



The National Rivers Authority is an effective and independent environmental watchdog.

Our prime purpose is to protect and improve the inland and coastal water environment throughout England and Wales.

Our responsibilities include water quality, water resources, flood defence, salmon and freshwater fisheries, conservation, navigation, and recreation.

The NRA is also responsible for a number of EC Environmental Directives and is generally regarded as the strongest Environmental Protection Agency in Europe.

This document has been produced by the Corporate Planning Section based in our Bristol Head Office with the assistance of other NRA colleagues.

The Corporate Planning Section is responsible for managing the NRA's planning and reporting processes. We assess external change, advise on future policy and priorities, develop strategies and plans, allocate resources, monitor and report on our environmental achievements and corporate performance.



ENVIRONMENT AGENCY

NATIONAL LIBRARY &
INFORMATION SERVICE

SOUTHERN REGION

Guildbourne House, Chatsworth Road,
Worthing, West Sussex BN11 1LD

ENVIRONMENT AGENCY



005903

CORPORATE PERFORMANCE MONITORING REPORT

Full Year 1993/94

**NOTE: THE TERM 'BUDGET
USED IN THIS REPORT
RELATES TO THE REGIONAL
TARGET IN THE BUDGET
YEAR 1993/94**

Produced : September 1994

***Corporate Planning Section
Head Office***



NRA

Corporate Performance Monitoring Report - Full Year 1993/94

Explanatory Notes

The report is organised in the following sections :

SECTION 1 Regulation

SECTION 2 Monitoring

SECTION 3 Operations

SECTION 4 Improvement and Development

This report covers the period from 1 April 1993 to 31 March 1994 except for page 4.1 which shows the cumulative position as at 31 March 1994.

Key to Regional legend used in graphics :

N&Y = Combined Northumbria & Yorkshire regions

NW = North West

WL = Welsh

ST = Severn Trent

AN = Anglian

TH = Thames

SO = Southern

SWN = Combined South West & Wessex regions

all = aggregate total of all regions

Please note that the order in which the regions have been presented within the graphs is on a North-South geographical basis rather than alphabetical.

SECTION 1: REGULATION

CONTENTS

Authorisations

Page

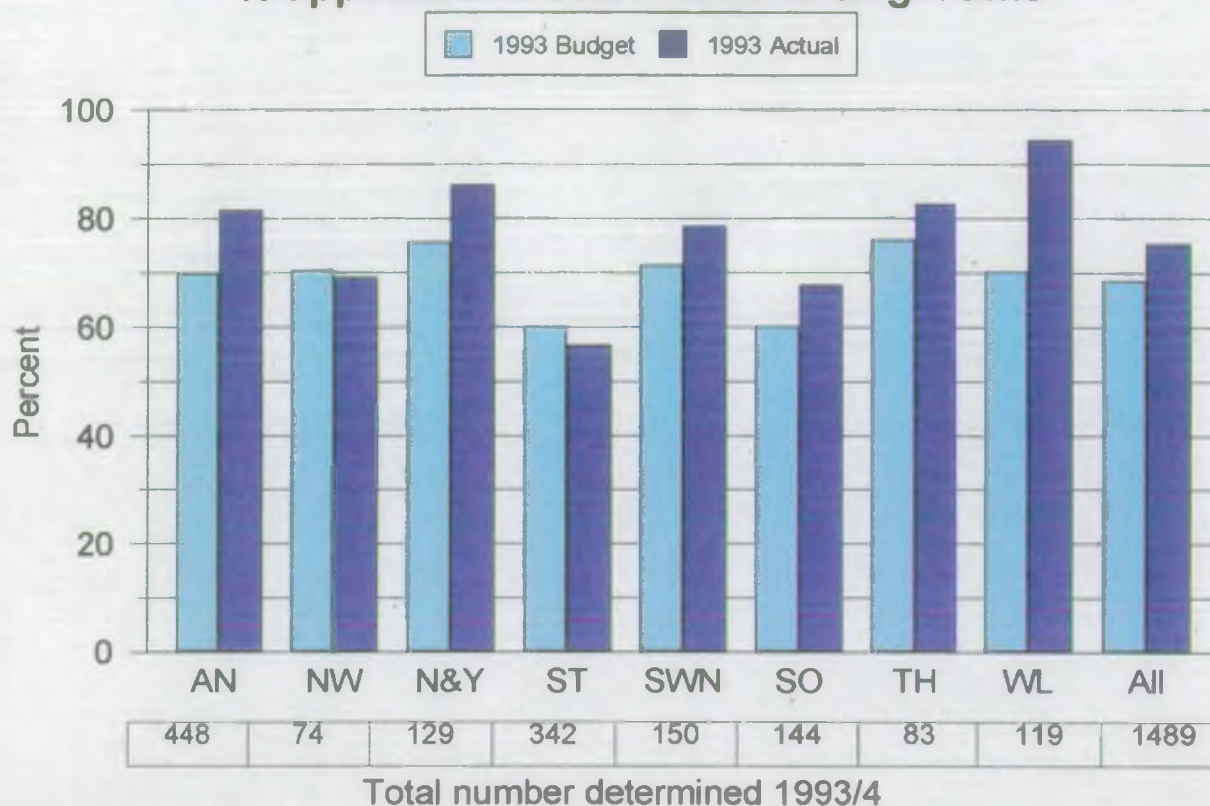
- % abstraction and impoundment licences determined within statutory period 1.1
- % land drainage consents determined in statutory period 1.2
- % discharge consents determined in statutory period 1.3
- % planning applications processed within selective time bands 1.4

Legal Actions

- % of Cat 1 plus Cat 2 pollution incidents which resulted in prosecution or formal caution 1.5

Water Resources Licensing

% applications determined in target time



1.0 Introduction/Purpose of Measure

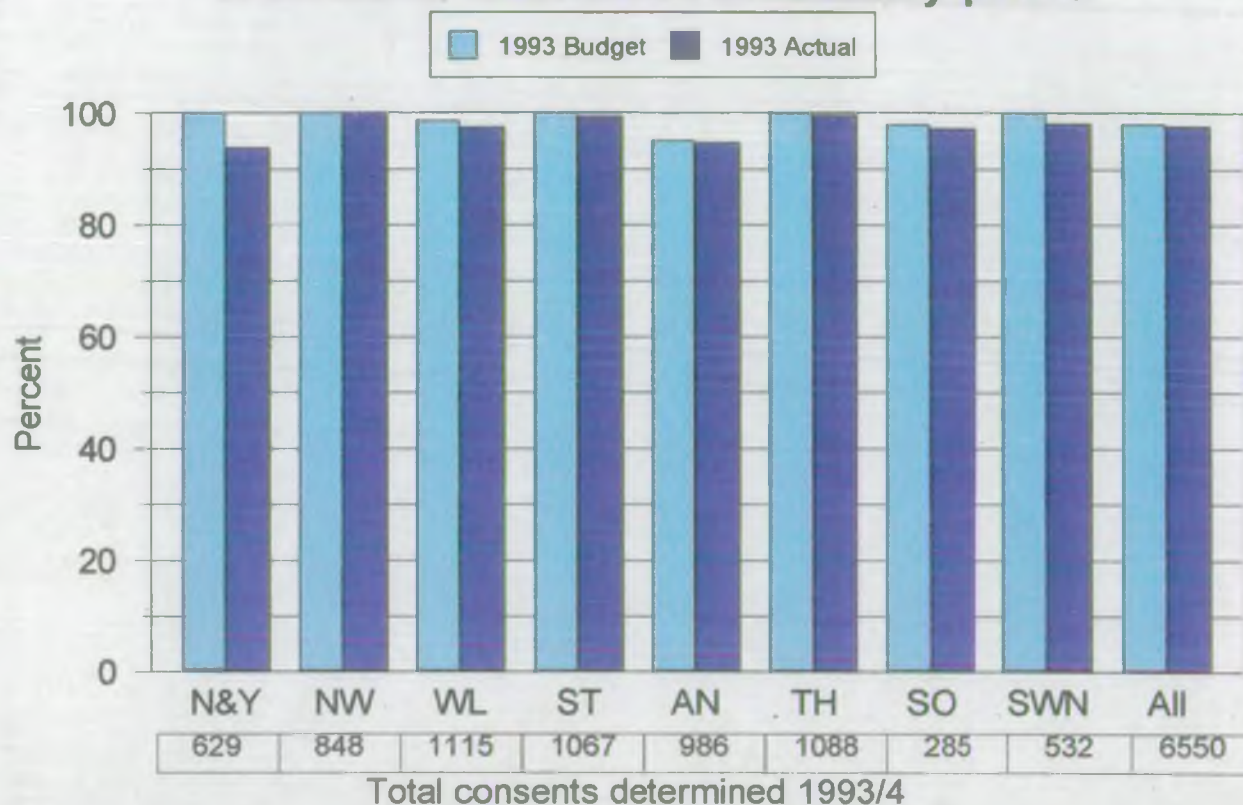
The above graph looks at the percentage of water resource licence applications received by the NRA which were determined within three months of receipt, which is a statutory requirement or, for more complex determinations, within an extended response time agreed with the applicant. This measure has been adopted as one of the NRA's Customer Charter standards.

2.0 Comments

- 2.1 Nationally, 74% of applications were determined within the statutory response time exceeding the overall 69% Budget level aimed for in the 1993/94 Plan. All regions exceeded their Budget targets with the exception of North West (marginally below) and Severn-Trent (largely because of having to deal with a backlog accumulated over previous years which has now been substantially reduced). Severn-Trent also have a large number of appeals on applications from water Plcs.
- 2.2 In volume terms, Anglian and Severn-Trent regions processed a high proportion of all applications determined.
- 2.3 The Customer Charter lays down a commitment to determine all applications within the statutory time. Whilst this will be achieved through continuing improvement over time, the 1994/95 Plan overall target has only been increased to a level of 76% - and this disguises individual regional targets below the national average level.
- #### 3.0 Action
- 3.1 All regions should aim for continuing improvement to achieve full compliance with statutory and Customer Charter requirements.
- 3.2 The Director of Water Management to formulate a formalised programme of improvement as part of the annual Planning round and prescribe a minimum standard of service to iron out some of the current regional variations in service delivery.

Flood Defence Regulation

% consents determined in statutory period



1.0 Introduction/Purpose of Measure

The above graph looks at the percentage of flood defence consent applications received by the NRA which were determined within two months of receipt of a fully completed application, which is a statutory requirement.

This measure has been adopted as one of the NRA's Customer Charter standards.

2.0 Comments

2.1 Nationally, 98% of applications were determined within target time, almost exactly in line with the Budget level aimed for in the 1993/94 Plan and substantially in line with the 100% delivery level assumed in the Customer Charter.

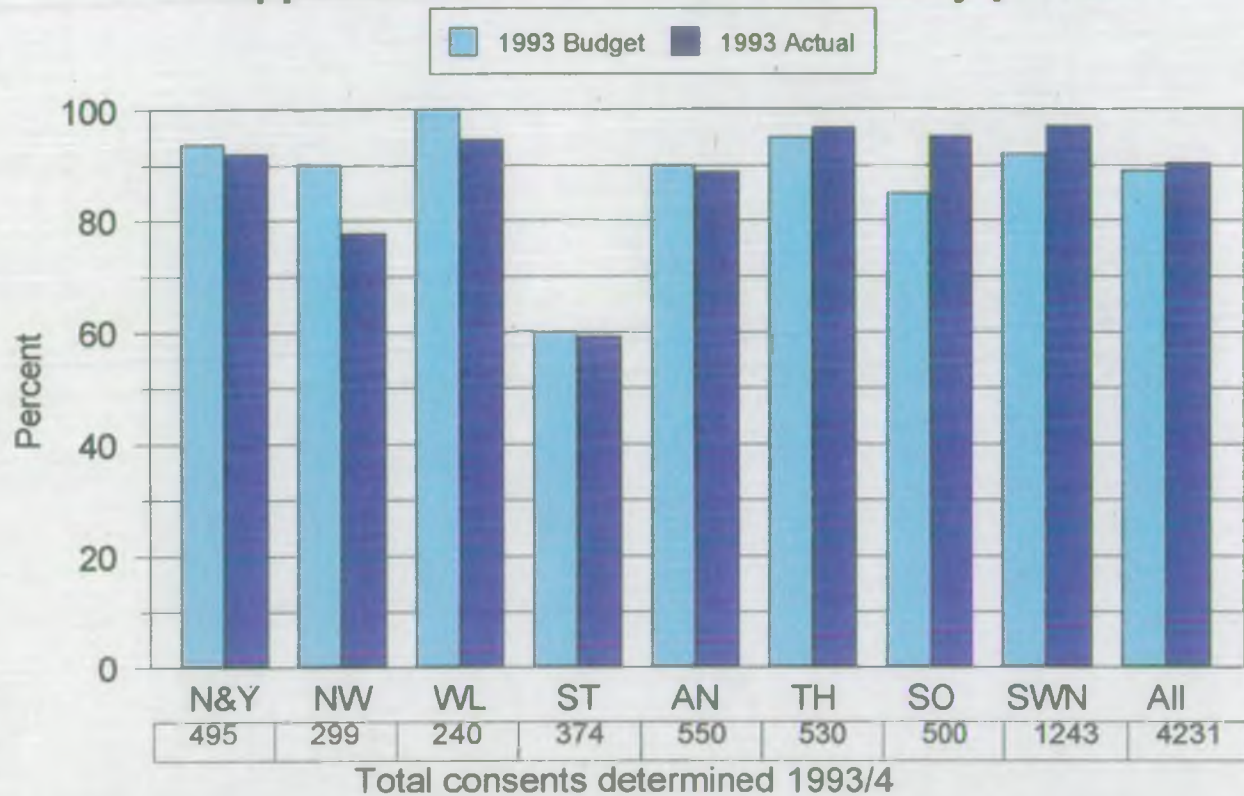
2.2 Nearly all regions met their Budget targets with the exception of Northumbria & Yorkshire who were a little under target.

3.0 Action

3.1 Some improvement is called for in Northumbria & Yorkshire Region and, to a lesser extent, in Anglian. All other regions should aim to maintain service at current levels to achieve compliance with statutory and Customer Charter requirements.

Water Quality Consenting

% applications determined in statutory period



1.0 Introduction/Purpose of Measure

The above graph looks at the percentage of water quality consent applications received by the NRA which were determined within four months of receipt, which is a statutory requirement or, for more complex determinations, within an extended response time agreed with the applicant. This measure has been adopted as one of the NRA's Customer Charter standards.

2.0 Comments

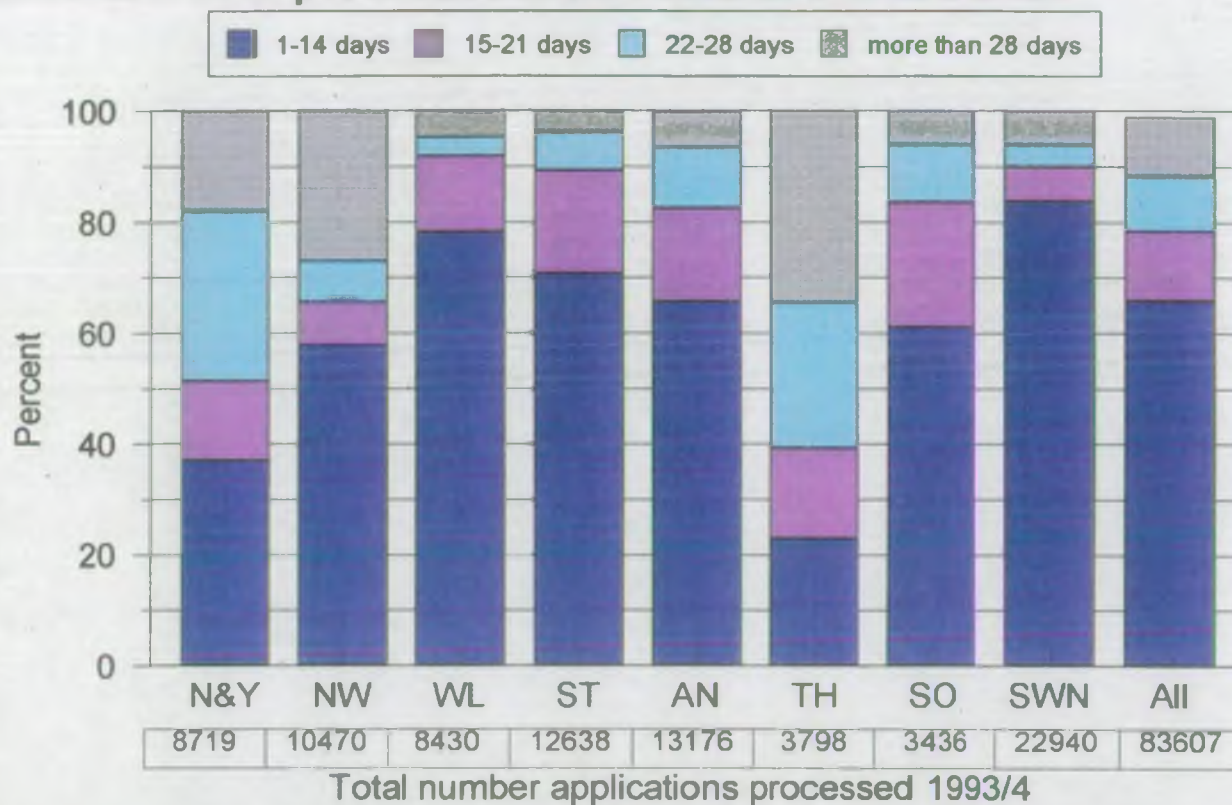
- 2.1 Nationally, 90% of applications were determined within the statutory target time, slightly above the Budget level aimed for in the 1993/94 Plan.
- 2.2 Most regions were close to or above their Budget targets with the exception of North West and, to a lesser extent, Welsh. Whilst Severn-Trent substantially achieved Budget, its Budget target (60%) was notably below that of other regions, largely because of having to deal with a backlog inherited in 1989 which, at year end, was still causing problems but is targeted for further reduction in 94/5.
- 2.3 The Customer Charter lays down a commitment to determine **all** applications within statutory response time. Whilst this will be achieved through continuing improvement over time, the 1994/95 Plan overall target has only increased marginally to a level of 90% - and this disguises individual regional targets below the national average level.

3.0 Action

- 3.1 All regions should aim for continuing improvement to achieve full compliance with statutory and Customer Charter requirements. Particular improvements are called for in Severn-Trent and, to a lesser extent, North West.
- 3.2 The Director of Water Management to formulate a formalised programme of improvement as part of the annual Planning round and prescribe a **national** standard of service to iron out current regional variations in service delivery.

Planning Applications

% processed within selected time bands



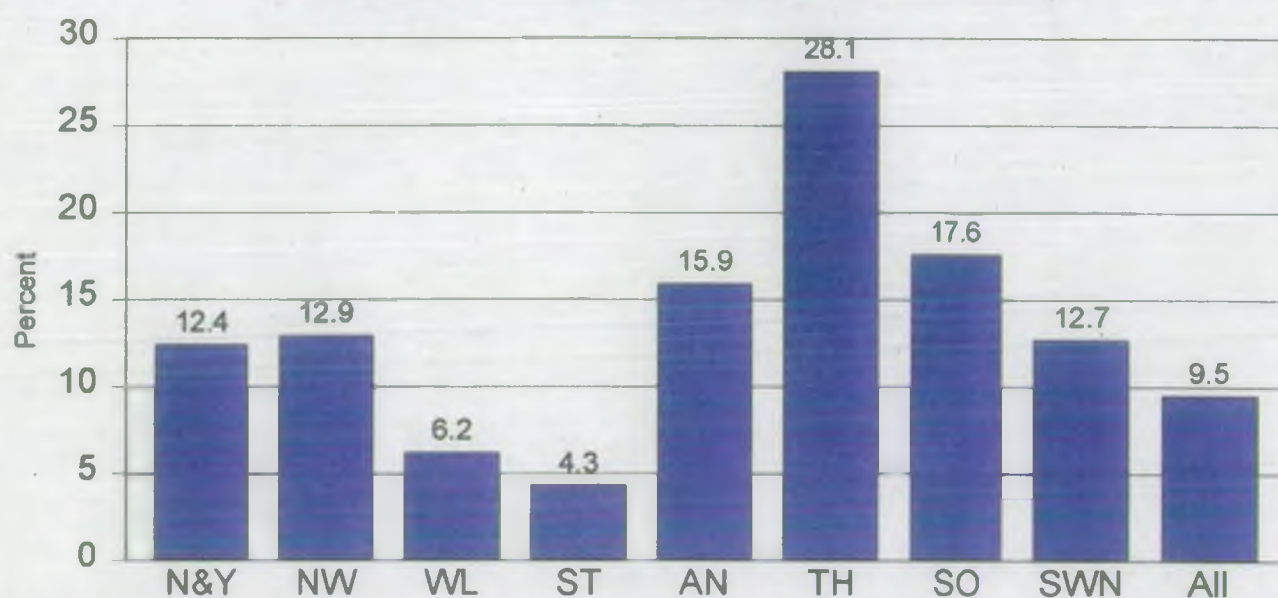
1.0 Introduction/Purpose of Measure

As part of our Customer Charter we have undertaken to provide input to Local Planning Authorities on 50% of all relevant planning applications within 14 days of receipt; 75% of applications within 21 days of receipt; and 95% of applications within 28 days of receipt. The above graph examines the turnaround of planning applications processed by the NRA within these target times.

2.0 Comments

- 2.1 **Within 14 days.** 65% of all applications were processed in aggregate (nationally), thereby exceeding the 50% target. 6 out of 8 regions exceeded the target; Thames and Northumbria and Yorkshire were below target.
 - 2.2 **Within 21 days.** 77% of all applications were processed in aggregate (nationally), exceeding the 75% target. 5 out of 8 regions met or exceeded the target; Thames, Northumbria and Yorkshire and North West were below target.
 - 2.3 **Within 28 days.** 88% of all applications were processed in aggregate (nationally), thus falling below the 95% target. Only 2 regions, Severn-Trent and Welsh fully met the target; South Western, Southern and Anglian were slightly below target; Thames (with 35% of applications still outstanding after 28 days), North West (27% outstanding) and Northumbria and Yorkshire (18% outstanding) were considerably below target.
 - 2.4 Thames have a relatively low number of applications compared to most regions because of the extensive public sewerage system in the region.
- #### 3.0 Action
- 3.1 Northumbria and Yorkshire, North West and Thames regions (see above comment) need to review efficiency of internal handling procedures.
 - 3.2 South Western are commenting on a disproportionately high number of applications.

**% of Cat 1 plus Cat 2 pollution incidents
which resulted in prosecution or formal caution**



	N&Y	NW	WL	ST	AN	TH	SO	SWN	All
Cat 1 incidents	61	77	30	93	10	5	7	48	331
Cat 2 incidents	578	1175	1438	2162	619	180	78	517	5728
Prosecutions	80	92	48	66	64	38	11	44	418
Formal Cautions	19	70	47	32	38	18	4	28	222

1.0 Introduction/Purpose of Measure

1.1 The number of legal actions undertaken for pollution incident offences is a surrogate indicator as to how effectively the NRA is carrying out its regulatory/enforcement responsibilities.

1.2 National policy guidelines state that prosecution should normally be taken for all Category 1 (major) pollution incidents. The decision as to whether to take prosecutions for Category 2 (significant) incidents depends on consideration of a number of factors. In addition to court action taken against polluters, the NRA can also issue formal cautions. The purpose of these is to deal quickly and simply with less severe incidents, divert them from the criminal courts and reduce the chance of further pollution offences being committed.

2.0 Comments

2.1 The data in the above chart relate to pollution incidents which occurred during calendar year 1993 for which legal actions had been concluded or were outstanding as at 31 March 1994. Based on past experience, we know that some outstanding prosecutions will never make it to court so the above analysis represents a "highest rate" scenario.

2.2 Nationally (all regions aggregate), legal action is taken for just under 1 in 10 of all major/significant pollution incidents.

2.3 In terms of regional variation, at one extreme Thames took legal action against 28% of pollution incidents compared with a rate of only 4% in Severn-Trent and 6% in Welsh. Most regions took legal actions for between 12% and 17% of pollution incidents.

3.0 Action

3.1 Reasons for relatively low rates of legal action in Severn-Trent and Welsh should be investigated to ensure that national policy is being applied consistently.

SECTION 2: MONITORING

CONTENTS

<u>Achievement Against Planned Programme</u>	<i>Page</i>
- % achievement of water quality routine effluent sampling programme	2.1
- % achievement of water resource licence enforcement programme	2.2
- % achievement of fisheries survey programme	2.3
- % achievement of conservation river corridor survey programme	2.4
- Number of consented discharges monitored	2.5
 <u>Compliance</u>	
- % compliance with discharge consent conditions	2.6
- % compliance of checked rod licences	2.7
- % compliance of checked commercial instrument licences	2.8
- % compliance of checked navigation licences	2.9
 <u>Laboratory Analysis</u>	
- % water quality samples analysed and reported in target time	2.10
- % laboratory analyses meeting specified quality requirements	2.11

Water Quality Discharge Monitoring % achievement of effluent sampling programme



1.0 Introduction/Purpose of Measure

1.1 This measure looks at the attainment of the effluent sampling/inspection programme for consented discharges.

1.2 The programme includes effluent samples taken for consent compliance monitoring purposes, together with routine tripartite samples taken at sewage treatment works for 95 percentile consent enforcement purposes. The programme sampling frequency is primarily determined by the number and size (in terms of daily volume) of discharges in each region together with an assessment of their environmental impact on the receiving waters.

2.0 Comments

2.1 Nationally (all regions aggregate), 94% of the total number of inspections required by national policy were actually carried out.

2.2 2 regions fully met the programme target (100%); 5 regions achieved over 90% of the programme requirement; and 1 region (Northumbria and Yorkshire) was notably under target (85% of programme inspections actually carried out). In the latter case, however, most of the problems occurred during the earlier half of the year - at year end the region's performance was in line with the national average.

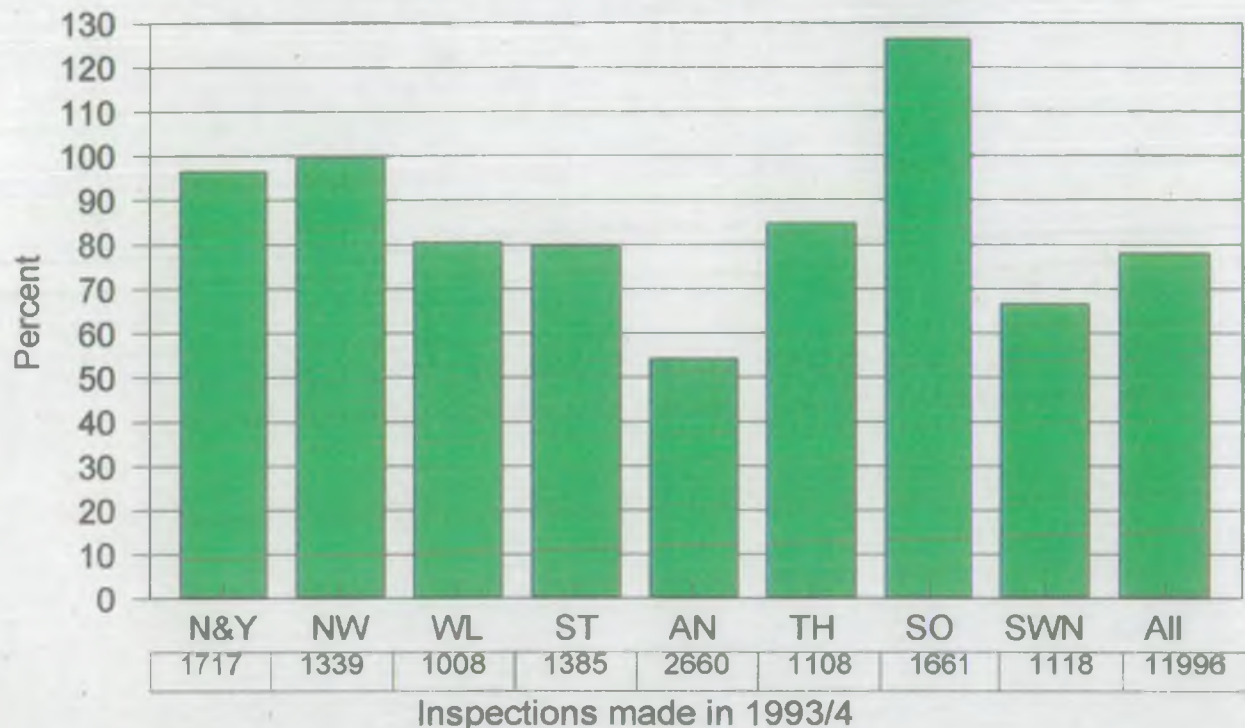
3.0 Action

3.1 Small improvements called for in those regions under target in order to fully meet programme requirements.

Water Resources Enforcement

Highly Critical and Critical licence inspections

% achievement of annual programme



1.0 Introduction/Purpose of Measure

This measure looks at the attainment of the water resource licence inspection programme for highly critical and critical licences. To ensure compliance with the provisions of the Water Resources Act all licences should receive an enforcement visit at some level of frequency. Advice on the frequency of licence inspection is contained in national guidelines.

2.0 Comments

2.1 Nationally (all regions aggregate), 78% of the total number of inspections required by national policy were actually carried out.

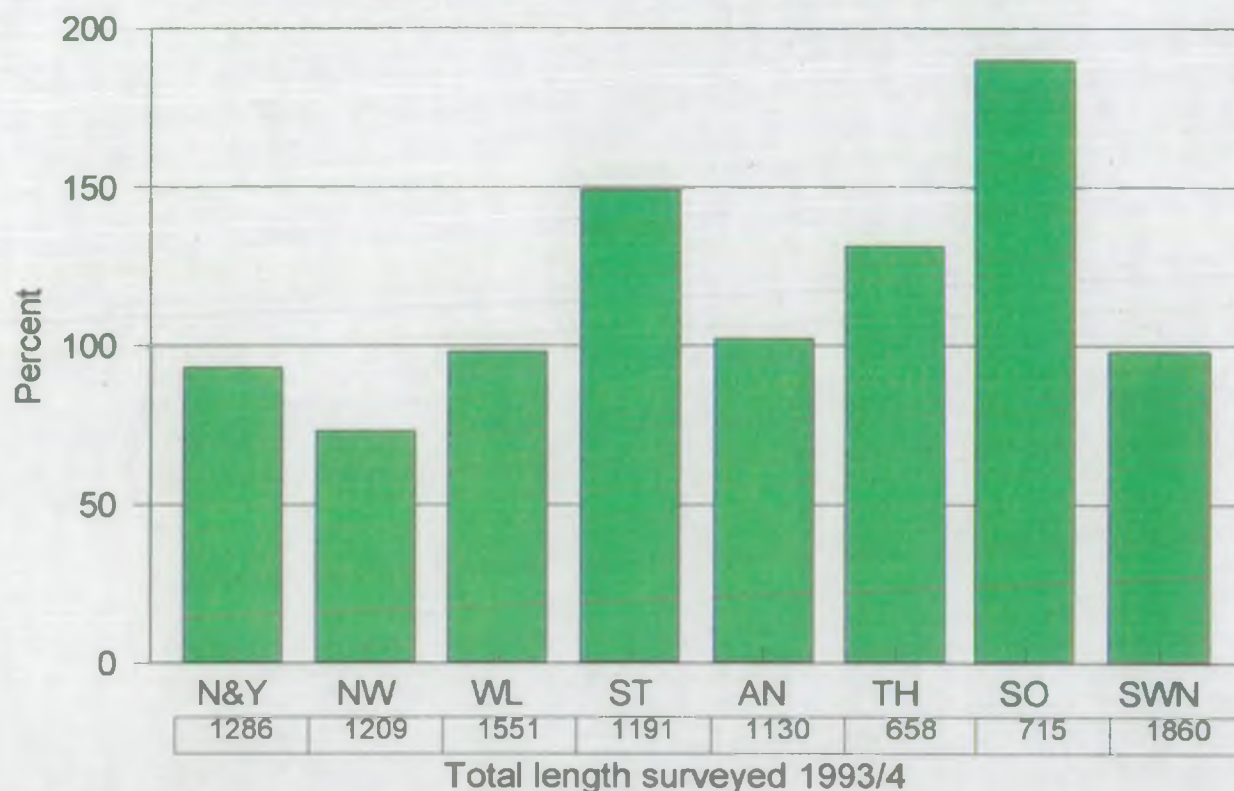
2.2 2 regions were close to target (100%); 5 regions were under target particularly Anglian and South Western. Anglian, who carried out the largest number of inspections, had a regional target of 70% of the annual programme; following a review of WR Enforcement the region is taking steps to improve performance. One region (Southern) was over target, carrying out 26% more inspections than are required by policy. This was partly because of the mistaken inclusion of return visits, but also extra discretionary inspections are made if the officer judges this to be necessary.

3.0 Action

3.1 Those regions under or above target need to review either the efficacy of their programme numbers (note : new national guidelines are due to be published in the near future), or, to assign more or less resources to carrying out inspections in order to meet programme targets.

Fisheries Survey

% of planned survey programme achieved



1.0 Introduction/Purpose of Measure

1.1 The graph shows the percentage of the planned fisheries survey programme achieved by each region.

1.2 The Corporate Plan 1993/94 includes a real world target to survey some 10,000 km of river. Individual regions have their own planned programme of survey which totals 9,312 km. During the course of the year, individual regions have modified their planned programmes.

2.0 Comments

2.1 The total length actually surveyed for all regions in aggregate was 9,600 km, exceeding the planned programme but not quite achieving the published real world target.

2.2 Southern surveyed nearly twice as much river as planned. The region has commented that the additional ones are surveys requested on an ad-hoc basis eg by angling clubs, plus target surveys carried out on areas shown up as problem areas by the rolling programme.

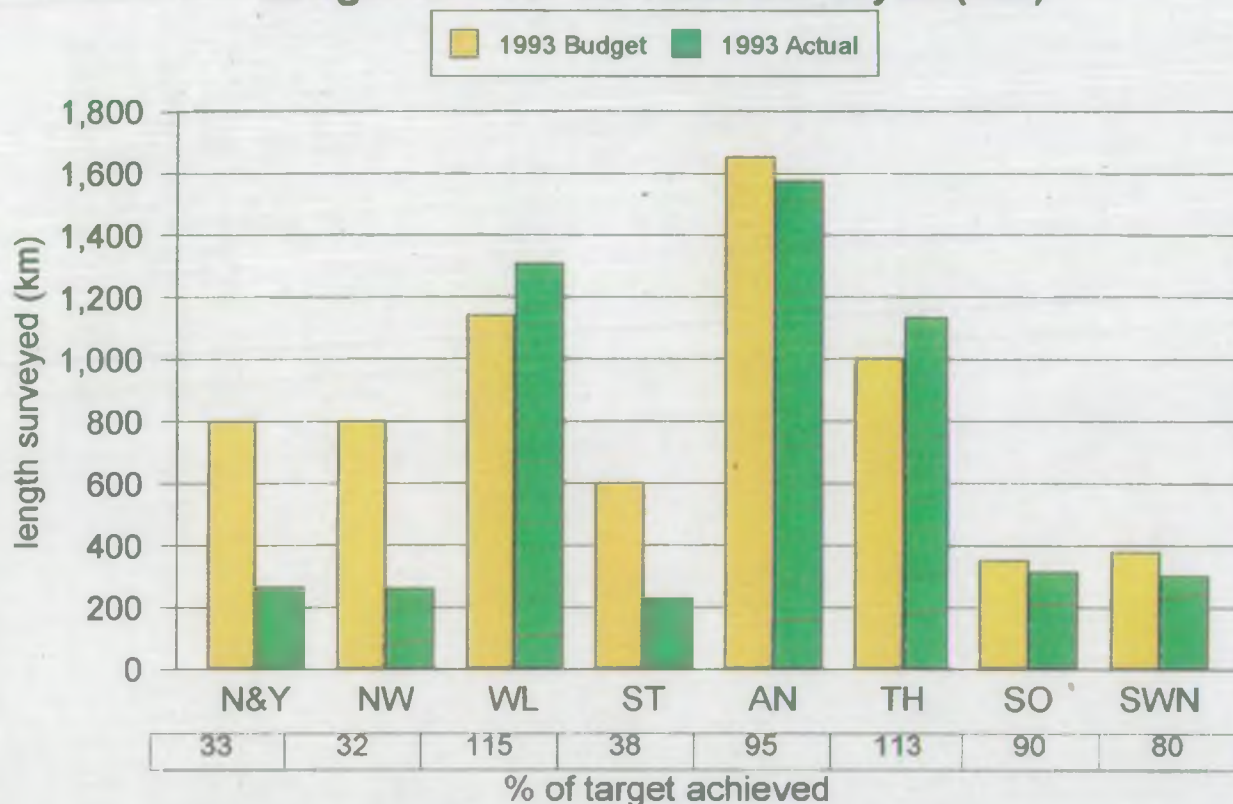
2.3 North West achieved the lowest percentage of their planned programme at 73%.

3.0 Action

3.1 Improvement is desirable in those regions achieving less than planned programme.

Conservation

Length of river corridor surveyed (km)



1.0 Introduction/Purpose of Measure

- 1.1 This graph shows the length in kilometres of river corridor surveyed compared to the planned programme.
- 1.2 OPM target in the Corporate Plan 1993/94 to survey a total of 6,717 km of river corridor.

2.0 Comments

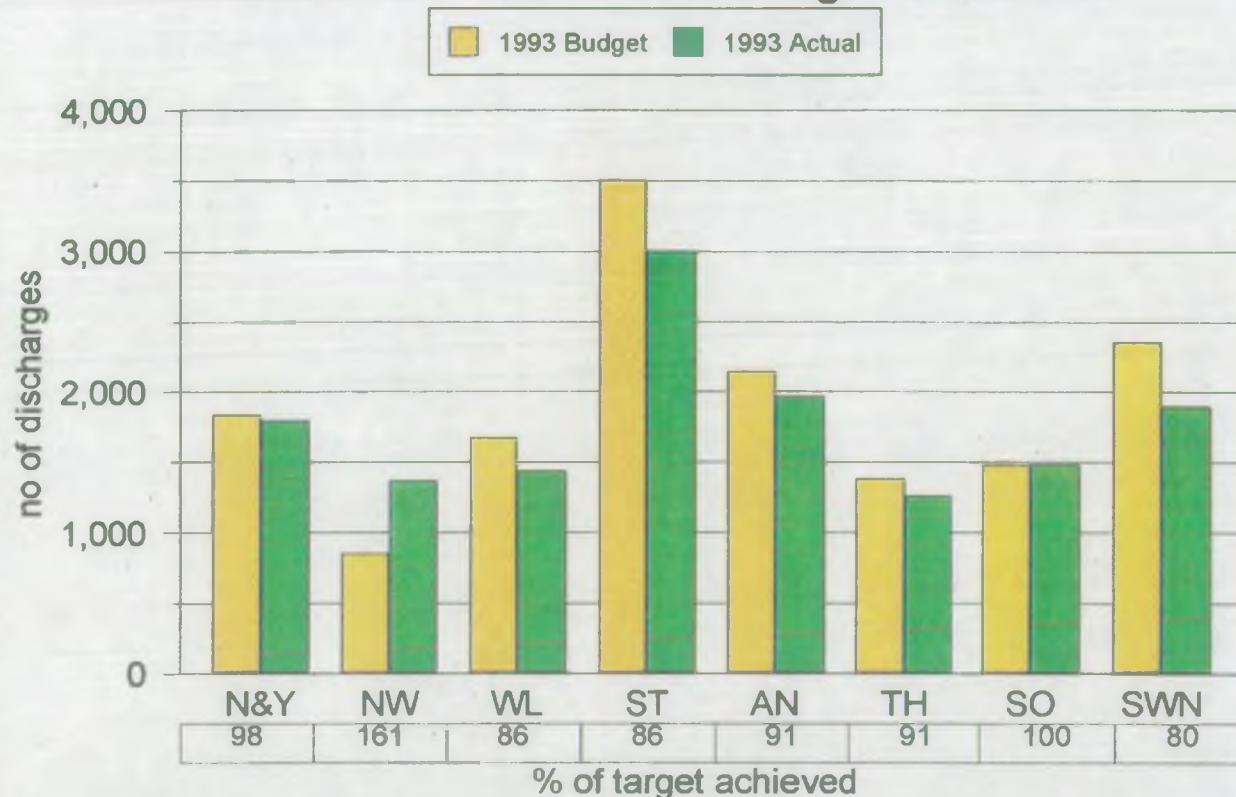
- 2.1 A total of 5,383 km was surveyed, representing 80% of the Corporate Plan OPM budget. The range of percentage achievement across regions was wide, from 32% in North West to 115% in Welsh.
- 2.2 The old Northumbria region had a strategic programme of survey over several years which was approaching completion in 1993/4, but the budget had been based on previous years levels when the programme was at its height. The old Yorkshire region undertook survey work on a reactive basis, according to the requirements of the Flood Defence programmes, which were not as extensive as in previous years. This accounts for the low achievement against budget figure of 33%.
- 2.3 As in Northumbria and Yorkshire, the plan figure in Severn-Trent was based on previous years' survey programmes. After the regional plan had been produced the budget was cut back and the survey programme cut altogether. Later some money was made available and 228 km of survey were completed.
- 2.4 NW also reported a low achievement against target (32%) but in fact the published budget of 800 km was incorrect, and should have been 220km.

3.0 Action

- 3.1 The Conservation Officer may consider that there is some scope for making regional policy on conservation survey more consistent.

Water Quality Discharge Monitoring

Number of consented discharges monitored



1.0 Introduction/Purpose of Measure

1.1 This graph shows the number of consented discharges which were monitored during 1993/4 against the budgeted number.

1.2 Corporate Plan OPM target to monitor 15,201 discharges in total. This figure represents approximately 15% of all consented discharges.

This measure was also included in individual RGMs' performance targets.

2.0 Comments

2.1 In aggregate, 14,173 consented discharges were monitored, 93% of the target. All regions achieved at least 80% of the target, so performance overall was good.

2.2 North West monitored 61% more discharges than target.

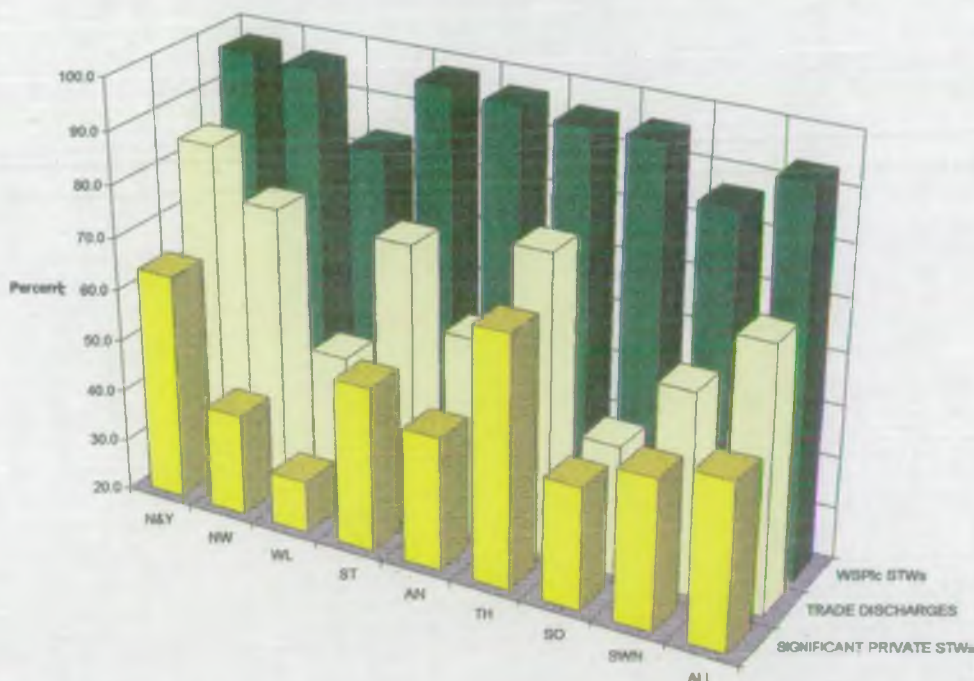
2.3 Severn-Trent monitored over 1,000 more discharges than any other region as it is the most heavily industrialised region. Also the region has a policy to monitor discretionary (ie less than 5 cubic metres per year) discharges twice a year and these are included in the monitoring programme.

3.0 Action

3.1 No action to recommend.

Discharge Compliance with Consent Conditions (%)

**Numeric consents by type of Discharge
12 month period ended March 1994**



It is the NRA's responsibility to monitor consented discharges for compliance with consent conditions and, thereafter, to take appropriate action, where necessary, to enforce compliance. Setting consents and monitoring compliance is the primary mechanism used by the NRA to regulate and improve water quality.

The above chart looks at compliance rates for all discharges covered by numeric consents for the full year 1993/94.

2.0 Comments

2.1 Nationally, 93.5% of WSPic STWs, 52.3% of Significant Private STWs, and 70.9% of Trade Discharges which were assessed complied with their consent conditions.

2.2 The relatively high compliance of WSPic works in part reflects the 95 percentile compliance requirement. Compliance of private and trade discharges, by contrast, is assessed on an absolute limits basis.

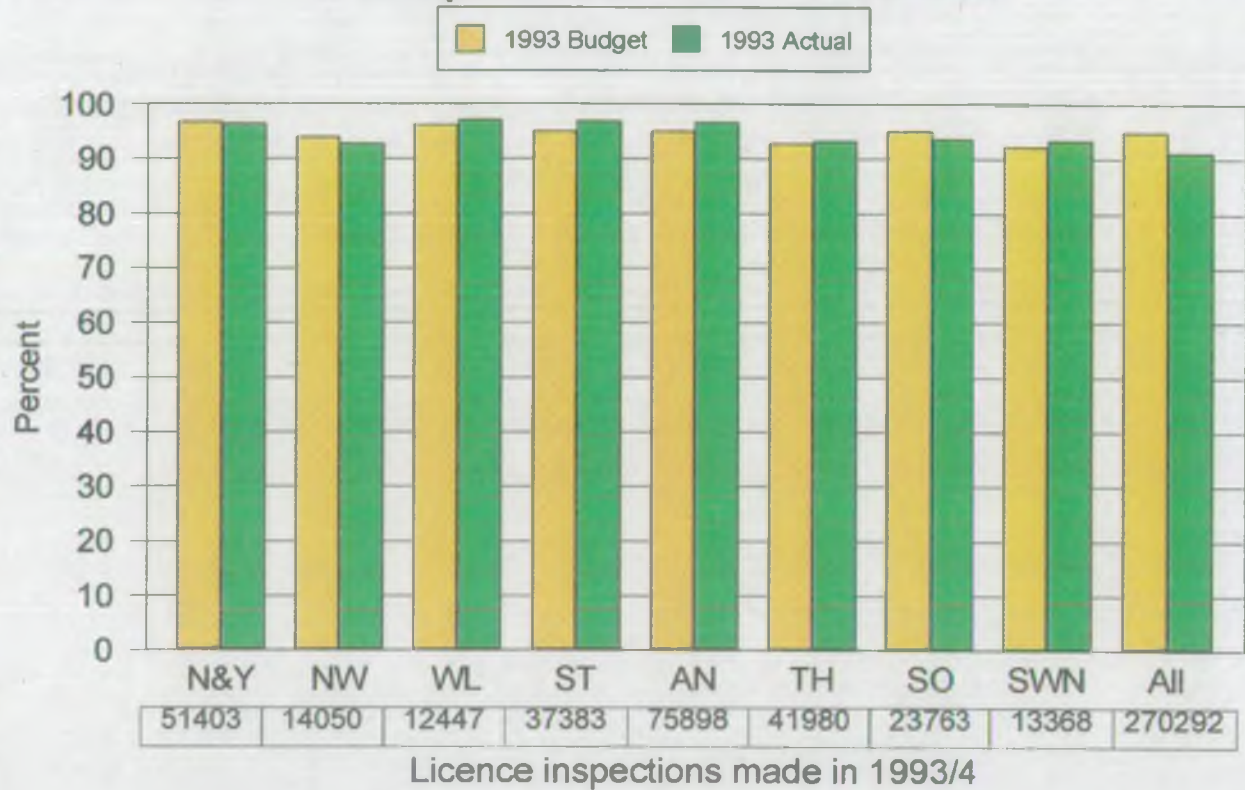
2.3 Whilst differences between regions are apparent, this data should be used carefully when making inter-regional comparisons in that consent conditions themselves are not consistent between regions but are a reflection of inherited conditions and regional-based policies.

3.0 Actions

3.1 Bearing the above "health warnings" in mind, it is suggested that the Directors of Water Management and Operations investigate with individual regions the reasons for relatively low rates of compliance for private STWs (all regions) and for trade discharges (in Southern, Welsh, Anglian and South Western) and to ascertain that appropriate action plans/programmes are in place to bring about improvements.

Fisheries Rod Licences

% compliance of checked licences



1.0 Introduction/Purpose of Measure

1.1 This measure compares the actual rate of rod licence compliance against the target.

1.2 The Corporate Plan 1993/94 OPM target was to achieve a compliance rate of 94%.

2.0 Comments

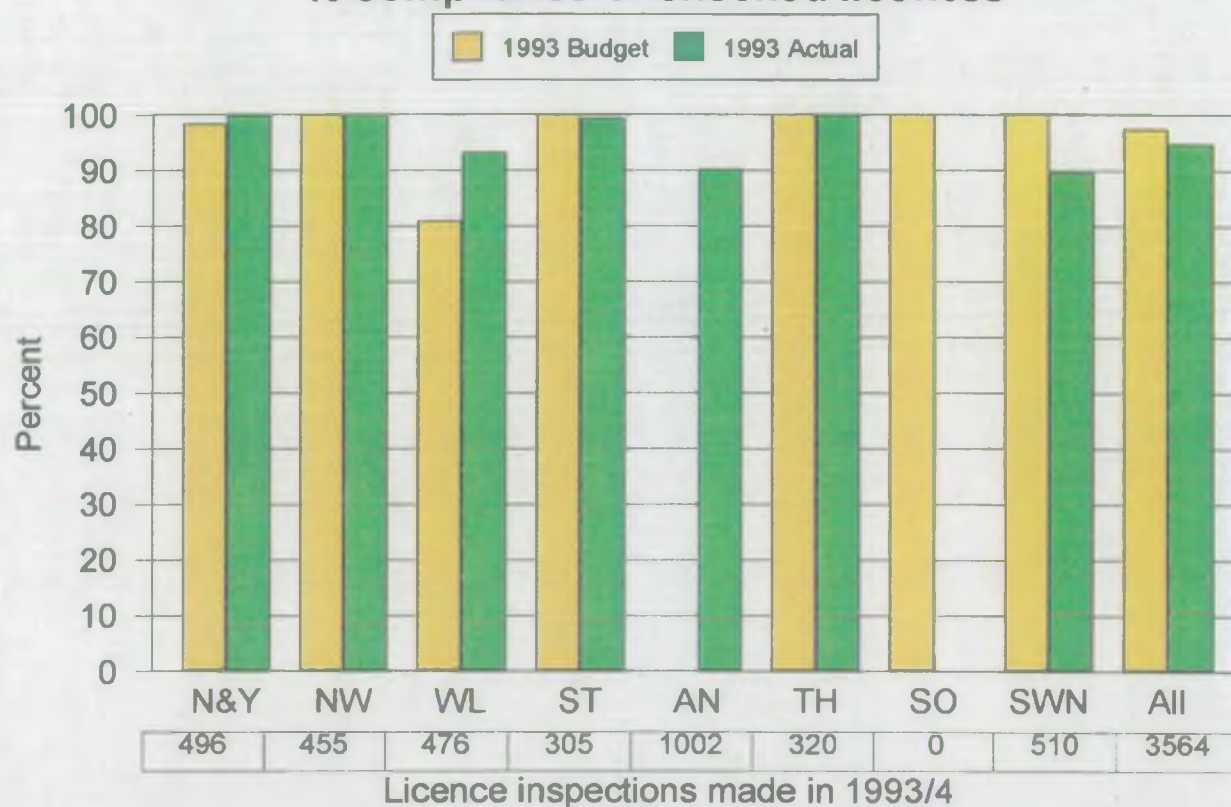
2.1 A total of 270,000 licence checks were made. Overall the compliance rate was 95% so achieving the Corporate Plan target.

2.2 Of individual regions, two fell marginally below the 94% target; these were Thames (92.8%) and South Western (92.1%).

3.0 Action

3.1 The NOP angler census and the Review of Rod Licence Enforcement to replace current practices as a method of detecting evasion.

Fisheries Commercial Licences % compliance of checked licences



1.0 Introduction/Purpose of Measure

1.1 This is the companion graph to 2.8 and shows the percentage of checked commercial instrument licences which were compliant compared to the target percentage.

1.2 This measure is not distinguished from rod licences in the Corporate Plan but forms part of the overall target to achieve 94% compliance on fisheries licences.

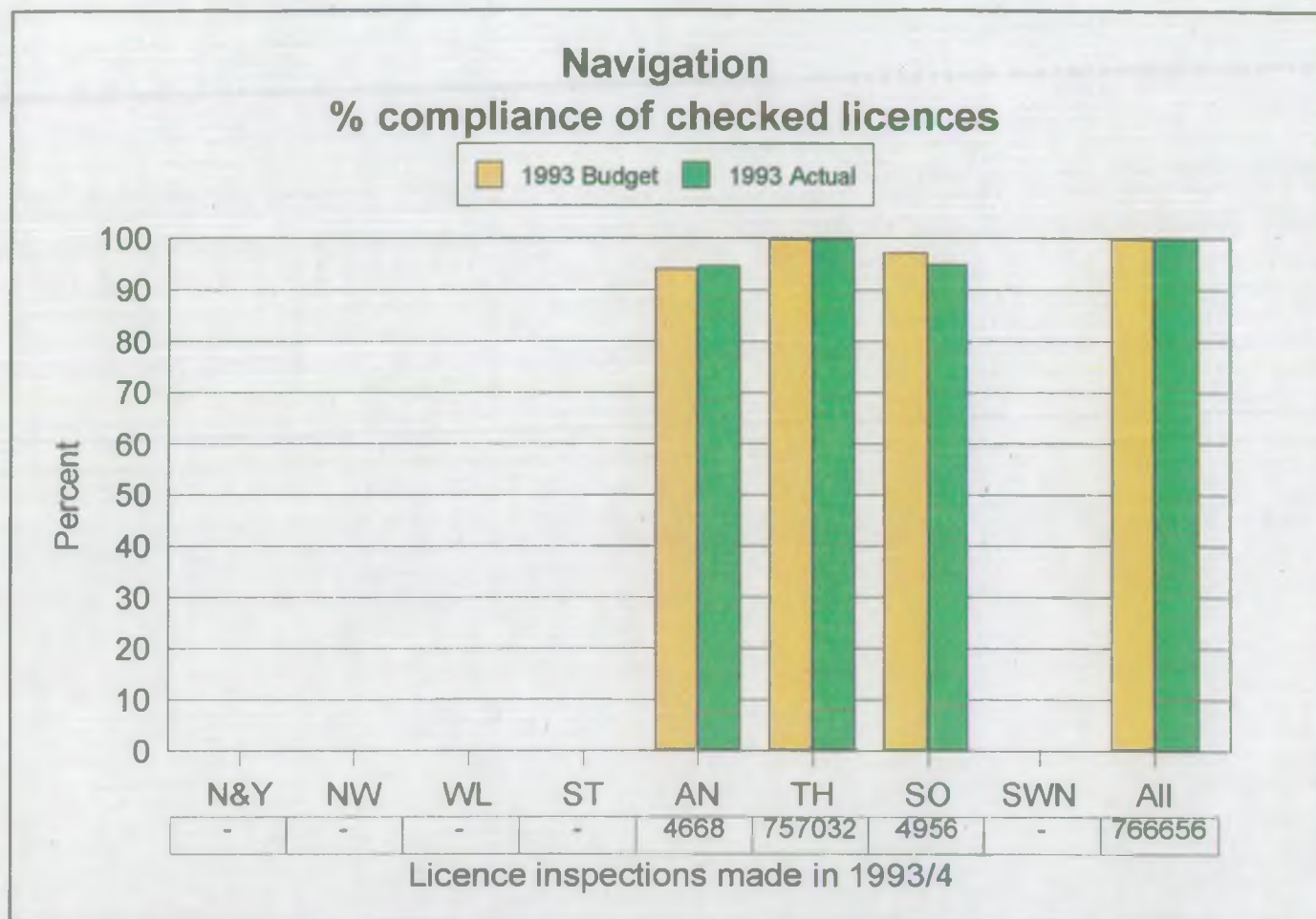
2.0 Comments

2.1 All regions reported compliance rates of 90% or better, making an aggregate compliance rate of 95%.

2.2 Southern region only sold 4 commercial licences and so did not have an inspection programme as did other regions.

3.0 Action

3.1 Regions should make continued efforts to maintain the high compliance rate.



1.0 Introduction/Purpose of Measure

The NRA is empowered to raise income and regulate navigations on inland waters for which it is the navigation authority through a system of licensing or boat registration. It is an offence in most cases to use any vessel on these navigations without a valid licence certificate. To enforce these powers the NRA carries out a system of licence inspection. Registered vessels must display a crest, mark or similar device which is visible from a distance, thus facilitating inspection. The above graph examines the compliance rate of all inspected licences.

2.0 Comments

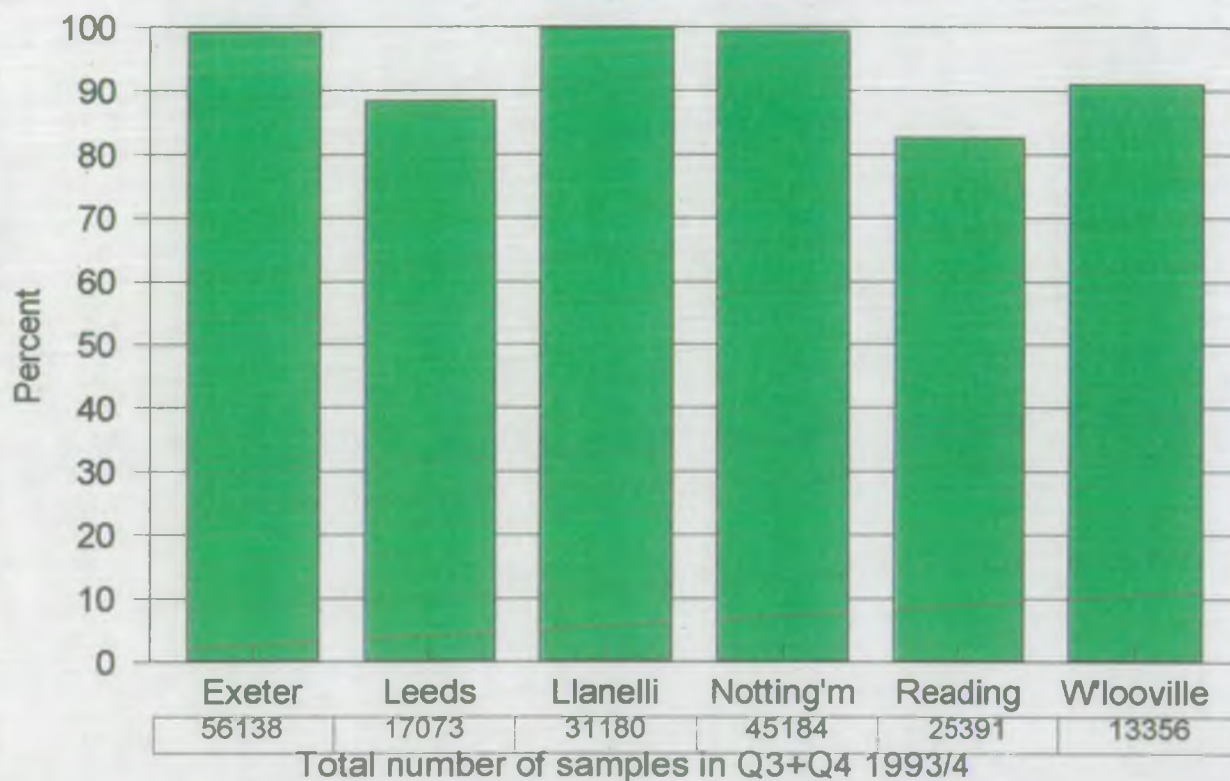
- 2.1 Over three-quarters of a million licence checks were carried out in 1993/94, representing a high rate of multiple checks. Almost 99% of these were conducted in Thames region where, typically, an inspection is carried out as a matter of routine each time a boat passes through a lock
- 2.2 Nationally (all regions aggregate) the compliance rate of all inspections was very high at 99.8% and in line with the Plan (Budget) target. The overall result is heavily influenced by the Thames figure. Compliance in Anglian was 94.7% (on target) and in Southern 94.9% (a little below the target of 97%). In Southern, instances of defaulting on the River Medway were identified by licence inspection "zaps". As a result, fines, costs and compensation were awarded to the NRA.

3.0 Action

- 3.1 No action to recommend.

Water Quality Laboratory Analysis

% samples analysed and reported in target time



1.0 Introduction/Purpose of Measure

1.1 This graph shows the percentage of samples analysed and reported by the National Laboratory Service which were reported within the statutory 60 day period during quarters 3 and 4 of 1993/4. Quarters 1 and 2 preceded the establishment of the NLS and are not included. Note that the numbers given are those samples *put on the register in the period*, not those sampled in the period.

1.2 This is a Statutory requirement, and also an NRA Customer Charter standard of service.

2.0 Comments

2.1 A total of 188,000 samples were analysed and reported during the six month period, 96% of which were reported within target time. This index does not pick up cancelled determination and the increase in nullified results so the picture of performance presented above may be optimistic.

2.2 Leeds and Reading laboratories were the only two reporting a performance level of less than 90%. Relocation and recommissioning of analytical equipment arising from the closure of Washington and Peterborough laboratories, together with necessary analytical method development, adversely affected the sample turnaround times. Leeds also had a problem with data transmission originating from the "client side".

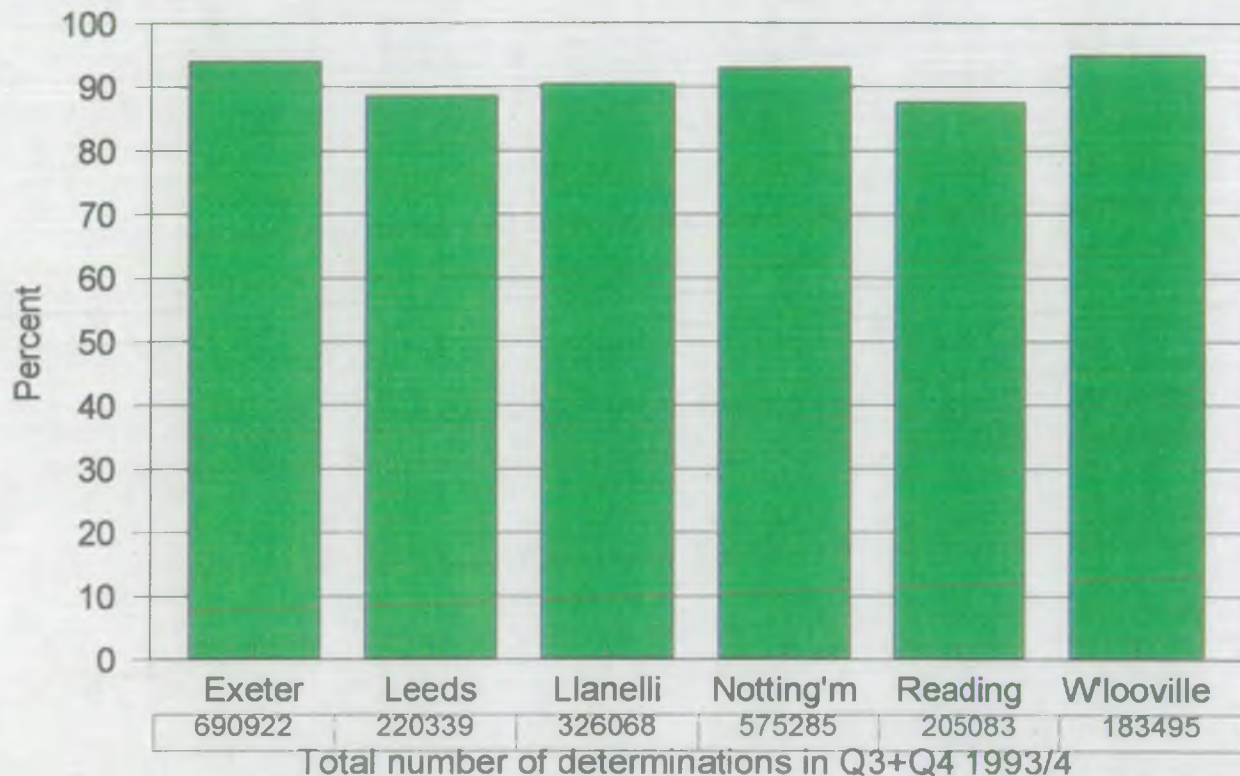
3.0 Action

3.1 An Action Plan commencing 1st July 1994 is being implemented to address the shortfalls.

3.2 For future reports, the data provided by the National Laboratory Service will be sent to regional clients for verification and sign-off before submission to Head Office. This follows some criticism and questioning of the accuracy of the data presented previously.

Water Quality Laboratory Analysis

% laboratory analyses meeting specified quality requirements



1.0 Introduction/Purpose of Measure

The graph above shows the percentage of total determinations which complied with the quality assessment check run by the Water Research Centre. The *Aquacheck* programme provides an independent assessment of the quality of chemical sample analyses in terms of accuracy and limits of detection.

2.0 Comments

2.1 Of an aggregate total of 2,201,192 determinations in the second half of 1993/4, 92% complied with the *Aquacheck* quality standards.

2.2 High levels of compliance were attained by all laboratories, reporting between 87.5 and 94.9 percent.

3.0 Action

3.1 NLS managers to review procedures in Reading and Leeds laboratories to raise the compliance rate above 90% in all NLS laboratories.

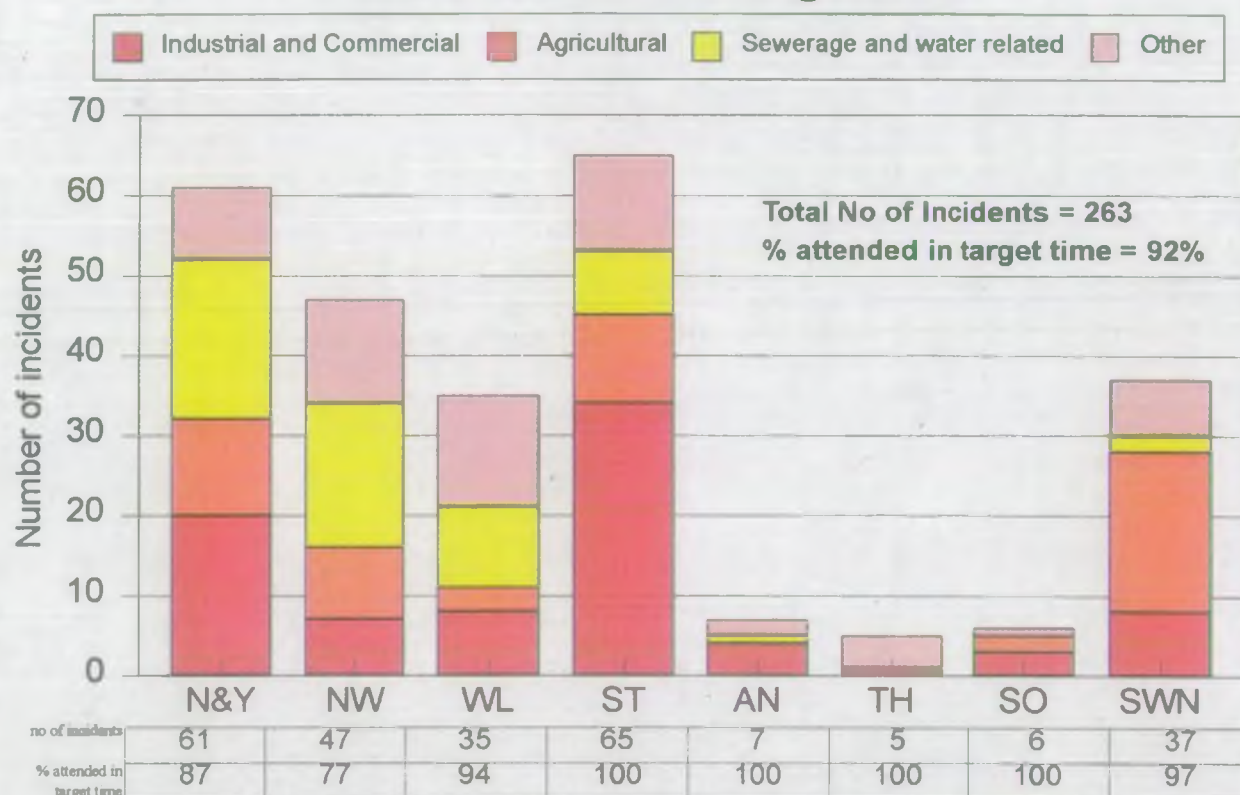
3.2 NLS to provide data for a measure of productivity. This new OPM should be introduced and included in the Quarterly Performance Report as early as possible.

SECTION 3: OPERATIONS

CONTENTS

<u>Emergency Response</u>	<i>Page</i>
- Number of Cat 1 pollution incidents and % attended in target time	3.1
- Number of Cat 2 pollution incidents and % attended in target time	3.2
- % of fish kills attended within target time	3.3
- % major emergency navigation incidents attended within 4 hours	3.4
- % flooded properties for which a warning was issued	3.5
 <u>Other</u>	
- Length of flood defences maintained (km)	3.6
- % of requests for fisheries, recreation, conservation and navigation advice answered within target time	3.7
- % complaints responded to within selected time bands	3.8
- % MPs' letters responded to within selected time bands	3.9

No. of Cat 1 Pollution Incidents and % attended in target time



1.0 Introduction/Purpose of Measure

This measure looks at both the occurrence rate of major (Cat 1) pollution incidents and the operational response rate for attending the incidents. The control of pollution is an integral aim of the Water Quality function. Further, as part of its Customer Charter the NRA has made a commitment to attend all pollution emergencies within 2 hours of reporting during normal working hours and within 4 hours of reporting at all other times.

2.0 Comments

2.1 263 Cat 1 incidents occurred during the year. Of these, 32% emanated from industrial/commercial sources; 22% from agricultural; 22% from sewerage/water-related; and 24% from "other" sources.

2.2 Incidence between regions can broadly be split into 3 bands:

- "Fewest" - Thames, Southern, Anglian
- "Median" - Welsh, South Western,
- "Highest" - Severn-Trent, Northumbria and Yorkshire, North West

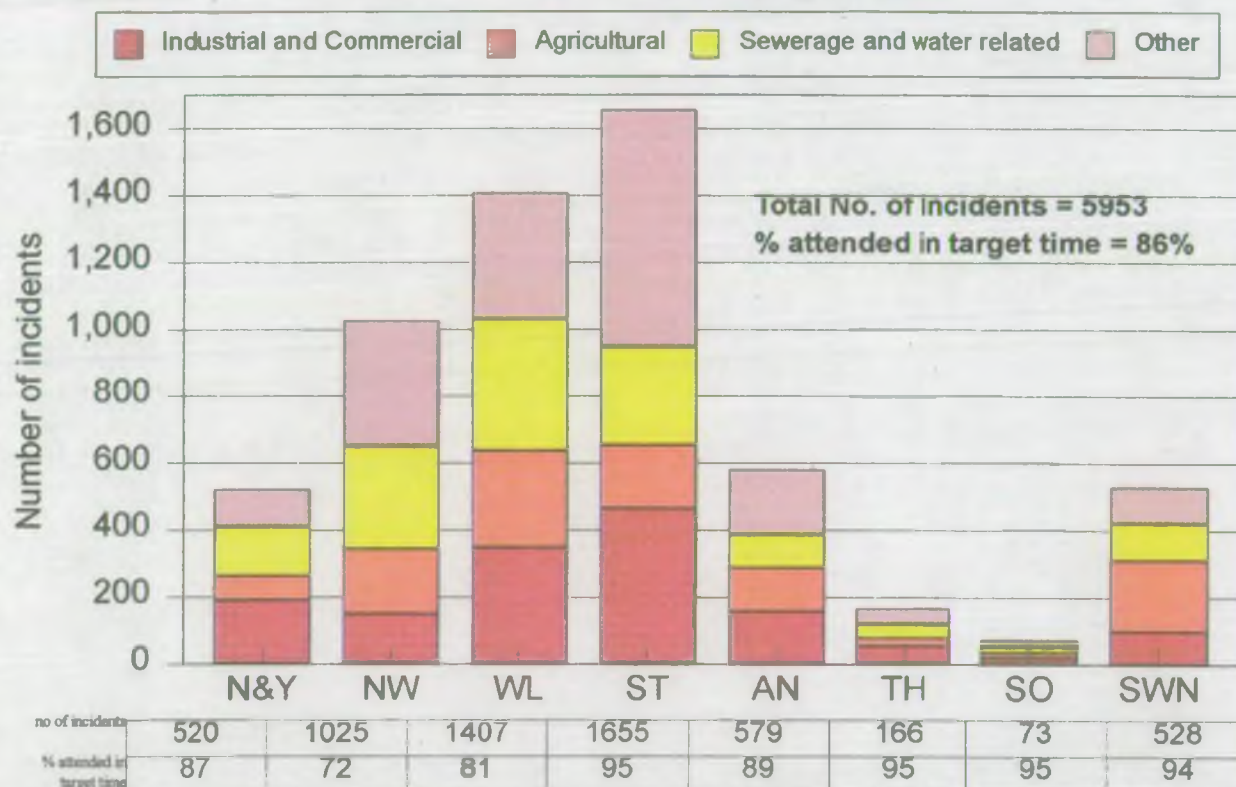
2.3 Nationally (all regions aggregate), 92% of incidents were attended in target time. 4 regions managed to attend all incidents (100%) in target time. In North West and Northumbria and Yorkshire, overall response rates were below national average levels.

3.0 Action

3.1 The occurrence of pollution incidents is not something which the NRA can directly control. However, the NRA does have the ability to exercise influence over pollution incidents through both prevention and regulation activities. The Directors of Water Management and Operations may wish to ensure that the balance of resources and focus of activities in those regions with the highest rates of incidence are correctly aligned.

3.2 Reasons for relatively lower response rates (attendance in target time) in North West and Northumbria and Yorkshire should be investigated.

No. of Cat 2 Pollution Incidents and % attended in target time



1.0 Introduction/Purpose of Measure

This measure looks at both the occurrence rate of Category 2 pollution incidents and the operational response rate for attending the incidents. The control of pollution is an integral aim of the Water Quality function. Further, as part of its Customer Charter the NRA has made a commitment to attend all pollution emergencies within 2 hours of reporting during normal working hours and within 4 hours of reporting at all other times.

2.0 Comments

2.1 5953 Cat 2 incidents occurred during the year. Of these, 25% emanated from industrial/commercial sources; 19% from agricultural; 24% from sewerage/water-related; and 32% from "other" sources.

2.2 Incidence between regions can broadly be split into 3 bands:

"Fewest"	-	Southern, Thames,
"Median"	-	Anglian, South Western, Northumbria and Yorkshire
"Highest"	-	Severn-Trent, Welsh, North West.

2.3 Nationally (all regions aggregate), 86% of incidents were attended in target time. Response times in North West, Welsh and Northumbria and Yorkshire, were relatively below those in other regions.

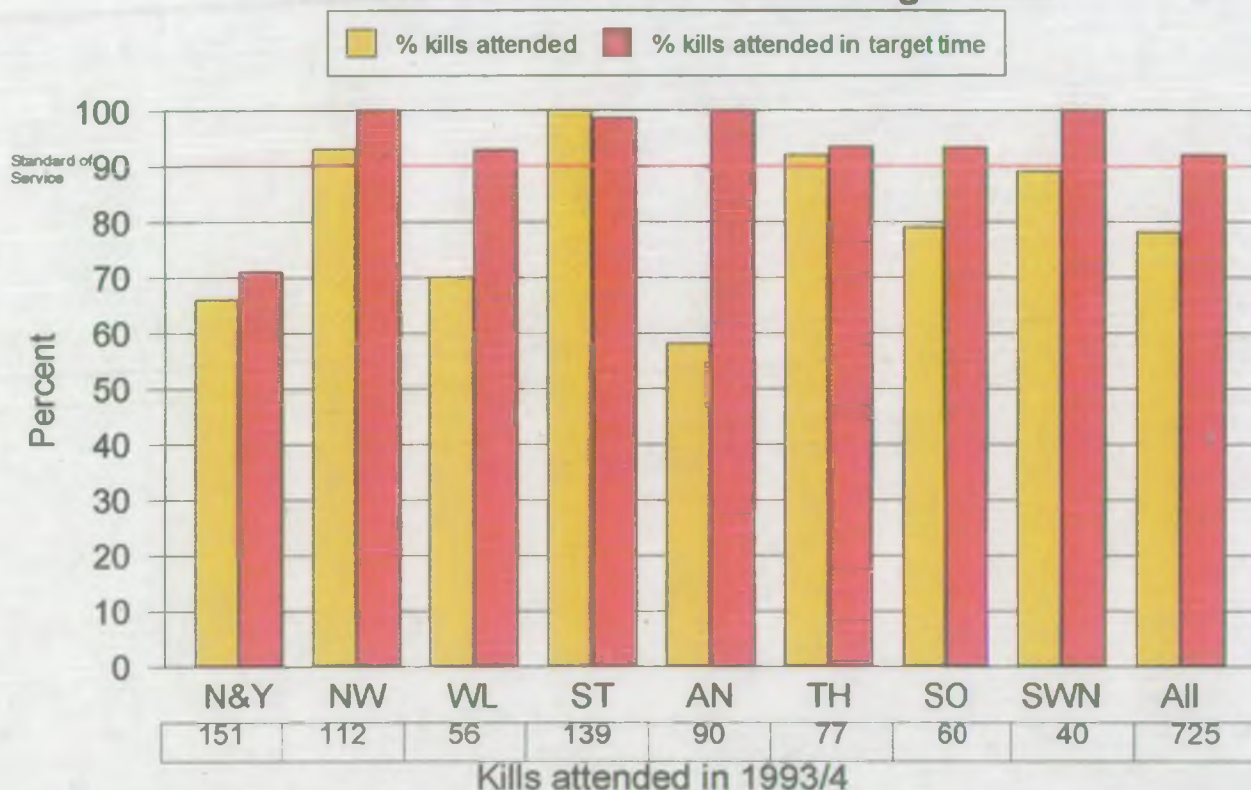
3.0 Action

3.1 The occurrence of pollution incidents is not something which the NRA can directly control. However, the NRA does have the ability to exercise influence over pollution incidents through both prevention and regulation activities. The Directors of Water Management and Operations may wish to ensure that the balance of resources and focus of activities in those regions with the highest rates of incidence are correctly aligned.

3.2 Reasons for relatively lower response rates (attendance in target time) in North West, Welsh and Northumbria and Yorkshire regions should be investigated.

Fish Kills and Rescues

% fish kills attended within target time



1.0 Introduction/Purpose of Measure

1.1 The above chart looks at the percentage of reported fish kills which were attended within a standard of service target time. The standard requires 90% of all reported fish mortalities to be attended within 2 hours of notification during normal working hours and within 4 hours at all other times.

1.2 The standard has been adopted as part of the NRA's Customer Charter.

2.0 Comments

2.1 Nationally (all regions aggregate), 78% of all reported fish kills were attended by NRA fisheries staff. Of those attended, 92% were attended within target response times.

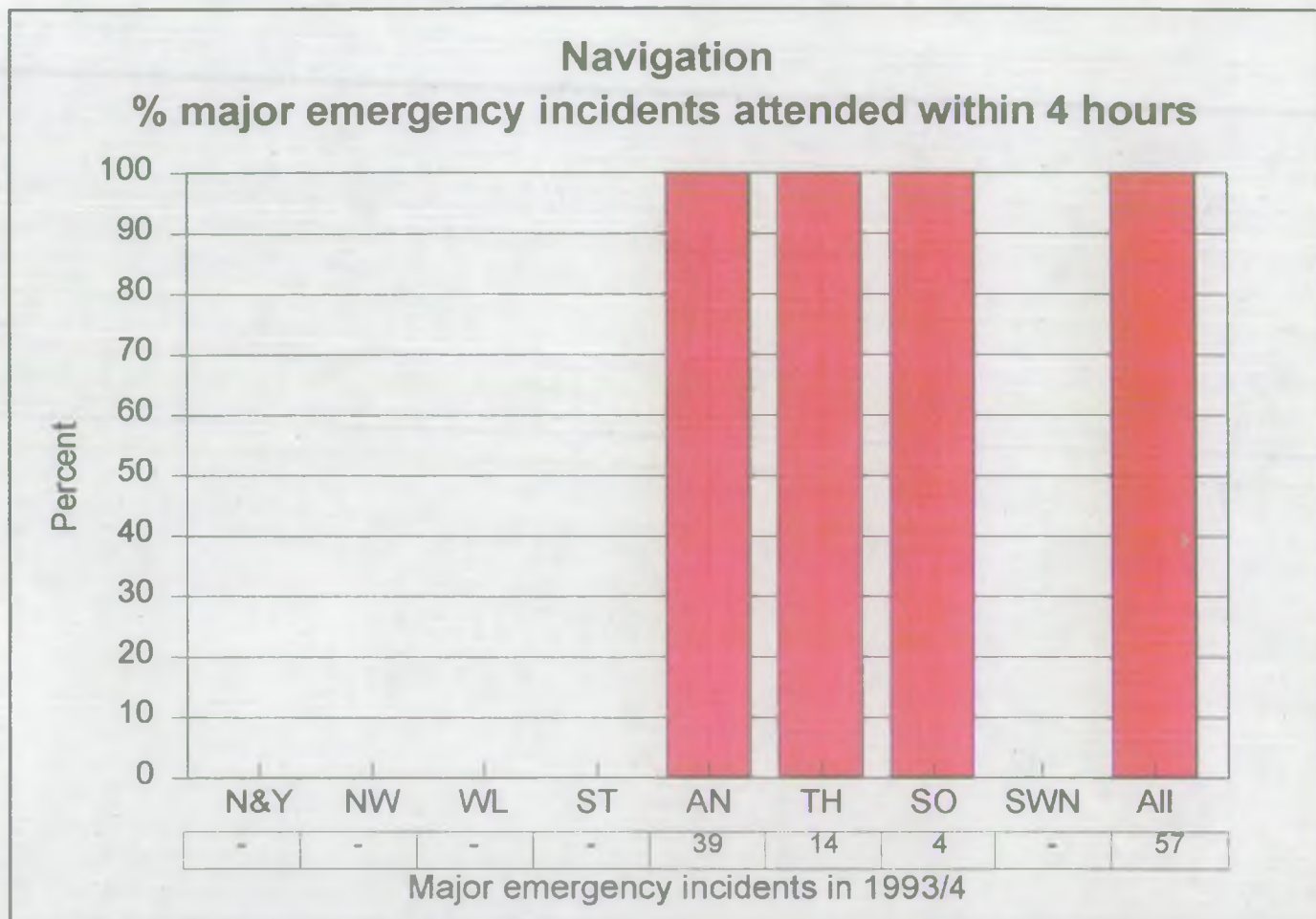
2.2 North West, Severn-Trent and Thames fully met the service standard; South Western were marginally below, and all other regions, largely by not attending at least 90% of reported incidents, were not able to fully meet the standard. However, many incidents are attended by Pollution Control staff instead of Fisheries staff, where appropriate.

2.3 Anglian, Northumbria and Yorkshire and Welsh had relatively low attendance rates. In addition, the response time for attended incidents in Northumbria and Yorkshire was also relatively low.

3.0 Action

3.1 The main reason for failure to fully meet the service standard is the rate of attendance. A considered judgement often has to be made as to whether the reported fish kill warrants attendance by fisheries staff and in some instances it may be decided that attendance would not be a productive use of resource. The Director of Water Management may wish to review the standard of service to take account of "non-productive" attendances. Additionally, Anglian, Northumbria and Yorkshire and Welsh should examine the reasons for non-attendance.

3.2 Northumbria and Yorkshire should look at reasons for relatively low response rates.



1.0 Introduction/Purpose of Measure

1.1 As a responsible "conservator" of navigations for which it is the navigation authority, the NRA has set itself a standard of service to attend 90% of all navigation emergencies within 4 hours of notification. Typical emergencies would include failure of lock structures or sunken craft likely to impede or risk other vessels.

1.2 This standard of service has been adopted in the NRA's Customer Charter as part of our commitment to provide a quality service to our customers.

2.0 Comments

2.1 57 emergency incidents were recorded during the year. Most of these (68% of total) occurred in Anglian.

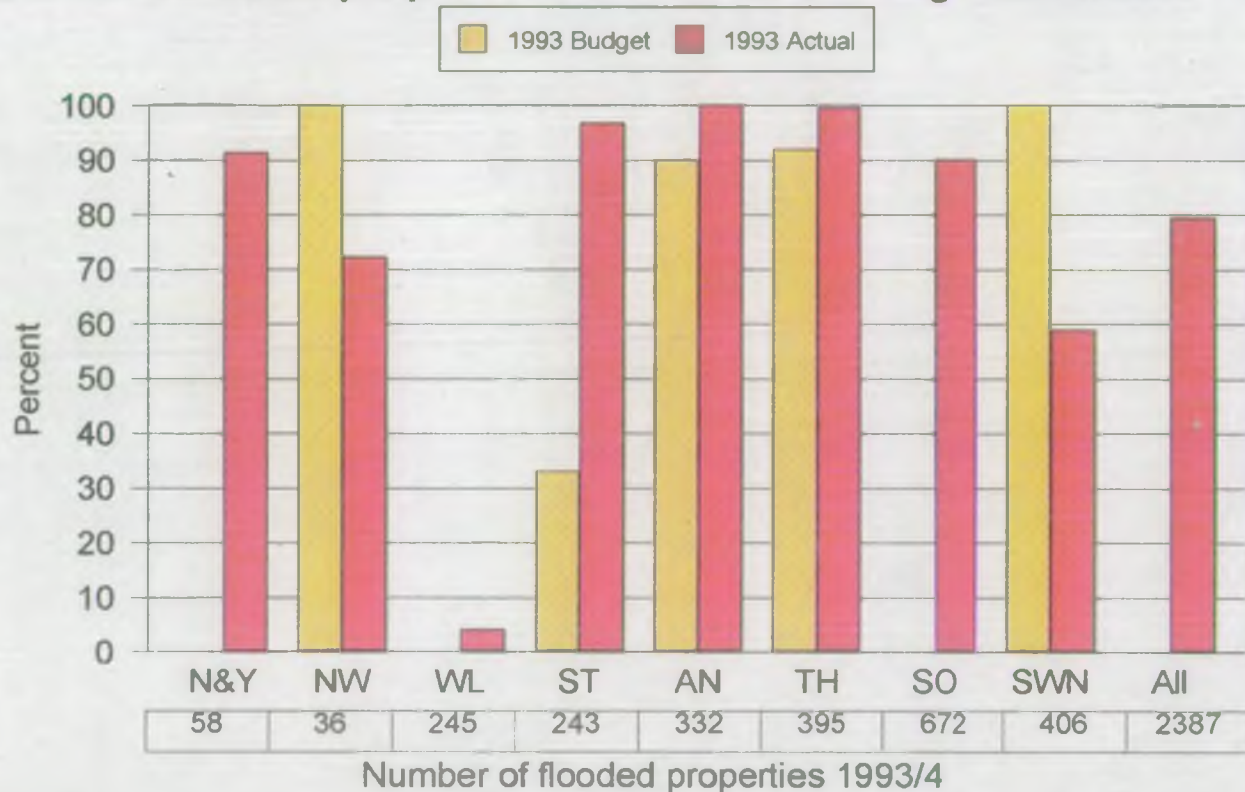
2.2 100% of notified incidents were attended within the 4 hour target time, thus exceeding the standard of service requirement.

3.0 Action

3.1 In view of the fact that the prescribed level of service is being exceeded in all regions, the Director of Water Management may wish to consider whether the service level should be made more challenging, how it compares with service levels (if any) of British Waterways and the Broads Authority, whether it is fit for its purpose and what the resource implications of improving the service level are likely to be.

Flood Defence Emergency Response

% flooded properties for which a warning was issued



1.0 Introduction/Purpose of Measure

1.1 A key aim of the flood defence function is to provide adequate arrangements for flood forecasting and warning.

1.2 The above graph examines the percentage of all flooded properties for which the NRA provided a prior flood warning either directly to the people affected or to another agency (e.g. Police, Flood Warden).

2.0 Comments

2.1 Nationally (all regions aggregate), it is estimated that 2387 properties were flooded during the year and that 79% of these were provided with a prior flood warning.

2.2 Not all regions provided a budget estimate. However, the national target is to provide 90% of flooded properties with a warning. 5 regions met or exceeded the 90% target; 3 regions were below.

2.3 In the latter 3 regions, the relatively low percentage of properties provided with a warning is largely a reflection of the limited extent of the flood warning system in those particular areas within the regions affected by flood.

2.4 The performance of the flood warning system works well in those areas covered by the flood warning network. The results of Section 105 surveys looking at flood risk zones will greatly assist the process of determining the need and economic justification of extending the network's coverage.

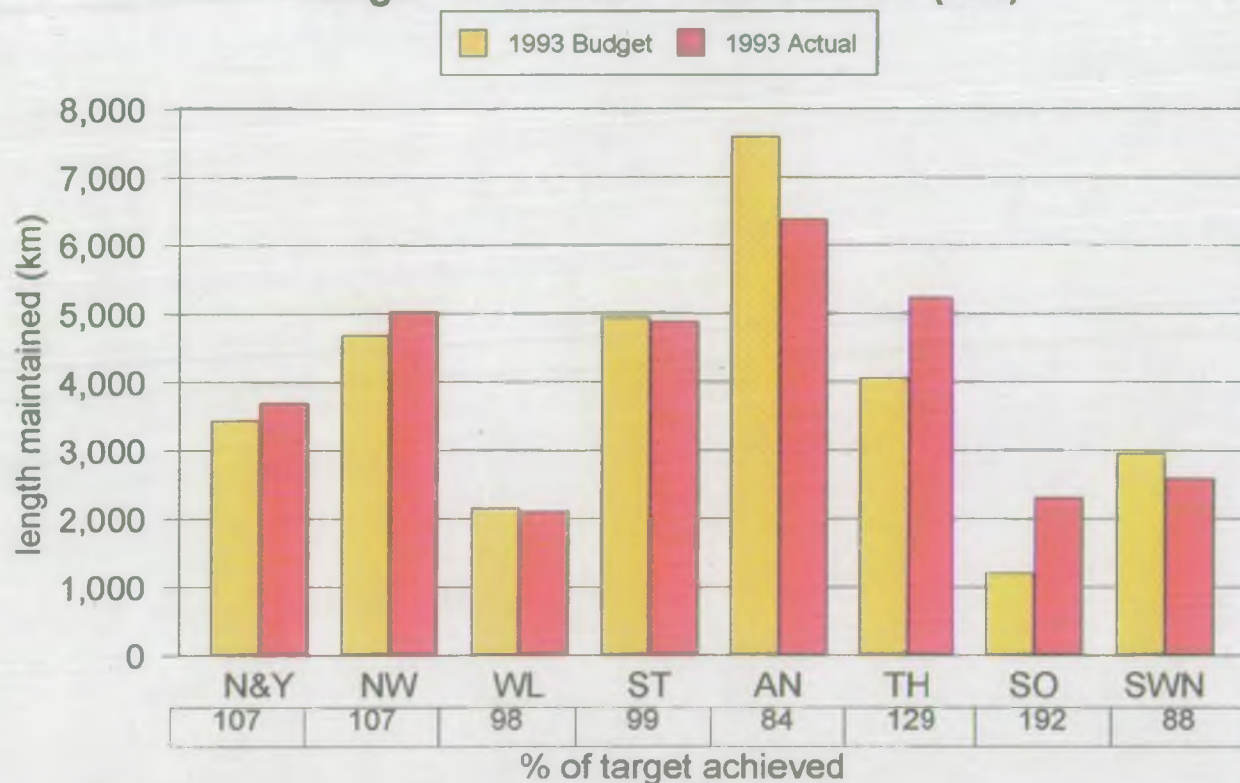
2.5 Work on ERLOS (Emergency Response Levels of Service) is underway, and new OPMs will be introduced provisionally in 1996/97.

3.0 Action

3.1 No action to recommend.

Flood Defence

Length of defences maintained (km)



1.0 Introduction/Purpose of Measure

1.1 This measure compares the actual length in kilometres of flood defences maintained in 1993/4 with the budget target.

1.2 Corporate Plan 1993/94 OPM target to maintain 35,541 km of flood defences.

2.0 Comments

2.1 It was originally intended that this measure should be expressed in terms of House Equivalents benefitting from maintenance works. However the data for HE's for 1993/4 is incomplete and in some cases, difficult to calculate due to systems limitations in certain regions. Therefore the measure is expressed here simply in terms of kilometres maintained.

2.2 For all regions in total, 32,154 km were maintained. Of this length, 29,153 km were fluvial defences, 2,316 km were estuarial and 685 km sea defences. Overall, 90% of the Corporate Plan OPM target was achieved.

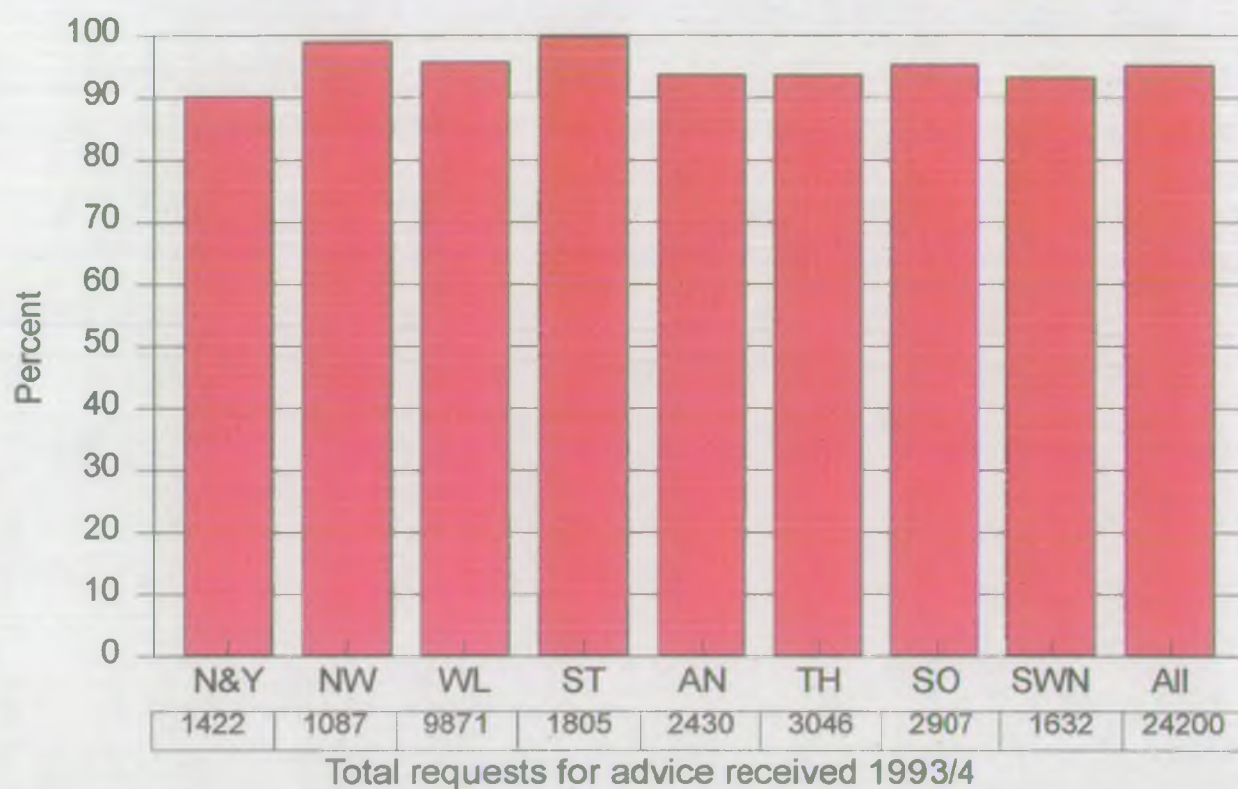
2.3 No region achieved less than 80% of their maintenance programme, in fact 4 regions exceeded it.

3.0 Action

3.1 No action to recommend.

Fisheries, Recreation, Conservation & Navigation

% requests for advice answered within target time



1.0 Introduction/Purpose of Measure

1.1 The above measure focuses upon a delivery of service aspect of our operations in FRCN functions and examines performance against a standard of service. The standard requires that all requests for advice on FRCN matters are given a considered response or site visit within 20 days.

1.2 The standard has been adopted as part of the NRA's Customer Charter.

2.0 Comments

2.1 Nationally (all regions aggregate), 95% of all requests were met within the standard of service.

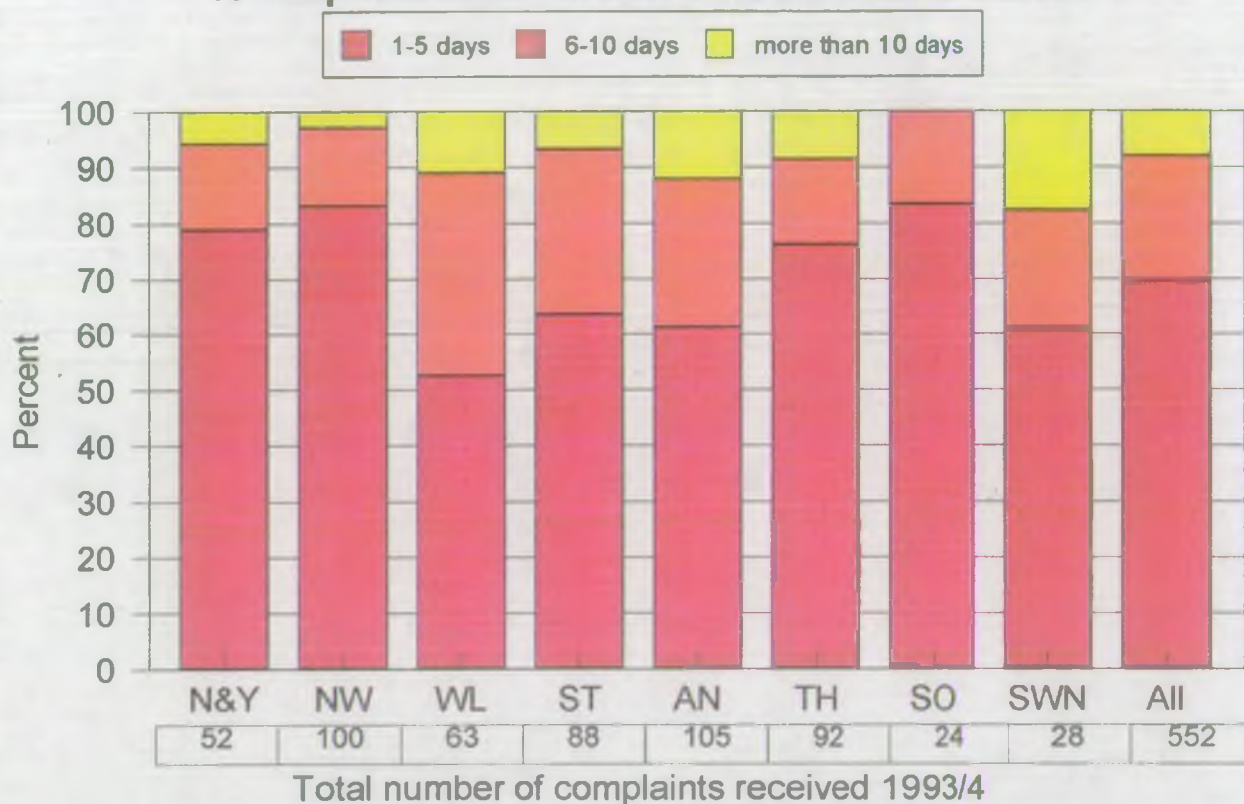
2.2 Severn-Trent and North West answered over 99% of requests within target time. In other regions, achievement of the standard was consistently high and varied between a range of 90% to 95%. Performance in Welsh is noteworthy for the fact that the region handled a relatively large volume of requests 96% of which were responded to within target time.

3.0 Action

3.1 Incremental improvements required in some regions to achieve full compliance with the service standard and Customer Charter commitment.

Complaints Received

% responded to within selected time bands



1.0 Introduction/Purpose of Measure

1.1 This measure has been developed as part of the NRA's work on the Citizen's Charter and Customer Care and looks at the timeliness of responding to complaints from our customers.

1.2 As part of the NRA's Customer Charter we have undertaken to provide a formal response to all complaints within 5 days from the time the complaint is received. HMIP and the DoE have the same standard in place.

2.0 Comments

2.1 552 complaints were formally recorded by regions in total - an average of just over 10 per week. (This figure excludes complaints addressed to Head Office which will be included in future reports).

2.2 Nationally (all regions aggregate), 70% of complaints were answered within the standard of service target time. Most of the remainder were answered within 6 to 10 days. 8% were still awaiting a response after 10 days.

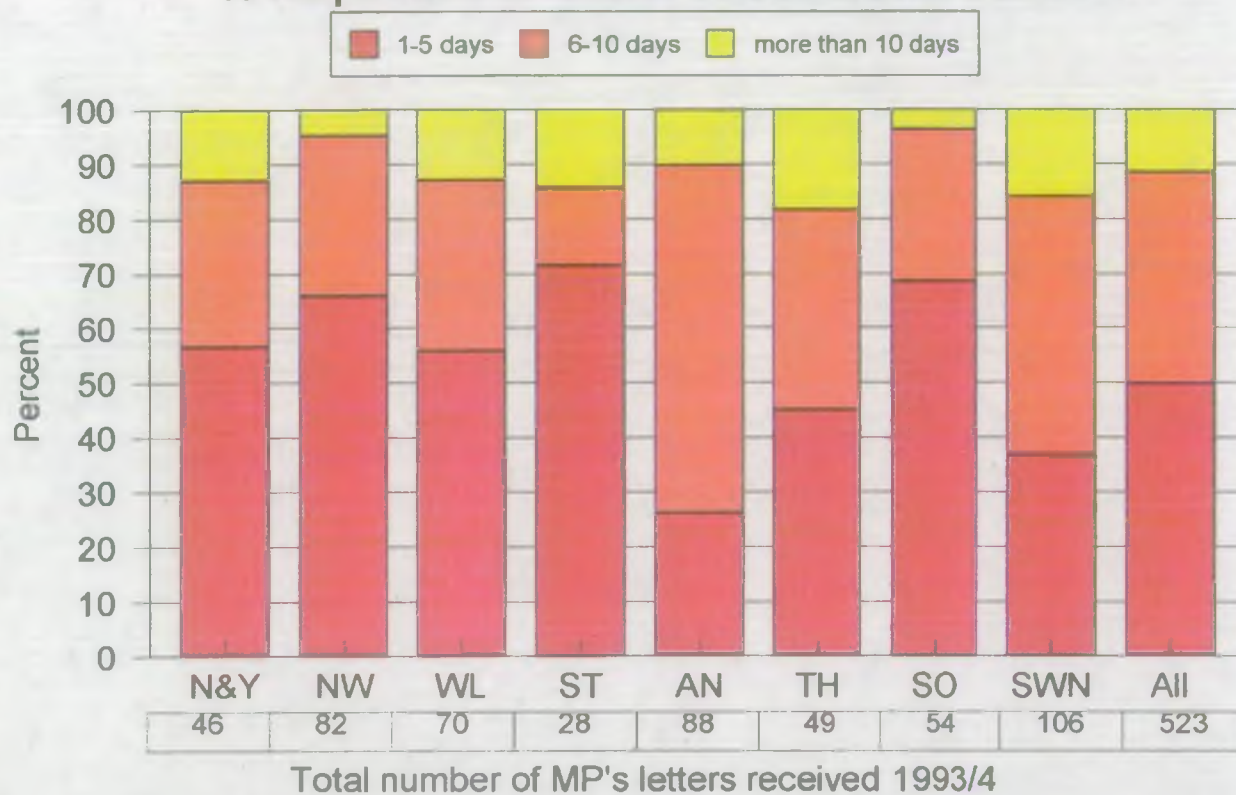
2.3 Regionally there is a fair degree of variation. Taking two extremes, Southern responded to 83% of complaints within 5 days and Welsh only 52%. Similarly, Southern had no outstanding responses after 10 days whilst in South Western 18% of complaints were still awaiting a response after 10 days.

3.0 Action

3.1 All regions need to review performance and take measures to achieve full compliance with the agreed standard.

MP's Letters Received

% responded to within selected time bands



1.0 Introduction/Purpose of Measure

1.1 This measure looks at the timeliness of responding to letters received from Members of Parliament.

1.2 Since the NRA deals with many enquiries from MPs - who are an influential customer group - a standard of service has been prescribed for responding to such enquiries. The standard requires RGMs to respond to MPs' letters by return where possible and, in any event within 5 working days at the latest. This standard is also a requirement in HMIP and the DoE.

2.0 Comments

2.1 523 letters from MPs were received by the NRA during the year - an average of 10 per week. (This figure excludes complaints addressed to Head Office which will be included in future reports).

2.2 Nationally (all regions aggregate), 50% of letters were answered within the standard of service target time. Most of the remainder were answered within 6 to 10 days. 12% were still awaiting a response after 10 days.

2.3 No region met the standard of service. Severn-Trent came closest (71%). The two regions who received the largest number of letters (Anglian and South Western) correspondingly answered the lowest percentage within the target time. Southern and North West managed to clear most responses within 10 days. 18% of letters were still awaiting a full response after 10 days in Thames

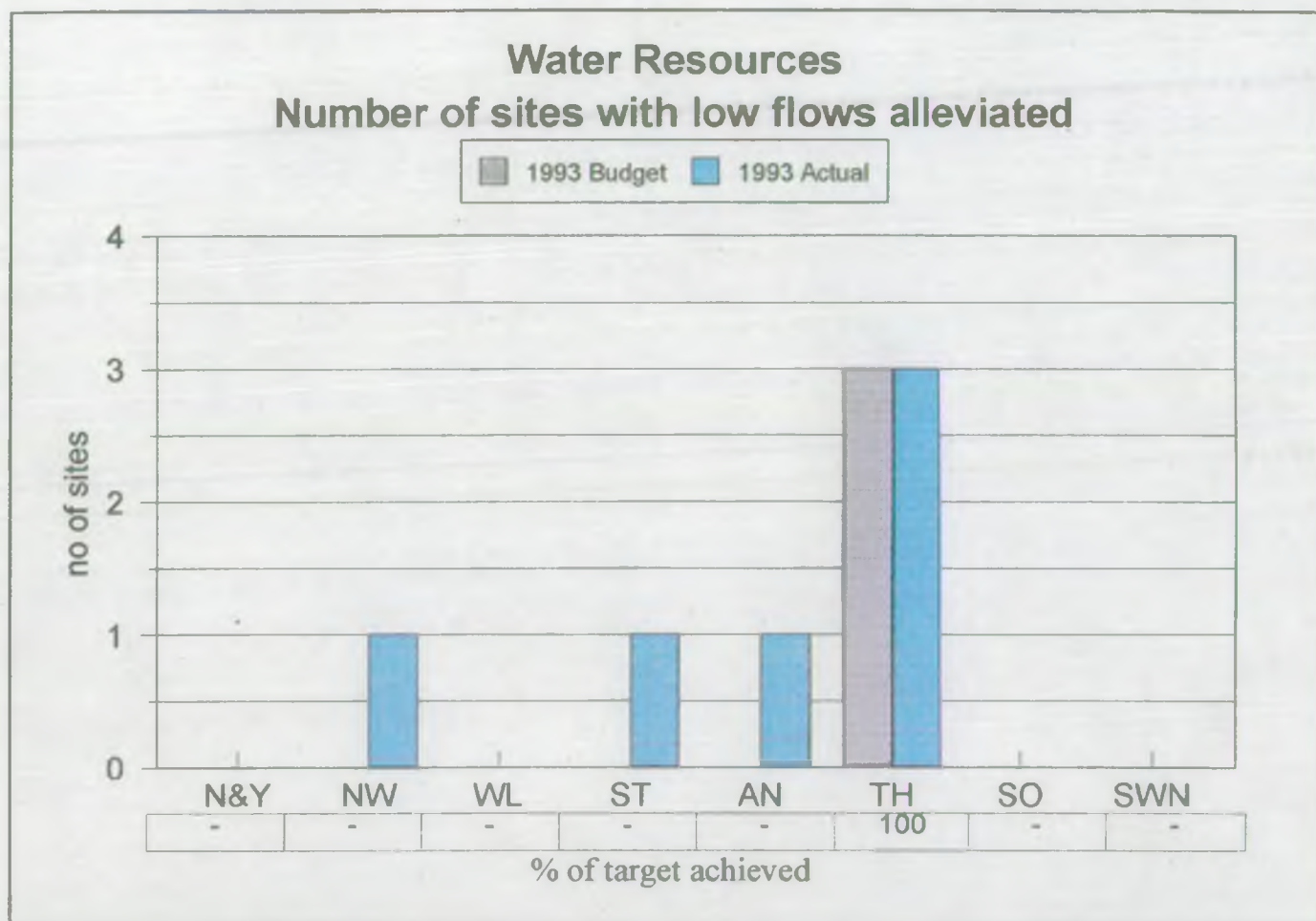
3.0 Action

3.1 All regions need to review performance and take measures to achieve full compliance with the agreed standard.

SECTION 4: IMPROVEMENT AND DEVELOPMENT

CONTENTS

	<i>Page</i>
- Water resources - number of low flow sites alleviated	4.1
- Length of flood defences improved/constructed (km)	4.2
- Fisheries - number of fish reared (millions)	4.3
- Fisheries - number of fish stocked (millions)	4.4
- Number of fish passes built	4.5
- Number of recreation projects involving external collaboration	4.6
- Number of conservation projects involving external collaboration	4.7
- Proportion of navigation capital budget spent on new facilities	4.8



1.0 Introduction/Purpose of Measure

1.1 This graph measures the number of low flow problems actually alleviated in comparison with the budgeted number.

1.2 The "real world" objective to alleviate low flows at 6 specific sites by the end of 1993/4 was published in the Corporate Plan 1993/4. The budget figures were also one of the targets comprising the set of RGMs' high level performance objectives (see note 2.3 below).

2.0 Comments

2.1 The NRA as a whole alleviated low flow problems at 6 sites, meeting the objective in the Corporate Plan. This is a cumulative figure taking into account solutions implemented in 1992/93.

2.2 The graph represents solutions implemented by regions as follows;

North West - River Lowther

Severn-Trent - Battlefield Brook

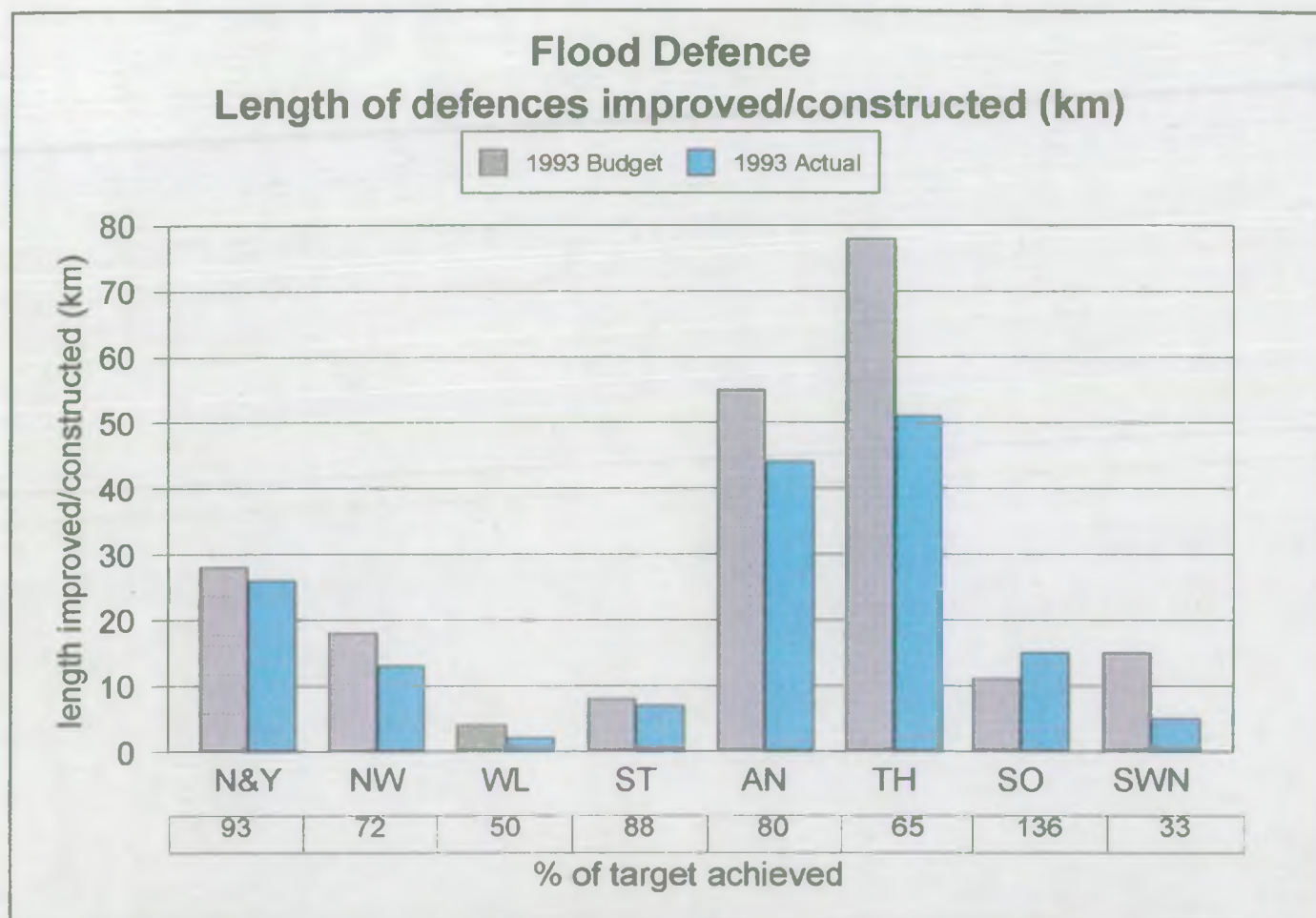
Anglian - Lower Glen

Thames - River Pang, Letcombe Brook and River Ver

2.3 The original set of regional targets included low flows not identified as part of the national "top 40" list. The budget shown above is as per the individual Regional Plans for 1994/95.

3.0 Action

3.1 Regions and Head Office to ensure that regional plan targets reflect national strategic objectives as per the published Corporate Plan.



1.0 Introduction/Purpose of Measure

1.1 The above graph shows the length in kilometres of flood defences improved and new defences constructed in the year against budget.

1.2 The budget figures are the targets set for RGMs as part of their suite of high level objectives. The total budget in the Corporate Plan 1993/94 was to construct/improve 218 km of defences.

2.0 Comments

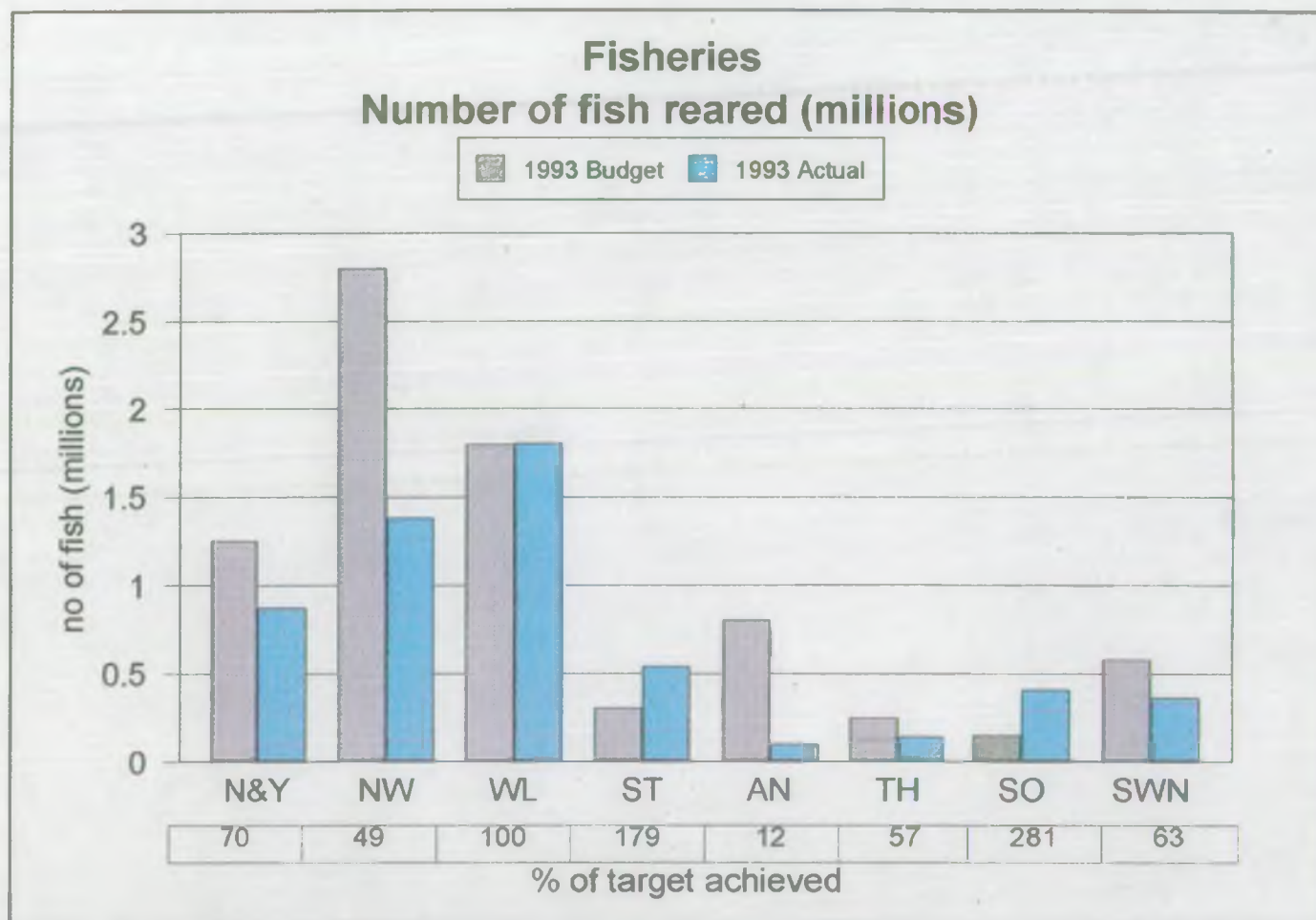
2.1 Nationally, 73% of the target was achieved ie 160km. Within this, only Southern fully achieved the target and Northumbria and Yorkshire came close with 93%.

2.2 South Western report a 33% achievement against budget target. The disruption arising from the merger of South West and Wessex regions and from the PES section being contracted out affected work on the ground (the latter will also have affected other regions). However the actual km constructed will be greater than that reported above because only the lengths relating to completed projects are included. A project may be ninety percent complete but would not be counted if it was not completed within the year.

2.3 The Welsh region programme included only 4 schemes. Two of these were delayed, and will be completed in 1994/95. One of the reasons for delay is the tightening-up of project appraisal guidelines, making appraisal and subsequent approval of projects by the Welsh Office lengthier and more complex.

3.0 Action

3.1 Continued emphasis on ensuring projects are completed on schedule to avoid underspends in 1994/95 possibly using measures comparing actual expenditure and giving a forecast for the year.



1.0 Introduction/Purpose of Measure

1.1 This graph compares the actual number of fish reared in the year with the target number.

1.2 The Corporate Plan 1993/94 gives a real world target to rear 8 million fish (subject to evaluation of costs and benefits), and the individual regional targets which make up this figure are included in RGM's high level performance objectives.

2.0 Comments

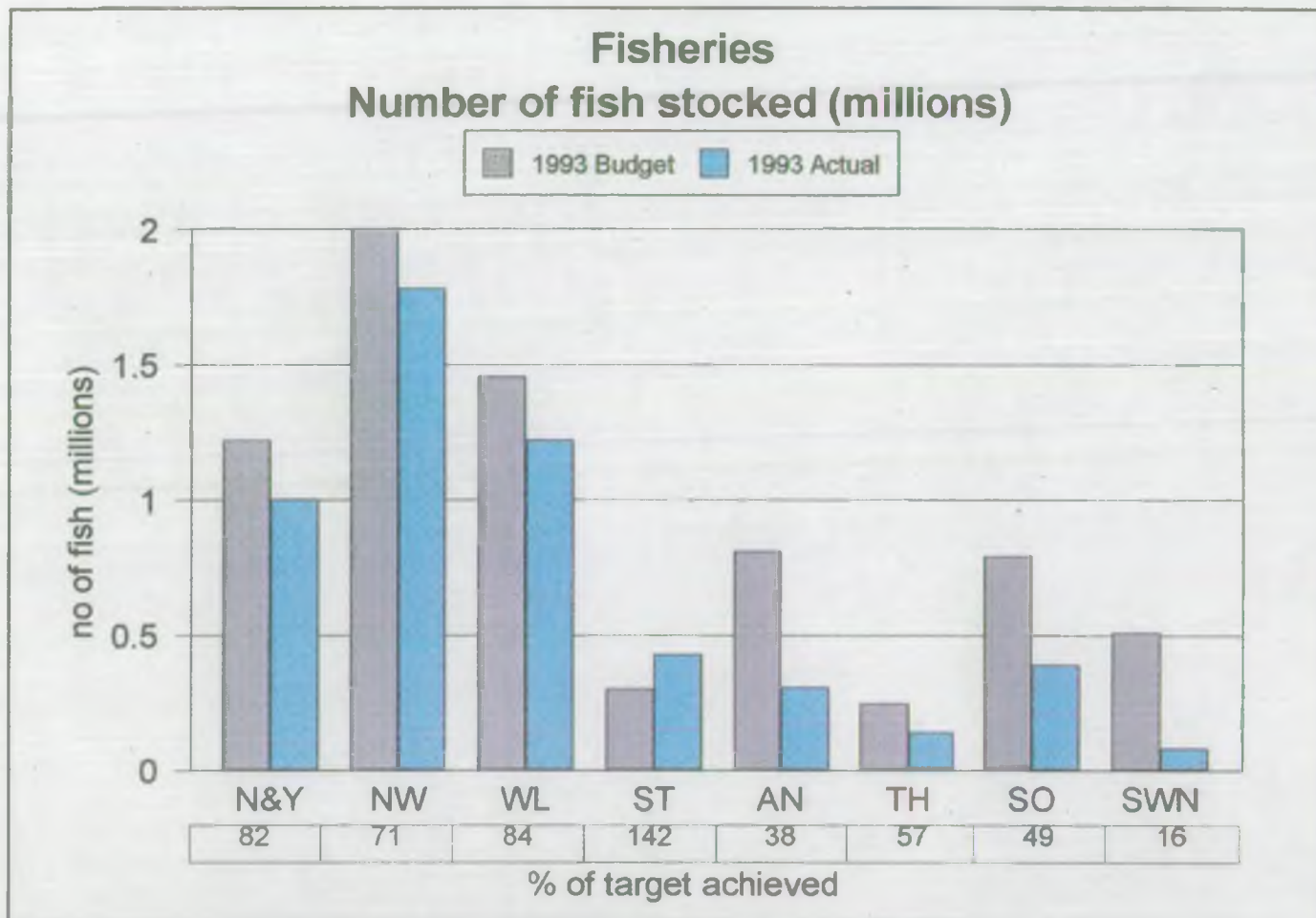
2.1 For the NRA as a whole, 5.6 million fish were reared in the year, 71% of the budget target. Achievement against target ranges from 12% in Anglian to 281% in Southern.

2.2 Anglian region implemented a change of policy on fish rearing during 1993/94. Formerly they stocked large numbers of small fry, but these had a low survival rate when used to re-stock the rivers. To overcome this problem a policy of fish rehabilitation was introduced which involved using bigger fish with a much higher survival rate to re-stock rivers. This policy change accounts for the much reduced numbers of fish reared in the year.

2.3 North West region report an actual number of fish reared of 1.4 million compared to a budget target of 2.8 million. This was due to high water levels which meant that the capture of brood stock was not as successful as in previous years.

3.0 Action

3.1 The success of fish rearing efforts are subject to external factors which may result in large fluctuations in numbers of fish reared. Confidence intervals would help to define what is normal variance and what indicates policy or management issues.



1.0 Introduction/Purpose of Measure

1.1 This measure compares actual numbers of fish stocked with target numbers.

1.2 A real world objective to stock 7.7 million fish appeared in the Corporate Plan 1993/94 and the individual regional targets which made up this figure were included in RGMs high level performance objectives.

2.0 Comments

2.1 National achievement was 68% of budget target. As was the case for fish reared, there is a wide range of performance across the regions, from 16% to 142%.

2.2 Anglian's numbers of fish stocked were affected by the same policy change described in point 2.2 of the measure for fish reared.

2.3 Southern region's performance was adversely affected by two events; firstly, the collection of salmon brood stock failed because of the flooding in the region over the winter. Secondly, of those which were successfully collected, many died as a result of disease in the tank.

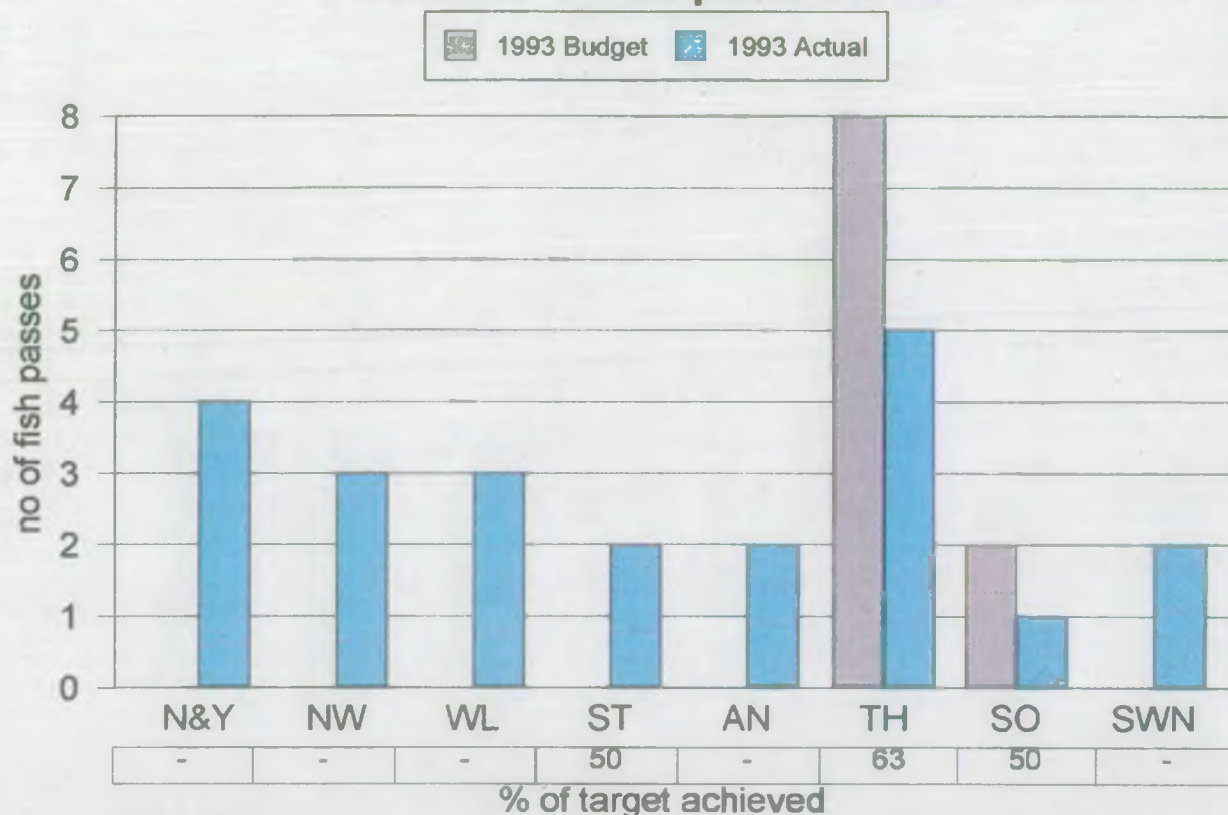
2.4 The South Western budget of 0.57 million fish was overstated, and should have been closer to 200,000. This would make the percentage achievement of target approx. 40%. A large number of fish were lost at the hatchery, accounting for most of the shortfall.

3.0 Action

3.1 No action to recommend.

Fisheries

Number of fish passes built



1.0 Introduction/Purpose of Measure

1.1 This measure focuses on the construction of fish passes, which form part of the targets set in the Corporate Plan on improvement structures.

1.2 This measure is one of the RGM's high level objectives, although in fact only 3 regions budgeted to build any fish passes - see note 2.2 below.

2.0 Comments

2.1 14 fish passes were planned for construction in 1993/94, but 22 were actually completed, an achievement of 157% against target.

2.2 The striking feature of this graph is that a number of regions had not set any budget target for building fish passes, but all of them built at least one. There are a number of reasons for this common to most regions. Firstly, the late allocation of Grant In Aid "pot" often makes fish pass projects feasible which had previously been shelved for lack of funds. Secondly, a fish pass is sometimes slotted into an existing flood defence project if it is beneficial and cost effective to do so. Many fish passes are built opportunistically at small cost, and so did not appear in the plan figures. In Welsh region, 2 passes in particular were not funded by the NRA but were counted in the measure above because of close involvement in the construction.

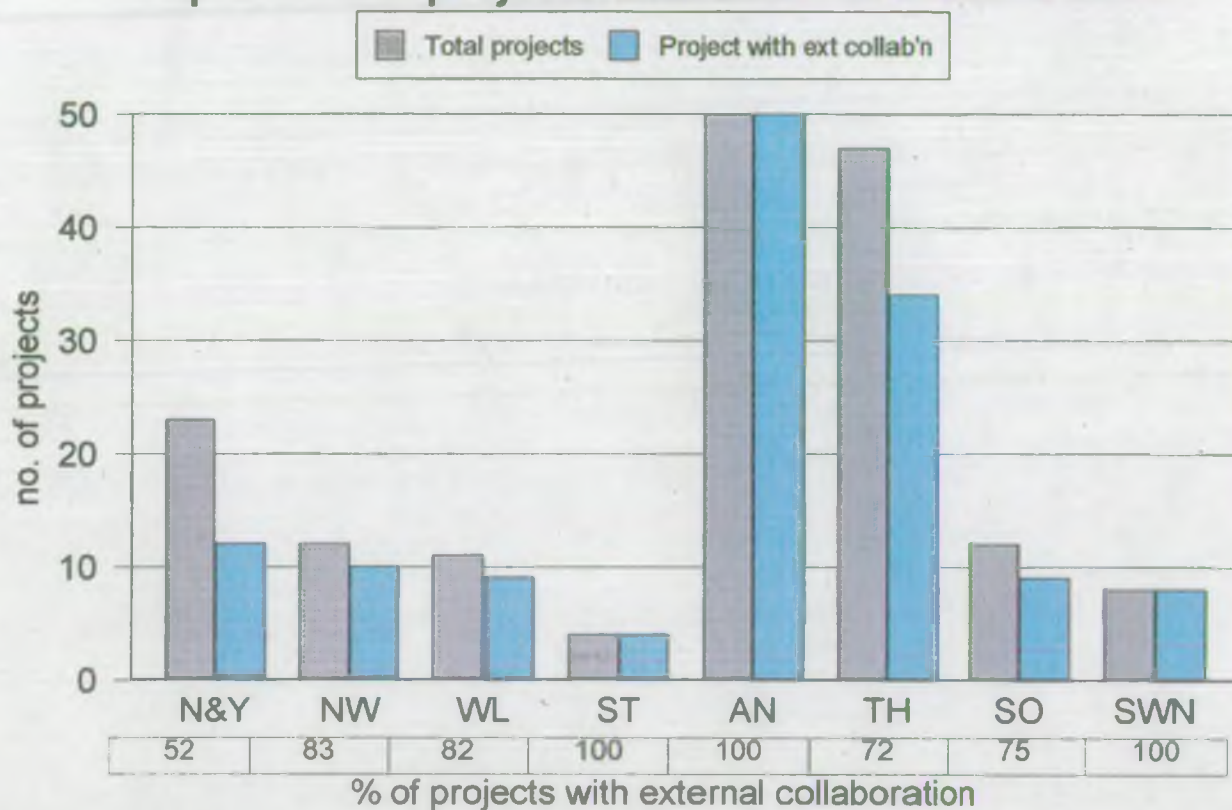
2.3 Thames region planned 8 passes but only built 5. In fact all 8 passes were under construction in 1993/94 but some were held up during the winter because of high water levels. These will have been completed during Quarter 1 of 1994/95 eg the Marlow fish pass which was finished in May 1994.

3.0 Action

3.1 While the often opportunistic nature of construction is recognised, improvements in target setting would be beneficial, given the tight funding which applies to this area of NRA activity.

Recreation

Improvement projects with external collaboration



1.0 Introduction/Purpose of Measure

1.1 This graph measures the extent to which recreation projects have been carried out in collaboration with external agencies.

1.2 Real world target in the Corporate Plan 1993/94 to collaborate with external organisations on at least 50% of NRA recreation projects (in absolute term, 70 out of 125 projects); also one of the RGMs' high level performance objectives.

2.0 Comments

2.1 Overall, 81% of projects involved external collaboration, so the Corporate Plan objective was achieved very comfortably.

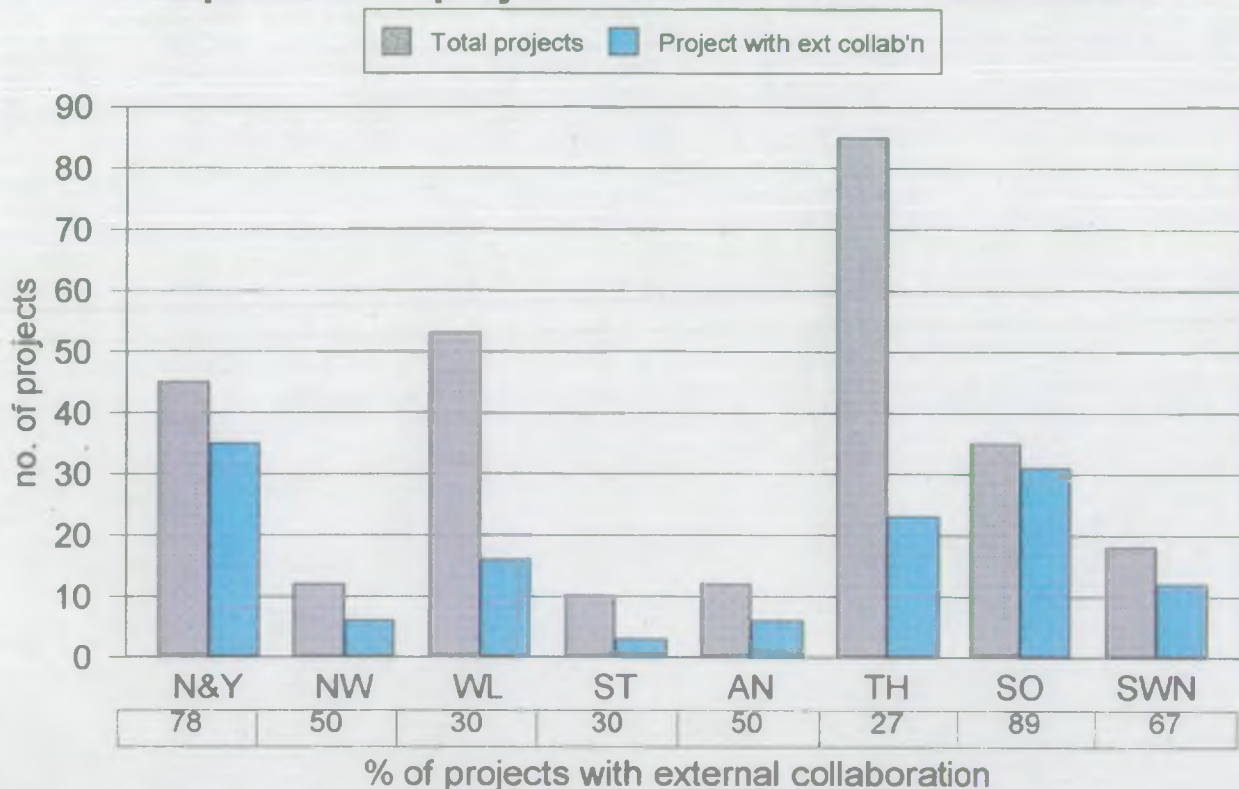
2.2 Only Northumbria and Yorkshire region achieved less than 70% collaboration but still exceeded their budget target of 50%.

3.0 Action

3.1 It should be possible to increase the target in the next planning round to achieve an even higher level of external collaboration, given that most regions performed well in this area.

3.2 While Northumbria and Yorkshire met their own target, they may benefit from sharing best practice ideas from other regions.

Conservation Improvement projects with external collaboration



1.0 Introduction/Purpose of Measure

- 1.1 This graph measures the extent to which conservation projects were carried out in collaboration with external organisations in 1993/94.
- 1.2 Real world target in the Corporate Plan 1993/94 to participate in 174 collaborative projects out of a total number of 270. RGMs' high level performance objective.

2.0 Comments

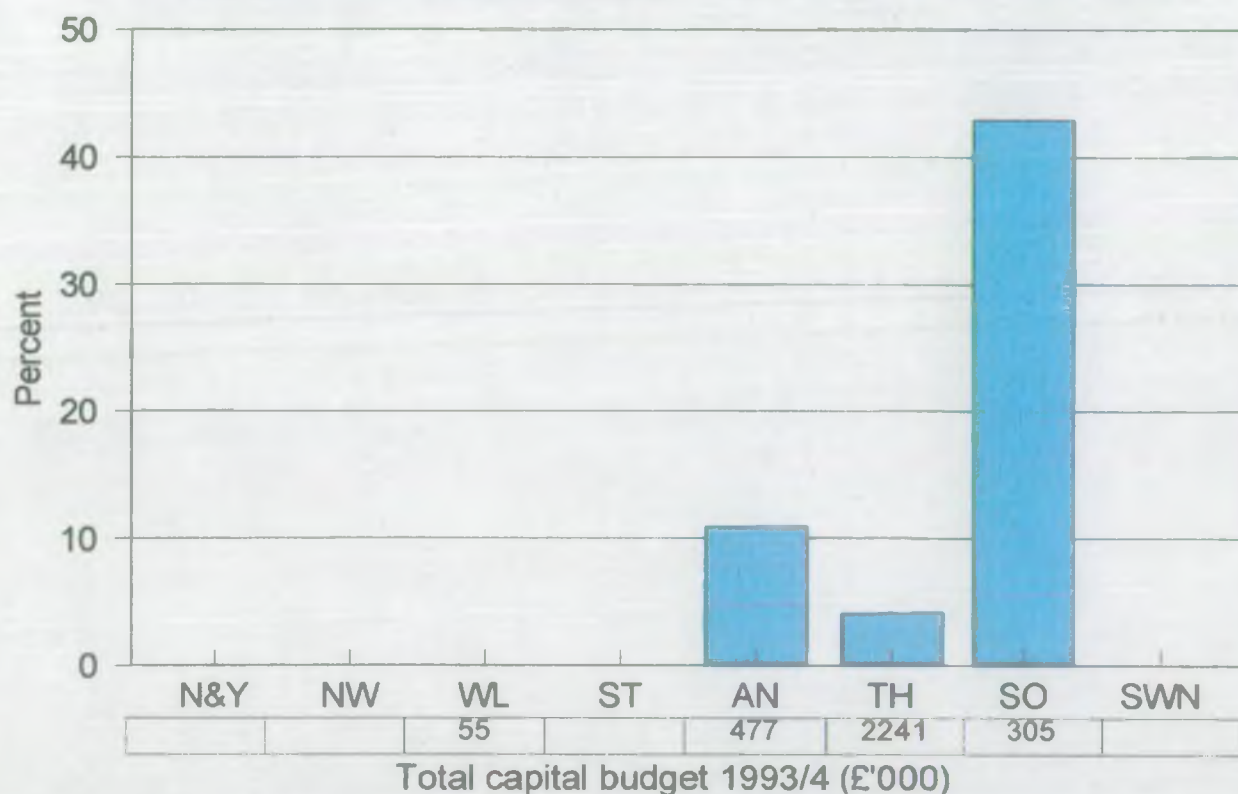
- 2.1 In total, the NRA collaborated on 129 conservation projects, achieving 74% of the Corporate Plan target.
- 2.2 RGMs' objectives varied from a target collaboration rate of 66% up to 100%. The overall achievement was 48% (129 of 270 projects).

3.0 Action

- 3.1 The FRCN OPM Review group could look at the possibility of integrating this measure with the corresponding one for Recreation, to reflect the fact that staff often work multifunctionally in this area of activity.

Navigation Improvement and Development

Proportion of capital budget spent on new facilities



1.0 Introduction/Purpose of Measure

1.1 This measure shows how much of the capital budget for navigation was spent on the provision of new facilities.

1.2 Real world target in the Corporate Plan 1993/94 to allocate 10% of the capital budget to provision of new facilities.

2.0 Comments

2.1 Of a total capital budget of £3,078k, £274k was spent on new facilities, a proportion of 9%.

2.2 Thames region had by far the largest navigation budget, but only spent 4% on new facilities. This heavily influences the overall figure. This measure is particularly sensitive to individual regional interpretations of the definition - "new facilities" may be more strictly interpreted in Thames than elsewhere.

3.0 Action

3.1 Navigation manager in Thames may wish to explore the potential for spending a greater proportion of budget on new facilities.



C O R P O R A T E P L A N N I N G

Mission
Aims
Objectives
Targets

Policy
Priorities
People
Pounds

Economy
Efficiency
Effectiveness

Corporate
Function
Customer
Strategies

Corporate
Regional
Catchment
Plans

Monthly
Quarterly
Annual
Report



HEAD OFFICE
Rivers House
Waterside Drive
Aztec West
Almondsbury
Bristol
BS12 4UD

Tel: (0454) 624400
Fax: (0454) 624010

The NRA is committed to
protecting and enhancing the
water environment.
This document is printed on
recycled paper and is totally
chlorine free.