sampling is completed and undertake investigations where concerns / deterioration's occur.	Sampling completed. Investigation initiated according to agreed Regional protocols	IRBM	CH Beardall	£11.5K contract	0.25 FTE

WORK PLAN – AREA FER MANAGER (2 OF 4)

Source Ref	Target	Success Criteria & Actions	Theme	AMT/TL responsibility	Forecast £k	Forecast FTE
S FER/E/9	Continue to manage Area response to oil pollution incidents including the development of strategic oil pollution plans, the construction of boom anchorage points, and the management of oil emergency activities in accordance with national policy and EA / Maritime and Coastguard Agency Memorandum of Understanding	Oil plans in place. Boom tests completed. Liaison with appropriate internal and external customers completed	IRBM	CH Beardall	£10K	1.0FTE
P FER/E/10	Investigate poor (Class C) Shellfish Hygiene Status where appropriate and clarify source of contamination	Complete appropriate investigations to clarify potential sources. Work closely with Anglian Water in relation to investigations and AMP3 commitments	IRBM	CH Beardall		>0.1 FTE
S FER/E/11	Co-ordinate Area input into the Essex Coast statutory Schemes of Management under the Habitats Directive.	Successful multi-functional Agency input co-ordinated and dissemination of outputs from management group	IRBM	CH Beardall		>0.1 FTE
S FER/E/12	Implement enforcement of Import of Live Fish Act Order	Enforcement initiated to agreed regional/national standards	MFF	CH Beardall		Not known
S/LEAP FER/E/13	Further develop and implement the monitoring programme to assess the impacts of the Ely/Ouse Transfer scheme, as required by the Denver Licence variation	Monitoring programme in place and on schedule	MWR	CH Beardall		0.5 FTE
S FER/E/14	Implement the construction of water level structures in the Easton Valley SPA as part of the WLMPS (partnership project with English Nature)	Final structure in place and operating by March 2002	EB/IRBM	CH Beardall	£150 K (potential for grant aid from MAFF)	0.1 FTE
S FER/E/15	Implement the River Wensum SSSI Conservation Strategy Action Plan in partnership with English Nature	Actions identified in programme initiated and completed.	EB/IRBM	CH Beardall	Partnership Project + staff time	0.1FTE
P/LEAP FER/E/16	Progress the implementation of the Biodiversity Action Plans through the partnership Anglian Rivers Project, for Suffolk, Essex and Norfolk	Implications of Biodiversity Plans identified and disseminated to all functions	EB	CH Beardall	Partnership Project £10K	0.2 FTE's
P FER/E/17	Identify measures necessary to implement National Coarse Fish Strategy	Ongoing implementation	MFF	CH Beardall		0.1 FTE

WORK PLAN – AREA FER MANAGER (3 OF 4)

Source Ref	Target	Success Criteria & Actions	Theme	AMT/TL responsibility	Forecast £k	Forecast FTE
P FER/E/18	Identify and implement requirements for the completion of Risk Assessments for public access to priority Agency owned sites	Priority sites identified and risk assessments completed by March 2001		CH Beardall	£2000	0.1 FTE
P FER/E/19	Undertake Metering Best Practice audits on Water Resource licences in line with to National Policy requirements	Audits completed in line with national requirements OPM: No. of audits completed; % compliance	MWR	C.H.Beardall		0.5 FTE
P FER/E/20	Meet the requirements of the National Environmental Assessment Handbook for Agency internal works and activities	Ensure EIAs completed for Agency activities	IRBM/MWR/EB	C.H.Beardall		2 FTE's
P FER/E/21	Monitor and respond to all Agency authorisations, projects, operations and external consultations to ensure compliance with statutory conservation, recreation and navigation duties	All Agency activities compliant with legislation	IRBM/MWR/CC/WFF/B/E B etc	C.H.Beardall		2 FTE
P FER/E/22	Ensure effective enforcement of water resource and fishing rod licences, LD consents, navigation and fisheries byelaws.	Licences etc checked to regional targets. Enforcement actions successfully taken where appropriate	MWR/MFF/IRBM/	C.H.Beardall		6.5 FTE
P FER/E/23	Deliver statutory (Shellfish Waters Directive, UWWTD and Habitats Directive) estuarine monitoring programme and specialist estuarine investigations (i.e. for FD, EP etc)	Monitoring completed to Regional, area targets	IRBM	C.H.Beardall		1 FTE
P FER/E/31	Manage collaborative project relating to the use of Sterols as an aid to highlighting faecal contamination issues in Shellfish and other estuarial waters.	Manage appropriately in line with Memorandum of Understanding with Anglian Water and Essex University	IRBM	CH Beardall		0.1FTE
P FER/E/25	Deliver FER H & S Action Plan	Comply with H&S Management System, legislation, CDM etc Implement actions identified in the HSMS audit and action plans and continually review and update to achieve a successful audit Undertake and review risk assessments Staff H&S trained	Business Development	C.H.Beardall		1 FTE

WORK PLAN - AREA FER MANAGER (4 OF 4)

Source Ref	Target	Success Criteria & Actions	Theme	AMT/TL responsibility	Forecast £k	Forecast FTE
P FER/E/26	Ensure proper management of the department is maintained, including staff management and development, and department administration.	Carry out annual appraisals and quarterly reviews Promote staff development by producing and implementing PDPs OPM: % of staff with PDP which have been reviewed in last 6 months Using Equal Value criteria, provide evidence of staff progression against competencies Undertake recruitment activities Maintain appropriate level of administration	Business Development	C.H.Beardall		2 FTE
P FER/E/27	Provide corporate input	Deadlines met for routine reporting requirements and special requests Regularly review management information to ensure department operating to target and budget Provide support to AEG	Business Development	C H Beardall		0.2 FTE
P FER/E/30	Deliver Broads Fisheries Action Plan (National Project)	Publication of Fisheries Action Plan in consultation with Broads Angling Sub Committee and REFERAC	MFF	CH Beardall		0.25FTE
P FER/E/28	Ensure effective processing of Fisheries Bye law and Section 30 consents, design and delivery of revised fisheries survey programme, advice and liaison with customers	Consents issued within deadlines Revised survey programme completed to schedule Liaison with angling community improved	MFF	C H Beardall		9.5 FTE
P FER/E/29	Identify and implement partnership projects to deliver real environmental improvements drawing in external funding	Projects delivered improving conservation of biodiversity, recreation and other benefits	B/IRBM/MFF	C H Beardall	£20K	0.2 FTE
FER/E/30	Replace existing Area workboat, as agreed with Regional Transport.	Purchase of suitable replacement boat, subject to appropriate funds being available		C H Beardall	£25K	

WORK PLAN – AREA FLOOD DEFENCE MANAGER (1 of 5)

Source Ref	Target	Success Criteria & Actions	Theme	AMT/TL responsibility	Forecast £k	Forecast FTE
FD/E/01	Ensure all Health & Safety requirements are met, according to Agency policies and the Flood Defence Health & Safety Action Plan.	Comply with H&S Management Systems, legislation, CDM etc. Implement actions identified in the HSMS audit and action plan. Continually review and update to achieve a successful audit. Undertake and review risk assessments. Staff H&S trained. Ongoing to March 2002.	Business Development	J Wortley All TL's		
MAFF High Level Target 1 FD/E/02	Influence Local Planning Authorities, particularly Ipswich Borough Council, to oppose new development in areas at risk from flooding.	Work with Development Control Staff to ensure that the Agency's requirements are fully reflected in advice to local Planning Authorities and in Local Plan Policies – ongoing to March 2002.	Integrated River Basin Management	J Wortley TL's Customer Services Development Control		
MAFF High Level Target 1 FD/E/03	Undertake surveys to improve quality of flood plain maps.	Complete flood plain maps for Norwich, Stowmarket and other priority sites by December 2001. Review needs for further priority sites. Keep local Planning Authorities informed of progress. Ongoing to March 2002.	Reducing Flood Risk	J Wortley Mike Steen Vicky Eade Development Control		
MAFF High Level FD/E/04	Undertake general supervisory duty in all matters relating to flood defence.	Issues relating to potential flood risk brought to the attention of relevant bodies and appropriate action progressed. Ongoing to March 2002.	Reducing Flood Risk	J Wortley TLs		
MAFF High Level Target 2 FD/E/05	Undertake ongoing training for staff involved in flood warning.	Adequate numbers of suitably trained staff always available for flood warning duties. Ongoing to March 2002.	Business Development	J Wortley M Steen		
MAFF High Level Target 2 FD/E/06	Ensure that adequate resources for Flood Warning, especially during a major prolonged event.	Continually review staff available to undertake flood warning and control room duties and have contingency plans to recruit and train more staff to these roles as required. Ongoing to March 2002.	Business Development	J Wortley Mike Steen		
MAFF High Level Target 2 FD/E/07	Populate AVM database with properties identified from Flood Risk Area maps. Direct mail to target properties at high risk.	All householders in flood risk areas contacted and details added to AVM. Ongoing to March 2002.	Reducing Flood Risk	J Wortley Mike Steen		
MAFF High Level Target 2 FD/E/08	Ensure EA targets for flood warning are met in areas provided with the service.	All relevant properties provided with flood warning. Ongoing to March 2002.	Reducing Flood Risk	J Wortley Mike Steen		

WORK PLAN – AREA FLOOD DEFENCE MANAGER (2 of 5)

Source Ref	Target	Success Criteria & Actions	Theme	AMT/TL responsibility	Forecast £k	Forecast FTE
MAFF High Level Target 2 FD/E/09	Have in place a programme to improve public awareness of flood warning procedures.	Priority groups identified and kept informed. Proactive programme of awareness in place. Undertake presentations to priority groups. Regional PR involved Programme prepared by May 2001, implemented by March 2002.	Reducing Flood Risk	J Wortley Mike Steen Customer Services		
MAFF High Level Target 2 FD/E/10	Improve fluvial flood warning service for risk areas in Norfolk	High risk areas identified, occupants contacted and AVM populated by September 2001. Norfolk Police kept informed.	Reducing Flood Risk	J Wortley Mike Steen		
MAFF High Level Target 3 FD/E/11	Develop programme of joint emergency exercises with local authorities and emergency services in the Area. Take part in national emergency exercise – May/Sept 2001	Programme developed in conjunction with local authorities and published by June 2001. Eastern Area input meets national expectations for emergencies. Ongoing to March 2002.	Reducing Flood Risk	J Wortley Mike Steen		
MAFF High Level Target 4 FD/E/12	Maintain and manage are databases and GIS systems on Flood Defence data and assets in accordance with Regional priorities.	Flood Defence databases kept up to date, staff trained in their use, other relevant functions made aware of data resources and uses. Ongoing to March 2002.	Integrated River Basin Management	J Wortley All TLs		
MAFF High Level Target 5 FD/E/13	Undertake the annual programme of flood and coast asset inspections and carry out inspections of Agency Main River and coastal assets in Norfolk, Suffolk and Essex. Feed appropriate needs into revenue, minor capital and grant-aided programmes.	Data relating to assets is kept up to date. Need for future work is identified and incorporated into forward plans. LFDC's kept informed of future needs. Partner organisations involved as appropriate Programme of asset inspection for 2001-2002 prepared by April 2001.	Business Development	J Wortley Stan Jeavons Tom Miller		
MAFF High Level Target 5 FD/E/14	Revise existing Asset Surveys to conform to Regional standard methods.	Area database revised and complete by April 2001. Errors removed. Database functioning.	Business Development	J Wortley Stan Jeavons Tom Miller Vicky Eade		

WORK PLAN – AREA FLOOD DEFENCE MANAGER (3 of 5)

Source Ref	Target	Success Criteria & Actions	Theme	AMT/TL responsibility	Forecast £k	Forecast FTE
MAFF High Level Target 5 FD/E/15	Encourage and monitor Local Authority compliance with MAFF High Level Targets Pertaining to Critical Ordinary Watercourses and produce data for MAFF/DETR at appropriate times. Report on flood risk from Ordinary Watercourses.	All Critical Ordinary Watercourses identified and agreed with all local authorities and IDB's by September 2001. Programmes for inspections in place and requirements for remedial works agreed with relevant body by October 2001. Report on flood risk prepared by September 2001.	Reducing Flood Risk	Jonathan Wortley Peter Marjoram John Macrae		
MAFF High Level Targets 2,7; 9 FD/E/16	Deliver the approved Norfolk & Suffolk and Essex LFDC Long Term Plans for Capital and Minor Capital investment. Incorporate sustainable criteria from SMP's and seawall strategies.	Works undertaken and completed in accordance with agreed programmes. Financial targets achieved. Obligations under conservation legislation and EU Directives achieved. LFDC kept informed of progress. Opportunities for partnership progressed in conjunction with FER staff. Ongoing to March 2002.	Integrated River Basin Management	Jonathan Wortley Stan Jeavons Tom Miller + Gordon Heald's Team		
MAFF High Level Targets 7 and 9 FD/E/17	Plan, monitor and control revenue expenditure to achieve the maintenance programme for Norfolk & Suffolk and Essex LFDC's. Programme to take into account asset surveys and minimum environmental standards.	Works undertaken and completed in accordance with agreed programmes. Financial targets achieved. Obligations under conservation legislation and EU Directives achieved. LFDC kept informed of progress. Opportunities for partnership progressed. Ongoing to March 2002.	Integrated River Basin Management	Jonathan Wortley Stan Jeavons Tom Miller		
MAFF High Level Target 8 FD/E/18	Provide appropriate input to the development of revised shoreline Management Plans (SMPs).	Current SMP revised according to Regional timetable in conjunction with other Coastal Authorities. Ongoing to March 2002.	Conserving the land	Jonathan Wortley TL's		
MAFF High Level Target 9 FD/E/19	Provide appropriate input to the ChaMP process.	Implementation of CHaMPs progressed. LFDC's kept informed. Requirements built into capital and revenue programmes. Ongoing to March.	Integrated River Basin Management	Jonathan Wortley Vicky Eade Stan Jeavons Tom Miller		

WORK PLAN – AREA FLOOD DEFENCE MANAGER (4 of 5)

Source Ref	Target	Success Criteria & Actions	Theme	AMT/TL responsibility	Forecast £k	Forecast FTE
MAFF High Level Target 9 FD/E/20	Progress implementation of Suffolk Estuarine Strategies.	Area implementation group established and strategies taken forward according to Regional and local priorities.	Integrated River Basin Management	J Wortley Vicky Eade Stan Jeavons P Marjoram		
MAFF High Level Target 10 FD/E/21	In partnership with English Nature develop a programme for implementation and review of Water Level Management Plans.	WLMP actions for high priority sites are implemented in agreement with land owners and English Nature. Reports prepared for Region. Ongoing to March 2002.	Integrated River Basin Management	J Wortley Vicky Eade Stan Jeavons Tom Miller		
FD/E/22	Take appropriate action to progress relevant priorities in the Anglian Region's Flood Defence Priority Activities for 2000/2001 (attached).	Priorities progressed according to Regional programmes and guidance.	Integrated River Basin Management	J Wortley TL's		
FD/E/23	Build up new Enforcement teams and undertake appropriate training to obtain the necessary competencies (this will be on a two-year timescale).	Appropriate staff in place and training programme developed. New staff to be involved in all cases involving enforcement action as part of on-the-job training. Ongoing to March 2002.	Business Development	J Wortley P Marjoram John Macrae		
FD/E/24	Implement Flood Defence input to the Common Incident Classification System (CICS) and National Incident Recording System (NIRS).	All incidents properly identified and logged in CICS/NIRS. Follow up actions undertaken according to Regional procedures and timetable.	Business Development	J Wortley TL's		
FD/E/25	Produce Catchment Flood Management Plans for each catchment in the Area.	Catchment Flood Management Plans prepared according to Regional programme.	Integrated River Basin Management	J Wortley Vicky Eade Stan Jeavons Tom Miller		
FD/E/26	Develop and implement a simple system of timesheet recording according to Regional priorities.	Time allocation information available to managers within the week following completion of timesheets. Ongoing to March 2002.	Business Development	J Wortley All TL's		

WORK PLAN – AREA FLOOD DEFENCE MANAGER (5 of 5)

Source Ref	Target	Success Criteria & Actions	Theme	AMT/TL responsibility	Forecast £k	Forecast FTE
FD/E/27	Design, plan and move incident room, dissemination room and team offices to new location in new building.	Incident Control Room kept fully functioning and arrangements made to relocate to new building according to Area timetable. (March 2002).	Business Development	J Wortley Mike Steen		
FD/E/28	Ensure proper management of the department is maintained, including staff management and development and department administration.	Carry out annual appraisals and quarterly reviews. Promote staff development by ensuring that PDPs are prepared and reviewed. Using Equal Value Criteria, provide evidence of staff progression against competencies. Undertake recruitment activities. Maintain appropriate level of administration. Ongoing to March 2001.	Business Development	J Wortley All TL's		

WORK PLAN – AREA WATER RESOURCES MANAGER (1 of 3)

Source Ref.	Target	Success Criteria & Actions	Theme	AMT/TL responsibility	Forecast £k	Forecast FTE
KPT WR/E/1	Reduce number and age profile of abstraction licence applications in hand	Meet Regionally agreed targets on no. of applications outstanding	Managing water resources (MWR)	CB/PB/FAI		8
KPT LEAP WR/E/2	Meet requirements of Habitats Directive Review of Abstraction Licences	<ul style="list-style-type: none"> Completion by March 2004 Carry out review of all existing licences. Ensure compliance with Habitat Directive when determining new/renewal applications Continue management of wetland monitoring. OPM: No of licences identified No licences reviewed	MWR Enhancing biodiversity	CB/PH/ AH/PB	£1.441m to 2004 (£411k to 2001) £12k	2 *share with licensing 0.2
KPT LEAP WR/E/3	Work with water companies to progress investigations and developments identified in AMP3 process (5 year programme commencing April 2000)	<ul style="list-style-type: none"> Produce scoping brief of EA requirements Monitor progress through liaison with water companies 	MWR Enhancing biodiversity	CB/PH/ AH	Linked with Habitats Directive	0.5
KPT LEAP WR/E/4	Progress outstanding work on Area ALF Schemes	Redgrave and Lopham <ul style="list-style-type: none"> Monitor benefits of relocation River restoration Provide EA representation on Steering Group Deben *(cross reference with "Design and Procurement of New G.S.") Progress G.S. on upper stretch of river. Liaise with AWS over Debenham borehole Assess outstanding issues 	MWR EBD	CB/AH	£3.2m overall (with partners) (£0.4m with partners) River restoration £85k	0.1
CC WR/E/5	Manage informal enquiries re-abstraction licences.	Prioritise Agency scoping of further work within max. 25 weeks	MWR	PB/FAI		6
CC WR/E/6	Meet DETR and National requirements in respect of licensing appeals	Required time scales met.	MWR	PB/FAI		#
CC WR/E/7	Collect, process and check for compliance abstraction licence returns (S201). Provide information for charging purposes.	Data collected, processed and prepared for entry to NALD within 8 weeks of receipt of data.	Managing water resources	/FAI		0.6

WORK PLAN – AREA WATER RESOURCES MANAGER (2 of 3)

Source Ref.	Target	Success Criteria & Actions	Theme	AMT/TL responsibility	Forecast £k	Forecast FTE
P WR/E/8	Maintain National Abstraction Licence Database (NALD)	Input data on new licences, returns, within 1 month of issue or receipt. Produce reports within 10 days of request.	Managing water resources	FAI		0.4
P WR/E/9	Collect, process, and prepare hydrometric data in line with national SLA quality manual, and customer charter	All data collected, validated and archived within 2 months. Respond to 95% of data requests within 10 working days	M.W.R. Business like operation	CB/AB		6
National Project WR/E/10	Review accuracy of gauging stations by carrying out programme of check gaugings	Completion by September 2002	M.W.R.	CB/AB	£220k (Regional Project)	1 Temp (approved)
P WR/E/11	Maintain gauging network in line with 1995 Asset Survey	Reconstruction work on 7 gauging stations. – March 2002 Investigations for 5 gauging stations. Routine maintenance at all sites	MWR DIRBM	CB/AB	£105k £94k	0.8
P WR/E/12	Ensure efficient and effective operation and maintenance of Ely Ouse to Essex and other river support schemes.	Compliance with control rules and budgets. <ul style="list-style-type: none"> • Refurbishment of Blackdyke intake. • Condition inspection of Blackdyke to Kennet Tunnel. • Operate scheme within control rules and budgets 	MWR	CB/AH	£540k (2 years) £1.9m £1.3 million	0.4 0.4 0.6
P WR/E/13	Provide Catchment Abstraction Management Plans	Meet National Targets	MWR	CB/AH		1.4
LEAP WR/E/14	Provide Area input to national/regional projects/initiatives E.g. WR Strategy Abstraction Licence Review	Meet project time scales etc. Regional/national water resource strategies. Regional groundwater modelling (Yare and Essex catchments).	MWR	CB/AH		0.2 0.3 1.0

WORK PLAN – AREA WATER RESOURCES MANAGER (3 of 3)

Source Ref.	Target	Success Criteria & Actions	Theme	AMT/TL responsibility	Forecast £k	Forecast FTE
P LEAP WR/E/15	Provide Area/region input to wider water resource planning issues	Ensure EA perspective provided for <ul style="list-style-type: none"> • Structure Plans. • Essex and Suffolk Water Strategic Development 	MWR	CB/AH		0.2 0.3
LEAP WR/E/16	LEAPS	Provide appropriate functional input to the production and review of LEAPS. Progress Water Resources actions identified in LEAPS within the agreed timescales	MWR	CB/AH		0.1
P WR/E/17	Ensure all Health & Safety requirements are met	Comply with H & S Management System, legislation, CDM etc. Implement actions identified in the HSMS audit and action plans and continually review and update to achieve a successful audit Undertake and review risk assessments Staff H & S trained	Business Development	CB/AB		0.5
P WR/E/18	Ensure proper management of the department is maintained, including staff management and development, and department administration.	Carry out annual appraisals and quarterly reviews Promote staff development by producing and implementing PDPs OPM: % of staff with PDP which have been reviewed in last 6 months Using Equal Value criteria, provide evidence of staff progression against competencies Undertake recruitment activities Maintain appropriate level of administration	Business Development	CB		0.5
WR/E/19	Provide corporate input	Deadlines met for routine reporting requirements and special requests Regularly review management information to ensure department operating to target and budget Provide support to AEG	Business Development	CB		0.5

APPENDIX E

FORWARD LOOK

EP Norfolk & Suffolk

- Tyre campaign – Area & National
- BRITE
- Debt recovery – waste sites
- New NVZ designations
- Resolve Agency point of contact for Industry
- IPPC – training
- Groundwater Regs. – cash runs out next April – 2 posts go in April
- Competencies and warrants – TRAINING
- Marine oil legal issues – add to prosecution policy
- Habitats Directive – John Sweeney – Stage 2 assessments
- UWWTD?
- ECN data
- Eutrophication Strategy – pilot ECAP on River Ant

EER

- Habitats restoration – feasibility study & further work on Rivers Deben and Blackwater; monitor effectiveness
- Implement revised Fisheries Monitoring Programme following monitoring reviews
- Habitats Directive – progress review of consents for 63 SSSI's (this amounts too: 7500 discharge consents; 70 waste sites; 100'ish IPC sites)
- CHAMPS
- Complete angling waters database for internet use
- CAMS
- Implement Biology priority planning

Water Resources

- Additional time spent on appeals (0.5 – 1 FTE)
- Recruitment (0.2 FTE)
- Training & mentoring of new recruits (0.2 FTE)
- Maintenance of new hydrometric sites throughout Eastern Area (1 FTE)
- Creation of new groundwater monitoring sites and additional monitoring (0.3 FTE)
- Support Regional projects – CAMS (1 FTE)

Flood Defence

- Delivery of capital programme – via NCPS
- Interpretation of Habitats Directive – a challenge
- GIS – wider availability and network capabilities
- Improvements to ARTS
- Regional Flood Forecasting – Flood Warning & Ops a better idea?? Dependent on Met Office
- Development of FDMS & FDMIS – asset surveys etc. – should be an improvement
- Suffolk Estuaries Strategies
- Gt. Yarmouth Outer Harbour

- CHAMPS/SMPII
- 4P's BFAS
- WLMP implementation
- Flood Warning 5 year programme completion by September 2001 – 80% of people in a flood risk area
- Shellhaven
- CTRL
- Thames Tidal Defences – strategic approach (3 Regions)
- Say no more often
- TRAINING implications – dealing with the public – distressed /angry people – counselling
- Lessons learnt from Oct/Nov floods – telemetry

Customer Services

- Greater input into Community Plans
- LGA/EA five year plan
- Greater Development Control with AEG's – specifically with LPA's at planning proposal stages with regard to development in the flood plain
- Improved facilities for face to face public contact – e.g. Designated visitors/public PC for Public Register
- Improved training skills to enhance the quality of Agency's responses
- Green transport plans
- Habitats Directive – closer liaison via planning
- Partnerships – enhancement of EA position especially with new Partnerships Officer

DSG

- Global Warning – increasingly severe weather events – resources; EWF no's – emergency plans
- Impact of European Working Time Directive
- Review of Noble number – impact on EWF of changes in working practices; cross functional activities
- Potential impact of Habitats Directive on amount of work available for EWF
- Lack of Contingency Plans

EP Essex

- Resurrect joint Team Briefs and get Jeffery Jenkinson and AEG along to next Team Meeting
- Have a 3-5 year Plan, albeit incomplete, in order to be prepared for increases in workload, especially
 - introduction of IPPC over next 6 years. We know when sectors are coming in, we should know how many
 - Habitats
 - LEAP reviews
 - ELV
 - WEEE
- Failure to fund work beyond April 2001.
- Extend new entrant rotation to other functions.
- Competencies roll-out

- Haverhill STW effluent control strategy
 - new consent
 - wide area strategy
- Effective influence over Essex & Suffolk Water Co. and Ely Ouse Transfer Scheme
- Implement new consent and environmental monitoring
- Mardyke Project?
- Computer recycling project
- Agricultural Waste Minimisation project
- Better Planning

Business Services

- Planned Preventative Maintenance
- Completion of Ipswich Accommodation Project
- Business Services – resources management – document control/electronic data management