

NATIONAL RIVERS AUTHORITY
1990/91 CORPORATE PLAN

NATIONAL GUIDELINES FOR
THE PRODUCTION OF NRA REGIONS
1990/91 REGIONAL PLANS

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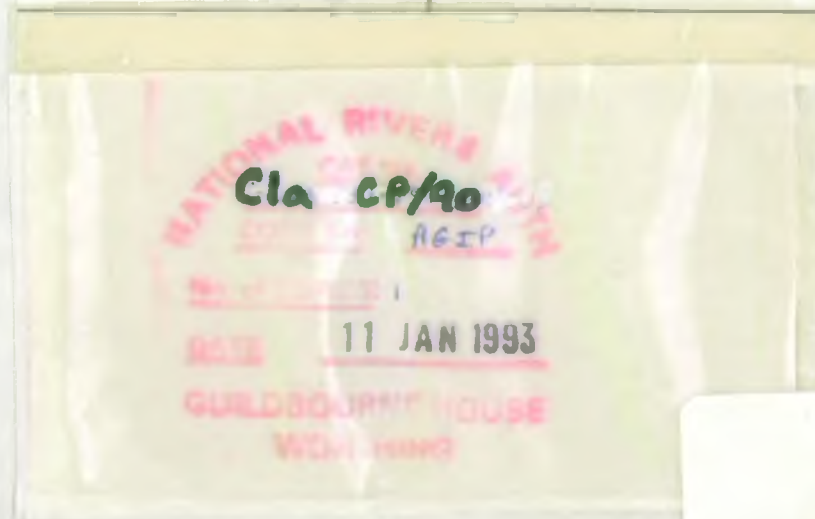
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NATIONAL RIVERS AUTHORITY

MISSION STATEMENT

The National Rivers Authority will protect and improve the water environment. This will be achieved through effective management of water resources and by substantial reductions in pollution. The Authority aims to provide effective defence for people and property against flooding from rivers and the sea. In discharging its duties it will operate openly and balance the interests of all who benefit from and use rivers, ground waters, estuaries and coastal waters. The Authority will be businesslike, efficient and caring towards its employees.

AIMS

1. To achieve a continuing improvement in the quality of rivers, estuaries and coastal waters, through the control of water pollution.
2. To assess, manage, plan and conserve water resources and to maintain and improve the quality of water for all those who use it.
3. To provide effective defence for people and property against flooding from rivers and the sea.
4. To provide adequate arrangements for flood forecasting and warning.
5. To maintain, improve and develop fisheries.
6. To develop the amenity and recreational potential of waters and lands under NRA control.
7. To conserve and enhance wildlife, landscape and archaeological features associated with waters under NRA control.
8. To improve and maintain inland waterways and their facilities for use by the public where the NRA is the navigation authority.
9. To ensure that dischargers pay the costs of the consequences of their discharges, and as far as possible to recover the costs of water environment improvements from those who benefit.
10. To improve public understanding of the water environment and the NRA's work.
11. To improve efficiency in the exercise of the NRA's functions and to provide challenge and opportunity for employees and show concern for their welfare.

C O N T E N T S

	<u>Page No</u>
Foreword	1
Introduction	2
Corporate Planning	3
Corporate Planning in the NRA	6
Outline structure of the 1990/91 Corporate Plan	16
Guidelines for the Production of Regional Plans	19
Review of Corporate Planning Activity in 1989/90	22
Acknowledgements	23
Appendices	24 - 90

LIST OF FIGURES AND APPENDICES

Figures

- Figure 1 - Membership of the Corporate Planning Policy Group
- Figure 2 - Terms of Reference of the Corporate Planning Policy Group
- Figure 3 - The Corporate Planning Process
- Figure 4 - Corporate Planning - Definition of Terms
- Figure 5 - Corporate Planning in the NRA
- Figure 6 - Corporate Planning - Target dates for completion 1989/90
- Figure 7 - Corporate Planning - Target dates for completion 1990/91
- Figure 8 - Corporate Planning Timetable 1989/90
- Figure 9 - Corporate Planning Staffing arrangements
- Figure 10 - Outline structure of the 1990/91 Corporate Plan
- Figure 11 - Outline structure of a Regional Plan

Appendices

- Appendix 1 - 7 Main Functions (Water Resources, Pollution Control, Flood Defence, Fisheries, Recreation, Conservation and Navigation)
- Appendix 8 - 13 (Personnel, Finance, Estates Management, Information Systems, Research and Development and Public Relations)

FOREWORD

The creation of the National Rivers Authority has provided many challenges and opportunities for us all. Possibly the most important is that of Corporate Planning which is a major opportunity to influence the future direction of the policies, work and corporate image of the Authority.

In order to improve the water environment it is essential that we plan our future work, agree objectives, priorities and policies for action, and allocate our manpower and financial resources to enable us to achieve our corporate goals. This document seeks to provide an initial framework of how we might do this through the production of our first Corporate Plan.

I do not expect it will be an easy task because until now planning practices have been different in each region and because the timetable for the production of our first plan is extremely short, far less than in a normal planning year.

However, with your co-operation and enthusiasm, I am confident that corporate planning will become easier and more rewarding for us all if we work on it together over the current and future years.

Dr J. C. Bowman, Chief Executive, 5th October 1989.

I N T R O D U C T I O N

1. This document is intended to provide a broad framework for the production of the Authority's first Corporate Plan. It is divided into five main sections.
2. The first section outlines the purpose and reasons for corporate planning.
3. The second section describes how corporate planning is being developed and presents proposals for the production of Corporate Plans and over the next few years. Draft timetables for corporate planning in 1989/90 and 1990/91 are outlined. Current organisation and staffing arrangements for corporate planning in the Authority are also presented.
4. The third section presents an outline structure for the first 1990/91 Corporate Plan and details of how it will be produced.
5. The fourth section contains guidance on the preparation of Regional Plans which will provide the essential basic data for consolidation into the Corporate Plan.
6. The fifth section invites comments and suggestions for improvement from everybody involved in the corporate planning process so they can be incorporated in any future revision of this document and our corporate planning made more robust.

CORPORATE PLANNING

Its Purposes and Importance

7. Corporate planning is an essential management discipline practised throughout the private and public sectors. It is the processes involved in corporate planning as much as the final product that provides management discipline.
8. These processes include :
 - assessing and reviewing the nature of the tasks facing the Authority,
 - in the light of this assessment, defining aims and objectives,
 - determining priorities, policies, programmes of work and levels of activity necessary to achieve the aims taking into account the level of resources likely to be available,
 - setting targets and allocating resources, identifying outputs and performance indicators against which achievement of the objectives and aims can be measured,
 - reviewing achievements and in the light of the assessment of performance, re-defining or re-affirming aims and objectives and the allocation of resources.
9. Whilst :-
 - there is a statutory requirement on the Authority through corporate planning (1989 Water Act and paragraphs 9-11 of the draft Financial Memorandum) and
 - our sponsor department (the Department of the Environment) has provided us with draft guidance (Corporate Planning - A Consolidated Guide for Sponsored Bodies, DoE, Feb. 1989)the main reason for undertaking corporate planning should be for our own internal management purposes.
10. It will, of course, also be of value in helping underpin our relationships with the DoE, MAFF, Welsh Office and the Treasury, by providing the factual basis for discussions about the grant in aid needs of the Authority in the annual public expenditure survey (PES). We will still need to corporate plan when we are self-financing.
11. Corporate planning also provides a focus for the work of all the Authority's staff and a clear but not inflexible framework for day to day management planning. To be successful it will require effective inputs and commitments from all parts of the Authority, from personnel on the ground dealing with day to day operations, executive management staff, to the Chairman and the Board more concerned with policy and strategic matters. It is a highly iterative process.

Figure 1

CORPORATE PLANNING POLICY GROUP

MEMBERSHIP OF THE GROUP

1.	John	Bowman	Chief Executive - Chairman of the Group.
2.	Sir Hugh	Fish	Board Member.
3.	Margaret	Evans	Secretary and Director of External Affairs - Deputy Chairman.
4.	Howard	Pearce	Corporate Planning Co-ordinator.
5.	Paul	Foster	Planning and Management Services Officer - Anglian Region.
6.	David	Martin	Regional Planning Engineer - Southern Region.
7.	Nigel	Reader	Regional General Manager - Wessex Region.
8.	Geoff	King	Finance and General Services Manager - Thames Region.
9.	John	Neat	Information Technology Manager - Yorkshire Region.
10.	Alun	Gee	Regional Manager (Planning) - Welsh Region.
11.	Geoff	Litterick	Regional Controller (Admin.) - Severn Trent Region.
12.	David	Horwood	Finance Manager - South West Region.
13.	George	Ager	Regional Administration Manager - Northwest Region.
14.	David	Ramsey	Chief Accountant - Northumberland Region.

EX-OFFICIO MEMBERS

(receiving papers and having a standing invitation to attend)

1.	Dr Clive	Swinerton	Technical Director.
2.	Dr Jan	Pentreath	Chief Scientist.
3.	Peter	Humphreys	Director of Personnel.
4.	Peter	Partridge	Director of Finance.
5.	Ron	Page	Head of Public Relations.

Figure 2

CORPORATE PLANNING POLICY GROUP

Terms of Reference

The terms of reference of the Group are as follows :-

- a) To act as a Steering Group for all aspects of Corporate Planning Policy for the Authority.
- b) To make proposals on the philosophy, methodology, timescale, content, preparation, and production of the Authority's corporate plan and corporate strategies.
- c) To facilitate liaison between Head Office and the DoE and between Head Office Directorates, Functional Management Groups, and Regional Units over all matters in relation to corporate planning policy.
- d) To consider the philosophy and priorities for allocating financial and manpower resources within the corporate plan and strategies.
- e) To advise on the development of management information systems for corporate plan and strategy preparation and production.
- f) To advise on the implementation of the corporate plan and strategies and links with job appraisal and performance evaluation schemes.
- g) To undertake overall performance monitoring in respect of the corporate plan and strategies and to advise on the contents and production of the Annual Report.

CORPORATE PLANNING IN THE NRA

Background

12. The starting point for the development of corporate planning in the NRA was the Corporate Planning Working Party set up by the NRA Advisory Committee (NRAAC) in early 1989. This Working Party under the Chairmanship of Peter Bullock (Regional General Manager of the Anglian Region) concluded its work in July 1989. The report produced 'Guidelines for the preparation of NRA Corporate Plans in 1989/90' has provided the foundation for recent work.

13. Corporate Planning Policy Group

A Corporate Planning Policy Group (CPPG) with both Head Office and Regional representation has been established to co-ordinate and take forward all aspects of Corporate Planning policy. Its membership and precise terms of reference are given at Figure 1 and 2.

14. The CPPG has agreed that the Authority's corporate planning should embrace all the Authority's technical and scientific functions, and support services including financial and manpower planning (as suggested by the Financial memorandum and DoE Corporate Planning Guidelines). There should also be particularly close links between corporate planning and research and development, and the development of new management information systems. Corporate planning, performance monitoring and production of the Annual report are also strongly interlinked.

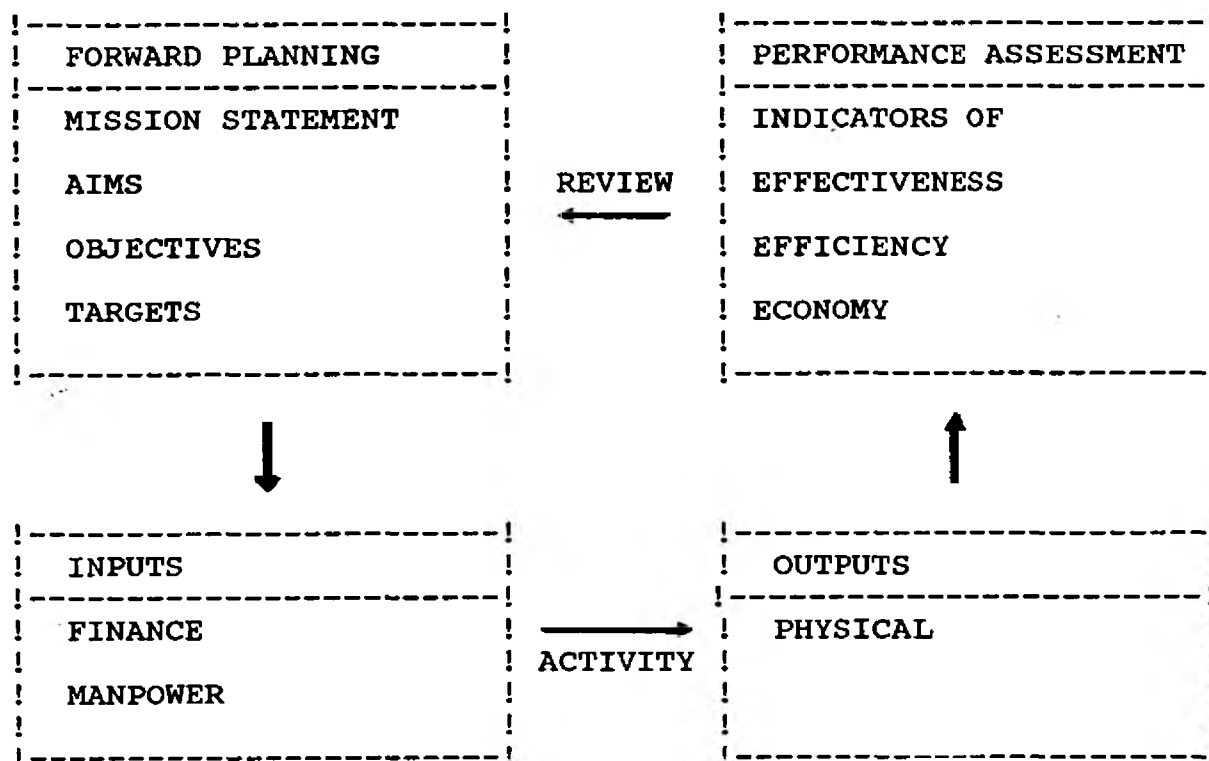
15. It is proposed that the Authority's initial corporate planning should be based around the processes and feedback cycle shown in Figure 3 and using the definitions of terminology presented in Figure 4.

Corporate Plan Production

16. In the long term it is proposed the Authority's Corporate Plan should be produced from an overall policy orientated Corporate Strategy and operationally orientated Regional Plans (see figure 5). The former would be based on a consolidation of individual Corporate Strategies for each function and support service, and the latter on a consolidation of individual integrated Catchment Management Plans. The inter-relationships, contents and time scales covered by these documents is shown in Figure 5. The audiences for these documents or summaries will be staff, government, other organisations and the general public.

Figure 3

THE CORPORATE PLANNING PROCESS



CORPORATE PLANNING - DEFINITION OF TERMS

MISSION STATEMENT

- Purpose of the NRA.

AIMS

- More detailed description of the purpose of the NRA for each function.

OBJECTIVES

- Are related to each aim and are framed in such a way that achievement can be objectively assessed through outputs and over time. Generally they will not change from year to year and should be agreed as national objectives for all Regions to adopt. In broad terms the objectives will be related to the main categories of activities undertaken by a function to achieve the aim. Each objective can have sub-objectives which are specific to individual programmes, activities or area of work within a function. These may change from year to year and can be different for each Region.

TARGETS

- Should be set for each objective and sub-objective and be expressed in terms of given outputs or deadlines. They are normally only set annually but can be longer term. Targets may be points within a level of service system. National objectives will have national targets. Regional sub-objectives will have regional targets.

INPUTS

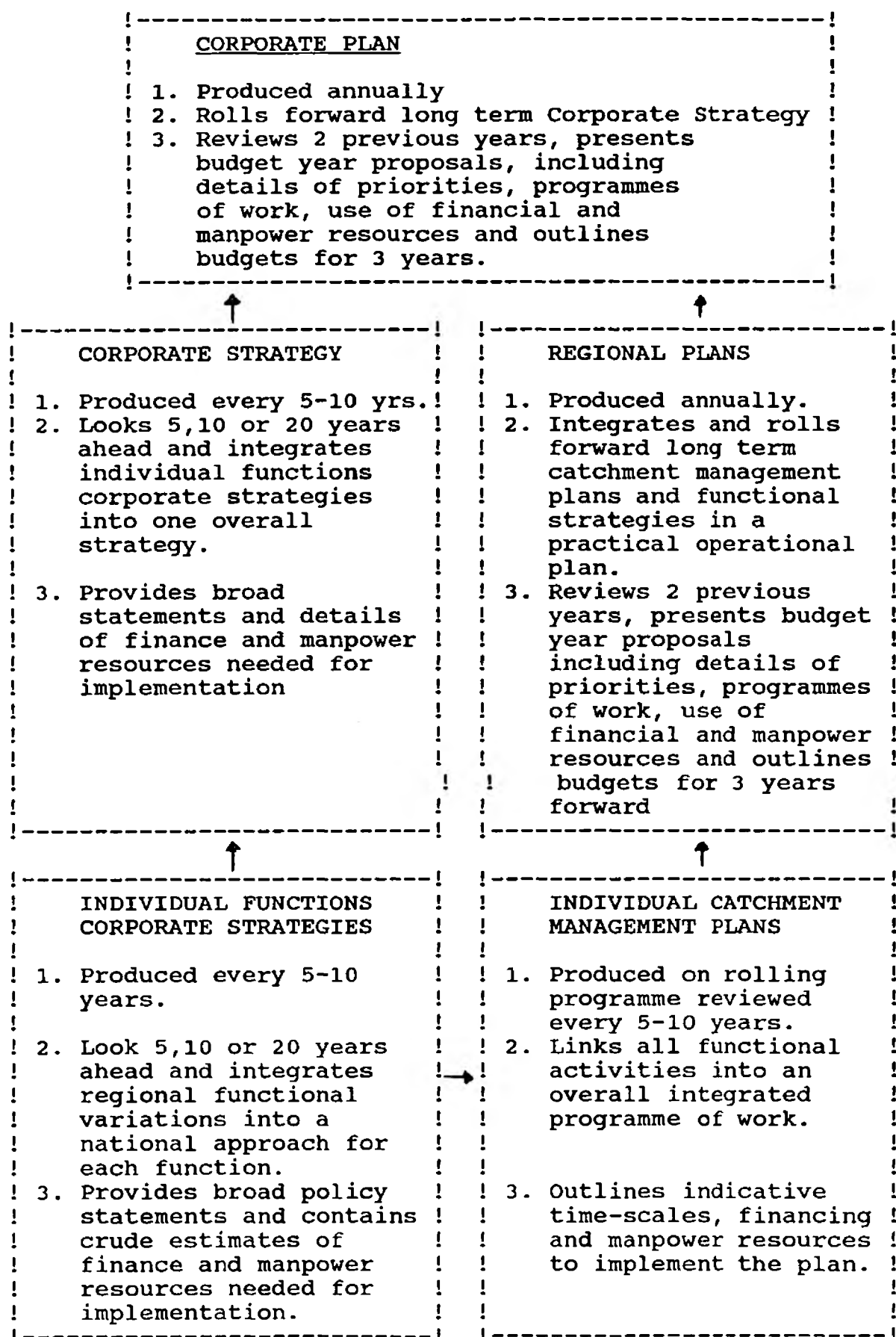
- Are the manpower and financial resources estimated to achieve the planned output for each objective (sub-objective) and target (sub-target).

OUTPUTS

- Are the direct definable and quantified results after the input of the manpower and finance to achieve a specific target for an objective relating to an aim.

PERFORMANCE ASSESSMENT

- Should be undertaken using indicators of efficiency, effectiveness and economy and should be used to compare actual output with planned output for each target. They will generally be expressed in ratios, percentages or unit costs.



1990/91 Corporate Plan

17. In the short term (ie during 1989/90) the building blocks for the 1990/91 Corporate Plan will be ten Regional Plans. Only one national Corporate Plan will be produced and published in full and/or summary form. Regional plans will be working documents for internal use only and not published for external use. The Corporate Plan will be distributed through all NRA offices. A pocket on the inside back cover of the Corporate Plan will permit the insertion of an agreed Regional summary approved by the Board outlining each Regions' input to the overall Corporate Plan.

1991/92 Corporate Plan

18. The 1991/92 Corporate Plan will be produced in a similar manner with the exception that an overall long term Corporate Strategy will be used as a building block in addition to the 10 Regional Plans. The long term Corporate Strategy will be produced by a consolidation of individual Corporate Strategies for each function/support service. Functional and support services management groups will be issued with detailed guidelines to achieve a consistent format for the production of Corporate strategies in early 1990. The groups will be asked to produce final documents by June 1990. These will be consolidated into an overall Corporate Strategy (1991-2000) by August 1990 for use in connection with the 1991/92 Corporate Plan.
19. The development of a rolling programme of integrated Catchment Management Plans and their increased use in Regional Planning and budgetting will be pursued over a slightly longer period. Detailed guidelines on a consistent format will be issued in due course.

Timetables and Staffing Organisation

20. Draft timetables for the production of the Regional plans, Corporate Plan, Corporate strategies, along with Regional reviews to provide input into the Annual Report in 1989/90 and 1990/91 are presented on Figures 6,7 and 8. The current organisation of staff with responsibility for Corporate planning is given at Figure 9.

Critical Dates 1989/90

21. - October 6 - National guidelines issued to regions,
- November 6 - Regional plans submitted to Head Office,
- November 15 - Draft Corporate Plan to Management
Committee (time permitting),
- November 23 - Draft Corporate Plan to CPPG,
- December 7 - Draft Corporate Plan to Board,
- December 15 - Draft Corporate Plan to Management
Committee,
- January 11 - Revised Corporate Plan to CPPG,
- January 18 - Revised Corporate Plan to Board,
- January 31 - Revised Corporate Plan to Management
Committee,
- February 28 - Revised Corporate Plan to Board,
- March 7 - Final draft of Corporate Plan to Board,
- March 31 - Corporate Plan to DoE

Figure 6

FY 89/90 PY 90/91		<u>CORPORATE PLANNING - TARGET DATES FOR COMPLETION (DRAFT)</u>						
<u>MONTH</u>	<u>CHARGES</u> 1990/91	<u>BUDGET</u> 1990/91	<u>ACCOUNTS</u> 1989/90	<u>PES</u> <u>CYCLE</u>	<u>REGIONAL</u> <u>PLANS</u>	<u>CORPORATE</u> <u>PLAN</u>	<u>REGIONAL</u> <u>REVIEWS</u>	<u>ANNUAL</u> <u>REPORT</u>
89	8.	?	+					
	9	+ Draft	?	+ Winter Supplementary				
	10			+ Main Estimates				
	11			Grant in Aid Announcement	+ Draft			
	12	+ Final	+			+ Draft		
90	1							
	2			+ Spring Supplementary	+ Final			
	3		+			+ Final		
	4						+ Draft	
	5						+ Final	+ Draft
	6		+					+ Final
	7							

Figure 7

FY 90/91
PY 91/92

CORPORATE PLANNING - TARGET DATES FOR COMPLETION (DRAFT)

<u>MONTH</u>	<u>CHARGES</u> <u>1991/92</u>	<u>BUDGET</u> <u>1991/92</u>	<u>ACCOUNTS</u> <u>1990/91</u>	<u>PES</u> <u>CYCLE</u>	<u>CORPORATE</u> <u>STRATEGIES</u>	<u>REGIONAL</u> <u>PLANS</u>	<u>CORPORATE</u> <u>PLAN</u>	<u>REGIONAL</u> <u>REVIEW</u>	<u>ANNUAL</u> <u>REPORT</u>
90 4					+ Draft				
5									
6			+		+ Final				
7	+ ?								
8									
9		+ Draft	+	Winter Supplementary					
10				Main Estimates		+ Draft			
11				Grant in Aid Announcement			+ Draft		
12		+ Final	+						
91 1									
2				+ Spring Supplementary		+ Final			
3			+				+ Final		
4								+ Draft	
5								+ Final	+ Draft
6									+ Final
7									

Figure 8

CORPORATE PLANNING TIMETABLE

September	1989	-	Corporate Planning Update paper to Board outlining proposed strategy and timetable.
October	1989	-	Start of draft 1990/91 Corporate Plan preparation by production of Regional Plans.
November	1989	-	Autumn PES statement from Government announcing NRA grant in aid 1990/91 and planning figures for 1991/92 and 1992/93. Main PES estimates to DoE.
December	1989	-	1st draft of Corporate Plan with budget estimates to NRA Management Committee and Board.
January	1990	-	Consultation with Regional Advisory Committees over revised 1st draft.
February	1990	-	2nd draft to NRA Board. Copies to DoE for informal feedback.
March	1990	-	Re-drafting and production of final document including production of summary leaflet.
April	1990	-	Document submitted to DoE for Minister and initial discussions with the Treasury.
May/June	1990	-	Formal NRA/DoE meeting to discuss and set an Agenda for Ministerial/Chairman meeting.
July/August	1990	-	Minister/Chairman meeting to discuss Corporate Plan. Publication of 1989 /90 Annual Report.
September	1990	-	Ministerial or official letter giving formal feedback on the Plan. Post mortem and future proposals for 1991/92.
October	1990	-	1st draft of 1991/92 Corporate Plan.
November	1990	-	Autumn PES statement announcing NRA grant in aid allocation for 1991/92 and planning figures for 1992/93 and 1993/94. Main estimates to DOE.
December	1990	-	2nd draft of 1991/92 Corporate Plan with budget estimates to NRA Management Committee and Board.

Figure 9

CORPORATE PLANNING STAFFING ARRANGEMENTS

<u>Office</u>	<u>Corporate Planning in Structure Chart</u>	<u>Management Section with responsibility</u>	<u>Officer with overall responsibility</u>	<u>Post Holder</u>	<u>Day to Day Responsibility</u>	<u>Post Holder</u>
Head	Yes	Secretariat/ External Affairs	Secretary/Director of External Affairs	Margaret Evans	Corporate Planning Coordinator	Howard Pearce
Northumbria	No	Business Services	Business Services Manager	Peter Darling	Chief Accountant	David Ramsey
Yorkshire	Yes	Information Technology	Information Technology Manager	John Neat	Data Analysis Manager	David Jackson
North West	Yes	Finance	Finance Manager	Martin Maitland	Corporate Planner	Vacant
Welsh	Yes	Planning	Regional Planning Manager	Alun Gee	Strategic Planning Officer	Richard Streeter
Severn-Trent	No	Controller Services	Regional Controller (Admin)	Geoff Litterick	Regional Controller (Admin)	Geoff Litterick
Anglian	Yes	Finance & Common Services	Planning and Management Services Officer	Paul Foster	Corporate Planner	Graham Taylor
Thames	Yes	Finance & General Services	Finance & General Services Manager	Geoff King	Business Planning and Performance Manager	Nick Sumption
Southern	No	Flood Defence	Flood Defence Manager	Geoffrey Robinson	Regional Planning Engineer	David Martin
Wessex	Yes	Finance and Support Services	Finance and Support Services Manager	Vacant	Accountant	Nick Gupta
South West	Yes	Finance	Finance Manager	David Horwood	Corporate Planning & Technical Officer	Vacant

OUTLINE STRUCTURE OF THE 1990/91 CORPORATE PLAN

22. A draft outline structure for the 1990/91 Corporate Plan is presented at figure 10. On receipt of the ten Regional Plans, the Corporate Planning Co-ordinator will commission Head Office Directors, Senior Managers (with Regional assistance) to produce consolidated texts on the main functions/ support services and other sections. A Finance and Personnel Officer from Head Office or Regions will collate financial and manpower data respectively. The Principal Administration Officer will co-ordinate consultation with the Management Committee, Board and Regional Advisory Committees. The Head of Public Relations will arrange for the production of glossy document in-house style with logo's etc plus a summary leaflet.
23. It is proposed to adopt a two column format, with two colour tones, and maximum use of pie-charts and figures. Total page length is anticipated to be 50 - 60 pages (maximum).

STRUCTURE OF THE 1990/91 CORPORATE PLAN

FOREWORD

- Statement signed by Chairman and Chief Executive.

EXECUTIVE SUMMARY

- An abstract giving the main proposals and outlining the use of resources in key figures and tables. Topics and key issues to be discussed at ministerial level.

INTRODUCTION

- General background sub-divided as follows :
 - The Water Environment (description/national overview of the main issues)
 - The 1989 Water Act
 - NRA responsibilities
 - NRA Mission statement and aims
 - NRA Organisation and Management

REVIEW OF 1989/90

- Details of achievements sub-divided as follows :
 - NRAAC
 - NRA Vesting
 - NRA Post vesting to 31 March 1990.

PLANNING AND PRIORITIES

- Details of corporate planing activity in 1989/90 and priorities for action in 1990/91.

PROGRAMMES AND PLANS

- National objectives, targets, inputs, main external influences, planned outputs, work programmes and performance assessment for each main function and support services as below :
 - Main functions
 - Water resources
 - Pollution Control
 - Flood Defence
 - Fisheries
 - Recreation
 - Conservation
 - Navigation
 - Support Services
 - Finance
 - Personnel
 - Administration
 - Management Services
 - Information Systems
 - Legal Services
 - Estates Management
 - Research and Development
 - Public Relations
 - Laboratory Services
 - Others

RESOURCES

- Summary of manpower inputs for all functions and support services and explanations of year to year movements.
- Summary of financial inputs for all functions and services including charging policy and explanation of year to year movements.
- Alternative Resource Scenarios showing losses and gains from a 5% reduction or 5% increase in expenditure respectively.

APPENDICES

- A description of corporate planning in the NRA
- NRA Organisation including office addresses and contacts.
- Supporting Tables of Data.
- Regional summary (in pocket on inside back cover).

GUIDELINES FOR THE PRODUCTION OF REGIONAL PLANS

24. An outline structure for a Regional Plan is attached at Figure 11. It should be noted this virtually mirrors the format of the proposed Corporate Plan Structure. Close adherence to the format will greatly assist the consolidation of Regional Plan information into the Corporate Plan.
25. In order to assist Corporate Plan preparation, a set of proformas is included at the back of this document. Regions are asked to use these and complete them as fully as possible and attach them as Appendices to their submission.
26. Although some data may be imperfect 'educated guesstimates' are preferred to nil returns. Full details of how data and guesstimates were derived should be provided including methods of calculation and any assumptions made in their preparation so only like data are consolidated by Head Office. Guesstimates should be clearly identified from other data through use of brackets, a different type face, or other methods. The more closely Regions adhere to the above procedure, the less likely further information will need to be sought by Head Office.
27. The initial draft Regional submissions must be sent to Head Office by the 6th November so they can be consolidated (especially the hard data) by the 10th November for the Management Committee meeting on the 15th November and the Board on the 7th December. A full timetable is given in paragraph 21 and figures 6, 7 and 8. Head Office will prepare draft texts for some sections in advance and then re-draft in light of the Regions' submissions to help achieve the tight deadline.
28. Regions will have the opportunity to refine their initial draft submission and data inputs after these meetings to take on board comments made by the Management Committee, Board and Corporate Planning Policy Group. Further iteration between the Corporate Plan and Regional Plans will also be required after Regional Advisory Committees have been consulted about the Corporate Plan, and before Regional Plans and summaries are approved by the Board for internal and external use respectively.

OUTLINE STRUCTURE FOR 1990/91 REGIONAL PLANS

- | | | | |
|----|--|---|--|
| 1. | <u>Foreword</u> | - | signed statement of introduction by the Regional General Manager. |
| 2. | <u>Executive Summary</u> | - | an abstract of the plan with key figures and tables. Topics and issues for discussion at national level. |
| 3. | <u>Introduction</u> | - | a general description of regional characteristics including population and office organisation. |
| 4. | <u>Review of 89/90</u> | - | setting up of shadow NRA units, schemes of transfer, vesting and post vesting achievement. |
| 5. | <u>Planning and Priorities 1990/91</u> | - | description of planning methods and activity 89/90 and priorities for 90/91. |
| 6. | <u>Programmes and Plans 1990/91</u> | - | Main Functions :
- Water Resources
- Pollution Control
- Flood Defence
- Fisheries
- Recreation
- Conservation
- Navigation |

The sections above should contain more detail than those below.

- Support Services :
- Finance
 - Personnel
 - Administration
 - Management Services
 - Information Systems
 - Legal Services
 - Estates Management
 - Research and Development
 - Public Relations
 - Laboratory Services
 - Others

Each of these sections should take the national aim, draft objectives, targets, output and performance measures and present regional sub-objectives, sub-targets, regional inputs (manpower and finance, capital and revenue plus details of proposed charges), key regional issues, influence of external factors, details of key tasks and projects, and planned regional outputs and performance contributing to national goals.

RESOURCES

- Summary of Manpower planning for all functions and services with explanations of the current and future years movements.
- Summary of Financial planning for all functions and services including charging policy and explanation of current and future year movements.
- Alternative resource scenario's showing losses and gains from a 5% reduction or increase in expenditure respectively.

APPENDICES

- Tables of supporting data with detailed explanations of their derivation.

REVIEW OF CORPORATE PLANNING ACTIVITY IN 1989/90

29. It is recognised that the preparation of the 1990/91 Corporate Plan will highlight numerous issues regarding different Corporate Planning terminology, staff resources and structures, information databases, and performance measures used in each Region.
30. In the long term, it will be essential to have commonality and consistency across all Regions and Functions so that national performance can be objectively assessed and the data used to promote achievements to Government and the general public. To assist in this process it is vital that all the problems and difficulties experienced in 1989/90 are recorded, evaluated and corrective action taken to make our corporate planning more robust in 1990/91 and beyond.
31. All contributors to the 1990/91 Corporate Plan are therefore invited to make detailed comments on methodology used for the 1990/91 Corporate Plan and make positive suggestions of possible improvements which can be considered by the Corporate Planning Policy Group and where appropriate incorporated in any revision of the document for the 1991/92 Corporate Plan.

ACKNOWLEDGEMENTS

32. Thanks are expressed to all Head Office and Regional staff who assisted in the preparation and production of the document.

A P P E N D I X 1

WATER RESOURCES

MAIN FUNCTIONS

WATER RESOURCES

National Aim

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

National Objectives

(draft to be refined by Water Resources Manager)

- to develop a water resources Corporate Strategy to secure the proper use of water resources
- to determine applications for abstraction licences according to statutory requirements and develop new charging policies for water abstraction.
- to formulate an aquifer protection policy
- to maintain adequate hydrometric data collection arrangements

Regional Objectives

To be added and based on the above but in a regional context.

National Targets

(draft to be refined by Water Resources Manager)

- to produce a Corporate Strategy for water resources management by June 1990
- to produce new charging policies for water abstraction by March 1991
- to produce an aquifer protection policy by March 1991

Regional Targets

To be added by Regions relating to regional objectives and the above.

Inputs

- staff in post (no)
- grant in aid (£m)
- income from charges and licences (£m)

Outputs

- Number of new abstraction licences issued
- Number on new impoundment licences issued
- Number of offence reports issued
- Number of prosecutions
- Increased volume of water abstracted (Tcmd) under licence

PERFORMANCE MEASUREMENT*

Planned 89/90	Forecast 89/90	Planned 90/91	Planned 91/92	Planned 92/93	Planned 93/94
------------------	-------------------	------------------	------------------	------------------	------------------

No of new abstraction
licences issued

No of new impoundment
licences issued

No of offence reports
issued

No of prosecutions made

Increased volume of
water abstracted under
licence (Tcmd)

* Interim measures

A P P E N D I X 2

POLLUTION CONTROL

POLLUTION CONTROL

National Duties

- To keep deposited of controlled waters for public inspection (WA, Sect. 103).
- To conserve and enhance the amenity of inland and coastal water, and of land associated with such waters (WA, Sect 8).
- To achieve Water Quality Objectives in all controlled waters (WA, Sect. 106).
- To monitor the extent of pollution in controlled waters (WA, Sect. 106).
- To maintain registers of water quality objectives, applications for consents, certificates, and sampling data, and to make them available to the public (WA, Sect.117).
- To advise and assist the DoE on water pollution matters (WA, Sect.118).
- To exchange information with water undertakers on pollution matters (WA, Sect.119).
- To determine and issue consents for discharge of wastes into controlled waters [WA. Schedule 12 (2)], and has a power to charge for such work (W, Sect. 145).

National Aim

To achieve a continuing improvement in the quality of rivers, estuaries and coastal waters through the control of water pollution.

To ensure that discharges pay the costs of the consequences of their discharges and as far as possible to recover the costs of water environment improvements from those who benefit.

National Objectives

- To prepare a co-ordinated national strategy for the maintenance and improvement of water quality, based on regional plans.
- To meet existing statutory water quality objectives in controlled waters.
- To establish and set new water quality standards in anticipation of forthcoming water quality objectives.
- To monitor discharges and controlled waters on a regular basis.
- To produce regular reports on the quality of controlled waters, including compliance with E C Directives.
- To produce regular reports on polluting events and the application of regulatory controls.
- To introduce the use of automated instrumentation for monitoring and pollution control.
- To establish and implement a common policy of consent determination, application and enforcement.
- To establish and implement a standardised form of registering consents and associated data.
- To establish and implement a common categorization of polluting events.

- To develop a common enforcement policy with respect to compliance with consents and polluting events.
- To establish a national network of laboratories and other facilities for pollution control and monitoring.
- To establish a consistent national response plan for pollution incidents.
- To establish data bases of information at a national level in order to respond to requests from Government Departments, industry and other interested parties.

National Targets

- To complete the Corporate Strategy by June 1990.
- To start phase in of automated equipment in April 1990.
- To complete a River Quality Survey in 1990 for the DoE.

Regional Sub-Targets

These should complement the above but in a regional context.

Inputs

- Grant in aid (£m).
- Staff in post (no).

Outputs

- Corporate Strategy for pollution control and water quality improvement.
- Increased water quality surveillance.
- Increased regulation of discharges.
- 1990 Water Quality Survey
- Prosecutions

PERFORMANCE MEASUREMENT*

RIVER WATER QUALITY (KM OF RIVER)

		Planned 89/90	Forecast 89/90	Planned 90/91	Planned 91/92	Planned 92/93	Planned 93/94	Long Term Objective
NWC								
Class 1A	1A							
	1B							
	2							
	3							
	4							
Class 1B	1A							
	1B							
	2							
	3							
	4							
Class 2	1A							
	1B							
	2							
	3							
	4							
Class 3	1A							
	1B							
	2							
	3							
	4							
Class 4	1A							
	1B							
	2							
	3							
	4							
TOTAL	1A							
	1B							
	2							
	3							
	4							

* State any assumptions in completing this table

PERFORMANCE MEASUREMENT*

ESTUARIAL WATER QUALITY (KM RIVER LENGTH)

	Planned 89/90	Forecast 89/90	Planned 90/91	Planned 91/92	Planned 92/93	Planned 93/94	Long Term Target
Class A	A						
	B						
	C						
	D						
Class B	A						
	B						
	C						
	D						
Class C	A						
	B						
	C						
	D						
Class D	A						
	B						
	C						
	D						
TOTAL	A						
	B						
	C						
	D						

* State any assumptions in completing this table.

PERFORMANCE MEASUREMENT*

BATHING WATER QUALITY

Planned 89/90	Forecast 89/90	Planned 90/91	Planned 91/92	Planned 92/93	Planned 93/94
------------------	-------------------	------------------	------------------	------------------	------------------

No of EC
Bathing Waters

No of EC Bathing
Waters achieveing
the Directive

No achieveing minimum
aesthetic standard

* State any assumption in completing this table

PERFORMANCE MEASUREMENT

PROSECUTIONS

Planned 89/90	Forecast 89/90	Planned 90/91	Planned 91/92	Planned 92/93	Planned 93/94
------------------	-------------------	------------------	------------------	------------------	------------------

No of offences
contravening water
quality legislation

No of prosecutions
- made

A P P E N D I X 3

FLOOD DEFENCE

FLOOD DEFENCE

National Aim

To provide effective defence for people and property against flooding from rivers and the sea.

National Objectives*

- to produce a Corporate Strategy for Flood Defence.
 - to enforce land drainage byelaws and legislation.
 - to undertake flood defence improvement and maintenance work.
 - to develop the use of weather radar in flood forecasting.
 - to respond and deal with flooding emergencies.
- *(to be refined by Flood Defence Manager).

Regional Objectives

Regions are invited to develop the above in a regional context.

National Targets*

- to produce a Corporate Strategy for Flood Defence by June 1990.
 - to produce a consolidated national MTP for consideration for MAFT grants.
- *(to be refined by Flood Defence Manager)

Regional Targets

Regions are invited to develop the above in a regional context.

Inputs

- precept income (£m)
- staff in post (no)
- grants (MAFF) (£m)
- other income (rechargeable works) (£m)

Intermediate Outputs (Examples)

- Number of land drainage contents issued.
- Number of byelaw enforcements.
- Number of planning applications reviewed.
- Number of flood warnings issued.
- Number of flood defence capital projects completed
- Number of flood defence maintenance work programmes completed.

Final Outputs

- Number of people, value of property and area of land protected to target standards for different flood return periods.
- Provision of flood warning notices to target standards for different flood lead time categories.

PERFORMANCE MEASUREMENT*

Planned 89/90	Forecast 89/90	Planned 90/91	Planned 91/92	Planned 92/93	Planned 93/94
------------------	-------------------	------------------	------------------	------------------	------------------

River Corridor
Surveys

* These are interim measures only. Further work to be undertaken on defining objectives, targets, outputs and performance measures in 89/90 and 90/91. Please state any assumptions in completing C1.

A P P E N D I X 7

NAVIGATION

FLOOD DEFENCE

National Aim

To provide effective defence for people and property against flooding from rivers and the sea.

National Objectives*

- to produce a Corporate Strategy for Flood Defence.
 - to enforce land drainage byelaws and legislation.
 - to undertake flood defence improvement and maintenance work.
 - to develop the use of weather radar in flood forecasting.
 - to respond and deal with flooding emergencies.
- *(to be refined by Flood Defence Manager).

Regional Objectives

Regions are invited to develop the above in a regional context.

National Targets*

- to produce a Corporate Strategy for Flood Defence by June 1990.
 - to produce a consolidated national MTP for consideration for MAFF grants.
- *(to be refined by Flood Defence Manager)

Regional Targets

Regions are invited to develop the above in a regional context.

Inputs

- precept income (£m)
- staff in post (no)
- grants (MAFF) (£m)
- other income (rechargeable works) (£m)

Intermediate Outputs (Examples)

- Number of land drainage contents issued.
- Number of byelaw enforcements.
- Number of planning applications reviewed.
- Number of flood warnings issued.
- Number of flood defence capital projects completed
- Number of flood defence maintenance work programmes completed.

Final Outputs

- Number of people, value of property and area of land protected to target standards for different flood return periods.
- Provision of flood warning notices to target standards for different flood lead time categories.

FLOOD DEFENCE :

LENGTH OF MAIN RIVER BANKS PROTECTED

TOTAL LENGTH

Change from Previous Year ±	Planned 89/90	Forecast 89/90	Planned 90/91	Planned 91/92	Planned 92/93	Planned 93/94

RIVER BANK
BANDS :

A

B

C

D

E

% of Main
River

=====

Notes

1. Each bank is considered separately so the total length is twice the length of 'main' river.
2. Band definition from Thames Region Levels of Service document.
3. Band allocation is for highest requirement where major and minor banks are found.

FLOOD WARNING :

LENGTH OF MAIN RIVER WITHIN FLOOD WARNING
LEAD TIME BANDS-----
TOTAL LENGTH (km)-----

Long Term Target	Planned 89/90	Forecast 89/90	Planned 90/91	Planned 91/92	Planned 92/93	Planned 93/94
---------------------	------------------	-------------------	------------------	------------------	------------------	------------------

FLOOD WARNING

LEAD TIME

BAND (hours)

Over 4

2 - 4

Below 2

% of MainRiver
=====

A P P E N D I X 4

FISHERIES

FISHERIES

National Aim

- to maintain, improve and develop salmon, trout, freshwater and eel fisheries.

National Objectives

- to prepare a Corporate Strategy for the fisheries function.
- to regulate, protect and conserve fisheries through the enforcement of fisheries legislation.
- to monitor the fishery status of rivers, estuaries and inland coastal waters.
- to ensure a full discussion and proper consideration of fisheries issues through RFAC's.
- to restore and rehabilitate damaged fisheries.

Regional Objectives

- regions are invited to develop the above in a regional context.

National Targets

- to produce a Corporate Strategy for fisheries by June 1990.
- to review systems of licencing, regulations and charging by January 1991.
- to develop a consistent policy on fish kills by September 1991.
- to review fisheries monitoring and classification systems by March 1991.

Regional Sub-Targets

- Regions are invited to develop the above in a regional context.

Inputs

Income from rod licence duties (£m).
Income from S.28 contribution (£m).
(Income from salmon dealer licensing) (£m).
Income from fish sales
Income from re-chargeable services.
Grant in aid (£m).
Staff in post (no).

Intermediate Outputs

Fisheries Regulation and Enforcement

- Fishing licences - numbers issued/checked and income/manpower/costs.
- Schemes for S.28 orders - numbers and income/manpower/costs.
- Fisheries byelaws/ net limitation orders - numbers enforced, made, repealed, considered /manpower/costs.
- Fisheries returns - effort/numbers/manpower/costs.
- Prosecutions - number, success rate, manpower, costs recovered.

Fisheries Maintenance, Improvement and Development

- Surveys - numbers carried out/reported/costs/manpower.
- Rescues - numbers carried out/numbers fish rescued/costs/manpower.
- Rearing - number/costs/manpower.
- Restocking - numbers of fisheries/fish numbers/costs/manpower.
- Restoration - numbers of fish passes/other structures constructed/costs/manpower.
- Research - number of projects/costs/manpower.
- Advice - number of enquiries dealt with/reports written/consultations dealt with.
- Consultation - number of RFAC meetings/manpower/costs.

PERFORMANCE MEASUREMENT**

Planned 89/90	Forecast 89/90	Planned 90/91	Planned 91/92	Planned 92/93	Planned 93/94
------------------	-------------------	------------------	------------------	------------------	------------------

Length of classified
fishery - salmonid*

and non-salmonid
(* includes mixed)

No of licences issued
- rod
- net

No of prosecutions for :
- licence offences
- bylaw/other statutory
offences

No of fishery surveys
completed

No of fish kills attended

Total number of fish
stocked

** These are only interim. Further work to be done in 89/90 and 90/91. Please state any assumptions in completing the above.

A P P E N D I X 5

RECREATION

RECREATION

National Aim

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

National Objectives

- to produce a Corporate Strategy for recreation and amenity for land and waters under the control of the NRA.
- to adopt and implement the Conservation, Access and Recreation Code of Practice as it applies to the NRA.
- to increase the number of sites and area of NRA land and water used for recreation.
- to promote the use of NRA's recreational facilities.
- to seek as far as practicable to recover the costs of providing NRA recreational facilities from users.
- to ensure full discussion and proper consideration of recreational issues at RRAC's meetings.

Regional Sub-Objectives

Regions are invited to add specific regional objectives that are compatible with national objectives eg to increase visitor levels through come and try it days.

National Targets

- to produce Corporate Strategy for recreation by June 1990.
- to produce a national leaflet on the availability of recreational facilities at NRA controlled sites by March 1991.
- to increase the number of sites and area of land used for recreational purposes by (5%) by March 1991.
- to increase the number of visitors to NRA facilities by (5%) by 1991.
- to increase recreational income by (5%) by March 1991. (5% open for discussion).

Regional Targets

- regions are invited to set targets compatible with national targets.

Inputs

- staff in post (no).
- income from charges made for recreational facilities (£m).
- grant in aid (£m).

PERFORMANCE MEASUREMENT*

Planned 89/90	Forecast 89/90	Planned 90/91	Planned 91/92	Planned 92/93	Planned 93/94
------------------	-------------------	------------------	------------------	------------------	------------------

Recreation.
availability

No of Sites

Area of Land

Visitor Numbers

Income

* Interim measures only. Further work to be undertaken in 1989/90 on objectives, targets, outputs and performance measures. Please state any assumptions in completing the above.

A P P E N D I X 6

CONSERVATION

CONSERVATION

National Aim

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

National Objectives

- to develop a Corporate Strategy for Conservation.
- to adopt and implement the Conservation, Access and Recreation Code of Practice as it effects all other NRA functions.
- to undertake conservation management and promote Conservation as part of the Authority's other functions.
- to implement a continuous programme of river corridor surveys.
- to ensure full discussion and consideration of Conservation issues through Regional Advisory Committees.

Regional Sub-Objectives

Regions are invited to add specific Regional objectives that are compatible with national objectives eg. to undertake a programme of corridor surveys in 1990/91.

National Targets

- to complete the production of a Corporate Strategy for conservation by June 1990.
- to produce a national leaflet on the Conservation, Access and Recreation Code of Practice by March 1991.
- to ensure at least three major conservation issues to have been discussed by the RAC's by March 1991.
- to ensure appropriate conservation management has been incorporated in all major capital works.
- to review current river corridor surveys by March 1991.

Regional Sub-Targets

Regions are invited to add specific targets to help assist national objectives and targets.

Inputs

- staff in post (no)
- income from expenditure under other functions eg flood defence (£m).

Outputs

- completed Conservation Strategy
- national leaflet on Conservation, Access and Recreational Code of Practice
- discussion papers to RRAC's
- Conservation projects in major capital works
- completed river corridor surveys.

PERFORMANCE MEASUREMENT*

Planned 89/90	Forecast 89/90	Planned 90/91	Planned 91/92	Planned 92/93	Planned 93/94
------------------	-------------------	------------------	------------------	------------------	------------------

River Corridor
Surveys

- * These are interim measures only. Further work to be undertaken on defining objectives, targets, outputs and performance measures in 89/90 and 90/91. Please state any assumptions in completing C1.

A P P E N D I X 7

NAVIGATION

NAVIGATION

National Aim

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

National Objectives

- to enforce navigation byelaws.
- to regulate navigations through a consistent series of licences.
- to prepare a Corporate Strategy for navigation for waters where the NRA is the navigation authority.
- to undertake programmes of repair and maintenance works on NRA navigations.
- to promote increased use of NRA navigations.
- to seek to recover as far as reasonably practicable the specific identifiable costs of providing navigation facilities from users.
- to ensure a full discussion and proper consideration of navigation issues through the RRAC's.

Regional Sub-Objectives

- Regions are invited to develop these from the above but in a regional context.

National Targets

- completion of a Corporate Strategy for navigation by June 1990.
- review the systems of licensing, regulations and charging by January 1991.
- increased usage and income (5%) from NRA navigations.

Regional Sub-Targets

- Regions are invited to develop these.

Inputs

- income from charges for navigation licences (£m)
- grant in aid (£m).
- staff in post (no).

Outputs

- numbers of licences issued
- prosecutions and regulatory actions
- length of navigable water (km) repaired and maintained.

PERFORMANCE MEASUREMENT*

Planned 89/90	Forecast 89/90	Planned 90/91	Planned 91/92	Planned 92/93	Planned 93/94
------------------	-------------------	------------------	------------------	------------------	------------------

Navigation
Licences issued (total)

Length of navigable
waterway repaired and
maintained

* These are interim measures only. Further discussion and work required in 1989/90 and 1990/91. Please state any assumptions in completing this table.

A P P E N D I X 8

PERSONNEL

SUPPORT SERVICES

PERSONNEL

National Aim

To improve efficiency in the exercise of the NRA's functions and to provide challenge and opportunity for employees and practice concern for their welfare.

National Objective

- to take account of the Financial Memorandum in relation to staffing.
- to develop a corporate strategy for personnel management, including national policies for health and safety, terms and conditions, manpower planning, graduate recruitment, career development, welfare and systems of rewards and employee relations to enable the NRA to recruit, motivate and retain suitable employees and maximise the contribution of human resources.

Regional Sub-Objectives

(these will be initiatives that Regions wish to pursue on specific aspects of personnel. These must be compatible with the corporate strategy when developed,

- eg. - succession planning and job rotation
- review and optimise organisational structure.

National Targets

To produce and where necessary follow consultation with employees the following documents :

- corporate strategy for personnel management by June 1990.
- corporate personnel policies relating to :
 - training and career development by September 1990
 - employee welfare by June 1990
 - employee rewards by June 1990

Regional Sub-Targets

(how regions intend to implement national proposals/details of proposed activities by regions,

- eg. Training and Development - identify current staff and skill shortages and required changes for future activities by September 1990
- to develop and implement a series of plans for training and staff development commencing September 1990

eg. Health and Safety

- implement a programme of audits on safety awareness of current practices and procedures by September 1990
- to implement a programme for monitoring safe systems of work by September 1990

Inputs

Please complete tables MP1-8 and FP1-7.

Outputs

- Health and safety manual
- Staff handbook
- Code of Practice
- Personnel appraisal system

Performance Measurement

Include analysis of turnover/filling of vacancies.

Assumptions

- All decreases/increases in personnel should be fully explained/justified in text.
- State any assumptions made for the allocation of personnel to specific headings.

MANPOWER PLANNING - BY EMPLOYEE TYPE

TOTAL (NON-MANUAL AND MANUAL COMBINED)-----
Number of Personnel as at 1st April

Planned 89/90 ₂	Forecast 89/90 ₁	Planned 90/91	Planned 91/92	Planned 92/93	Planned 93/94
-------------------------------	--------------------------------	------------------	------------------	------------------	------------------

APPROVED ESTABLISHMENT²
-----ComplementedPermanent Staff³

Full time

Part time

SUB TOTAL⁶
-----Uncomplemented

Permanent Staff

Limited period staff⁴

Other Limited Period

Staff⁵ - Agency

- Casual

- Consultants

- Other

SUB TOTAL
-----TOTAL
=====NOTES

1. Number of personnel forecast for 31 March.
2. As agreed by RWA/NRAAC for shadow NRA Unit.
3. Personnel employed (full and part time) with permanent status as part of the agreed establishment (excluding vacancies) as full time equivalents.
4. Personnel whose contract of employment exceeds 6 months - who are not consultants eg sandwich students.
5. Temporary staff including agency typists, vacation students and consultants (but not those employed by contractors working for the NRA), eg. if payment made via NRA payroll system include here, but if payment by contractor, exclude.
6. The difference between sub total and approved establishment for current year is equivalent to vacancies.

MANPOWER PLANNING - BY EMPLOYEE TYPE

TOTAL (NON-MANUAL)-----
Number of Personnel as at 1st April

Planned 89/90	Forecast 89/90	Planned 90/91	Planned 91/92	Planned 92/93	Planned 93/94

APPROVED ESTABLISHMENT

Complemented
Permanent staff
 Full time
 Part time

SUB TOTAL

Uncomplemented
 Permanent staff
 Limited period staff
 Other Limited Period
 Staff - Agency
 - Casual
 - Consultants
 - Other

SUB TOTAL
-----TOTAL
=====NOTES

(see MP1).

MANPOWER PLANNING - BY EMPLOYEE TYPE

TOTAL (MANUAL)-----
Number of Personnel as at 1st April

Planned 89/90	Forecast 89/90	Planned 90/91	Planned 91/92	Planned 92/93	Planned 93/94
-----	-----	-----	-----	-----	-----

APPROVED ESTABLISHMENT

Complemented
Permanent staff
 Full time
 Part time

SUB TOTAL

Uncomplemented
 Permanent staff
 Limited period staff
 Other Limited Period
 Staff - Agency
 - Casual
 - Consultants
 - Other

SUB TOTAL

TOTAL
=====NOTES

(See MP1)

MANPOWER PLANNING - BY EMPLOYEE TYPE

TOTAL (NON-MANUAL AND MANUAL COMBINED)-----
Number of Personnel as at 1st April

Planned 89/90 ³	Forecast 89/90 ¹	Planned 90/91	Planned 91/92	Planned 92/93	Planned 93/94
-------------------------------	--------------------------------	------------------	------------------	------------------	------------------

MAIN FUNCTIONS²

Water Resources
Pollution Control
Fisheries
Recreation
Conservation
Navigation
Flood Defence

SUB TOTAL

SUPPORT SERVICES²

Finance
Personnel
Administration
M Services
Legal and Estates
Information Services
Research & Development
Public Relations
Laboratory Services
Others

SUB TOTAL

TOTAL⁴
=====NOTES

1. At March 31st 1990.
2. State any assumptions made for allocation of personnel in accompanying text.
3. As agreed by RWA/NRAAC for shadow NRA Unit.
4. Includes complemented and uncomplemented permanent staff.

MANPOWER PLANNING - BY EMPLOYEE TYPE

TOTAL (NON-MANUAL)-----
Number of Personnel as at 1st April

Planned	Forecast	Planned	Planned	Planned	Planned
89/90	89/90	90/91	91/92	92/93	93/94

MAIN FUNCTIONS

Water Resources
Pollution Control
Fisheries
Recreation
Conservation
Navigation
Flood Defence

SUB TOTAL
-----SUPPORT SERVICES

Finance
Personnel
Administration
M Services
Legal and Estates
Information Services
Research & Development
Public Relations
Laboratory Services
Others

SUB TOTAL
-----TOTAL
=====NOTES

(See MP4).

MANPOWER PLANNING - BY EMPLOYEE TYPE

TOTAL (MANUAL)-----
Number of Personnel as at 1st April

Planned 89/90	Forecast 89/90	Planned 90/91	Planned 91/92	Planned 92/93	Planned 93/94

MAIN FUNCTIONS

Water Resources
Pollution Control
Fisheries
Recreation
Conservation
Navigation
Flood Defence

SUB TOTAL

SUPPORT SERVICES

Finance
Personnel
Administration
M Services
Legal and Estates
Information Services
Research & Development
Public Relations
Laboratory Services
Others

SUB TOTAL

TOTAL
=====NOTES

(See MP4).

MANPOWER PLANNING - BY GRADE OF POSTS

	Planned 89/90 ¹	Forecast 89/90	Planned 90/91	Planned 91/92	Planned 92/93	Planned 93/94
Regional Manager and Management Team						
Senior Managers						
Grades 7 - 11						
Grades 1 - 6						
Others						
SUB TOTAL						
Craftsman						
Manuals						
Others						
SUB TOTAL						
TOTAL						

Notes

1. As agreed by RWA/NRAAC for shadow NRA Unit.

**1989/90 AGE STRUCTURE ANALYSIS
BY FUNCTION AND BY GRADE**

	AGE						TOTAL
	16-20	21-30	31-40	41-50	51-60	60+	
<hr/>							
<u>GRADE</u>							
<u>Non-Manual</u>							
RGM and Mgnt Team							
Senior Managers							
Grade 7 - 11							
Grade 1 - 6							
Other							
<hr/>							
SUB TOTAL							
<hr/>							
<u>Manual</u>							
Craftsmen							
Manualls							
Others							
<hr/>							
SUB TOTAL							
<hr/>							
<u>FUNCTION</u>							
Water Resources							
Pollution Control							
Fisheries							
Recreation							
Conservation							
Navigation							
Flood Defence							
<hr/>							
SUB TOTAL							
<hr/>							
<u>SERVICE</u>							
Finance							
Personnel							
Administration							
M Services							
Legal and Estates							
Information Services							
Research & Development							
Public Relations							
Laboratory Services							
Others							
<hr/>							
SUB TOTAL							
<hr/>							
TOTAL							
<hr/>							

A P P E N D I X 9

FINANCE

FINANCE

National Aim

- To improve efficiency in the exercise of the NRA's functions
- To ensure dischargers pay the costs of the consequences of their discharges and as far as possible to recover the costs of water environment improvement from those who benefit.

National Objective

- To fulfill the requirements of the Financial Memorandum and to adopt procedures to achieve best accounting practices.
- Review charging policies to maximise income consistent with the Authority's other duties.
- To practice efficient purchasing, exercise economic controls, and reduce costs effectively.
- To ensure that as far as possible within charging constraints the income (including grants) of each service covers the cost of the service provided within any required rate of return thereon.

Regional Objectives

(initiatives that the regions wish to pursue on specific aspects of finance, these must be compatible with the national objectives.

National Targets

- Achieve financial targets including those in the Financial Memorandum and set by the Secretary of State to fulfill the requirements of the Financial Memorandum and to adopt procedures to achieve best accounting practices.

Regional Targets

(targets that regions wish to achieve in order that national objectives/targets can be met,

- eg - develop strategies in all key functions to maximise possible recovery of costs
- prepare strategies aimed at maximising income where opportunities arise.

Inputs

Please complete tables FP1-7. All figures £000 @ 90/91 cash prices -see detailed Finance Guidance note attached.

Outputs

Budget statement PES submissions, Management Accounts and Statutory Accounts.

Performance Measurement

Achievement of outputs by due dates, achievement of financial targets showing a constructive contribution across all activities

Assumptions

List the charging and borrowing/grant assumptions on which the income in the plan have been proposed especially where your assumptions deviate from the statements in the Finance Guidance notes.

GUIDANCE NOTES - CORPORATE PLAN 1990/91

These guidelines are not intended to be exhaustive, merely an identification of potential problem areas. Should you feel that other matters require attention at this stage, please contact Jim Victory (National HQ) Tel. 01-820 0101 ext 2152 or Lawrie Gray (ext. 2101).

1. Depreciation

- a) For charging purposes CCD/FT will be applied to DoE services, LD being Historic/Interest.
- b) FT - for Water Resources only; rates of return are assumed to be 2.0% pre 1/9/89 and 8.0% post 1/9/89.
- c) WIP at 31/8/89 to be calculated at 2.0%, expenditure after that date to be calculated at 8.0% for FT purposes.
- d) Assume 7% p.a. inflation for purpose of updating asset database to 1990/91 outturn prices.
- e) Asset commissionings/decommissionings/sales from 5 year programme to be input to database prior to calculation of CCD/FT.
- f) FT to be calculated including WIP at each year end.
- g) Depreciation/FT to be calculated on new assets from date of commissioning.
- h) Depreciation/FT to cease upon date of asset sale or decommissioning.
- i) It is assumed that LD capital expenditure will be funded from charges in the year of account using balances as required at the local level; bearing in mind the direction to run down balances not later than 1994/95.

2. Definition of Capital

Normally expenditure which creates, extends the life of, extends the operating capacity of, or renewal of, an asset, subject to a deminimus of £3k.

Where expenditure is incurred on investigations which do not relate to a specific capital scheme are undertaken, e.g. Water Resources investigations of a general nature these should be regarded as Revenue.

Exit EFL items should be specifically identified within the capital programme, and CCD/FT provided as with any 'normal' asset.

3. Inflation

For the years 1990/91 to 1993/94 all expenditure/income should be reflected at outturn 1990/91 prices. The general inflation factor to uplift 1989/90 to 1990/91 prices is 7.2%

4. Conditions of Service

It should be assumed that all existing conditions of service continue to apply. No attempt should be made to reflect items such as performance pay, but existing rules pertaining to the provision of sums for honoraria payments should be continued. No provision should be made for any byout of terms and conditions for senior management or other staff arising from the set up of the NRA

5. Manpower Costs

- a) To include costs associated with temporary staff, either from agencies or via payroll costs. These costs and manpower numbers are to be available for information purposes.
- b) An allowance for vacant positions is to be made at a level which reflects your region's experiences. This percentage and value should be appended as a note to the plan submission.

6. Service definitions

An indication of definitions used for allocation of costs to services should be supplied together with an indication of philosophy in terms of how the beneficiaries of expenditure have been treated, i.e. has expenditure been allocated only to the primary service or have other services deriving benefit from the expenditure received an appropriate allocation.

7. Conservation

Conservation expenditure should be included within Recreation and Conservation where its purposes is to promote conservation of flora and fauna which is dependent on an aquatic environment. Expenditure which is required as part of other services responsibilities to conservation should remain part of that services costs.

8. Discharge Contents

Costs of computing discharge consent registers should be included but not income at this stage.

9. Rechargeable Works

It should be assumed that current policies and practices will continue.

10. Pensions

The employer's contribution should be increased to 200% of the employee's with a note of the effect of this change. Provision should be made for any new unfunded discretionary pensions.

11. Rating

Care should be exercised to ensure that properties previously within the cumulo which will now be rated separately are included within your estimates.

12. Grant in Aid

You should be mindful that the grant in aid to be provided by central government will be calculated on a cash basis. Appropriate care should be taken in the construction of your cash flow forecasts.

13. Head Office Charges

Head Office Charges, including insurance, will be advised by 13th October.

14. Forecast

The 1989/90 forecast used should agree to the forecast on the October NRA forms.

15. Timetable

Corporate Plan forms will be issued by 6/10/89 for completion and return to Head Office by 6/11/89 for review by the Board and Corporate Planning Group.

Supplementary budget forms will be issued shortly for completion from the same base data.

FINANCIAL PLANNING

TOTAL OPERATING COSTS - BY SUBJECTIVE ANALYSIS

	Planned 89/90	Forecast 89/90	Planned 90/91	Planned 91/92	Planned 92/93	Planned 93/94
SALARIES -						
Costs						
Superannuation						
NIC						
WAGES -						
Costs						
Superannuation						
NIC						
Staff costs - SUB TOTAL						
Power						
Hired and Contracted :						
- PLC						
- Other						
Equipment, tools						
& materials						
Rates						
Travel & Subsistence						
Insurance						
Other Costs						
Inter-Regional						
Transfers (in/out)						
NRA HO Allocation						
H.C. Depreciation						
Interest Charged/ received						
SUB TOTAL						
TOTAL						
ANALYSIS						
Revenue						
Rechargable						
Capital						
F/Defence (MAFF) -						
Others (DoE) -						
TOTAL						

TOTAL SALARIES AND WAGES COSTS

Planned	Forecast	Planned	Planned	Planned	Planned
89/90	89/90	90/91	91/92	92/93	93/94

TOTALSalaries (breakdown)

- RGM and Mngt Team
- Senior Managers
- Grades 7 - 11
- Grades 1 - 6
- Others

TOTALWages (breakdown)

- Craftsmen
- Manual

TOTAL¹Notes

1. Should equal FP1 total salaries and wages sub total.

FINANCIAL PLANNING

TOTAL REVENUE OPERATING COST - BY FUNCTION

	Planned 89/90	Forecast 89/90	Planned 90/91	Planned 91/92	Planned 92/93	Planned 93/94
FUNCTIONS						
Water Resources						
Pollution Control						
Fisheries						
Recreation						
Conservation						
Navigation						
SUB TOTAL						
Flood Defence						
TOTAL						

Notes

1. Include revenue expenditure allocated from 'Support Services' (FP6) in accordance with Finance Guidance notes attached.
2. State all assumptions made in allocation of expenditure to specific functions.

FINANCIAL PLANNING

TOTAL INCOME - BY FUNCTION

	Planned 89/90	Forecast 89/90	Planned 90/91	Planned 91/92	Planned 92/93	Planned 93/94

FUNCTIONS						

Water Resources						
Pollution Control						
Fisheries						
Recreation						
Conservation						
Navigation						

SUB TOTAL						

Flood Defence						
- Precepts						
- GDC						
- Other						

TOTAL						
=====						

Notes

1. State all assumptions made in allocation of income to specific functions.

FINANCIAL PLANNING

TOTAL CAPITAL EXPENDITURE - BY FUNCTION

	Planned 89/90	Forecast 89/90	Planned 90/91	Planned 91/92	Planned 92/93	Planned 93/94
FUNCTIONS						
Water Resources						
Pollution Control						
Fisheries						
Recreation						
Conservation						
Navigation						
SUB TOTAL						
Flood Defence						
TOTAL						

Notes

1. Include capital expenditure allocated from 'Multi-functional - Support Services (FP6)'.
2. State all assumptions made in allocation of expenditure to specific functions.

SUMMARY OF CAPITAL EXPENDITURE 90/91

EXPENDITURE*

	Tangible			Intangible			Total			Grants Etc			Net Expenditure		
	I	C	T	I	C	T	I	C	T	I	C	T	I	C	T
Flood Defence															
Grant aided -															
Non grant aided -															
Vehicles/															
Plant (MAFF) -															
SUB TOTAL															
Water Resources															
Pollution Control															
Recreation															
Fisheries															
Navigation															
SUB TOTAL															
Multi-functional -															
Computers															
Offices															
Laboratories															
Vehicles/Plant															
Communications															
Other															
SUB TOTAL															
TOTAL															
Notes															

1. This should agree with FP4 total column.

* I = In-House
C = Contract
T = Total

FP5

FINANCIAL PLANNING

TOTAL REVENUE SURPLUS/(DEFICIT) - BY FUNCTION

	Planned 89/90	Forecast 89/90	Planned 90/91	Planned 91/92	Planned 92/93	Planned 93/94
FUNCTIONS						
Water Resources						
Pollution Control						
Fisheries						
Recreation						
Conservation						
Navigation						
SUB TOTAL						
Flood Defence						
TOTAL						

FINANCIAL PLANNING

SUPPORT SERVICES

Planned 89/90	Forecast 89/90	Planned 90/91	Planned 91/92	Planned 92/93	Planned 93/94
------------------	-------------------	------------------	------------------	------------------	------------------

Revenue Expenditure

Finance
 Personnel
 Administration
 M Services
 Legal and Estates
 Information Services
 Research & Development
 Public Relations
 Transport
 Others

TOTAL

Capital Expenditure

Multifunctional :
 Computers
 Laboratories
 Vehicles and Plant
 Offices and Depots
 Communications
 Others

TOTAL

=====

FINANCIAL PLANNING

TOTAL CAPITAL EXPENDITURE - BY FUNCTION AND PURPOSE

At September 1990 prices except for 1989/90 which are at forecast Outturn Prices.

	Planned 89/90	Forecast 89/90	Planned 90/91	Planned 91/92	Planned 92/93	Planned 93/94
<hr/>						
<u>Flood Defence</u>						
1. Enforceable						
2. Levels of Service						
3. Growth						
4. Replacement						
5. Efficiency						
6. Total						
<hr/>						
SUB TOTAL (MAFF)						
<hr/>						
<u>Enviromental Regulation</u>						
7. Enforceable						
8. Levels of Service						
9. Growth						
10. Replacement						
11. Efficiency						
12. Total						
<hr/>						
<u>Water Resources</u>						
13. Enforceable						
14. Levels of Service						
15. Growth						
16. Replacement						
17. Efficiency						
18. Total						
<hr/>						
<u>Fisheries</u>						
19. Enforceable						
20. Levels of Service						
21. Growth						
22. Replacement						
23. Efficiency						
24. Total						
<hr/>						
<u>Recreation</u>						
25. Enforceable						
26. Levels of Service						
27. Growth						
28. Replacement						
29. Efficiency						
30. Total						
<hr/>						

FINANCIAL PLANNING

TOTAL CAPITAL EXPENDITURE - BY FUNCTION AND PURPOSE

	Planned 89/90	Forecast 89/90	Planned 90/91	Planned 91/92	Planned 92/93	Planned 93/94
<hr/>						
<u>Navigation</u>						
31. Enforceable						
32. Levels of Service						
33. Growth						
34. Replacement						
35. Efficiency						
36. Total						
<u>Multifunctional</u>						
37. Enforceable						
38. Levels of Service						
39. Growth						
40. Replacement						
41. Efficiency						
42. Total						
43. Gross Capital Expenditure (Real Terms) : (Total 6,12,18, 24,30,36,42,48)						
44. Capital Construction Index Inflation Assumption Value Assumed)						
<hr/>						
45. Gross Capital Expenditure (Outturn Prices)						
<hr/>						

Comments

Notes

1. See Financial Guidance notes attached.

A P P E N D I X 1 0

ESTATES MANAGEMENT

ESTATES MANAGEMENT

National Aim

(Nothing appropriate in the 'Mission statement or Aims'.

National Objectives (draft only)

- the establishing and development of an Estates Management Corporate Strategy and register of all fixed assets.
- to manage fixed assets in accordance with the Financial Memorandum and good estates management practices.

Regional Objectives

(to be completed by Region).

National Targets (draft)

- production of a Corporate Strategy for Estates Management by March 1990.
- production of a national assets database by March 1991.

Regional Targets

To be completed by Region.

Inputs

- staff in post (no)
- fees for licences, wayleaves etc.
- sale of land
- other income

Outputs

- Estates Management Corporate Strategy
- National Estates Assets database

EM1

PERFORMANCE MEASUREMENT*

Planned 89/90	Forecast 89/90	Planned 90/91	Planned 91/92	Planned 92/93	Planned 93/94
------------------	-------------------	------------------	------------------	------------------	------------------

(Regional Measures)

A P P E N D I X 1 1

INFORMATION SYSTEMS

INFORMATION SYSTEMS

National Aim

- To improve efficiency in the exercise of the NRA's functions (taken from aim 11)

National Objectives

- To prepare and implement a Corporate IS Strategy.
- To ensure effective co-ordination of IS provision and its management.

Regional Objectives

Regions are invited to add regional objectives that are consistent with the above.

National Targets

- The production of an IS Corporate Strategy by May 1990.
- The production of an IS Strategy implementation plan by September 1990.

Regional Targets

These should be consistent with regional objectives and the above.

Inputs

- Staff in post (no).
- Income from other functions (£m) income

Outputs

- A Corporate IS Strategy.
- An IS implementation plan.

PERFORMANCE MEASUREMENT

Planned 89/90	Forecast 89/90	Planned 90/91	Planned 91/92	Planned 92/93	Planned 93/94
------------------	-------------------	------------------	------------------	------------------	------------------

No of IS
implementation plans

A P P E N D I X 1 2

RESEARCH AND DEVELOPMENT

RESEARCH AND DEVELOPMENT

National Aim (Nothing in Mission Statement and Aims)

- to provide new knowledge and techniques (through R & D) which increase the ability of the NRA to discharge its duties.

National Objectives (draft only)

- As a statutory duty to develop and maintain an R & D Corporate Strategy which addresses the NRA's policy objectives in each function area.
- to carry out an annual R & D review and to develop R & D programmes which relate to identified needs in each function area.
- to maximise the cost effectiveness of R & D by the NRA by maintaining a balanced programme of research, seeking collaborative funding where appropriate, carrying out a regular programme of project assessment, and through effective dissemination and implementation of the results.

Regional Objectives

Regions are invited to add objectives which are compatible with the above.

National Targets

- to develop x new projects during 1990/91.
- to complete y new projects during 1990/91.
- to maintain the programme within the estimated budget.
- to achieve results of a quality suitable for implementation into NRA activities.

Regional Targets

Regions are invited to add objectives which are compatible with the above. Note R & D projects are all national but regionally managed.

Inputs

- staff in post (no)
- income from other functions (£m)
- income from grant in aid (DoE/MAFF) (£m)
- income from collaborating bodies (£m)

Outputs

- Number of completed projects
- Number of reports produced
- Number of projects incorporated into NRA work.

PERFORMANCE MEASUREMENT*

Planned 89/90	Forecast 89/90	Planned 90/91	Planned 91/92	Planned 92/93	Planned 93/94
------------------	-------------------	------------------	------------------	------------------	------------------

Number of projects
started

Total number of
projects completed

- a) With no useful
results a
- b) Benefit cost
ratio <1
- c) Benefit cost
ratio >1

A P P E N D I X 1 3

PUBLIC RELATIONS

PUBLIC RELATIONS

National Aim

- To improve public understanding of the water environment and the NRA'S work.

National Objectives (draft only)

- To achieve a high level of public awareness of the NRA.
- To encourage and support media, educational and other public interest in the work of the NRA.
- To foster good external relations.

Regional Objectives

Development of the above in a regional context.

National Targets (draft)

- To produce a Corporate Strategy in conjunction with NRA policy development.
- To develop the NRA'S Corporate image and establish an annual public awareness survey covering the NRA'S main functions.
- To produce promotional material to publication deadlines.

Regional Targets

(These should be compatible with the above).

Inputs

- staff in post (no)
- income from other functions
- sale of goods

Outputs (Examples)

- Corporate Brochure
- News Releases
- Staff newspaper
- Educational packs
- Exhibitions

PERFORMANCE MEASUREMENT*

Planned 89/90	Forecast 89/90	Planned 90/91	Planned 91/92	Planned 92/93	Planned 93/94
------------------	-------------------	------------------	------------------	------------------	------------------

No of press releases
produced

No of documents
produced

* Interim measures only further work required 1989/90 and 1990/91.