

**1994/95 CORPORATE PLAN**

**DRAFT SUBMISSION BY SOUTH WESTERN REGION -**

**OUR FORWARD LOOK FOR 1994/95 - 1996/97**

**JANUARY 1994**

## REGIONAL GENERAL MANAGERS EXECUTIVE SUMMARY

### Progress 1993/94

The 1993/94 year has been a particularly challenging one for the South Western Region with the merger of the former South West and Wessex regions and reorganisation to set up four multi-functional Area teams. It is a tribute to the dedication and professionalism of our staff that throughout this period of change and undoubted personal anxieties we have continued to deliver high standard operational services throughout the region when at times there have been more than usual stresses to deal with; such as the serious flooding events of June, October and December.

In addition to maintaining services, we have been able to progress many key initiatives and schemes. We have maintained our efforts on river low flow studies including production of an action plan for the River Allen which has involved pioneering the use within the NRA of habitat simulation techniques for determination of environmentally acceptable river flows. Solutions have been implemented for four flow problem sites in Devon and Cornwall. At the beginning of the year the new national charging scheme for abstraction licences was implemented and input to the national Water Resource Development Strategy has continued alongside regional strategy work.

Water Quality Plans for the implementation of SWQO's in four pilot catchments, the Hampshire Avon, Upper Bristol Avon, East Devon and Erme have been completed. Programmes of improvement over a number of years have come to fruition in the rivers Fal, Culm and Moors and major reductions in toxic metal inputs to Poole Harbour have been achieved.

In Flood Defence, there has been some slippage in achievement of the grant aided capital expenditure programme but the major tidal defence scheme at the Barbican, Plymouth has been completed as has the Blandford flood alleviation scheme. During the year the client: provider split was completed for Project Engineering Service and the Inhouse Workforce has been reorganised to a region wide provider unit. These developments have taken place in a year when serious flooding incidents in June, October and December had to be effectively dealt with.

A major development in Fisheries work was the establishment of a salmon rehabilitation programme for the Hampshire Avon together with new Byelaws to protect multi-sea-winter salmon on the Avon, Frome and Piddle. Radio tracking studies continued on the Tamar, Tavy, Torridge and Taw for low flow and resource development investigations. Migratory fisheries have been improved by extension of the gravel rehabilitation programme and a series of new fish passes constructed. New fish counters have been established on the Fowey and Hampshire Avon.

Conservation advice and input has been particularly successful over the year in guiding development on the rivers Tone and Biss with a pivotal role played in major development at Portbury Docks and Emerson's Green, north of Bristol. Wetland rehabilitation of the Somerset Levels has continued with raised water level areas installed on Wetmoor, Southlake, Tealham and Tadham SSSIs. Management plans have been developed for Exminster Marshes and Amble Marshes in collaboration with English Nature.

National Rivers Authority  
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Given the effort by operational staff to maintain services over the period of reorganisation there has of course been some slippage in the Catchment Management Plan process but this will be restored over the plan period.

### **Key issues and priorities**

The major priority in 1994/95 is to consolidate the new merged structure and, by employing best practice from the former regions, to improve efficiency and effectiveness. There will be further progress towards manpower savings targets set for the merger.

Development of Catchment Management Plans will continue to form the basis for defining and prioritising future work and manpower resources have been improved to speed production of future plans.

Following publication of the National Water Resources Development Strategy we shall be publishing for public consultation a strategy for local water resource development. Work on alleviation of low flows will continue on rivers across the region with effort particularly directed to development of cost benefits for completed action plans for rivers Piddle and Allen.

In order that water company expenditure is properly targetted to achieve water quality improvements, priority ratings will be developed for their investment schemes. SWQO work will be taken forward in accordance with Government requirements. Local pollution investigations and enforcement initiatives will be carried out in a variety of catchments including the Upper Tamar, Axe, Otter, Brinkworth Brook, Sem and Hampshire Avon; the latter concentrating upon herbicide and pesticide inputs.

Completion of the Flood Defence capital programme will be of the highest priority within particular, the commencement of the Preston Sea Wall Scheme at Weymouth. Flood warning and responses will be reviewed across the region with particular emphasis on the need for additional operational telemetry to improve warning and river management in Cornwall. In order to generally improve the water environment, channel modification will be carried out at Malmesbury and on the River Tone downstream of Taunton. A joint project with the District Council will be carried out to improve the River Somerset Frome in Frome town centre.

Introduction of the new national rod licence will be accompanied by a commercial eel licence charge in Devon and Cornwall. Rehabilitation programmes will be continued and developed, particularly on its rivers Taw, Torridge and Hampshire Avon.

In addition to development of survey techniques, a number of specific conservation projects will be progressed. These will involve multi functional working to achieve not only water quality, fishery and flow improvements but also add to the general amenity and conservation of the catchments. Examples include the rivers Bristol Frome and Hampshire Avon at Britford together with the Brinkworth Brook and the Somerset Levels and Moors.

## Use of resources

The region will continue to progress the process of rationalisation and manpower reduction consequent upon the merger. Manpower numbers will be reduced to comply with overall national savings although some clarification is required in a number of areas, particularly relating to support arrangements.

Manpower and direct service capital budgets have been completed in detail for 1994/95 but there is still a need to detail other revenue resources and multifunctional capital. There will be a need to reiterate expenditure analysis before final completion of our plan.

The present water resources target is twofold; firstly, to use existing South West balances and secondly, to harmonise the former regions' charges. The timescale for the latter is at present difficult to assess. There will be no increase in charges in 1994/95.

Flood defence charges increases have been kept below 1.5% and balances have been targetted at 10% of gross expenditure for the end of March 1995. 1995/96 charges presently reflect reduction in balances during 1994/95 and therefore increase above 2%. For Somerset an increase in capital programme is projected leading up to a major scheme for Minehead in 1996/97 which will lead to an increase in levy above 10%.

The regional Grant in Aid target budget will be met in 1994/95 but with great difficulty in 1995/96.

As part of the merger, costs in respect of relocation and excess mileage payments have been profiled evenly across 1994/95 and 1995/96. These figures will need to be reassessed in the light of actual information. Equally, severance projections for 1994/95 will depend upon the number actually completed in 1993/94.

Another result of the merger is a need for additional GIA funding for a Private Mobile Radio system for the former South West region if a decision to proceed is confirmed. A need for carry-over of £0.3m into 1994/95 to complete the Wessex PMR system has already been lodged.

Whilst expenditure on the Wheal Jane project has been less than originally forecast in 1993/94 it is still within target for the overall budget total.

## **EFFECTIVE SERVICE DELIVERY**

### **Regional Organisation**

Merger of the former South West and Wessex regions has been carried out concurrently with restructuring, to provide a stronger local base for delivery of services as part of the Chief Executive's "logical process". Both local geography and the need to provide a focus consistent with the public's understanding of "natural" boundaries led us to the development of four Areas within the new merged region. These Areas are Cornwall, Devon, North Wessex and South Wessex with Area offices in Bodmin, Exeter, Bridgwater and Blandford respectively.

Area management teams have been operating since the autumn of 1993 and the Areas themselves will be fully operational by the start of the 1994/95 year. For effective use of small teams of highly specialised staff, strategic work will continue to be centred on the regional office in Exeter. Areas will eventually be able to provide a full delivery of all locally relevant services. In developing the new organisation there has been a major redeployment of staff particularly from the old regional head offices. A major task over the 1994/95 year will be to provide the necessary training to staff who may not be fully familiar with all aspects of their new responsibilities to ensure a consistent high quality service across the region.

### **Accommodation and Infrastructure**

- **Permanent Accommodation:** Throughout the merger, where we are achieving savings in staff numbers, we cannot justify any additional permanent accommodation. However, small sums of money will be needed for setting up area operations rooms; the regional communications centre; and for internal layout changes at Blandford to allow efficient operation of the South Wessex area team. In addition, we will be undertaking a major review and rationalisation of regional depots.
- **Temporary Accommodation:** In order to allow consolidation of the plan to locate all regional staff in Exeter, limited temporary accommodation will have to be secured. This will be for a maximum of two years by which time the process of restructuring will allow sufficient accommodation within NRA owned accommodation.

### **Market Testing and the Environmental Agency**

- **National Programme:** We shall continue to contribute fully to the drive for efficiency through the market testing programme as required by the individual projects and the Market Testing Group. We shall similarly support any national initiatives to develop closer understanding between the various Enviro organisations.
- **Regional Developments:** We are in the process of developing a wide range of Service Level Agreements to define the services expected in areas identified for Market Testing in 1994/95. This will include information of time recording for a substantial number of staff.

In addition to the national programme of meetings with members of Waste Regulation Authorities, we have initiated a regular programme of meetings at officer level to discuss areas for mutual cooperation and development and as a means of communication at a local level. Staff are in frequent contact with HMIP developing good working relationships for resolution of the numerous regional issues for which we share responsibilities.

## **TOP PRIORITY CORE FUNCTION TARGETS**

### **Functional Priorities**

#### **WATER RESOURCES**

- Water Resource Strategy: Complete and publish for public consultation a strategy for water resource development within the South Western Region, in line with conform to the forecasting and estimation methods of the national strategy.
- Alleviation of Low Flows: Continue and develop as appropriate, investigation work to define low flow problems on the rivers Tavy, Tamar, Meavy, Otter, Yeo, Taw, Barle and Bray. Develop action plans for remedy of the rivers Bristol/Avon (at Malmesbury) and Wylfe. Refine and develop cost benefits for completed action plans for the rivers Piddle and Allen.
- Operational Management: Prepare and agree with water companies an operational management scheme for the Wimbleball Pumped Storage Scheme. Develop the framework for an operational management scheme for Roadford Reservoir and monitor the effectiveness of the other operating agreements in Devon and Cornwall.
- Resource Protection: Continue the programme of development of maps of source protection zones for effective implementation of the Groundwater Protection Policy.
- Hydrometry: Contribute to the national Efficiency Review of Hydrometry and implement conclusions.
- Licensing: Prepare for any national initiative on development of statutory minimum acceptable flows by considering the potential of the River Hampshire Avon as a pilot river.

#### **WATER QUALITY**

- Water Service Companies Asset Management: Develop priority ratings for improvement schemes formally identified within companies strategic business plans.
- Statutory Water Quality Objectives: Develop and consult upon introduction of SWQO's in line with national and government guidelines and regulations.
- 1995 General Quality Assessment: Prepare for the 1995 GQA including in particular a strategic review of chemical and biological monitoring in line with national guidelines.
- Charging for Discharges: Provide technical (consenting) support for the implementation of the revised Charging for Discharges Scheme.
- Laboratory Services Contracts: Complete the Service Level of Agreement with the National Laboratory Service and arrange for contracted microbiological analysis services as required under market testing protocols.

## **FLOOD DEFENCE**

- DOE Circular 30/92 "Development and Flood Risk": Undertake a pilot trial to obtain information needed under terms of the Memorandum of Understanding between the NRA, the Association of County Councils, District Councils and Metropolitan Authorities, to allow more reliable estimates of costs for approval by Committees for future work.
- Flood Warning and Operational Response: Initiate data collection for implementation of the target levels of service strategy over two year programme of work for 1994/95 and 1995/96.
- Asset Survey: Commence survey, concentrating on North Wessex Area where the majority of mechanical and electrical plant in the region is installed. The survey will form the basis for future capital programme refurbishment and improvement of existing assets.
- Maintenance Work Contracts: Continue programme to develop contract documents for fluvial and tidal maintenance work. Invite competitive tenders for selected items of maintenance work to test the in house work force against outside contractors.

## **FISHERIES**

- Regulation: Introduce new national rod licence measures together with a commercial eel licence charge in Devon and Cornwall. Work will commence on the preparation of the Net Limitation Order for the Taw and Torridge due in 1995. A number of other byelaws will be progressed for the protection of game fish.
- Enforcement: Contribute to the national review of fisheries enforcement activities placing due emphasis on regional priorities.
- Monitoring: Develop a three year rolling programme for the regular monitoring of both game and coarse fish stocks. Special studies involving radiotracking and fish counters will be progressed.
- Fisheries Finance Strategy: Contribute to the national review of fisheries finance including the net licence review.
- Rehabilitation Programmes: Continue and develop programmes for rehabilitation of salmon and sea trout stock generally and in particular the Rivers Taw, Torridge and Hampshire Avon. Give due emphasis to trout and coarse fish stocks.



## RECREATION

- Site Management and Collaborative Projects: Contribute fully to national initiatives to develop guidelines for site management and collaborative projects.
- Charges: Review all existing regional recreational facilities to optimise income and to review all licences and leases.
- Review of NRA Sites: The potential of NRA owned sites as recreational facilities will be assessed and catalogued. An integrated management plan will be developed for one site in each Area, identifying recreational opportunities which could be developed.

## CONSERVATION

- Conservation Classification and Criteria: Contribute to field testing the elements required for the development of the national initiative for setting of a national standard for river habitat surveys. In particular, the region will continue to establish a database assessing the resource through interpretation of aerial photographs and River Corridor Surveys.
- Environmental Audit and Post Project Appraisal: Develop a system to assess the effectiveness of conservation resources incorporated into the NRA's work.
- Flood Defence Maintenance Contracts: Carry out a major exercise to ensure appropriate conservation criteria are included in all flood defence maintenance contracts.
- River Corridor Surveys: Contribute fully to the national efficiency review of river corridor surveys.
- Enhancement Schemes: A number of projects will be progressed for the rehabilitation of degraded aquatic environments ie Brinkworth Brook Project and Somerset Moors and Levels.

## **Area Targets**

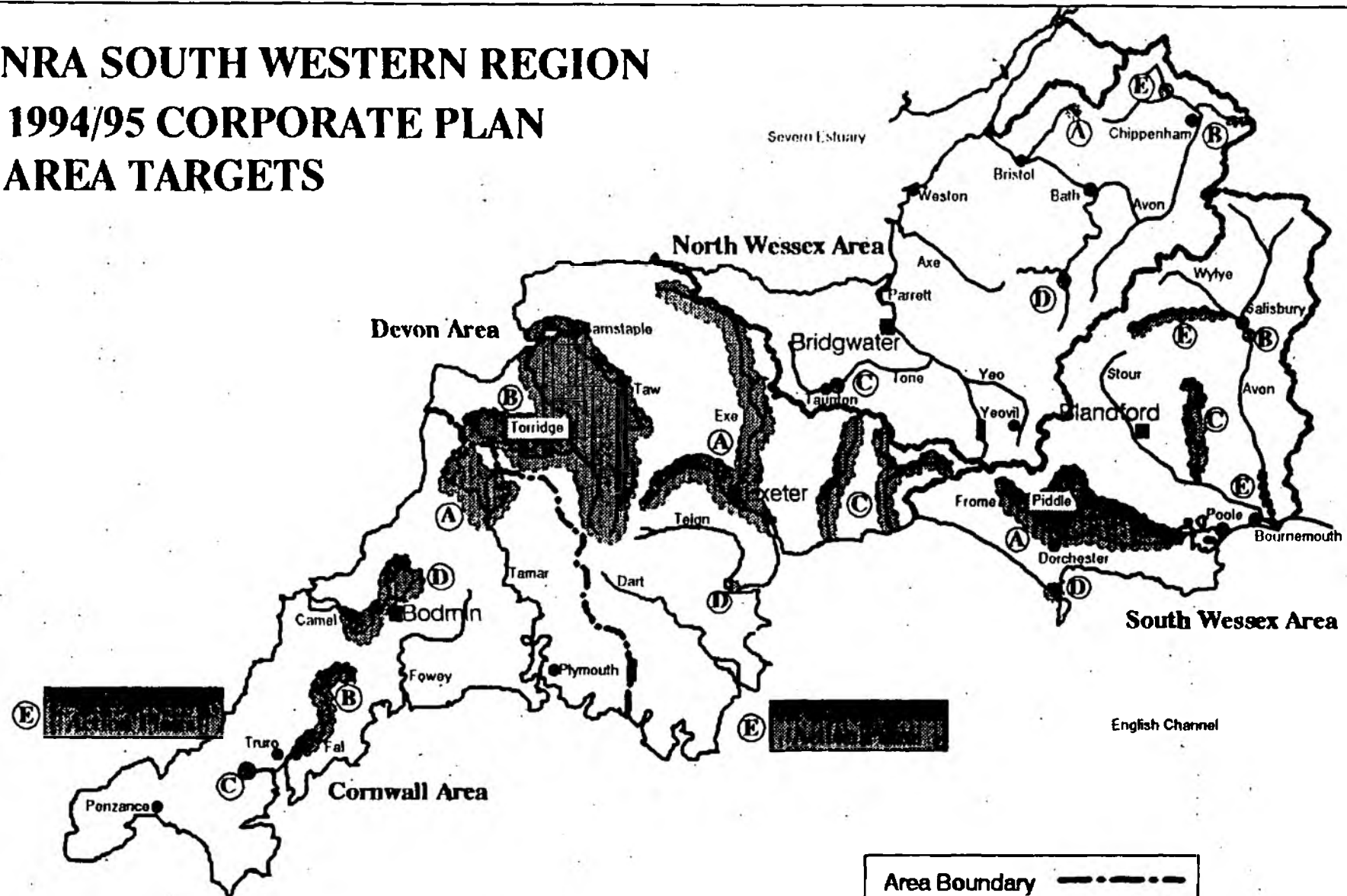
### **CORNWALL AREA**

- **River Tamar:** Improve water quality through pollution investigation and enforcement initiatives and carry out works to further rehabilitate the fishery habitat in the Upper Tamar in tandem with the MAFF pilot water fringe habitat protection scheme.
- **River Fal:** Build on recent water quality improvements with development of the fishery through restocking, gravel rehabilitation, improved escapement and habitat improvements.
- **Wheal Jane:** Continue supporting the development of a long term treatment system at Wheal Jane tin mine to protect the water environment and achieve appropriate water quality standards.
- **River Camel/North and West Cornwall Rivers:** Investigate the need and subsequent provision of further operational telemetry to improve flood warning and river management in Cornwall.
- **Catchment Action Plans:** Continue carrying out specific actions, agreed with local liaison groups, on all Cornwall river catchments, until such time as catchment management plans are finalised and modify the action plans.

### **DEVON AREA**

- **River Exe:** Develop the catchment management plan and implement the subsequent modified action plans to ensure an integrated approach to management of the river. Continue monitoring Higher Kiln Waste Disposal Site and take appropriate action to prevent any subsequent pollution to protect identified uses.
- **Rivers Torridge and Taw:** Maintain the significant improvements in the fishery and water quality of the river by compensating netsman to stop netting, gravel rehabilitation works, trash dam removal in River Waldon, restocking and introducing statutory water quality objectives, in accordance with the catchment management plans.
- **Rivers Axe and Otter:** Carry out task force programme of inspections to identify and remedy illegal discharges in the Axe and Otter Catchments.
- **River Teign:** Ensure that the illegal discharges identified following the Aller Brook task force near Newton Abbot are remedied and water quality is improved.
- **Catchment Action Plans:** Continue carrying out specific actions, agreed with local liaison groups, on all Devon river catchments, until such time as catchment management plans are finalised and modify the action plans.

# NRA SOUTH WESTERN REGION 1994/95 CORPORATE PLAN AREA TARGETS



## **NORTH WESSEX AREA**

- Bristol Frome: Improve the amenity, water quality and fishery in the Yate/Chipping Sodbury area by reducing pollution, landscaping and channel realignments, in co-operation with the local district council.
- Brinkworth Brook: Carry out river restoration and seek water quality improvement in the Wootton Bassett to Brinkworth area by sensitive development, farm pollution and sewerage improvements, to mitigate historical unsympathetic construction of the M4 motorway. This will achieve landscape, wildlife, water quality and fishery improvements and reduce flood defence maintenance requirements.
- River Tone: In partnership with the local district council to carry out river works and tree planting in the river downstream from Taunton which is now owned by the NRA. This will achieve wildlife, fishery and landscape improvements as well as improved local public relations.
- Somerset Frome: Carry out a joint project with the District Council and a potential developer to reprofile the river channel in Frome town centre to create low level berms and a riverside walkway together with a landscaping scheme. This will improve the water environment, increase flood capacity and provide excellent local public relations.
- Tetbury Avon: Modify the weir, reprofile the channel and install a flow control device in Malmesbury to increase flow, reduce siltation and improve the dilution available for storm sewage discharges to assist river management of the Tetbury Avon Back Stream.

## **SOUTH WESSEX AREA**

- Rivers Frome and Piddle: Develop the catchment management plans and commence implementation of action plans to ensure an integrated approach to management of the water environment of the Frome and Piddle.
- River Avon: Secure the sustainable use of the River Avon at Britford by reviewing water management and seeking appropriate changes. This will achieve landscape, wildlife, water quality, fisheries and flood defence improvements.
- River Avon: In co-operation with landowners carry out improvements to river habitat to protect and improve the River Avon Fishery. Consider reducing netting effort.
- Weymouth: Improve the standard of sea defence to Weymouth by carrying out works to the Preston Sea Wall.
- Herbicides: To identify the users and main sources of the pesticide Atrazine in the Nadder, Sem and Lower Avon Catchment in co-operation with the Maize Growers Association and landowners.

## Catchment Management Plans

- Plans in Progress 1993/94

Final Plans for the River Torridge and Hampshire Area will be completed in March/April 1994.

Consultation on plans for the River Taw and the Taw/Torridge Estuary will have closed by March 1994.

The Consultation Plan for Upper Bristol Avon will be completed by March 1994.

- 1994/95 Plans

Following stoppage to the Catchment Management Plan time-table in 1993/94, primarily as a result of pressures upon staff time during reorganisation, staff resources for Catchment Planning have now been enhanced which will facilitate faster and more effective production of Catchment Management Plans in the future.

The revised 5 year programme now stands as:-

Catchment	Consultation Plan or Final Plan to be produced				
	1993/94	1994/95	1995/96	1996/97	1997/98
<u>Cornwall Area</u>					
Tamar/Tavy/Plym/Lynher		/			
Seaton/Looe/Fowey		/			
Par/Crininis/St Austell			/		
Fal			/		
Cober			/		
South Cornwall Coastal			/		
Hayle			/		
Red River				/	
Gannel/Camel				/	
North Cornwall Coastal				/	
Strat/Neet				/	
<u>Devon Area</u>					
Torridge	/				
Taw/Torridge Estuary		/			
Taw		/			
Exe		/			
Sid/Otter		/			
Lim/Axe		/			
Abbey River/Clovelly Stream			/		
North Devon Coastal/Lyn				/	
Teign				/	
Dart				/	
Avon				/	
Erme/Yealm			/		

Catchment	Consultation Plan or Final Plan to be produced				
	1993/94	1994/95	1995/96	1996/97	1997/98
<u>North Wessex</u> Upper Bristol Avon Lower Bristol Avon Brue/Sheppey/Hartlake Tone/Lower Parrett Carey North Somerset Rivers Little Avon Isle/Yeo/Upper Parrett Bristol Frome Somerset Frome West Somerset Rivers	/	/	/	/	/
<u>South Wessex</u> Hampshire Avon Dorset Frome/Piddle Dorset Stour West Dorset Rivers	/	/		/	

## **EFFICIENT SERVICES**

### **Inter-regional sharing**

- **Restructuring Efficiencies:** We are in dialogue with Northumbria/Yorkshire region to share experience and best practices to arrive at optimum structures and working methods for the regional merger within the context of local staff resources and geography.
- **Inter Regional Operational Support:** Ways to develop mutual flood defence support across the local boundary between South Western and Southern Region are being developed.
- **Severn Estuary:** We will be co-operating with Severn Trent and Welsh Regions to develop the Catchment Management Plan for the Severn Estuary. We continue liaison arrangements for the estuary.
- **Rural Land Use:** We provide a focus for inter regional development of rural land use effort and response to the National Audit Office.
- **Statutory Water Quality Objectives - Fisheries Ecosystem Classification:** We have developed a package for carrying out statistical analysis of water quality data for the development of the classification scheme which has been adopted by all other regions.
- **Information Systems:** We are co-operating with Welsh Region and Head Office to take forward the National Information System Development infrastructure.
- **Inter Area Cooperation:** Through the process of regional restructuring, all Areas are operating a scheme of mutual support to cover for short term skills and manpower shortages in all functional areas. In the longer term individual Areas will provide specialist form of support where workloads do not justify setting up activities in all four Area.

### **Efficiency Initiatives**

- **Achievement of overall efficiency savings** is now integrated with other savings of the regional merger. As part of the merger process, all areas of work are subject to major review to develop consistency of practice between old Wessex and South West regions. This review will concentrate not only upon achievement of best technical practice but optimum cost effectiveness. For example, the warden service now operated in Cornwall and Devon Areas subject to an efficiency review in comparison to the more traditional practices in North and South Wessex Areas. Through the merger process, the new region has been able to develop a Procurement unit which will be able to play a full part in delivering savings in this area.

## **Information Systems**

Systems Development has been separated from I.S. Operations. Systems Development is now part of a national unit. IS will be subject to Market Testing Review during 1994/95.

### **Regional IS Operation priorities for 1994/95:**

- Co-operate with national Systems Development staff in the continued delivery of effective systems.
- Consolidate merger region structure, procedures and operations (best practices) and continue progress towards consolidation of IS infrastructure including communications.
- Support the implementation of national systems including I.A.S and WAMS.
- Support the regional data clean-up project required to facilitate the implementation of WAMS.
- Develop SLA's with client users.



## **Publication Plans 1994/95**

We plan to produce the following publications in 1994/95

<b>Waterspout</b> Regional newsletter six issues planned	£1350/per issue
<b>Oil Pollution Awareness leaflet</b>	£1000/per issue
<b>Holbeam Wood Flood Defence Scheme leaflet</b>	£1000/per issue
<b>Barbican Tidal Defence Scheme leaflet</b>	£1000/per issue
<b>Wadebridge Tidal Defence Scheme leaflet</b>	£1000/per issue
<b>Pill Tidal Defence Scheme leaflet</b>	£1500/per issue
<b>Somerset Levels &amp; Moors leaflet</b>	£1000/per issue
<b>Rehabilitating the Fal leaflet</b>	£1500/per issue
<b>Automatic Monitoring leaflet</b>	£1500/per issue
<b>Angling Guide (Devon &amp; Cornwall)</b>	Nil
<b>North &amp; South Wessex angling leaflet</b>	£3000
<b>Catchment Management Plans</b> summary publicity leaflets	£10000

## Corporate Plan Form OPM1

Function: Water Resources  
Region: South Western

Output and Performance Measures by activity	92/93 Actual	93/94 Planned	94/95 Budget	95/96 Planned
<b>LICENCING</b>				
Number of Licences in Force				
- Abstraction	0	0	10795	10905
- Impoundment	0	0	334	339
- Total	10994	11222	11129	11244
Number of Licence Applications Determined				
- Abstraction	0	0	225	225
- Impoundment	0	0	9	9
- Total	209	220	234	234
Number of Licence Applications Determined within Statutory Period				
- Abstraction	0	0	135	158
- Impoundment	0	0	15	7
- Total	109	169	150	165
% of licence applications determined within statutory period	52	77	64	71
Total Cost of Licencing (£000)	956	1592	1592	1496
Number of Licences Varied	0	3	306	306
Number of Licences Revoked	0	0	131	131
Total number of licences determined, varied or revoked	209	223	671	671
Average Cost of Determining a Licence (£/licence)	4574	7139	2373	2230
<b>ENFORCEMENT</b>				
Highly Critical Licence Inspections:				
Number of inspections required by NRA policy	148	158	72	74
Actual number of inspections made	116	118	72	74
Critical Licence Inspections:				
Number of inspections required by NRA policy	1528	1592	1553	1579
Actual number of inspections made	745	985	1553	1579
% achievement of licence enforcement programme (Critical and Highly)	51	63	100	100
Less Critical and Non-critical Licence Inspections:				
Number of inspections required by NRA policy	2235	2304	2241	2254
Actual number of inspections made	644	1117	901	1064
Total number of inspections required by NRA policy	3911	4054	3866	3907
Total number of inspections made	1505	2220	2526	2717
Average attainment of licence inspection targets	38	55	65	70
<b>LOW FLOWS</b>				
Number of sites identified for low flow amelioration	0	0	125	125
Number of sites for which studies have been completed	0	0	11	11
Number of low flow solutions planned for implementation	0	0	4	8
Number of low flow solutions implemented	0	0	4	8

## Corporate Plan Form OPM2

Function: Water Quality  
Region: South Western

Output and Performance Measures by activity	92/93 Actual	93/94 Planned	94/95 Budget	95/96 Planned		
<b>CONSENTING and COMPLIANCE MONITORING</b>						
Number of Discharge Consents in Force (Total)	14610	14600	14970	15330		
Number of Discharges Monitored (Total)	2095	2355	2223	2250		
Number of Consent Applications Determined within Statutory Period	1098	1195	1112	1112		
Number of Consent Applications Determined	1323	1300	1170	1170		
% consents determined within statutory period	83	92	95	95		
Total Cost of Consenting (£000)	0	2193	2105	2105		
Number of Consents Determined or Reviewed	1351	250	1550	1550		
Average cost of determining a consent (£/consent)	0	8772	1358	1358		
Number of Routine Effluent Samples Taken	38432	39896	37886	38264		
Number of Routine Effluent Samples Programmed	39124	40496	38258	38651		
% of effluent monitoring programme achieved	98	99	99	99		
Total Cost of Compliance Monitoring (£000)	0	0	1240	1166		
Number of Discharges Monitored (Total)	2095	2355	2223	2250		
Average cost of monitoring discharges (£/discharge)	0	0	558	518		
<b>MONITORING CONTROLLED WATERS</b>						
Number of Routine Single Samples Taken:						
- River	0	0	44645	31751		
- Canal	0	0	144	144		
- Estuarial	0	0	5657	5657		
- Groundwater	0	0	1284	1284		
Length (km) of classified river by water quality class:					2000 Planned	2005 Planned
<b>GQA Chemical Assessment:</b>						
- Class A	0	0	1854	1854	1854	1854
- Class B	0	0	2669	2669	2669	2669
- Class C	0	0	1423	1423	1423	1423
- Class D	0	0	376	376	376	376
- Class E	0	0	262	262	262	262
- Class F	0	0	33	33	33	33
Total length of classified river	0	0	6617	6617	6617	6617
<b>GQA Biological Assessment</b>						
- Class A	0	0	0	0	0	0
- Class B	0	0	0	0	0	0
- Class C	0	0	0	0	0	0
- Class D	0	0	0	0	0	0
- Class E	0	0	0	0	0	0
Total length of classified river	0	0	0	0	0	0
Length (km) of classified canal by water quality class:						
<b>GQA Chemical Assessment:</b>						
- Class A	0	0	2.8	2.8	2.8	2.8
- Class B	0	0	7.2	7.2	7.2	7.2
- Class C	0	0	2	2	2	2
- Class D	0	0	48.7	48.7	48.7	48.7
- Class E	0	0	49.8	49.8	49.8	49.8
- Class F	0	0	0	0	0	0
Total length of classified canal	0	0	110.5	110.5	110.5	110.5
<b>GQA Biological Assessment</b>						
- Class A	0	0	0	0	0	0
- Class B	0	0	0	0	0	0
- Class C	0	0	0	0	0	0
- Class D	0	0	0	0	0	0
- Class E	0	0	0	0	0	0
Total length of classified canal	0	0	0	0	0	0
Length (km) of classified estuary by water quality class:						

NWC Scheme:						
- Class A (good)	381	381	385	385	385	385
- Class B (fair)	102	102	98	98	98	98
- Class C (poor)	5	5	5	5	5	5
- Class D (bad)	0	0	0	0	0	0
Total length of classified estuary	488	488	488	488	488	488
<b>WATER QUALITY LABORATORY ANALYSES</b>						
Number of Analyses / Determinations						
- Organics	0	0	146202	146202		
- Metals	0	0	222350	222350		
- Microbiology	0	0	31027	31027		
- Other	0	0	603324	603324		
- Total	2111178	0	1002903	1002903		
Total Cost of Analyses / Determinations (£000)						
- Organics	0	0	0	0		
- Metals	0	0	0	0		
- Microbiology	0	0	0	0		
- Other	0	0	0	0		
- Total	0	0	0	0		
Average Cost of Analyses / Determinations (£/analysis)						
- Organics	-	-	0	0		
- Metals	-	-	0	0		
- Microbiology	-	-	0	0		
- Other	-	-	0	0		
- Total	0	-	0	0		
Number of Samples Analysed and Reported within Target Time	107109	141050	141360	127519		
Number of Samples Analysed and Reported	157546	152000	152000	137118		
% of water quality samples analysed within target time	68	93	93	93		
<b>INCIDENTS / EMERGENCIES</b>						
Number of Category 1 Incidents	0	0	50	43		
Number of Category 2 Incidents	0	0	530	480		
Number of Category 1 Incidents Attended within Target Time	0	0	50	43		
Number of Category 2 Incidents within Target Time	0	0	520	473		
% Category 1 Incidents Attended within Target Time	-	-	100	100		
% Category 2 Incidents within Target Time	-	-	98	99		
<b>POLLUTION PREVENTION</b>						
Number of Site Inspections	0	0	4300	3900		
Number of Pollution Prevention Campaigns	0	0	32	26		
<b>EC DIRECTIVES</b>						
Number of Designated EC Bathing Waters	0	180	176	176		
Number of Designated Waters Achieving Directive	0	139	150	168		
% of bathing waters achieving directive	-	77	85	95		

## Corporate Plan Form OPM3

Function: Flood Defence

Region: South Western

Output and Performance Measures by activity	92/93 Actual	93/94 Planned	94/95 Budget	95/96 Planned
<b>REGULATION / ENFORCEMENT</b>				
Number of Consents Determined within Statutory Period	1099	605	n/a	n/a
Number of Consents Determined	474	605	n/a	n/a
% of consents determined within statutory period	232	100	ERROR	ERROR
Total Cost of Regulation / Enforcement (£000)	293	515	275	275
Total Flood Defence Expenditure (£000)	3821	23190	25453	24697
Cost of regulation/enforcement as % of total expenditure	8	2	1	1
<b>IMPROVEMENT / DEVELOPMENT OF FLOOD DEFENCES</b>				
Number of Housing Equivalents Protected By New / Improved Schemes	11732410	6400	1412	1965
Cost of completed schemes (£000)	10951	9960	7660	12390
HEs Protected By Capital Schemes vis Cost of Schemes	1071.4	.6	.2	.2
Length (km) of New / Improved Flood Defence Constructed				
- Fluvial Defences	6	0	7	8.7
- Sea Defences	4009	0	1.4	2.5
- Estuarial Defences	7	0	10.1	1.3
- Total	4022	15	18.5	12.5
Total Capital Expenditure (£000)				
- Fluvial Defences	0	0	3320	3270
- Sea Defences	0	0	200	5740
- Estuarial Defences	0	0	4140	3380
- Total	0	0	7660	12390
<b>MAINTENANCE OF EXISTING DEFENCES</b>				
Number of Housing Equivalents Receiving Benefit From Maintenance	0	102350	59341	59341
Total Expenditure on Maintenance (£000)	0	5978	6935	6935
HEs Receiving Benefit in Relation to Cost of Maintenance	-	17.1	8.6	8.6
Length (km) of Flood Defence Maintained				
- Fluvial Defences	857	0	3564	3130
- Sea Defences	11	0	33	31
- Estuarial Defences	160	0	686	676
- Total	1028	2946	4283	3837
<b>FLOOD EMERGENCY SERVICES</b>				
Number of Flooded Properties for which a Flood Warning was Issued	1661	1	n/a	n/a
Number of Properties Flooded	195	1	n/a	n/a
% of flooded properties for which a warning was issued	852	100	ERROR	ERROR
<b>OTHER</b>				
Total Overhead Costs (£000)	2563	3514	2991	2841
Total Flood Defence Expenditure (£000)	3821	23190	25453	24697
Overhead costs as % of total flood defence expenditure	67	15	12	12
Value of Work Completed (£000)	0	7508	n/a	n/a
Cost of Work Completed (£000)	0	7508	n/a	n/a
Value of work completed as % of cost of work completed	-	100	ERROR	ERROR

## Corporate Plan Form OPM4

Function: Fisheries

Region: South Western

Output and Performance Measures by activity	92/93 Actual	93/94 Planned	94/95 Budget	95/96 Planned
<b>LICENCING</b>				
Number of Licences Sold - Rod				
Salmon and Migratory Trout				
- Full Licences	0	0	6000	6100
- 8 Day Licences	0	0	500	540
- 1 Day Licences	0	0	1000	1060
- Concessionary Licences	0	0	3000	3200
- Total	0	0	10500	10900
Non-migratory Trout, Freshwater Fish and Eels				
- Full Licences	0	0	35000	35400
- 8 Day Licences	0	0	1500	1660
- 1 Day Licences	0	0	3000	3240
- Concessionary Licences	0	0	15000	15800
- Total	0	0	54500	56100
Total Number of Licences Sold - Rod	58032	71500	65000	67000
Number of Licences Sold - Commercial Instrument	839	696	104	104
<b>ENFORCEMENT</b>				
Number of Licence Checks Made				
- Rod	12206	7750	8775	9045
- Commercial Instrument	697	682	94	94
- Total	12206	8432	8869	9139
Number of Satisfactory Licence Checks				
- Rod	0	7137	8337	8593
- Commercial Instrument	0	682	94	94
- Total	11687	7819	8431	8687
% licence compliance				
- Rod	0	92	95	95
- Commercial Instrument	0	100	100	100
- Total	96	93	95	95
Total Cost of Rod Licence Enforcement (£000)	61	72	65	67
Total Cost of Commercial Instrument Licence Enforcement (£000)	0	0	1	1
Average cost of rod licence enforcement (£/licence checked)	5	9	7	7
Average cost of commercial instrument licence enforcement (£/licence checked)	0	0	11	11
<b>MONITORING</b>				
Total Cost of Fishery Monitoring / Survey Work (£000)	576	705	500	486
Actual Length (km) of River Surveyed	1807	1967	1287	1287
Average cost of fishery monitoring (£/km surveyed)	319	358	389	378
Length (km) of River Planned to be Surveyed	1800	1967	1260	1500
% achievement of planned river survey programme	100	100	102	86
Number of Sites Planned to be Surveyed (as part of rolling programme)	0	0	510	530
Actual Number of Sites Surveyed	0	0	459	477
Number of Individual Surveys:				
- netting / electro	24	0	32	31
- angler census	1	0	4	4
- total	25	0	36	35
<b>PHYSICO-CHEMICAL IMPROVEMENT</b>				
Number of Improvement Structures Built:				
- Physical Habitat	0	8	16	13
- Fish Passes	0	0	5	5
- Total	0	8	21	18
<b>REARING and STOCKING</b>				
Fish Rearing (number in millions)				
- Salmonid	0	0	.5	.5

- Non-salmonid	0	0	0	0
- Total	0	0	.5	.5
Fish Stocking (number in millions)				
- Salmonid	0	0	.5002	.5002
- Non-salmonid	0	0	.002	.002
- Total	0	0	.5022	.5022

## Corporate Plan Form OPM5

Function: Recreation  
 Region: South Western

Output and Performance Measures by activity	92/93 Actual	93/94 Planned	94/95 Budget	95/96 Planned
<b>NRA FACILITY MANAGEMENT</b>				
Number of NRA Landholdings with Potential for Recreational Use	0	0	38	36
Number of NRA Landholdings Actually Used for Recreation	32	0	31	33
Number of NRA Landholdings with Public Access	0	0	31	33
<b>LIAISON WITH OTHERS / PROMOTION</b>				
Number of Recreation Projects Involving External Collaboration	0	0	3	4
Total Number of Recreation Projects	0	3	7	7
% external collaboration	-	0	43	57



## Corporate Plan Form OPM6

Function: Conservation

Region: South Western

Output and Performance Measures by activity	92/93 Actual	93/94 Planned	94/95 Budget	95/96 Planned
<b>APPRAISALS / SURVEYS</b>				
Length (km) of River Corridor	0	0	42000	42000
Actual Length (km) of River Corridor Surveyed	386	378	613	463
Actual Length (km) of River Corridor Aerial Interpretation	0	0	2443	2057
Total Cost of River Corridor Survey Work (£000)	63	64	43	32
Total Cost of River Corridor Aerial Interpretation Work (£000)	0	0	35	29
Average cost of river corridor survey work (£/km)	163	169	70	69
Average cost of river corridor aerial interpretation work (£/km)	-	-	14	14
Length (km) of River Corridor Planned for Survey	430	378	681	520
Length (km) of River Corridor Planned for Aerial Interpretation	0	0	5482	3330
% of planned length surveyed - river corridor	90	100	90	89
% of planned length surveyed - aerial interpretation	-	-	45	62
Length (km) of Coastline and Estuary	0	0	950	950
Length (km) of Coastline and Estuary Surveyed				
- Aerial	0	0	50	32
- Other	0	0	9	9
<b>LIAISON WITH OTHERS / PROMOTION</b>				
Number of Conservation Projects Involving External Collaboration	0	0	10	12
Total Number of Conservation Projects	0	0	12	14
% external collaboration	-	-	83	86
<b>PLANNING AND DEVELOPMENT CONTROL</b>				
Applications Screened:				
- abstractions	0	0	183	203
- discharge	0	0	842	868
- land drainage	0	0	550	590
- fisheries	0	0	190	200
- other	0	0	1764	1964
- total	0	0	3529	3825

## Corporate Plan Form OPM7

Function: Navigation  
 Region: South Western

Output and Performance Measures by activity	92/93 Actual	93/94 Planned	94/95 Budget	95/96 Planned
<b>REGULATION / ENFORCEMENT</b>				
Total Number of Licenced Craft	0	0	0	0
Total Number of Licence Inspections Made	0	0	0	0
Number of Valid / Compliant Licences Detected	0	0	0	0
% licence compliance	-	-	-	-
<b>IMPROVEMENTS / NEW WORKS</b>				
Total Capital Budget for Navigation (£000)	0	0	0	0
Total Capital Expenditure on New Facilities (£000)	0	0	0	0

## Corporate Plan Form OPM8

Function: Support Services  
Region: South Western

Output and Performance Measures by activity	92/93 Actual	93/94 Planned	94/95 Budget	95/96 Planned
<b>PERSONNEL / TRAINING</b>				
Training (person days):				
- manual	0	0	400	400
- non-manual	0	5731	4100	4100
- total	0	5731	4500	4500
<b>PLANNING LIAISON</b>				
Number of Planning Applications Processed within 28 day Target Time	5648	0	25175	26390
Total Number of Planning Applications Processed	6715	7000	26500	27750
% planning applications processed within 28 day target time	84	0	95	95

£000's

## I.S. Corporate Plan 1994/95

FMR 9

Approved Budget		£000's	Hardware	Software	Plc Costs	Other FM	Consultant Contracts	I.S.Staff	Non I.S. Staff	Other	Total	Sub Total
National Systems Development							60	165			225	225
ONGOING S & M ACTIVITIES												Y/N
	Telemetry System		76	11			69	17	212	46	431	N
	Telephony System				80		365		18	612	1075	N
	Weather Radar/Flood Forecasting		25					9		100	134	N
	Laboratory System		43	98				14			155	N
	Development Environment							3			3	N
	All Other Applications Support		350	146	180		195	305	13	126	1315	N
	SUB-TOTALS		494	255	260	0	629	348	243	884	3113	3113
IMPLEMENTATIONS												Y/N
"Must Do"	Infrastructure										0	
	WAMS		150		5		30	55			240	N
	IAS		20		5		92	12	63		192	N
	PS				5			12			17	N
	NALD				5			19			24	N
	FDMS										0	
	Other Business "Must Do's" (Merger)		371	70				38			479	N
"Progress"	OS (FS Study)										0	
	INCIDENTS & PROSECUTIONS							7			7	N
	DISCHARGE APPLICATIONS										0	
	PLANNING APPLICATIONS							9			9	N
	GIS (FS Study)										0	
	Other Business "progresses"										0	
	Mission Statement Aims										0	
	Audit Recommendations							26			26	N
	SUB-TOTALS		541	70	20	0	122	178	63	0	994	994
REGIONAL INITIATIVES												Y/N
	Small Projects x 25			50				27			77	N
	SUB-TOTALS		0	50	0	0	0	27	0	0	77	77
TOTAL			1035	375	280	0	811	718	306	884	4409	4409

**Note1: Once budgets have been finalised we will be able to confirm what funds are available for 'Must Do' implementations, currently some provided but not all.**

Region: South Western

I.S. Corporate Plan 1995/96

FMR 9

Including National Systems Development

Approved

Budget

£000's

		Hardware	Software	Pic Costs	Other FM	Consultant Contracts	I.S.Staff	Non I.S. Staff	Other	Total	Sub Total
National Systems Development						60	224			284	284
ONGOING S & M ACTIVITIES											Y/N
	Telemetry System	76	11			139		219	116	561	N
	Telephony System					65		18	562	645	N
	Weather Radar/Flood Forecasting	25							100	125	N
	Laboratory System	20	100				3			123	N
	Development Environment						3			3	N
	All Other Applications Support	400	234	162		208	366	13	125	1508	N
SUB-TOTALS		521	345	162	0	412	372	250	903	2965	2965
IMPLEMENTATIONS											Y/N
"Must Do"	Infrastructure									0	
	WAMS	200				30	57			287	N
	IAS					8		4		12	N
	PS						7			7	N
	NALD									0	
	FDMS						19			19	N
"Progress"	Other Business "Must Do's"(Merger)	125								125	
	OS (FS Study)									0	
	INCIDENTS & PROSECUTIONS			5			13			18	N
	DISCHARGE APPLICATIONS						13			13	N
	PLANNING APPLICATIONS			5			13			18	N
	GIS (FS Study)									0	
	Other Business "progresses"									0	
	Mission Statement Alms									0	
	Audit Recommendations									0	
SUB-TOTALS		325	0	10	0	38	122	4	0	499	499
REGIONAL INITIATIVES											Y/N
	Small Projects x 25		50				26			76	N
										0	
										0	
										0	
										0	
										0	
										0	
SUB-TOTALS		0	50	0	0	0	26	0	0	76	76
TOTAL		846	395	172	0	510	744	254	903	3824	3824

## CORPORATE PLAN 1994/95 - FORM FP1

## TOTAL OPERATING INCOME AND EXPENDITURE - FUNCTION ANALYSIS

REGION: SOUTH WESTERN

£000

	ACTUAL 1992/93					BUDGET 1993/94				
	INCOME	CAPITAL EXPEND.	REVENUE EXPEND.	TOTAL EXPEND.	SURPLUS/ (DEFICIT)	INCOME	CAPITAL EXPEND.	REVENUE EXPEND.	TOTAL EXPEND.	SURPLUS/ (DEFICIT)
CHARGES FOR DISCHARGES	4790	444	7008	7452	-2662	5522	300	8161	8461	-2939
INTEG. POLLUTION CONTROL	7	0	9	9	-2	15	3	69	72	-57
GRANT AIDED SERVICE	415	360	5589	5949	-5534	228	253	5603	5856	-5628
TOTAL WATER QUALITY	5212	804	12606	13410	-8198	5765	556	13833	14389	-8624
FISHERIES	705	403	3003	3406	-2701	810	203	3042	3245	-2435
RECREATION	82	42	227	269	-187	81	18	170	188	-107
CONSERVATION	17	52	393	445	-428	1	8	506	514	-513
NAVIGATION	0	0	0	0	0				0	0
SUB-TOTAL	6016	1301	16229	17530	-11514	6657	785	17551	18336	-11679
CAPITAL RESTRUCTURING		720		720	-720		300		300	-300
SUB-TOTAL GRANT AIDED	6016	2021	16229	18250	-12234	6657	1085	17551	18636	-11979
WATER RESOURCES	7698	958	5973	6931	767	7698	1343	6642	7985	-287
FLOOD DEFENCE	23728	13703	9554	23257	471	21995	12190	10505	22695	-700
TOTAL	37442	16682	31756	48438	-10996	36350	14618	34698	49316	-12966

	PLANNED 1994/95					PLANNED 1995/96				
	INCOME	CAPITAL EXPEND.	REVENUE EXPEND.	TOTAL EXPEND.	SURPLUS/ (DEFICIT)	INCOME	CAPITAL EXPEND.	REVENUE EXPEND.	TOTAL EXPEND.	SURPLUS/ (DEFICIT)
CHARGES FOR DISCHARGES	5350	78	7869	7947	-2597	5420	71	7659	7730	-2310
INTEG. POLLUTION CONTROL	55	1	67	68	-13	55	1	65	66	-11
GRANT AIDED SERVICE	370	66	5401	5467	-5097	375	59	5257	5316	-4941
TOTAL WATER QUALITY	5775	145	13337	13482	-7707	5850	131	12981	13112	-7262
FISHERIES	850	45	2855	2900	-2050	866	40	2761	2801	-1935
RECREATION	66	2	155	157	-91	66	2	149	151	-85
CONSERVATION	1	2	597	599	-598	1	2	592	594	-593
NAVIGATION				0	0				0	0
SUB-TOTAL	6692	194	16944	17138	-10446	6783	175	16483	16658	-9875
CAPITAL RESTRUCTURING		300		300	-300				0	0
SUB-TOTAL GRANT AIDED	6692	494	16944	17438	-10746	6783	175	16483	16658	-9875
WATER RESOURCES	7151	878	6349	7227	-76	7965	960	6300	7260	705
FLOOD DEFENCE	23942	14785	10668	25453	-1511	24470	14069	10628	24697	-227
TOTAL	37785	16157	33961	50118	-12333	39218	15204	33411	48615	-9397

NOTES

- 92/93 actual & 93/94 budget includes Nat Centres (Aerial Survey) but excludes Wheel Jane as agreed with Jia Victory.
- Planned 1994/95 & 1995/96 excludes Wheel Jane & National Centres as agreed with Jia Victory.
- Capital restructuring for 1994/95 represents slippage of Wessex private mobile radio from 93/94 to 94/95 as discussed at Bilateral meeting.
- Regional budgets have not been finalised and therefore the planned 94/95 & 95/96 budgets may change.

## OPERATING COSTS - SUBJECTIVE ANALYSIS BY FUNCTION E000

FUNCTION : TOTAL REGION: SOUTH WESTERN

	ACTUAL 1992/93	BUDGET 1993/94	PLANNED 1994/95	PLANNED 1995/96
<b>SALARIES</b>				
Costs	13657	14460	13335	13065
Superannuation	1048	841	768	745
N.I.C.	1054	1345	1297	1267
Agency, Temps. & Other	532	167	650	640
Voluntary Severance	0	0	250	150
<b>WAGES</b>				
Costs	2451	2621	2325	2385
Superannuation	143	100	87	88
N.I.C.	185	237	211	214
Agency, Temps. & Other	219	20	10	10
Voluntary Severance	0	0	50	0
SUB-TOTAL	19289	19791	18983	18564
Travel & Subsistence	1445	1507	1500	1500
SUB-TOTAL STAFF	20734	21298	20483	20064
Consultants	1647	2415	1809	1758
P.L.C. Services	235	221	280	172
Other H. & C. Services	13527	10710	14279	13927
Equip. Tools & Mats.	6330	7071	6439	6239
Utilities	613	553	550	555
Other Costs	2800	3817	2844	2766
SUB-TOTAL OTHER	25152	24787	26201	25417
TOTAL REGIONAL	45886	46085	46684	45481
Inter-Regional Services	0	0	0	0
- Charges Paid	78	0	0	0
- Income Received	0	0	0	0
H.O & National Costs	1754	2931	3134	3134
TOTAL	47718	49016	49818	48615
CAPITAL EXPENDITURE	15962	14318	15857	15204
REVENUE EXPENDITURE	31756	34698	33961	33411
	47718	49016	49818	48615
=====				

<b>WORK CONTRACTED OUT</b>				
- Capital	9522	9819	11478	11936
- Revenue	5021	4653	4915	5111
	14543	14472	16393	17047
=====				
WORK CONTRACTED OUT	%	%	%	%
Capital	59.7	68.6	72.4	78.5
Revenue	15.8	13.4	14.5	15.3
TOTAL	30.5	29.5	32.9	35.1
=====				

## NOTES

1. 92/93 actual & 93/94 budget includes Nat Centre (Aerial Survey) but exclude Wheel Jane as agreed with Jim Victory.
2. Planned 1994/95 & 1995/96 excludes Wheel Jane & National Centre as agreed with Jim Victory.
3. Capital restructuring of £300K exclude from FP2, this represents slippage of Wessex private mobile radio from 93/94 to 94/95 as discussed at bilateral meeting.
4. Regional budgets have not been finalised and therefore the planned 94/95 & 95/96 budgets may change.

## OPERATING COSTS - SUBJECTIVE ANALYSIS BY FUNCTION

£000

## FUNCTION : WATER QUALITY

REGION: SOUTH WESTERN

	ACTUAL 1992/93	BUDGET 1993/94	PLANNED 1994/95	PLANNED 1995/96
-----				
SALARIES				
-----				
Costs	5400	5951	4829	4730
Superannuation	410	346	277	270
N.I.C.	422	554	472	459
Agency, Temps. & Other	198	69	237	233
Voluntary Severance			91	54
WAGES				
-----				
Costs	97	41	37	38
Superannuation	6	2	1	1
N.I.C.	6	4	3	3
Agency, Temps. & Other	10			
Voluntary Severance				
SUB-TOTAL	6549	6967	5947	5788
Travel & Subsistence	489	540	540	540
SUB-TOTAL STAFF	7038	7507	6487	6328
Consultants	204	931	191	184
P.L.C. Services	107	104	126	77
Other H. & C. Services	2131	1792	1936	1869
Equip. Tools & Mats.	2179	1724	2037	1970
Utilities	141	161	154	157
Other Costs	831	763	776	752
SUB-TOTAL OTHER	5593	5475	5220	5009
TOTAL REGIONAL	12631	12982	11707	11337
Inter-Regional Services				
- Charges Paid	66			
- Income Received				
H.O & National Costs	713	1407	1775	1775
TOTAL	13410	14389	13482	13112
=====				
CAPITAL EXPENDITURE	804	556	145	131
REVENUE EXPENDITURE	12606	13833	13337	12981
	13410	14389	13482	13112
=====				
WORK CONTRACTED OUT				
- Capital	37	189	217	225
- Revenue	2338	2077	2338	2431
	2375	2266	2555	2656
=====				
WORK CONTRACTED OUT	%	%	%	%
Capital	4.6	34.0	149.7	171.8
Revenue	18.5	15.0	17.5	18.7
TOTAL	17.7	15.7	19.0	20.3
=====				



## OPERATING COSTS - SUBJECTIVE ANALYSIS BY FUNCTION

£000

FUNCTION : FISHERIES

\* REGION: SOUTH WESTERN

	ACTUAL 1992/93	BUDGET 1993/94	PLANNED 1994/95	PLANNED 1995/96
-----				
SALARIES				
-----				
Costs	1350	1363	1334	1307
Superannuation	105	79	77	75
N.I.C.	104	127	131	127
Agency, Temps. & Other	46	16	65	64
Voluntary Severance			25	15
WAGES				
-----				
Costs	37	25	23	24
Superannuation	2	1	1	1
N.I.C.	3	2	3	3
Agency, Temps. & Other	4			
Voluntary Severance				
-----				
SUB-TOTAL	1651	1613	1659	1616
Travel & Subsistence	181	180	165	165
-----				
SUB-TOTAL STAFF	1832	1793	1824	1781
-----				
Consultants	19	6	11	10
P.L.C. Services	15	9	22	14
Other H. & C. Services	263	202	139	128
Equip. Tools & Mats.	553	353	323	299
Utilities	46	31	39	39
Other Costs	296	398	173	161
-----				
SUB-TOTAL OTHER	1192	999	707	651
-----				
TOTAL REGIONAL	3024	2792	2531	2432
-----				
Inter-Regional Services				
- Charges Paid				
- Income Received				
H.O & National Costs	382	453	369	369
-----				
TOTAL	3406	3245	2900	2801
-----				
CAPITAL EXPENDITURE	403	203	45	40
REVENUE EXPENDITURE	3003	3042	2855	2761
-----				
	3406	3245	2900	2801
-----				
WORK CONTRACTED OUT				
- Capital	11	69	22	22
- Revenue	247	231	201	209
-----				
	258	300	223	231
-----				
WORK CONTRACTED OUT	%	%	%	%
-----				
Capital	2.7	34.0	48.9	55.0
Revenue	8.2	7.6	7.0	7.6
-----				
TOTAL	7.6	9.2	7.7	8.2
-----				

## OPERATING COSTS - SUBJECTIVE ANALYSIS BY FUNCTION

£000

FUNCTION : RECREATION

REGION: SOUTH WESTERN

	ACTUAL 1992/93	BUDGET 1993/94	PLANNED 1994/95	PLANNED 1995/96
-----				
SALARIES				
-----				
Costs	106	65	65	63
Superannuation	8	4	5	5
N.I.C.	8	6	9	8
Agency, Temps. & Other	3	1	0	0
Voluntary Severance			2	1
WAGES				
-----				
Costs	4	3	2	2
Superannuation				
N.I.C.				
Agency, Temps. & Other				
Voluntary Severance				
-----				
SUB-TOTAL	129	79	83	79
Travel & Subsistence	13	9	9	9
-----				
SUB-TOTAL STAFF	142	88	92	88
-----				
Consultants	17	12	1	1
P.L.C. Services	1	0	3	2
Other H. & C. Services	26	8	32	31
Equip. Tools & Mats.	29	15	2	2
Utilities	4	1	1	1
Other Costs	21	21	1	1
-----				
SUB-TOTAL OTHER	98	57	40	38
-----				
TOTAL REGIONAL	240	145	132	126
-----				
Inter-Regional Services				
- Charges Paid				
- Income Received				
H.O. & National Costs	29	43	25	25
-----				
TOTAL	269	188	157	151
=====				
CAPITAL EXPENDITURE	42	18	2	2
REVENUE EXPENDITURE	227	170	155	149
-----				
	269	188	157	151
=====				
WORK CONTRACTED OUT				
- Capital	23	8	9	9
- Revenue	16	11	13	13
-----				
	39	19	22	22
=====				
WORK CONTRACTED OUT	%	%	%	%
-----				
Capital	54.8	44.4	450.0	450.0
Revenue	7.0	6.5	8.4	8.7
-----				
TOTAL	14.5	10.1	14.0	14.6
=====				

## OPERATING COSTS - SUBJECTIVE ANALYSIS BY FUNCTION £000

FUNCTION : CONSERVATION

REGION: SOUTH WESTERN

	ACTUAL 1992/93	BUDGET 1993/94	PLANNED 1994/95	PLANNED 1995/96
-----				
SALARIES				
-----				
Costs	185	208	264	262
Superannuation	15	12	18	17
N.I.C.	14	19	30	30
Agency, Temps. & Other	8	2	0	0
Voluntary Severance			6	4
WAGES				
-----				
Costs	3	0		
Superannuation				
N.I.C.				
Agency, Temps. & Other				
Voluntary Severance				
SUB-TOTAL	225	241	318	313
Travel & Subsistence	22	24	31	31
SUB-TOTAL STAFF	247	265	349	344
-----				
Consultants	18	1	3	4
P.L.C. Services	2	1	3	2
Other H. & C. Services	81	90	80	77
Equip. Tools & Mats.	46	20	8	10
Utilities	4	3	1	1
Other Costs	24	34	5	6
SUB-TOTAL OTHER	175	149	100	100
TOTAL REGIONAL	422	414	449	444
-----				
Inter-Regional Services				
- Charges Paid				
- Income Received				
H.O. & National Costs	23	100	150	150
TOTAL	445	514	599	594
-----				
CAPITAL EXPENDITURE	52	8	2	2
REVENUE EXPENDITURE	393	506	597	592
	445	514	599	594
-----				
WORK CONTRACTED OUT				
- Capital	38	1	1	1
- Revenue	74	57	30	31
	112	58	31	32
-----				
WORK CONTRACTED OUT	%	%	%	%
-----				
Capital	73.1	12.5	50.0	50.0
Revenue	18.8	11.3	5.0	5.2
TOTAL	25.2	11.3	5.2	5.4
-----				

OPERATING COSTS - SUBJECTIVE ANALYSIS BY FUNCTION £000

FUNCTION : NAVIGATION

REGION:

	ACTUAL 1992/93	BUDGET 1993/94	PLANNED 1994/95	PLANNED 1995/96
SALARIES				
Costs				
Superannuation				
N.I.C.				
Agency, Temps. & Other				
Voluntary Severance				
WAGES				
Costs				
Superannuation				
N.I.C.				
Agency, Temps. & Other				
Voluntary Severance				
SUB-TOTAL	0	0	0	0
Travel & Subsistence				
SUB-TOTAL STAFF	0	0	0	0
Consultants				
P.L.C. Services				
Other M. & C. Services				
Equip. Tools & Mats.				
Utilities				
Other Costs				
SUB-TOTAL OTHER	0	0	0	0
TOTAL REGIONAL	0	0	0	0
Inter-Regional Services				
- Charges Paid				
- Income Received				
H.O & National Costs				
TOTAL	0	0	0	0
CAPITAL EXPENDITURE				
REVENUE EXPENDITURE	0	0	0	0
WORK CONTRACTED OUT				
- Capital				
- Revenue	0	0	0	0
WORK CONTRACTED OUT	%	%	%	%
Capital	ERR	ERR	ERR	ERR
Revenue	ERR	ERR	ERR	ERR
TOTAL	ERR	ERR	ERR	ERR

## OPERATING COSTS - SUBJECTIVE ANALYSIS BY FUNCTION

£000

FUNCTION : WATER RESOURCES

REGION: SOUTH WESTERN

	ACTUAL 1992/93	BUDGET 1993/94	PLANNED 1994/95	PLANNED 1995/96
SALARIES				
Costs	2788	2958	2735	2680
Superannuation	215	172	159	153
N.I.C.	217	275	266	260
Agency, Temps. & Other	99	34	133	132
Voluntary Severance			51	31
WAGES				
Costs	129	90	81	82
Superannuation	6	3	3	3
N.I.C.	9	8	7	7
Agency, Temps. & Other	18			
Voluntary Severance				
SUB-TOTAL	3481	3540	3435	3348
Travel & Subsistence	285	316	275	275
SUB-TOTAL STAFF	3766	3856	3710	3623
Consultants	368	356	447	445
P.L.C. Services	55	55	64	40
Other M. & C. Services	895	1917	796	951
Equip. Tools & Mats.	961	572	1168	1162
Utilities	74	91	88	88
Other Costs	565	671	686	683
SUB-TOTAL OTHER	2918	3662	3249	3369
TOTAL REGIONAL	6684	7518	6959	6992
Inter-Regional Services				
- Charges Paid	12			
- Income Received				
H.O & National Costs	235	467	268	268
TOTAL	6931	7985	7227	7260
=====				
CAPITAL EXPENDITURE	958	1343	878	960
REVENUE EXPENDITURE	5973	6642	6349	6300
	6931	7985	7227	7260
=====				
WORK CONTRACTED OUT				
- Capital	316	1399	1206	1254
- Revenue	984	839	867	902
	1300	2238	2073	2156
=====				
WORK CONTRACTED OUT	%	%	%	%
Capital	33.0	104.2	137.4	130.6
Revenue	16.5	12.6	13.7	14.3
TOTAL	18.8	28.0	28.7	29.7
=====				

## OPERATING COSTS - SUBJECTIVE ANALYSIS BY FUNCTION

£000

## FUNCTION : FLOOD DEFENCE

REGION: SOUTH WESTERN

	ACTUAL 1992/93	BUDGET 1993/94	PLANNED 1994/95	PLANNED 1995/96
SALARIES				
Costs	3828	3915	4108	4023
Superannuation	295	228	232	225
N.I.C.	289	364	389	383
Agency, Temps. & Other	178	45	215	211
Voluntary Severance			75	45
WAGES				
Costs	2181	2462	2182	2239
Superannuation	129	94	82	83
N.I.C.	167	223	198	201
Agency, Temps. & Other	187	20	10	10
Voluntary Severance	0	0	50	
SUB-TOTAL	7254	7351	7541	7420
Travel & Subsistence	455	438	480	480
SUB-TOTAL STAFF	7709	7789	8021	7900
Consultants	1021	1109	1156	1114
P.L.C. Services	55	52	62	37
Other H. & C. Services	10131	6701	11296	10871
Equip. Tools & Mats.	2562	4387	2901	2796
Utilities	344	266	267	269
Other Costs	1063	1930	1203	1163
SUB-TOTAL OTHER	15176	14445	16885	16250
TOTAL REGIONAL	22885	22234	24906	24150
Inter-Regional Services				
- Charges Paid				
- Income Received				
H.O & National Costs	372	461	547	547
TOTAL	23257	22695	25453	24697
CAPITAL EXPENDITURE				
REVENUE EXPENDITURE	13703	12190	14785	14069
	9554	10505	10668	10628
	23257	22695	25453	24697
WORK CONTRACTED OUT				
- Capital	9097	8153	10023	10425
- Revenue	1362	1438	1466	1525
	10459	9591	11489	11950
WORK CONTRACTED OUT				
	%	%	%	%
Capital	66.4	66.9	67.8	74.1
Revenue	14.3	13.7	13.7	14.3
TOTAL	45.0	42.3	45.1	48.4

## CORPORATE PLAN 1994/95 - FORM FP3

## INCOME ANALYSIS

## REGION : SOUTH WESTERN

£000

	ACTUAL 1992/93	BUDGET 1993/94	PLANNED 1994/95	PLANNED 1995/96
<b>WATER QUALITY</b>				
Charging for Discharges				
- Application Fee	128	165	150	155
- Annual Consent	4668	5357	5200	5265
H.M.I.P./ I.P.C.Consents				
- Application Fee		5	5	5
- Annual Consent		10	50	50
Waste Site Licensing		0	200	205
Pollution Incidents	152	120	120	120
Other	264	108	50	50
Total	5212	5765	5775	5850
<b>FISHERIES</b>				
Rod Licences				
- Salmon & Migratory	105	128	100	102
- Coarse & Trout	520	651	700	714
Commercial Licences	15	18	20	20
Fish Sales	0	0	0	0
Other	65	13	30	30
Total	705	810	850	866
<b>RECREATION</b>	82	81	66	66
<b>CONSERVATION</b>	17	1	1	1
<b>NAVIGATION</b>				
Boat Licences				
Tolls				
Other				
Total	0	0	0	0
<b>TOTAL GRANT AIDED</b>	6016	6657	6692	6783
<b>WATER RESOURCES</b>				
Abstraction Charges	7176	7444	7021	7890
Interest Received	344	190	130	75
Other	178	64	0	0
Total	7698	7698	7151	7965
<b>FLOOD DEFENCE</b>				
Levies/GDC	16123	16432	16545	17610
MAFF/W.O. Grants	6342	5073	5918	5680
L.D. Consents	13	20	20	20
Interest Received	679	290	360	230
Rechargeable Works	98	30	0	0
Other	473	150	1099	930
Total	23728	21995	23942	24470
<b>MEMORANDA</b>				
Interest in G.A.Services	83	0	0	0
Asset Sales in All Services	81	60	50	50
EC Grants in All Services	0	0	0	0
(See Form FP3a )				

[illegible]



**FUNCTION : WATER QUALITY**

REGION: SOUTHWESTERN

## PROGRAMME

SITE  
NAME

PROJECT TITLE

PRIOR  
YEARS

1994/95

1995/96

1996/97

1997/98

LATER  
TEARS

PROJECTS UNDER \$25,000  
ALLOCATION OF MULTIFUNCTIONAL CAPITAL  
TOTAL FUNCTION CAPITAL EXPENDITURE  
(TO AGREE WITH PP2)

```
XXXXXXXXXX:      0 :      0 x      0 z      0 :XXXXXXXXXXXX:
XXXXXXXXXXX:    145 :     131 :     131 :    131 :XXXXXXXXXXXX:
-----|-----|-----|-----|-----|
          0 z    145 :     131 f     131 :    131 :      0 :
```

### SUMMARY OF PROPOSED CAPITAL PROJECTS

1000

**FUNCTION : FISHERIES**

REGION: SOUTHWESTERN

[illegible]









## SUMMARY OF PROPOSED CAPITAL PROJECTS

E000

FUNCTION : FLOOD DEFENCE

REGION: SOUTHWESTERN

PROGRAMME	SITE NAME	PROJECT TITLE	PRIOR YEARS	1994/95	1995/96	1996/97	1997/98	LATER YEARS
		SHORELINE MANAGEMENT		100	100	100	100	200
		OTHER	823			3070	5500	5500
		TRURO	760	100				
		BOSCASTLE			300			
		LAHIVET			100			
		PENRYN, FRANK STREAM	473	350				
		PERRANPORTH-PERRAN CORSE			820	480		
		POLVERTO			750	750		
		WADKESRIDGE 3D	520	100				
		NEWTON POPPLEFORD			500			
		OTTERTY ST MART	300	800				
		SW ILFRACORSE			800			
		TADDIPORT		250				
		HARBETONFORD		180				
		BRAUNTON TIDAL DEFENCES	400	900				
		BIDEFORD URBAN 2		250				
		BIDEFORD URBAN 3		100				
		APFLEDORRE		500	500			
		RAMPTON		250	800			
		TOPSRAM			300	700		
		BIDEFORD URBAN 4C		1500	880			
		BIDEFORD URBAN 4D		120				
		AIMMOUTH				500		
		DEVELOPMENT AND FLOOD RISK		500				
		WIMBORNE FAS	120	240				
		BRANMOON						300
		STOURPAINE FAS				120	120	
		RIVER WET FAS					500	
		R. FROME - MAIDEN NEWTON FAS				190	280	
		R. MADDER - W. HARNHAM TO WILTON					100	100
		R. STOUR - LONGHAM TO CANFORD						940
		R. STOUR - CUT HILL TO TRILL BRIDGE						400
		R. AVON - UPFAMON TO MARDEN					300	200
		JARNE TIDAL FLOOD EMBANKMENTS					200	440
		SWINHAM TIDAL FLOOD EMBANKMENTS					200	440
		POOLE SEA DEFENCES				150		
		PRESTON SEA WALL, WEYMOUTH		2450	2380			
		LOWER AVON FAS	100	150	390	170		
		CHISWELL GABION PROTECTION		570				
		WEYMOUTH HARBOUR TIDAL DEFENCE					250	250
		DOWNTON FAS						200
		STURMINSTER NEWTON FAS						230
		CHRISTCHURCH HARBOUR TIDAL DEFENCES				750		
		WISCANTON FAS						120
		RIMWOOD FAS						100
		GILLINGHAM FAS						390
		NORTMOOR PUMPING STATION	197	350				
		BRIDGWATER TO BURROWBRIDGE FUTURE STAGE		150	150	200		
		HILLFARRANCE FAS			300			
		RIVER TONE IN TAUNTON PH4/5		143				
		ISLE FAS					140	330
		CREECH RING BANKS						460
		BREAN SEA DEFENCES			740			
		CONGRESSBURY TEO BANK STRENGTHENING			420			
		DUNBALL SLUICE REFURBISHMENT	264	120				
		PARRETT ESTUARY BANKS PH5	160	260				
		WIMBEHEAD SEA DEFENCES				2000	2000	2000
		PRICE COTTAGES TO COLDBARBOUR BANK				260		
		BRIDGWATER TO COMEWICH				50	390	
		WICKMOOR PUMP SCHEME						720
		STONE UPSTREAM OF TAUNTON						400
		WILLITON FAS						200
		STOLFORD TO STEART SEA DEFENCE		150				
		PARK BROOK & KINGSLIFFE STREAM						240
		KEEN ROAD BRIDGE		100				
		MURDITCHES SEA DEFENCE			440	220		
		UPHILL FILL AND AXE TIDAL BANKS						350
		LILSTOCK SEA DEFENCE			100			
		PARRETT BOW BRIDGE						440
		LEVELS & MOORS: FUTURE SCHEMES		100	100			
		BRUE FILL TIDAL BANKS STABILISATION			200		100	
		UPPER BRUE BANK STRENGTHENING						100
		BREAN CROSS SLUICE REFURBISHMENT		125				
		CHEW MAGRA FAS		115				
		MELKESHAM FAS			100			
		AVON MILL GATE		100				
		AVON WEIR GATE		100				
		MCEC. & ELEC. REFURBISHMENT		25	150	150	150	300
		URBAN FLOOD ALLEVIATION SCHEMES			50	150	150	300
		ASSET SURVEY		200				
		SALARY & FEES		1800	1800	1800	1800	1800
		EMERGENCY RESPONSE		150	150			
		PROJECTS UNDER £100,000	XXXXXXXX	383	365	325	315	XXXXXXXX
		ALLOCATION OF MULTIFUNCTIONAL CAPITAL	XXXXXXXX	784	714	714	714	XXXXXXXX
		TOTAL FUNCTION CAPITAL EXPENDITURE		3957	14785	14069	12739	13309
		(TO AGREE WITH FP2)						

