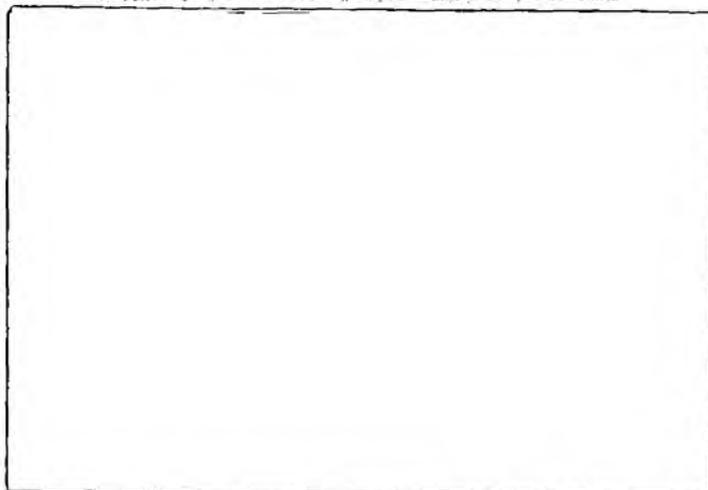


# 1994/95 CORPORATE PLAN



SUBMISSION BY THAMES REGION

OUR FORWARD LOOK FOR 1994/95 - 1995/96

JANUARY 1994



NRA

*National Rivers Authority*

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## ANNEXES

- Output and Performance Measures
- Manpower Planning *(to follow)*
- Financial Planning



ENVIRONMENT AGENCY

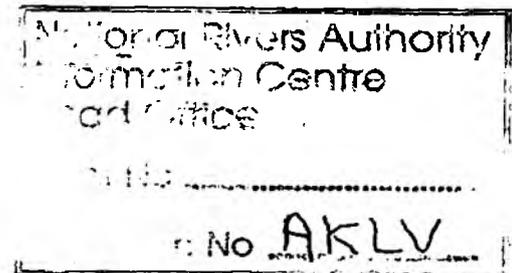
## GLOSSARY OF SOME ACRONYMS

ALF	Alleviation of Low Flows
AMP	Asset Management Plan
AQC	Analytical Quality Control
BW	British Waterways
CC	County Council
CF	Cross-functional
CMP	Catchment Management Plan
CPU	Central Processing Unit
DC	District Council
EC	European Commission/Community
ENVAGE	Environment Agency
FAS	Flood Alleviation Scheme
GIS	Geographical Information System
GQA	General Quality Assessment
HE	House Equivalent
IAS	Integrated Accounting System
IHWF	In-house Workforce
ISSG	Information Systems Steering Group
LAN	Local Area Network
NALD	National Abstraction Licensing Database
NWC	National Water Council
PES	Project Engineering Services
PMIS	Payroll Management Information System
PS	Personnel System
RMT	Regional Management Team
RQO	River Quality Objective
SARF	Special Assets Replacement Fund
SWORP	South West Oxfordshire Reservoir Proposal
SWQO	Statutory Water Quality Objective
TIMS	Tideway Information Management System
TWUL	Thames Water Utilities Limited
VFM	Value for Money
WAMS	Water Archive & Monitoring System

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ENVIRONMENT AGENCY



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## 1. RGM's EXECUTIVE SUMMARY

### 1.1 Progress 1993/94

#### 1.1.1 Overview

The first nine months of the year have seen several outstanding successes within the Region, tempered by some shortfalls in progressing certain projects. In most cases delays have arisen from circumstances beyond our control although, perhaps, initial over-optimism has contributed.

#### 1.1.2 Successes

It is particularly pleasing to note that our major successes have been spread across the range of functions:

- Completion of River Ver low flow alleviation scheme.
- Major contribution to the debate surrounding the TWUL proposed reservoir, the SWORP.
- Best overall water quality for many years.
- Excellent emergency response, especially to the increased frequency of flooding incidents experienced of late.
- A record run of Salmon in the Thames and construction of eight fish passes.
- Extension of the Thames Path.
- Receipt of two major awards for landscape work.
- Commencement of the rebuilding of Hambleden Lock.

All this has been achieved despite much managerial effort having to be given, initially, to restructuring of the Region and, latterly, to preparations for market testing. Preparing the IHWF and PES for market testing has been especially onerous.

#### 1.1.3 Shortfalls

The major failure of the year has been our inability to progress flood defence capital expenditure at the rate originally planned. Continuing problems regarding land acquisition and the disruptive impact of reorganisation and market testing simultaneously impacting on engineering services were not adequately allowed for in our plans. The opportunity has been taken to carry out a thorough review of project management practices.

A lesser shortcoming has been a perceived relative lack of responsiveness, whether to planning application consultations, MP's letters or navigation queries. In most cases, delay is a result of the complexity of the issue raised but it is acknowledged that a need exists to optimise matters under our control and to emphasise more the quality of the actual standard of service provided.

Other facets of performance where progress has not met our plans include:

- SWQOs where government delay has impeded progress.
- Relief of urban flooding (at sites such as the Silk Stream) where finding a solution to meet MAFF cost-benefit criteria has been hard.
- Resolution of the long-term debtor situation which is however greatly influenced by the pre-vesting day debt with Surrey County Council, although our performance regarding short-term debtors is currently good.

- The aspiration to eliminate over five years all non-urban class 3 NWC rivers (26km in length), where government restrictions on AMP funding have prevented, and are likely to continue to prevent, achievement of this objective.

#### **1.1.4 Management and staff**

The greatest success has been the ability of our managers, with full support from their staff, to:

- Continue to deliver the day to day operational service to the required standards.
- Respond capably to the increased frequency, especially lately, of emergency incidents.
- Move with the ever increasing rate of change in which we operate.
- Contribute to national initiatives.

1993/94 has been a very successful year in Thames Region.

## **1.2 Key Issues and Priorities 1994/95**

### **1.2.1 Overview**

Many of the key issues facing the Region remain as last year but are brought more sharply into focus by progress through 1993 on matters such as the setting up of ENVAGE, market testing and our initial experience of Area-based working. During 1993 there have been many temptations to distract us from our 'making a difference' river bank targets. In the coming year these distractions will intensify but we are determined to continue improving the environment. As mentioned earlier, our 'on the ground' progress in 1993 has been considerable. The improved water quality must be maintained. Our emergency response must remain excellent.

Our priorities may be divided into two categories: those relating to the whole gamut of organisational structure, cultural framework etc and those relating to key operational achievement. The two are inseparable: success in the former is a prerequisite to effective, efficient VFM success in the latter.

### **1.2.2 Organisational Priorities**

Key tasks are:

- Building on our successful transition to an organisation based on three Areas supported by an effective Regional office. Some optimisation of the Area-Centre relationship remains to be done.
- Managing significant reductions in expenditure and manning. Thames will be the only Region employing substantially less people during the plan period than were inherited in the transition to the NRA.
- Handling the market testing programme in an orderly way. Our experience to date, eg the division of the IHWF between the Noble number and the balance, has not always been comfortable and in 1994/95 we are tasked to progress on many fronts simultaneously. The market testing challenge in the Thames Region is by far the greatest in the NRA during the plan period.
- Developing links with our counterparts in HMIP and the waste regulation authorities in anticipation of ENVAGE.
- Continuing to develop a 'Can Do' culture, to meet Citizens Charter standards, the rigours of market testing etc through such as appropriate staff development programmes.

### 1.2.3. Operational Priorities

On a functional basis, our priorities are thus:

**Water Resources:** continuing preparation of a regional water resources development strategy to alleviate forecast supply shortfalls (including ongoing work regarding the now delayed, but not cancelled, new reservoir proposal by TWUL for Southwest Oxfordshire and new work on environmental impacts of a possible Severn-Thames transfer). Implementing solutions to the outstanding River Misbourne ALF scheme and investigating other alleged low flow rivers. Day to day control of the River Thames itself also remains a critical measure of NRA success.

**Water Quality:** maintaining the marked improvement in river quality throughout the Region achieved over the past two years, through continuing influence over dischargers, a vigorous prosecution policy and pollution prevention programmes both of type and location. Development of SWQOs in two pilot catchments in concert with catchment management plans is a parallel strategic objective. Our sampling programme will be reviewed in accordance with national guidelines.

**Flood Defence:** continuing to respond speedily and effectively to incidents of flooding. We will also place a high priority on successful prevention of flooding, both by properly planned maintenance and by the continuing capital programme of alleviation schemes. The Thames Barrier remains the NRA's single most critical asset. Assuming a favourable outcome to the inquiry, progressing the Maidenhead scheme is of paramount importance. We will also be looking to develop a strategy to mitigate urban flooding in cases (eg Mimmshall Brook) where the formal benefit-cost ratio is unfavourable but political reality requires a solution. Present indications are that S105 surveys may require significant funding: an appropriate schedule of surveys will be developed. A developing feature of flood defence will be ensuring that the significant efficiency improvements now coming through, including the voluntary severance of nearly 100 manual staff, are appreciated both elsewhere in the NRA and externally. We sometimes find handling good news difficult.

**Fisheries:** improving degraded habitats across the Region and playing a full part in the financing strategy to be defined in the coming years.

**Recreation:** progressing the River Thames Recreation Strategy project, ensuring the safety of the public across all structures under our management and continuing to contribute seed corn assistance to the range of recreational bodies in the Region.

**Conservation:** continuing to input to all significant river works in the Region with particular regard to environmental assessment requirements and consolidating on the recent development of conservation as a key influence in the planning process.

**Navigation:** maintaining the country's most intensively used navigation service. Completing the major rebuilding of Hambleden Lock and setting navigation finances on a stable and equitable base. Planning and consulting over the next phase of the lock enlargement programme. Implementing updated byelaws and developing the Boat Safety Scheme.

Looking at all functions and cross-functional priorities, we are especially concerned to:

- Sustain levels of service throughout our work.
- Explore further 'on the ground' cross-functional working.
- Sustain our already significant input to local authority development plans.
- Improve our responsiveness to planning application consultations.
- Progress both the review of all catchments by 1995/96 and the production of full-blown catchment management plans.

- Continue our programmes of employee development.
- Sustain our pro-active public relations efforts.

Finally, whilst acknowledging the challenges chronicled above, the paramount importance of continuing to respond excellently to day to day incidents both of pollution and of flooding must not be overlooked. We are now geared in Thames Region to face all the above challenges but this will necessarily involve an even greater dedication from all of us.

### 1.3 Use of Resources

#### 1.3.1 Overview

Indicative expenditure for 1994/95 is set at £68.5 million. On a 'like for like' basis, after excluding Flood Defence capital expenditure, the reality of 1994/95 is an approximate 10% across the board real reduction in expenditure compared with original 1993/94 budgetary values. In 1995/96 a further 2% reduction is indicated for the GIA functions. Both reductions impact similarly on individual GIA functions following the requested and accepted virement in favour of Recreation. Movement of funds to the latter protects a function prominent in Thames Region.

The challenge of maintaining outputs under this scenario is being met by various means:

- Focusing attention on what is mandatory.
- Introducing a zero based budgeting approach to ensure all budgets are rigorously reviewed and fully justified.
- Developing additional ways of sharing resources whether between sections, departments, areas, regions, or through cross-functional working: in a nutshell working more efficiently.

As a consequence of the above, we are confident that, in 1994/95 at least, main outputs can be maintained and the required regional contribution made to national developments. In 1995/96 the additional 2% real cut will begin to have noticeable impact: this is borne out not only by the accompanying suite of OPM measures but also by the unstated, but real, deterioration of standards that may begin. For example, if the financial pressure results, say, in a reduction in planning liaison resource, consultations may still be responded to in due time but the quality (width and depth) of the response may be reduced.

It should be noted that a variety of multi-functional spending needs will exert financial pressure especially in 1994/95. Delays in 1993/94 to the IAS/PS and WAMS projects have shifted expenditure to 1994/95 which together with some short term double-running of accommodation costs have exacerbated the budgetary tightness, although a reduction in IS regional initiatives in line with national policy has eased the position to a limited extent.

It is not possible yet to be certain as to whether the overriding need to protect Water Quality outputs will require any virement of GIA from FRCN functions in 1995/96: no such virement has been made at this time. This would impact on performance and could result in a loss of confidence from our FRCN customers.

#### 1.3.2 Input Resource - Finance

Both the anticipated flood defence levy and abstraction charges regime in 1994/95 show significant decreases compared with 1993/94, in accordance with the various directives to run down balances. As a consequence 1995/96 charges show sharp increases compared with 1994/95 although not in comparison with 1993/94.

We will seek to maintain our contribution, in terms of number of rod licence sales, by a more targeted use of bailiffs to combat any sales erosion arising from the revised national tariff. Every endeavour will continue to be made to maximise income from such as navigation accommodations and recreation assets. The real reduction in Head Office costs allocated to the Navigation function will assist government aims of greater self-sufficiency in funding by making it easier to achieve and to sell to river users.

Recent guidance on the acquisition of EC funds has proved both timely and stimulating. One 'River Restoration project' is already being developed in conjunction with outside parties and we will be looking to utilise such funds provided the interests of the NRA are not compromised.

### *1.3.3 Input Resource - Staff*

The July 1993 directive to reduce the overall employee control total from 1478 to 1400 FTE from 31st March 1994 gave further impetus to our ongoing review of staff numbers. The move to an Area-based structure was a catalyst to examine the need for many individual posts and the introduction of a voluntary severance scheme has assisted this process. Management of employee numbers will continue to be a very high priority: this topic is the subject of a weekly report to RMT members. Particular emphasis will continue to be placed upon rigorous examination of the business case for temporary staff. We have made substantial progress in producing efficiency savings through use of the severance scheme and our manpower numbers will be substantially less than those inherited in 1989: the only management unit in the NRA to achieve this.

### *1.3.4 External Risks*

Some key caveats must be entered regarding threats to the achievement of our objectives, which are not within the Region's control.

The first concerns manpower numbers. The plan has been drawn up on the basis of an allowable total of 1400 FTE, complemented and uncomplemented posts, prior to known adjustments such as laboratory staff numbers. Any change to this scenario (to be agreed after 21st January) may impact on specific targets in the plan.

The second concerns the management of capital expenditure, in particular Water Resources capital. We would have wished to have been permitted to differentiate between the capital programme and the capital budget, the former exceeding the latter by a proportion equating to a pragmatic view of likely slippage. The budget for 1994/95, £1500k, may not be achievable for several reasons:

- Absence of any general allowance for programme slippage referred to above.
- Delay or inability to obtain various DoE approvals. The River Misbourne ALF scheme with an overall cost of some £8m is key in this respect: delay or cancellation of the project will impact upon the £130k included in the 1994/95 programme/budget.
- The forthcoming market testing of hydrometry.

Thirdly, our general ability to deliver planned levels of capital expenditure across all functions has several hurdles to surmount eg the Maidenhead FAS (the DoE inquiry decision) and Mimmsshall Brook FAS (MAFF approval). Other threats arise from AMP, regarding the funding of ALF schemes (and also Water Quality improvements) and, additionally, from the externalisation of PES.

## 2. EFFECTIVE SERVICE DELIVERY

### 2.1 Regional Organisation

Following the directive that regions restructure on an Area basis, Thames Region was reorganised into three Areas (plus a Regional centre) from May 1993. The fundamental tenet of the reorganisation was that as many activities as possible should be Area-based other than where an exceptional case could be substantiated, usually on grounds of critical mass, for retention of resources in the Centre.

The opportunity was also taken to establish in each Area cross-functional catchment management teams to cater for forward issues such as catchment management plans and planning liaison work.

A further policy decision was taken that all three Areas should have separate offices away from Reading, to enable easier establishment of local identity. This move will be completed by March 1994 when all relevant staff will have been relocated into the recently leased West Area office at Wallingford. South East and North East Area offices are located at Sunbury and Rickmansworth, respectively.

One aim of the reorganisation was to minimise disruption to staff, unless impossible to avoid. In the event minimum relocation and additional travelling time have both been achieved.

At the Centre, where it is practical to dedicate staff to individual Areas, this has been done.

The only outstanding organisational or logistical tasks to be completed are the move to Wallingford mentioned above plus consequent office moves within the Reading complex and the release of office space in Reading mentioned below. It is anticipated also that, by March 1994, the full supporting IS infrastructure will be in place.

### 2.2 Accommodation and Infrastructure

The estates strategy for the Region is, as far as is practical, to provide accommodation on a single site for the senior management of each of the three Areas, separate from the Regional office in Reading. Client and provider staff are also physically separated where possible.

To support the strategy, Area offices were leased in 1993/94 at Rickmansworth (North East Area) and Wallingford (West Area). No further *acquisitions* of accommodation are planned.

The following *disposals* (actual or potential) are planned:

- *Amersham* - 1250 sq. ft. offices: nil value leasehold currently used by pollution control staff who will be relocated to Rickmansworth in January 1994.
- *Reading (8th Floor Reading Bridge House)* - 11345 sq. ft. offices: negative open market value leasehold now on market. Currently occupied by, in the main, PES staff scheduled for externalisation 1994/95. Outlook for rapid disposal is poor. If no realistic expectation of disposal exists in August 1994, then consideration will be given to exercising the tenants only option to determine the lease of 9655 sq. ft. of offices at Napier Court, Reading. (The latter lease may be determined in February 1995 subject to six months notice).

- *Romford* - approximately 6800 sq. ft. offices and workshops: unused since before vesting day. Open market value of £105k or annual rental of some £18k is being sought.

In addition, continued use of a depot at *Hanwell (Brent House)* comprising some 2650 sq. ft. is under review as it is the only property in the Region where the open market value (£200k) significantly exceeds the existing use value (£46k).

## 2.3 Market Testing and Environment Agency

### 2.3.1 Market Testing

A great deal of managerial effort has been expended to put in place regional strategies and plans, within the national framework, to progress market testing for the following areas:

#### 1993/94 activities:

*In-house Workforce:* much work, including the voluntary severances mentioned earlier, has been carried out to improve the economic viability of the IHWF. Tenders, including an in-house bid, will be invited in June 1994 for workload not covered by the emergency workforce. Subject to approval processes it is anticipated that contracts will be awarded in October 1994. Significant effort will be devoted to drawing up contract documents and to establishing arrangements for the workforce should the in-house bid be unsuccessful. On the client side a review of resources will ensure effective arrangements to manage and monitor the new contracts.

*Transport and Mobile Plant Maintenance:* external contracts will be let, according to the national project plan, for the 10% of transport maintenance that is currently carried out in-house. The maintenance of mobile plant is more complicated as it depends upon the future of the in-house workforce. Award of contracts will run in parallel to the programme above.

*Project Engineering Services:* the national deadline for the award of the takeover contract is March 1994 with full implementation by May 1994. The Region understands this timetable is subject to review. Meanwhile the Region will continue to press for separate regional contracts.

*Miscellaneous Support Services:* owing to the considerable amount of work already procured externally within those services being market tested currently, impact on the Region will not be significant.

In 1994/95 the Region will continue to support the national laboratory service, part of which is located at Fobney. It should be noted that IS support to the laboratory in 1993/94 has impacted adversely on the rest of the IS programme. Support services across the Region will be adjusted in line with changes in client requirements, but following the laboratory/IS experience it is not possible to be precise regarding detailed consequences.

#### 1994/95 activities:

Activities will be market tested in accordance with national timescales under the auspices of a market testing project manager. Support will be given to national initiatives, development of service level agreements between appropriate parties and the determination of costings for comparison with external agencies.

### 2.3.2 ENVAGE

The Region has established contacts with HMIP and the Waste Regulation organisations in order to understand each others' roles. These contacts will be extended and consolidated by a series of liaison meetings which will be arranged throughout the year. The peculiar position of the London Waste Regulation Authority is one which needs to be recognised. It is unique and possesses a considerable reservoir of skills and knowledge which will become available to ENVAGE. Issues which will need to be addressed, and which will eventually require national guidelines, are:

- Discussions on the structure of ENVAGE and the role of the present and future statutory committees.
- Regional/Area boundaries and how these can be merged and rationalised across the three primary functions of ENVAGE.
- Identification of any overlap in regulation between the functions and how co-operation could ensure regulatory effort is minimised.
- Working relationships between ENVAGE and the planning responsibilities of local authorities.
- Harmonisation of methods of working and employee terms and conditions.

The Region will be led by national initiatives, but by continuing discussion with the relevant people in the South East, will seek to ensure that evolution to ENVAGE is achieved with minimal disruption to environmental work. It is important to emphasise that river catchments are the best possible geographical building blocks for the new body and many practical problems will arise if organisational boundaries are not co-terminous with them, preferably with the existing Areas. It is of crucial importance that Thames Region as a whole is not divided between separate managerial units in the new body.

### 3. TOP PRIORITY CORE FUNCTION TARGETS

#### 3.1 Functional Priorities

##### 3.1.1 Introduction

It is understood that the defined set of 'Continuing Activities' and 'Must Do' initiatives must be fulfilled. In general, therefore, the following functional priorities do not restate each of these, the lists being confined to priority issues specific to Thames Region.

##### 3.1.2 Water Resources

- To formulate a long term strategy of environmental monitoring and research to establish necessary constraints and controls over any future proposal on SWORP given the recent TWUL announcement to delay the scheme.
- To identify and lead further investigation and, if appropriate, to set up a working party with Severn Trent Region, to establish a regional position on Severn-Thames transfer.
- To seek approval of Head Office/DoE for the implementation of ALF schemes for the Misbourne and for the Wey at Alton.
- To publish a regional consultation document for the water resources development strategy.
- To establish and commence a programme of investigations for possible further ALF schemes.
- To determine a new abstraction licence and to conclude a new operating agreement, simultaneously, for TWUL's North London Artificial Recharge Schemes.
- To advise the first 'scientific' Minimum Acceptable Flow in Thames Region, for the River Kennet at Knighton, and utilise it in reviewing the Axford licence, using the Kennet catchment management plan as reference.
- To produce a draft strategy for the control of rising groundwater under London.
- To define protection zones around 75% of designated groundwater sources.
- To implement WAMS in accordance with national timescales.

##### 3.1.3 Water Quality

###### *SWQOs:*

- To consult and implement SWQOs in two pilot catchments and prepare plans for a further three catchments, if DoE approval is given.
- To report water quality by the new general quality assessment scheme.
- To undertake contingent valuation studies for two rivers in the Region to determine the costs/benefits of water quality improvements.

###### *AMP2:*

- To continue to liaise with TWUL on its capital programme for the next ten years and to provide information on our requirements including identification as to where best environmental gains can be achieved.
- To ensure that new EC directive requirements are incorporated in a way that is of benefit to the environment.

###### *Water quality monitoring:*

- To review the sampling programme in the light of national guidelines to ensure compliance with national policy.

- To increase monitoring to ensure that sufficient data is available to designate eutrophic sensitive areas in the next review in 1997.

*WAMS:*

- To implement WAMS in accordance with national timescales.

*Pollution prevention:*

- To continue the Region's pollution prevention initiatives in order to reduce the incidence of sporadic pollution.

*General:*

- To give greater emphasis to efficiency by contracting out specific projects mainly in the form of operational investigations particularly in the biological and groundwater functional areas, eg to formulate a directory of contaminated sites within the Region to assist in groundwater pollution prevention and monitoring.
- To continue time of travel studies in order to improve our knowledge of the catchment.

Unfunded needs

- No resource has been provided for the instrumentation evaluation facility at Fobney. £70k is needed to keep this open for 1994/95. This work is also an example of inter-regional sharing of expertise with South Western Region (the National Instrumentation Centre).
- It should also be noted, as highlighted in the 1993/94 Regional Plan, that insufficient staff resource is available to users for WAMS to be implemented without adverse effect on other work. Some projects will be delayed as a consequence, eg TIMS.

*3.1.4 Flood Defence*

- To strengthen project management practices to ensure achievement of the outturn capital expenditure forecast made at the start of each financial year.
- To make arrangements for flood defence funding that meet national requirements for balances and reduction of the SARF.
- To finalise arrangements for allocations of capital schemes to PES, Thames Engineering Group, term consultant and individual consultant firms.
- To devise means of demonstrating the viability of urban flood alleviation schemes where the economic case is not clear.
- To ensure that watercourse maintenance is undertaken in an effective and targeted manner under new market testing arrangements.
- To establish and initiate a work programme to satisfy the requirement of S105 (Circular 30/92).
- To plan for and initiate introduction of national emergency response Levels of Service.
- To introduce an Asset Management System within the Region, based on that piloted in North East Area.
- To continue to progress a standards of service database.
- To finalise regional telemetry requirements for flood warning.
- To finalise the flood warning assessment reports for all catchments in the Region.
- To update regional arrangements for compliance with the Reservoirs Act.
- To arrange for two post project appraisals of flood defence schemes.
- To pursue opportunities for environmental enhancement in flood defence works.

### **3.1.5 Fisheries**

- To restore environmentally degraded rivers, through a survey programme to identify degradation and a subsequent enhancement programme.
- To assist in maintaining national Fisheries income, given probable resistance to increased charges, through targeted deployment of bailiffs.
- To ensure fisheries requirements of flood defence maintenance works are met adequately under a market testing regime.
- To secure funding to enable the Region to continue the programme of fish pass construction and its management, for the salmon rehabilitation scheme, in partnership with Thames Salmon Trust.

### **3.1.6 Recreation**

- To promote the use of water and associated land for recreation by seeking to influence others to the need through:
  - (i) the production, and subsequent promotion, of appropriate recreation strategies for individual rivers,
  - (ii) ensuring sound and positive recreational input is made into both NRA catchment management and local authority plans,
  - (iii) the support of appropriate partnership/collaborative projects, and
  - (iv) extending the River Thames information strategy into a catchment wide strategy and action plan.
- To seek to realise the recreational potential of NRA sites through the production and implementation of appropriate site management action plans.
- To ensure the maintenance and development of quality standards of service at existing NRA controlled recreation sites whilst achieving best value for money, including the maintenance of safety standards for all NRA owned structures.

### **3.1.7 Conservation**

- To restore environmentally degraded rivers, through a survey programme to identify degradation and a subsequent enhancement programme.
- To implement revised environmental assessment guidelines in capital works.
- To ensure conservation requirements of flood defence maintenance works are met adequately under a market testing regime.

### **3.1.8 Navigation**

- To continue to maintain, and, where possible, to improve the River Thames infrastructure.
- To take a significant role on national initiatives, in particular the finance strategy, with a view to securing adequate funding for the high profile navigation service on the River Thames.
- To make available regional expertise and experience, both inside and outside the NRA eg through participation in joint ventures with other navigation authorities.
- To implement updated byelaws and boat safety checks.

### **3.1.9 Cross-functional**

- To ensure all functions contribute fully to the development of catchment management plans.
- To influence development, in a pro-active manner, so as to preserve and enhance the aquatic environment.
- To fulfil all NRA environmental policy requirements.

## 3.2 Area Targets - 'Make a Difference' Sites

### 3.2.1 Overview

On pages 15 to 18 are shown maps indicating site specific targets. Page 15 covers the whole Region and includes the 'Top Five' operational targets in each of the three Areas. Pages 16 to 18 also show 'Other High Priority' targets for each Area. The lead function is shown for each target.

### 3.2.2 North East Area

#### *Top Five*

- To provide effective defence from flooding for an additional 3970 HEs through achievement of the Area Flood Defence capital programme (£7.1m). Key sites in 1994/95 will be the Lower Colne (£3500k expenditure planned in 1994/95), the Upper Lee at Wheathampstead (£592k), the Crane (£440k), the Ingrebourne at Rainham (£570k), the Lee Flood Relief Channel (£322k) and the Mimmshall Brook (£150k), subject to MAFF approval. (FD)
- To exploit the opportunity to involve customer groups and other agencies in a joint initiative to make a real difference to the largest and most important of the Thames' urban tributaries, the Lower Lee, by undertaking the following initiatives to commence the Lower Lee improvement scheme:
  - (i) establish a project management framework,
  - (ii) commence a multi-functional feasibility study, and
  - (iii) undertake water quality investigations into the cause and effect of urban run-off and storm discharges. (CF)
- To design and construct environmental enhancement schemes at 14 sites (including Amwell Magna and other sites in the Lee catchment). (CF)
- To reduce the number of pollution incidents by targeting pollution prevention activity at commercial and industrial areas in Dagenham, Harlow, Hertford, Tottenham and Watford and also at Luton airport (WQ).
- To prepare flood protection schemes and evaluate benefit-costs for MAFF approval for works at sites prone to consistent recent flooding (River Ver, Edgware Brook and Silk Stream). (FD)

#### *Other High Priority*

- To install telemetry at six sites in the River Colne to improve flood forecasting arrangements and allow targeting of flood warnings at people and properties at greatest risk. (FD)
- To implement channel enhancements on the River Ver subsequent to the ALF scheme and carry out preliminary investigations into a possible ALF scheme on the Beane. (WR)
- To construct two fish passes. Potential sites include the River Colne (at Wraysbury Mill), the Frays River (at Old Mill House) and the River Lee (at Amwell and Wheathampstead). (F)
- To survey 131km/48 sites of riverine fisheries in order to identify sites for habitat improvement, appraise the fisheries resource, and provide information for catchment management plans. (F)
- To assess and monitor the conservation interest in inland waters and associated lands by undertaking river corridor surveys on 158km of watercourse on the Middle Lee, Brent, and Misbourne, and landscape assessments on 250km of watercourse. (C)

### 3.2.3 South East Area

#### *Top Five*

- To improve water quality in the Roundmoor Ditch by ensuring that TWUL carry out improvements to reduce the frequency of storm discharges from Slough STW. (WQ)
- To commence construction works on the Maidenhead FAS, assuming that it is approved by the outcome of the public inquiry. (FD)
- To improve water quality on the tideway by ensuring that TWUL commits to a programme to provide additional treatment capacity at Mogden STW for dealing with storm flows. (WQ)
- To ensure that the River Quaggy FAS is acceptable and approved by current consultees so that a satisfactory scheme can be designed and construction commenced. (FD)
- To implement actions arising from the Blackwater catchment management plan and complete plans for three further catchments over the next two years: Hogsmill, Beverley Brook & Wandle, Mole, and Ravensbourne. (CF)

#### *Other High Priority*

- To implement a future strategy, agreed by the Regional Flood Defence Committee, for managing the Thames Barrier Visitors Centre so that an appropriate facility is provided, whilst reducing the net cost to the function from its present level. (FD)
- To gain the approval of Head Office and DoE for the implementation of an ALF scheme for the River Wey at Alton. (WR)
- To complete fisheries surveys totalling 157km/75 sites on the Basingstoke canal, River Thames (Hurley to Teddington), Cut system, Marsh Dykes, and to monitor fisheries on the tideway. Also to complete river corridor surveys on the tidal Thames and Loddon. Thus identifying sites for habitat improvement, appraising fisheries resource and providing information for catchment management plans. (F)
- To reduce the number of serious navigation incidents on the River Thames, such as boat fires, through a programme of launch safety inspections and spot checks. (N)
- To complete a programme of habitat improvement works on some 20 sites across the Area, through the collaboration of Fisheries, Conservation and Flood Defence functions. (F/C/FD)
- To improve the visual appearance of the Thames tideway in central London by publicising the problem of litter and organising operations for removing accumulated litter from various specific sites. (WQ)
- To determine and gain approval for an action plan for the Hogsmill river restoration project. (CF)
- To prevent RQO failure of the River Loddon by carrying out an intensive river quality survey, determining the cause of failure and establishing measures required for improvement. (WQ)
- To prevent pollution of Chalvey Ditch from Slough trading estate through investigations and a campaign of remedial measures to prevent unauthorised discharges. (WQ)
- To complete and open a new sanitary facility at Cookham Lock on the River Thames. (R/N)

### 3.2.4 West Area

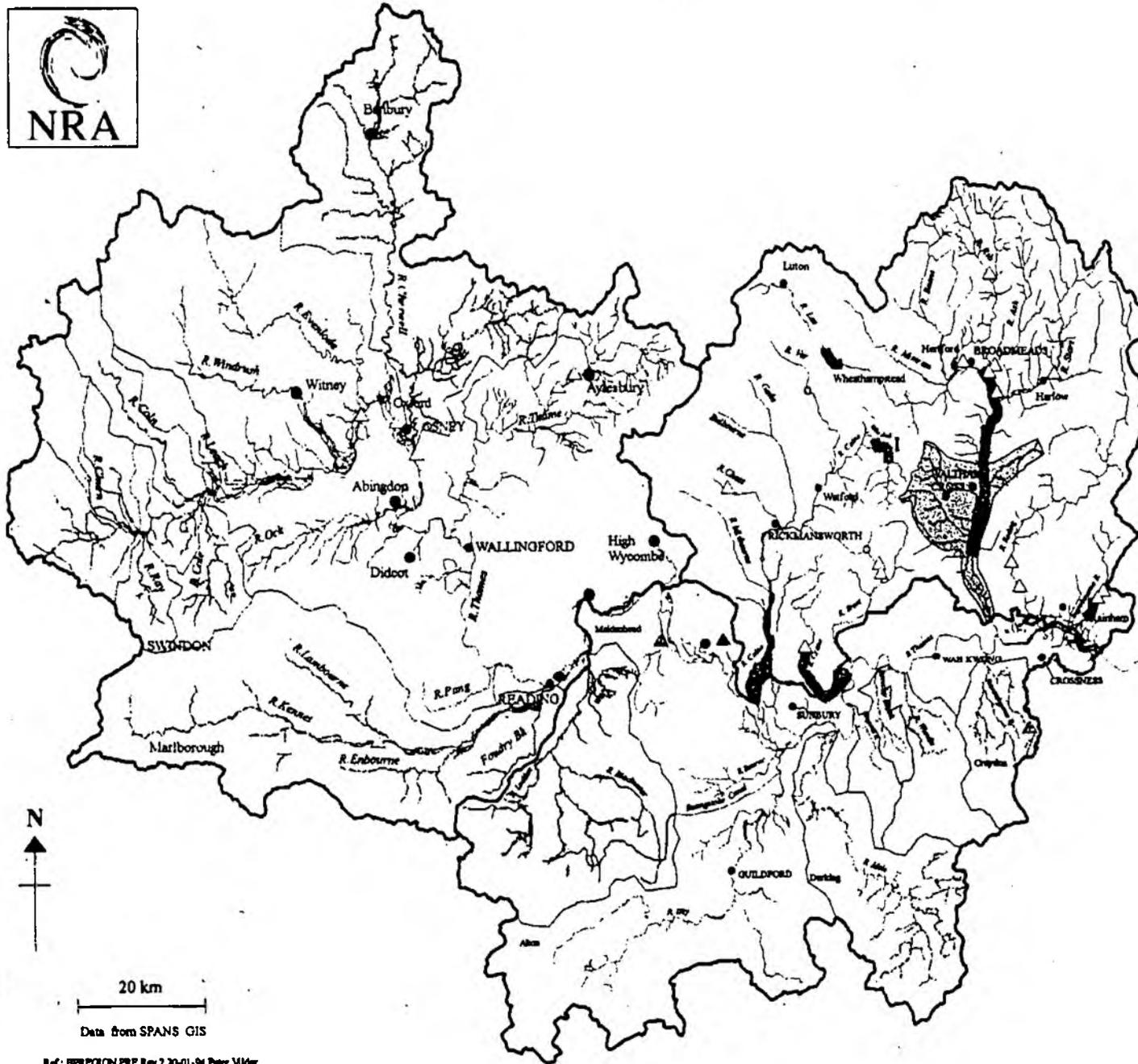
#### *Top Five*

- To implement action plans from the forthcoming Kennet catchment management plan and to collect information (eg fisheries surveys on Upper Thames, Ray, Cherwell, Kennet tributaries, and river corridor surveys on Upper Thames, Cherwell, Mid Kennet and Coln) and provide input to the next two programmed plans: Upper Thames and Cherwell. (CF)
- To reduce the number of pollution incidents through pollution prevention activity at industrial sites in Abingdon, Aylesbury, Banbury, Didcot, High Wycombe, Reading, Swindon and Witney and at farms located in the catchments of the Rivers Cole, Enbourne, Evenlode, Ock, Pang, Ray (Oxon), Thame and Windrush and Foudry Brook. (WQ)
- To reduce the risk of flooding on 1440km of main river through the implementation of a programme of watercourse maintenance, to standards commensurate with adjacent land use and also through improved flood forecasting arrangements, by identifying desirable sites for telemetry installations and then implementing at key sites in accordance with regional strategy. (FD/C/F)
- To design, through collaboration of fisheries, conservation and flood defence, habitat improvement works at some 14 sites and continue to identify potential sites for improvement, ensuring in particular, careful management input to the Upper Thames Environmentally Sensitive Area. (F/C/FD)
- To complete the Hambleton Lock refurbishment including landscaping and ancillary works for the official opening during the first quarter, 1994/95. (N/FD)

#### *Other High Priority*

- To reduce the number of serious navigation incidents on the River Thames, such as boat fires, through a programme of launch safety inspections and spot checks. (N)
- To enhance the influence of the NRA in development planning and to seek to increase uptake (by planning authorities) of model land use statements from 65% to 80%. Notable inputs for 1994/95 will be to the Berkshire CC waste disposal local plan, the Kennet DC district local plan, and the Newbury DC district local plan. (CF)
- To carry out channel enhancement works on the River Pang (following on from the remedial ALF works) ensuring the requirements of both the flood alleviation review at Bucklebury and the Pang valley countryside project are taken into account. (WR/FD/C)
- To investigate problems of flow fluctuation and general environmental quality of the River Thames in North Oxford and take on/make recommendations for action to alleviate such problems. (CF)
- To develop closer links with local industry and HMIP, raise the profile of the NRA and safeguard the water environment through effective input to the Oxford Business Environment Group waste minimisation initiative. Also to encourage a similar initiative in Reading. (WQ/WR)
- To improve flood control on the main River Thames through a five year programme of refurbishment of all buck weirs commencing with those at Hambleton and Pinkhill. (FD/N)
- To commence a programme of preparation of operational site management plans, with seven plans to be prepared during 1994/95, notably Hurley and Rushey Locks, (plus four further lock sites) and Gatehampton slipway/moorings. (N/R/C/FD)
- To carry out an investigation of past and present land use over the Lower Chalk and Upper Greensand in Oxfordshire (at Ewelme, Oakley Wood, Harwell, Benson and other sites) to evaluate its effects on groundwater quality, in order to formulate policy regarding remedial actions, continued and future land use and the protection and development of drinking water sources. (WQ/WR)

THAMES REGION  
TOP PRIORITIES  
1994/95



- KEY**
- Lower Lee Improvement Scheme
  - △ Habitat Improvement Works
  - Flood Defence Works
  - Pollution Prevention Activity
  - Catchment Management Plans
  - ▲ Water Quality Improvements (including Tideway)
  - ⊗ Flood Protection Scheme Preparation
  - ▲ Flood Alleviation Scheme
  - Hambleden Lock Enlargement
  - Watercourse Maintenance (All West Area Catchments)
  - NRA Offices
  - Main Rivers

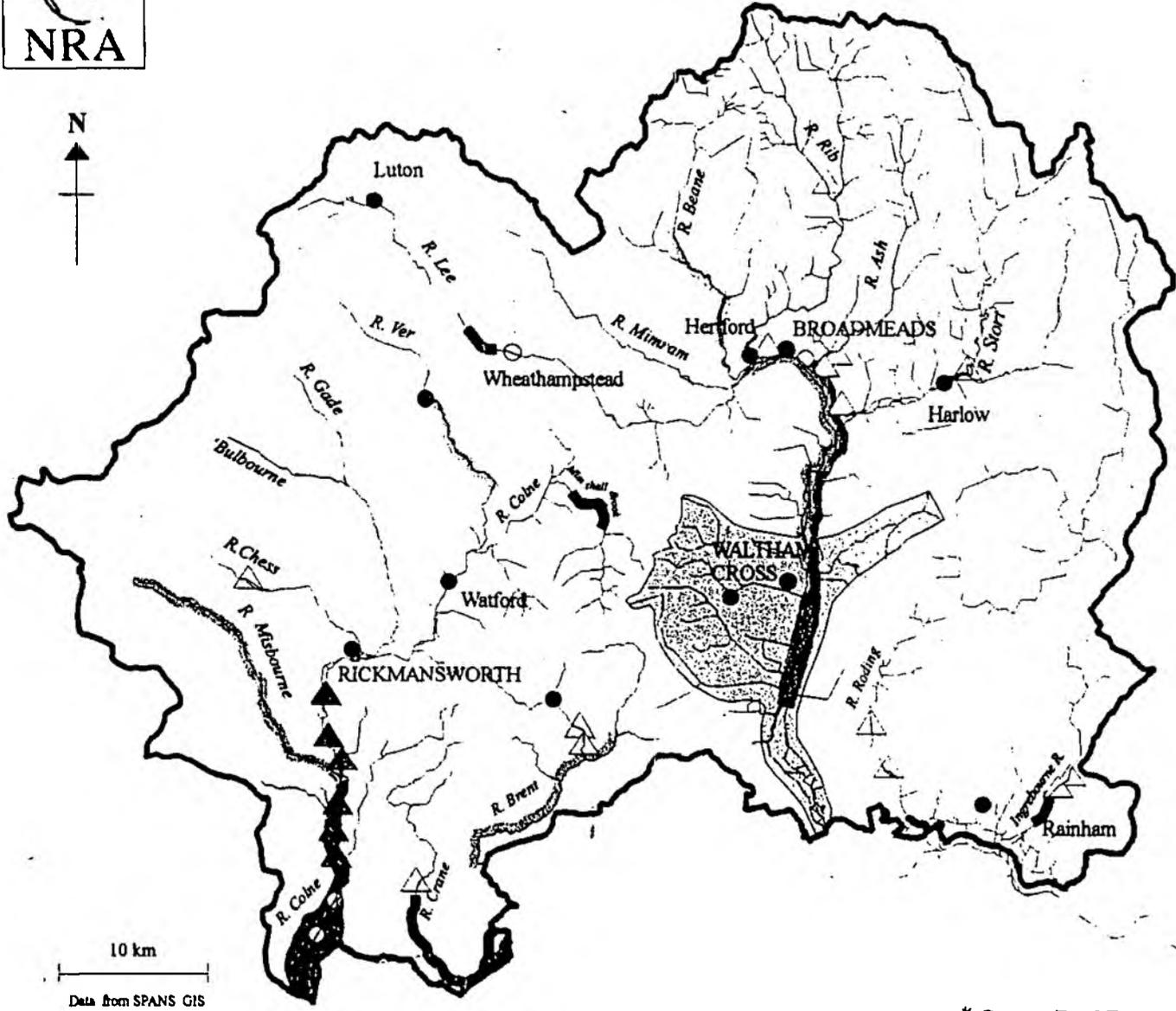


20 km

Data from SPANS GIS

Ref: EPRUCON.PRE Rev 2 20-01-94 Peter Vider

**NORTH EAST AREA  
"MAKE A DIFFERENCE"  
SITES 1994/95**



**KEY**

- Lower Lee Improvement Scheme \*
- Alleviation of Low Flows Schemes
- △ Habitat Improvement Works \*
- Flood Defence Works \*
- River Corridor Surveys
- Pollution Prevention Activity \*
- Proposed Fish Passes
- Flood Protection Scheme Preparation \*
- ▲ Flood Forecasting Improvements
- Fisheries Surveys
- NRA Offices
- Main Rivers

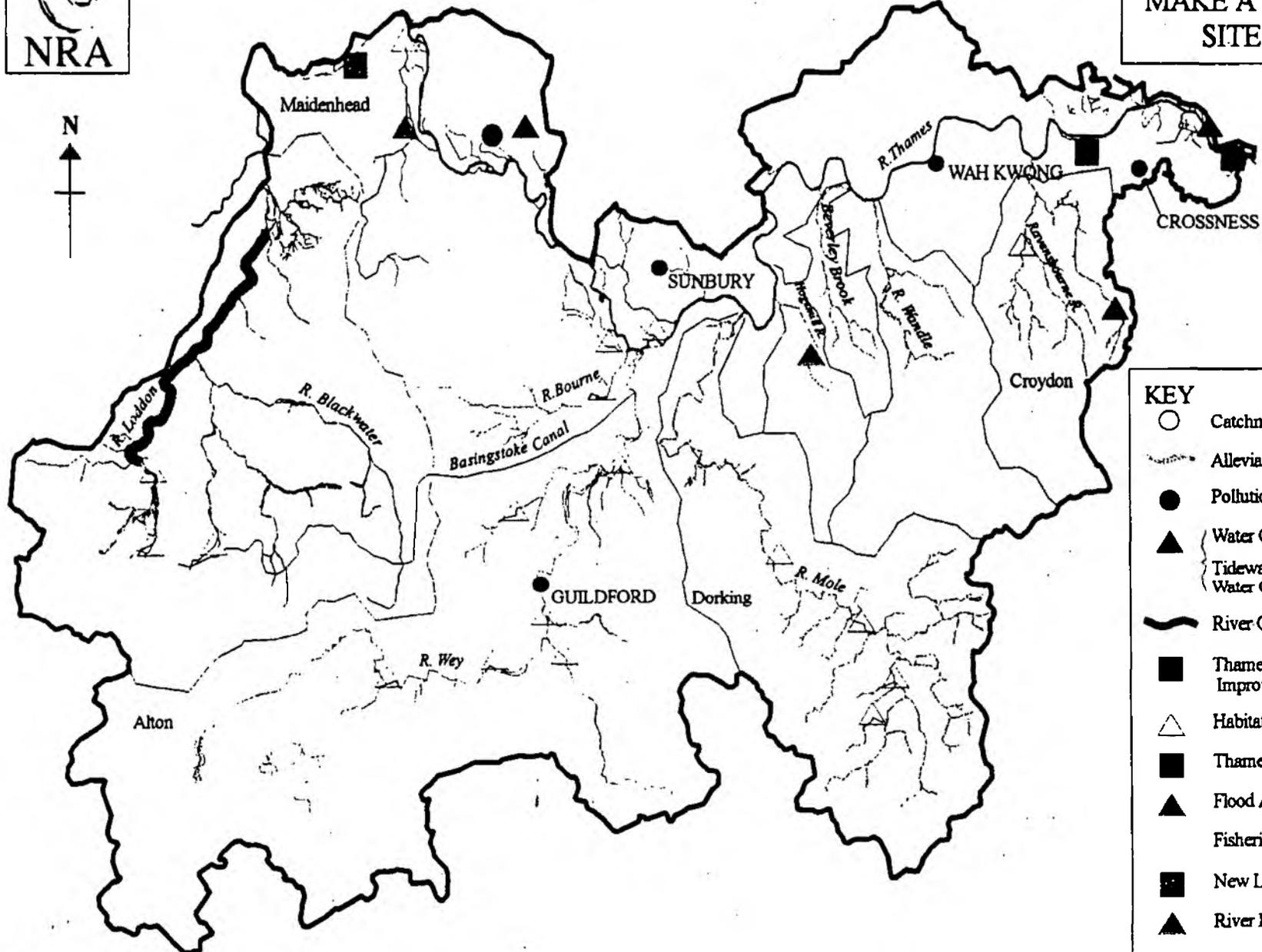
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Data from SPANS GIS

Ref: BPN/EA/EA PR2 Rev 3 20-01-94 Peter Vider.

\* Denotes Top 5 Targets.



**SOUTH EAST AREA  
"MAKE A DIFFERENCE"  
SITES 1994/95**



**KEY**

- Catchment Management Plans \*
- ~ Alleviation of Low Flows
- Pollution Prevention Activity \*
- ▲ Water Quality Improvements \*
- △ Tideway Water Quality Improvements \*
- River Quality Survey
- Thames Tideway visual Improvements
- △ Habitat Improvement Works
- Thames Barrier Visitors Centre
- ▲ Flood Alleviation Scheme \*
- Fisheries Surveys
- New Lock Sanitary Facilities
- ▲ River Restoration Project
- NRA Offices
- Main Rivers

20 km

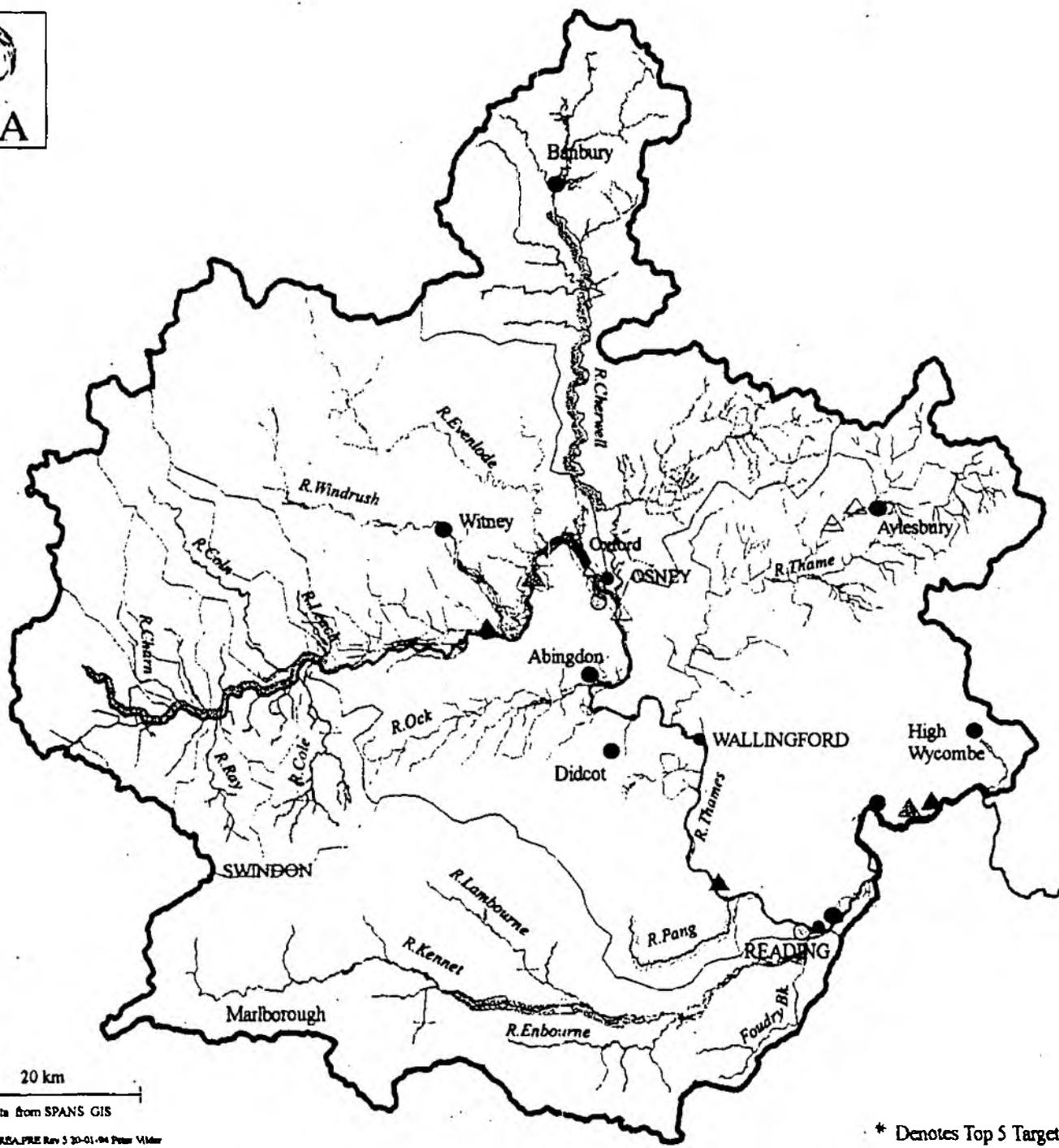
Data from SPANS GIS

Ref: BPREAREA.PRE Rev.3 20-01-94 Peter Milder

\* Denotes Top 5 Targets.



WEST AREA  
"MAKE A DIFFERENCE"  
SITES 1994/95



**KEY**

- Catchment Management Plans \*
- ~ Alleviation of Low Flows
- River Corridor Surveys
- Pollution Prevention Activity \*
- ⊙ Local Industry Links
- Hambleden Lock Enlargement \*
- ~ Watercourse Maintenance \* (all Catchments)
- ~ Fisheries Surveys
- ~ Flow Fluctuation / General Environmental Quality
- △ Habitat Improvement Works \*
- ▲ Flood Control : Buck Weirs
- ▲ Site Management Plans
- NRA Offices
- Main Rivers

20 km  
Data from SPANS GIS

Ref: EPWEAKBA.PRE Rev 5 20-01-94 Peter Vicker

\* Denotes Top 5 Targets.

### 3.3 Catchment Management Plans

The integrated management of river catchments is at the heart of the NRA's work: the preparation of catchment management plans is a key priority within Thames Region.

*Progress to date:* consultation CMPs and draft action plans have been published for the Blackwater River and the River Kennet. Both plans have generated much interest and constructive comment from the public, local authorities and other consultees. Final management plans and action plans for each catchment will be published by the end of March 1994. Preparation of the Upper Lee CMP is slightly behind schedule as a result of difficulties in appointing staff to key posts. The consultation draft of the Upper Lee CMP will be launched to the public at the end of January 1994 and the final report will be published by the end of June 1994. Work on the Upper Thames CMP has now commenced.

*Catchment reviews:* a series of catchment reviews containing data and catchment information will be produced to provide interim guidance on action priorities, improve functional co-ordination within the Region, and facilitate production of full CMPs. Catchment reviews for all CMP catchments are scheduled for production by the end of 1995. The review for the River Cherwell has already been completed.

*Statutory Water Quality Objectives:* subject to the Government's implementation timetable and guidance from Head Office, the Region proposes to introduce SWQOs in 1994/95 into two pilot catchments: the Loddon (including the Blackwater) and the Kennet.

*Future Timetable:*

CMP		1993	1994	1995	1996	1997	1998
NORTH EAST	Upper Lee (including Mimram and Beane)	—————					
	Middle Lee (including Ash, Rib and Stort)		—————				
	Lower Lee		—————				
	Brent and Crane			—————			
	Roding (including Ingrebourne and Beam)				—————		
	Colne				—————		
SOUTH EAST	Blackwater*	—————					
	Hogsmill, Beverly Brook and Wandle		—————				
	Mole		—————				
	Ravensbourne		—————				
	Wey			—————			
	Thames - Hurley to Teddington (including Chertsey Bourne)			—————			
	Loddon (*including Blackwater)				—————		
	The Tidal Thames				—————		
WEST	Kennet	—————					
	Upper Thames to Buscot (including Churn, Coln, Leach, Ray and Cole)		—————				
	Cherwell		—————				
	Thames - Benson to Hurley (including Wye and Pang)			—————			
	Thames - Buscot to Eynsham (including Windrush and Eventode)				—————		
	Thames - Eynsham to Benson (including Ock)				—————		
	Thame					—————	

## **4. EFFICIENT SERVICES**

### **4.1 Inter-regional Sharing**

Thames Region seeks to develop and to achieve economies of scale through partnerships with other regions. Categorized by function, the following is indicative of current initiatives.

#### **4.1.1 Water Resources**

- Active co-operation in use of demand management centre with Southern Region.
- Use with other regions of national groundwater centre in Severn Trent Region.
- Develop rationalisation of geophysical borehole logging for use by all regions.

#### **4.1.2 Water Quality**

- Liaison with South Western Region concerning future developments regarding automatic water quality monitoring equipment.
- Collaboration with Anglian and Severn Trent Regions to produce pollution prevention guidelines.
- Utilisation of national biology database held in Region, to assist Welsh Region to investigate acidification and afforestation problems.

#### **4.1.3 Flood Defence**

- Review of tidal flood arrangements in Thames estuary with Anglian and Southern Regions.
- Availability of IHWF to support adjacent Regions in times of operational emergency eg Lower Severn Area of Severn Trent Region.
- Sharing of contractors register with Southern Region.
- Provision of client side survey expertise to all Regions.
- Work with North West Region to co-operate in flood forecasting systems enhancements.
- Availability to Southern Region of Thames Engineering Group (the '10% retained' providers of design services).
- Provision of model contract documents for IHWF projects, for all Regions.

#### **4.1.4 Fisheries**

- Use of fish disease laboratory in Anglian Region.
- Use of fish farm in Severn Trent Region.
- Sharing of knowledge nationally regarding enforcement/regulation, especially in respect of fish transfers, highlighted by a recent court case.
- Taking of national lead in field of hydro-acoustic survey work.

#### **4.1.5 Recreation**

- Representation of NRA interests as a whole on various Sports Councils.
- Collaboration with Severn Trent Region and the Cotswold Canal Trust regarding regeneration of the Thames and Severn Canal and the Stroudwater Canal.

#### **4.1.6 Conservation**

- Participation in a training programme involving exchange visits, to promote the adoption of best practice across all Regions.
- Environmental Assessment expertise provided to Anglian, Severn Trent and Welsh Regions.
- Geomorphology expertise provided to North West, Southern and Welsh Regions.

#### **4.1.7 Navigation**

- Contribution to national (and EC) policy.

- Availability of technical expertise to all Regions.
- Representing NRA on Boat Safety Scheme (alongside BW and Broads Authority).

#### 4.1.8 Cross-functional

- Cooperation with Anglian and Southern Regions in relation to protection of NRA interests affected by the Channel Tunnel Rail Link.
- Future liaison with Southern Region in preparation of (Tidal) Thames Estuary catchment management plans.
- Agreements with neighbouring Regions (Anglian, Severn Trent, Southern and South Western) to ensure individual local authorities have a single NRA point of contact for catchment planning purposes.

#### 4.1.9 Support Services

- Sharing of agencies for media monitoring and press cutting service with Southern Region.
- Sharing of some legal services (conveyancing and fisheries prosecutions) with Southern Region.

In addition to the above there are numerous examples of inter-area sharing eg West Area provides the '10% retained' design services, South East Area supports West Area for the Henley Regatta and North East Area is developing parameters for the measurement of catchment planning performance.

## 4.2 Efficiency Initiatives

### 4.2.1 1993/94

£k	TARGET SAVING 93/94	SAVING TO DATE	FORECAST SAVING 93/94
Manpower <sup>1</sup>	360	550	735
IS Costs			
Finance Systems <sup>2</sup>	100	62	38
CPU Rate	135	83	110
Phones/Vodaphones	30	18	28
GIS	100	75	100
Consultants <sup>3</sup>	94	88	120
Travel & Subsistence	21	117	131
Flood Defence Trading Centre Charges <sup>4</sup>	630	735	980
Capital Scheme Costs <sup>5</sup>	580	650	870
Transport <sup>6</sup>	200	252	336
<b>TOTAL</b>	<b>2250</b>	<b>2630</b>	<b>3448</b>

1. A proportion of the underspend on manpower has been assumed to be true efficiency savings and equates to some 2½% of the total budget.
2. Costs were higher than planned owing to archiving and separation from the TWUL system, eg separation included introduction of PMIS which cost approximately £10k per month. Savings to date will be reduced by licence payments in quarter 4.
3. Savings are based on reduced rates for consultants in a competitive market place. The Region's experience suggests a saving of some 10% on contracts, across the board, would be a realistic assumption.
4. Trading Centre charges were reduced by 9% on average across the Region. This results in savings amounting to nearly £1m on expenditure of £10.7m.
5. Accepted tender values are on average 15% below engineers' estimates. This equates to £870k on the £5.8m construction costs of Flood Defence capital schemes identified in the 1993/94 Corporate Plan submission.  
Examples of savings: Tidal Defences (Hertford Road) £850k estimate, £665k tender award.  
Bray Weir £553k estimate, £430k tender award.
6. In addition to the planned reductions in transport expenditure, outlined in 1993/94 Corporate Plan submission, a further £100k savings were identified in a separate review of vehicle utilisation.

#### 4.2.2 1994/95

During the plan period a number of initiatives will result in a regional team with smarter working practices and a more focused approach to priority activity. Indeed, we will enter 1994/95 with around 10% less permanent employees than on vesting day, current intentions being to sever some 120 employees by 31st March 1994, yielding annual savings of some £2m. Stringent manpower control numbers and funding levels will provide impetus to the integration of 'on the ground' activity across the functions, something already facilitated by the implementation of the 'logical process'. Market testing will also generate savings as greater VFM is sought from both those succeeding with in-house bids to carry out activity and from contractors where work is externalised (eg laboratory savings have been advised to be £296k for 1994/95.) The former will involve changes in employees terms and conditions, to reflect the current market place. Our severance programme will be continued subject to the paramount importance of maintaining outputs.

Complementing the general management issues above are specific IS initiatives to introduce, or improve, systems. Examples include:

- Implementation of National Consent Processing System (current TWUL charges are £180k pa).
- National Abstraction Licensing Database.
- Further networking of telephone exchanges.
- Connection of LANs within the Region to reduce the need for peripheral devices and software packages (potential saving of £68k pa after an initial investment of £243k which has been agreed for 1993/94).

These, together with other projects, will reduce our dependence on TWUL (and associated costs), improve the quality and timing of outputs and progress moves towards automation.

#### 4.3 Information Systems

##### *IS Plans 1994/95 and 1995/96*

The IS expenditure approved by regional management for 1994/95 is approximately £6.8m, a reduction of £700k on that originally included in the 1993/94 Corporate Plan. This overall reduction will occur despite further delays in implementation of the national IAS Project which would have permitted a reduction in spend with the PLC bureau of some £400k, which will not now be realised. Some of the planned spend on this system has been diverted in 1993/94 to implementation of infrastructure which will be of immediate benefit, and which would have been incurred in 1995/96 for WAMS and IAS. Efficiency measures have allowed us to reduce the planned spend on ongoing support and maintenance, and these savings have been applied to national initiatives. The net effect is a modest decrease in overall IS spend.

The major items of expenditure in 1994/95 will cater for the implementation of IAS (£662k), and preparation for the implementation of WAMS (£595k). In addition, all other national 'Must Do' and 'Progress' projects will be funded. Levels of funding have been derived from business cases submitted to the former national ISSG. A total of £240k has been allocated for IS support of 'Other Business Must Do' projects in each plan year: the regional ISSG will approve this programme of projects.

It is not planned to fund IS 'Mission Statement Aims' explicitly. Migration from the PLC bureau will occur naturally to a large degree when WAMS and IAS are implemented, but some systems will still remain. It is estimated that the additional cost of fully migrating from the PLC bureau will be £600k, and result in a saving of some £200k pa. The cost is analysed in



## I.S. Corporate Plan 1995/96

Approved Budget	£000s	Hardware	Software	P/c Costs	Other FM	Consultant Contracts	L.S. Staff	Non L.S. Staff	Other	Total	Sub Total
National Systems Development							100	100		200	200
<b>ONGOING S &amp; M ACTIVITIES</b>											Y/N
Telemetry System		33	70	306		50	15	113	0	587	Y
Telephony System		238		108	860	8	28			1282	Y
Weather Radar/Flood Forecasting		10	136		43	150				341	Y
Laboratory System		9	7				7		2	25	N
Development Environment										0	N
All Other Applications Support		413	409	691	264	53	251	33	18	2132	Y
<b>SUB-TOTALS</b>		<b>743</b>	<b>624</b>	<b>1105</b>	<b>1167</b>	<b>261</b>	<b>301</b>	<b>146</b>	<b>20</b>	<b>4367</b>	<b>4367</b>
<b>IMPLEMENTATIONS</b>											Y/N
Infrastructure										0	N
WAMS							12	40		52	Y
IAS										0	N
PS										0	N
NALD										0	N
FDMS										0	N
Other Business "Must Do's"		150	50				40			240	Y
OS (FS Study)										0	N
<b>INCIDENTS &amp; PROSECUTIONS</b>							20	27		47	Y
<b>DISCHARGE APPLICATIONS</b>		25				17	18			60	Y
<b>PLANNING APPLICATIONS</b>										0	N
GIS (FS Study)										0	N
Other Business "progress"										0	N
Mission Statement Aims		50	50	25	125		50			300	N
Audit Recommendations										0	N
<b>SUB-TOTALS</b>		<b>225</b>	<b>100</b>	<b>25</b>	<b>125</b>	<b>17</b>	<b>140</b>	<b>67</b>	<b>0</b>	<b>699</b>	<b>699</b>
<b>REGIONAL INITIATIVES</b>											Y/N
<b>SUB-TOTALS</b>											<b>0</b>
<b>TOTAL</b>		<b>968</b>	<b>724</b>	<b>1130</b>	<b>1292</b>	<b>278</b>	<b>541</b>	<b>313</b>	<b>20</b>	<b>5266</b>	<b>5266</b>

## 4.4 Publication Plans

At this time it is not possible to be definitive as regards the final suite of publications required over the next 15 months. Nevertheless, present plans imply an eventual total spend of the order of £100,000 in 1994/95. This figure will be used when tenders from design companies are sought early in 1994.

Specific needs already identified include the following:

	Total (£k)
■ Catchment management plans (4 @ £8000)	32
■ Regional Water Resources Strategy	5
■ Navigation Byelaws	2
■ New 'River Handbook'	5
■ Various publications associated with Maidenhead, Windsor & Eton FAS (assuming the scheme proceeds)	8
■ 'Banknotes' (11 @ £1,300)	14
■ Specialist publications targeted at MPs and similar interested audiences	4
■ Annual Fisheries Report	1
■ Recreational Strategy	10
■ River 'Fact Files' (6 @ £1,400)	8
■ Yet to be allocated	11
	<b>£100k</b>

# **OUTPUT AND PERFORMANCE MEASURES**

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	3068	3104	3030	3030
- Impoundment	70	71	71	72
- Total	3138	3175	3101	3102
Number of Licence Applications Determined				
- Abstraction	171	121	100	100
- Impoundment	0	1	1	1
- Total	171	122	101	101
Number of Licence Applications Determined within Statutory Period				
- Abstraction	140	92	76	77
- Impoundment	0	0	1	1
- Total	140	92	77	78
% of licence applications determined within statutory period	82	75	76	77
Total Cost of Licencing (£000)	424	374	586	572
Number of Licences Varied	18	50	50	50
Number of Licences Revoked	135	50	50	50
Total number of licences determined, varied or revoked	324	222	201	201
Average Cost of Determining a Licence (£/licence)	1309	1685	2915	2846
<b>ENFORCEMENT</b>				
Highly Critical Licence Inspections:				
Number of inspections required by NRA policy	24	24	26	26
Actual number of inspections made	24	24	26	26
Critical Licence Inspections:				
Number of inspections required by NRA policy	1565	1615	1280	1280
Actual number of inspections made	1040	1400	1152	1152
% achievement of licence enforcement programme (Critical & H Crit)	67	87	90	90
Less Critical and Non-critical Licence Inspections:				
Number of inspections required by NRA policy	605	600	572	572
Actual number of inspections made	246	176	512	343
Total number of inspections required by NRA policy	2194	2239	1878	1878
Total number of inspections made	1310	1600	1690	1521
Average attainment of licence inspection targets	60	71	90	81
<b>LOW FLOWS</b>				
Number of sites identified for low flow amelioration	5	5	5	5
Number of sites for which studies have been completed	2	3	4	5
Number of low flow solutions planned for implementation	2	3	3	5
Number of low flow solutions implemented	1	3	3	3

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)	11620	11850	12250	12850		
Number of Discharges Monitored (Total)	1339	1380	1152	1152		
Number of Consent Applications Determined within Statutory Period	524	665	680	680		
Number of Consent Applications Determined	609	700	700	700		
% consents determined within statutory period	86	95	97	97		
Total Cost of Consenting (£000)	1017	1167	931	916		
Number of Consents Determined or Reviewed	1555	1700	1700	1700		
Average cost of determining a consent (£/consent)	654	686	548	539		
Number of Routine Effluent Samples Taken	11867	12538	10284	10300		
Number of Routine Effluent Samples Programmed	12967	12538	10284	10300		
% of effluent monitoring programme achieved	92	100	100	100		
Total Cost of Compliance Monitoring (£000)	0	864	778	776		
Number of Discharges Monitored (Total)	1339	1380	1152	1152		
Average cost of monitoring discharges (£/discharge)	0	626	675	674		
<b>MONITORING CONTROLLED WATERS</b>						
Number of Routine Single Samples Taken:						
- River	0	10600	9300	9300		
- Canal	0	400	420	420		
- Estuarial	0	1800	1000	1000		
- Groundwater	0	1820	1726	2000		
Length (km) of classified river by water quality class:					2000 Planned	2005 Planned
<b>GQA Chemical Assessment:</b>						
- Class A	0	0	614	614	614	614
- Class B	0	0	1664	1664	1664	1664
- Class C	0	0	1149	1149	1149	1149
- Class D	0	0	492	492	492	492
- Class E	0	0	274	274	274	274
- Class F	0	0	0	0	0	0
Total length of classified river	0	0	4193	4193	4193	4193
<b>GQA Biological Assessment</b>						
- Class A						
- Class B						
- Class C						
- Class D						
- Class E						
Total length of classified river						
Length (km) of classified canal by water quality class:						
<b>GQA Chemical Assessment:</b>						
- Class A	0	0	0	0	0	0
- Class B	0	0	26	26	26	26
- Class C	0	0	90	90	90	90
- Class D	0	0	115	115	115	115
- Class E	0	0	16	16	16	16
- Class F	0	0	0	0	0	0
Total length of classified canal	0	0	247	247	247	247
<b>GQA Biological Assessment</b>						
- Class A						
- Class B						
- Class C						
- Class D						
- Class E						
Total length of classified canal						
Length (km) of classified estuary by water quality class:						
<b>NWC Scheme:</b>						
- Class A (good)	50	50	50	50	50	50
- Class B (fair)	61	61	61	61	61	61
- Class C (poor)	0	0	0	0	0	0
- Class D (bad)	0	0	0	0	0	0
Total length of classified estuary	111	111	111	111	111	111

Output and Performance Measures by activity	92/93 Actual	93/94 Planned	94/95 Budget	95/96 Planned
<b>WATER QUALITY LABORATORY ANALYSES</b>				
Number of Analyses / Determinations				
- Organics	0	93300	93300	93300
- Metals	0	59100	59100	59100
- Microbiology	0	3000	3100	3100
- Other	0	260000	234000	234000
- Total	393327	415400	389500	389500
<b>Total Cost of Analyses / Determinations (£000)</b>				
- Organics	?	?	?	?
- Metals	?	?	?	?
- Microbiology	?	?	?	?
- Other	?	?	?	?
- Total	0	0	0	0
<b>Average Cost of Analyses / Determinations (£/analysis)</b>				
- Organics	-	0	0	0
- Metals	-	0	0	0
- Microbiology	-	0	0	0
- Other	-	0	0	0
- Total	0	0	0	0
Number of Samples Analysed and Reported within Target Time	29301	32300	29450	29735
Number of Samples Analysed and Reported	31171	34000	31000	31300
% of water quality samples analysed within target time	94	95	95	95
<b>INCIDENTS / EMERGENCIES</b>				
Number of Category 1 Incidents	0	2	3	3
Number of Category 2 Incidents	0	175	174	174
Number of Category 1 Incidents Attended within Target Time	0	2	3	3
Number of Category 2 Incidents within Target Time	0	175	174	174
% Category 1 Incidents Attended within Target Time	-	100	100	100
% Category 2 Incidents within Target Time	-	100	100	100
<b>POLLUTION PREVENTION</b>				
Number of Site Inspections	0	2250	2450	2450
Number of Pollution Prevention Campaigns	0	10	29	29
<b>EC DIRECTIVES</b>				
Number of Designated EC Bathing Waters	0	3	3	3
Number of Designated Waters Achieving Directive	0	3	3	3
% of bathing waters achieving directive	-	100	100	100

Definition of GQA Biological Assessment not available.  
 National Laboratory unit costs for analyses to be advised by national Laboratory Management. These will allow total costs to be determined.

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	576	700	700	700
Number of Consents Determined	594	700	700	700
% of consents determined within statutory period	97	100	100	100
Total Cost of Regulation / Enforcement (£000)	669	900	1387	1410
Total Flood Defence Expenditure (£000)	45115	54117	46500	55800
Cost of regulation/enforcement as % of total expenditure	1	2	3	3
<b>IMPROVEMENT / DEVELOPMENT OF FLOOD DEFENCES</b>				
Number of Housing Equivalents Protected By New / Improved Schemes	5568	11900	6000	6000
Cost of completed schemes (£000)	7897	10800	8900	7400
HEs Protected By Capital Schemes vis Cost of Schemes	.7	1.1	.7	.8
Length (km) of New / Improved Flood Defence Constructed				
- Fluvial Defences	51	53	58	57
- Sea Defences	0	0	0	0
- Estuarial Defences	1	2	2	2
- Total	52	55	60	59
Total Capital Expenditure (£000)				
- Fluvial Defences	0	12300	15100	24300
- Sea Defences	0	0	0	0
- Estuarial Defences	0	2200	3300	3500
- Total	0	14500	18400	27800
<b>MAINTENANCE OF EXISTING DEFENCES</b>				
Number of Housing Equivalents Receiving Benefit From Maintenance	0	1245400	1233500	1233500
Total Expenditure on Maintenance (£000)	0	15165	15600	15600
HEs Receiving Benefit in Relation to Cost of Maintenance	-	82.1	79.1	79.1
Length (km) of Flood Defence Maintained				
- Fluvial Defences	4074	3500	3600	3600
- Sea Defences	0	0	0	0
- Estuarial Defences	53	300	300	300
- Total	4127	3800	3900	3900
<b>FLOOD EMERGENCY SERVICES</b>				
Number of Flooded Properties for which a Flood Warning was Issued	441	460	465	470
Number of Properties Flooded	539	500	500	500
% of flooded properties for which a warning was issued	82	92	93	94
<b>OTHER</b>				
Total Overhead Costs (£000)	6883	8300	7440	7440
Total Flood Defence Expenditure (£000)	45115	54117	46500	55800
Overhead costs as % of total flood defence expenditure	15	15	16	13
Value of Work Completed (£000)	0	9000	9000	9000
Cost of Work Completed (£000)	0	9000	9000	9000
Value of work completed as % of cost of work completed	-	100	100	100

Incorrect data for 92/93 and 93/94 have been revised for Length of New/Improved Flood Defence Constructed and Length of Flood Defence Maintained.

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	6000
- 8 Day Licences	0	0	900	900
- 1 Day Licences	0	0	800	800
- Concessionary Licences	0	0	2300	2300
- Total	0	0	10000	10000
Non-migratory Trout, Freshwater Fish and Eels				
- Full Licences	0	0	114000	114000
- 8 Day Licences	0	0	16000	16000
- 1 Day Licences	0	0	16000	16000
- Concessionary Licences	0	0	44000	44000
- Total	0	0	190000	190000
Total Number of Licences Sold - Rod	122204	209000	200000	200000
Number of Licences Sold - Commercial Instrument	233	230	230	230
<b>ENFORCEMENT</b>				
Number of Licence Checks Made				
- Rod	35091	40000	39000	37500
- Commercial Instrument	233	170	230	230
- Total	35091	40170	39230	37730
Number of Satisfactory Licence Checks				
- Rod	32618	37110	35870	34070
- Commercial Instrument	233	170	220	220
- Total	32618	37280	36090	34290
% licence compliance				
- Rod	93	93	92	91
- Commercial Instrument	100	100	96	96
- Total	93	93	92	91
Total Cost of Rod Licence Enforcement (£000)	77	97	124	120
Total Cost of Commercial Instrument Licence Enforcement (£000)	2	2	2	2
Average cost of rod licence enforcement (£/licence checked)	2	2	3	3
Av cost of comm instrument licence enforcement (£/licence checked)	9	12	9	9
<b>MONITORING</b>				
Total Cost of Fishery Monitoring / Survey Work (£000)	580	676	470	464
Actual Length (km) of River Surveyed	552	500	578	539
Average cost of fishery monitoring (£/km surveyed)	1051	1352	813	861
Length (km) of River Planned to be Surveyed	564	500	578	539
% achievement of planned river survey programme	98	100	100	100
No of Sites Planned to be Surveyed (as part of rolling programme)	0	206	214	199
Actual Number of Sites Surveyed	0	206	214	199
Number of Individual Surveys:				
- netting / electro	15	12	14	14
- angler census	0	0	0	0
- total	15	12	14	14
<b>PHYSICO-CHEMICAL IMPROVEMENT</b>				
Number of Improvement Structures Built:				
- Physical Habitat	0	50	47	47
- Fish Passes	6	8	12	12
- Total	6	58	59	59
<b>REARING and STOCKING</b>				
Fish Rearing (number in millions)				
- Salmonid	.215	.186	.186	.186
- Non-salmonid	.041	.06	.06	.06
- Total	.256	.246	.246	.246
Fish Stocking (number in millions)				
- Salmonid	.215	.186	.186	.186
- Non-salmonid	.041	.06	.06	.06
- Total	.256	.246	.246	.246

Incorrect data for 93/94 have been revised for Number of Improvement Structures built.

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	12	11	10	9
Number of NRA Landholdings Actually Used for Recreation	77	78	79	80
Number of NRA Landholdings with Public Access	115	115	116	117
<b>LIAISON WITH OTHERS / PROMOTION</b>				
Number of Recreation Projects Involving External Collaboration	95	40	40	40
Total Number of Recreation Projects	134	80	80	80
% external collaboration	71	50	50	50

92/93 Number of NRA Landholdings Actually Used for Recreation has been revised in line with new definition.

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	5168	5168	5168	5168
Actual Length (km) of River Corridor Surveyed	763	1000	1800	1800
Actual Length (km) of River Corridor Aerial Interpretation	0	0	0	0
Total Cost of River Corridor Survey Work (£000)	116	75	100	100
Total Cost of River Corridor Aerial Interpretation Work (£000)	0	0	0	0
Average cost of river corridor survey work (£/km)	152	75	56	56
Average cost of river corridor aerial interpretation work (£/km)	-	-	-	-
Length (km) of River Corridor Planned for Survey	650	1000	1800	1800
Length (km) of River Corridor Planned for Aerial Interpretation	0	0	0	0
% of planned length surveyed - river corridor	117	100	100	100
% of planned length surveyed - aerial interpretation	-	-	-	-
Length (km) of Coastline and Estuary	120	120	120	120
Length (km) of Coastline and Estuary Surveyed				
- Aerial	0	0	0	0
- Other	0	0	0	0
<b>LIAISON WITH OTHERS / PROMOTION</b>				
Number of Conservation Projects Involving External Collaboration	95	95	10	10
Total Number of Conservation Projects	95	95	50	50
% external collaboration	100	100	20	20
<b>PLANNING AND DEVELOPMENT CONTROL</b>				
Applications Screened:				
- abstractions	5	5	5	5
- discharge	5	5	5	5
- land drainage	20	20	25	25
- fisheries	5	5	5	5
- other	50	50	60	60
- total	85	85	100	100

Corporate Plan Form OPM7  
Function: Navigation  
Region: Thames

11:55  
19/01/94

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	31975	30300	32000	32000
Total Number of Licence Inspections Made	748437	710000	755000	755000
Number of Valid / Compliant Licences Detected	746704	708580	753200	753200
% licence compliance	100	100	100	100
<b>IMPROVEMENTS / NEW WORKS</b>				
Total Capital Budget for Navigation (£000)	3095	2241	1709	1825
Total Capital Expenditure on New Facilities (£000)	0	0	130	363

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	754	3000	1000	1000
- non-manual	2111	5190	5000	4500
- total	2865	8190	6000	5500
<b>PLANNING LIAISON</b>				
Number of Planning Applications Processed within 28 day Target Time	2305	2520	2475	2700
Total Number of Planning Applications Processed	3391	3600	3300	3600
% planning applications processed within 28 day target time	68	70	75	75

# **FINANCIAL PLANNING**

## TOTAL OPERATING INCOME AND EXPENDITURE - FUNCTION ANALYSIS

REGION: THAMES

E000

	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	3,875			0	3,875	4,350	310	3,463	3,773	577
INTEG. POLLUTION CONTROL				0	0	60			0	60
GRANT AIDED SERVICE	190	485	6,353	6,838	(6,648)	140	335	3,752	4,087	(3,947)
TOTAL WATER QUALITY	4,065	485	6,353	6,838	(2,773)	4,550	645	7,215	7,860	(3,310)
FISHERIES	1,764	559	1,482	2,041	(277)	1,902	404	1,764	2,168	(266)
RECREATION	42	43	456	499	(457)	70	174	491	665	(595)
CONSERVATION	1	151	313	464	(463)	0	159	418	577	(577)
NAVIGATION	2,392	3,095	3,288	6,383	(3,991)	2,332	2,241	3,042	5,283	(2,951)
SUB-TOTAL	8,264	4,333	11,892	16,225	(7,961)	8,854	3,623	12,930	16,553	(7,699)
CAPITAL RESTRUCTURING				0	0				0	0
SUB-TOTAL GRANT AIDED	8,264	4,333	11,892	16,225	(7,961)	8,854	3,623	12,930	16,553	(7,699)
WATER RESOURCES	10,259	2,412	5,441	7,853	2,406	9,883	1,406	6,200	7,606	2,277
FLOOD DEFENCE	52,041	14,895	30,171	45,066	6,975	46,835	20,159	33,872	54,031	(7,196)
TOTAL	70,564	21,640	47,504	69,144	1,420	65,572	25,188	53,002	78,190	(12,618)

	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	3,883	241	3,168	3,408	475	3,960	253	3,193	3,447	513
INTEG. POLLUTION CONTROL	133			0	133	136			0	136
GRANT AIDED SERVICE	100	261	3,431	3,693	(3,593)	100	275	3,460	3,734	(3,634)
TOTAL WATER QUALITY	4,116	502	6,599	7,101	(2,985)	4,196	528	6,653	7,181	(2,985)
FISHERIES	1,785	155	1,493	1,648	137	1,785	212	1,453	1,664	121
RECREATION	50	158	447	605	(555)	50	167	446	613	(563)
CONSERVATION	0	117	326	443	(443)	0	131	319	450	(450)
NAVIGATION	2,413	1,709	2,695	4,404	(1,991)	2,413	1,825	2,623	4,448	(2,035)
SUB-TOTAL	8,364	2,641	11,560	14,201	(5,837)	8,444	2,862	11,494	14,356	(5,912)
CAPITAL RESTRUCTURING				0	0				0	0
SUB-TOTAL GRANT AIDED	8,364	2,641	11,560	14,201	(5,837)	8,444	2,862	11,494	14,356	(5,912)
WATER RESOURCES	6,986	1,500	6,299	7,799	(813)	10,247	1,811	6,148	7,959	2,288
FLOOD DEFENCE	21,500	18,500	28,000	46,500	(25,000)	38,900	27,800	28,000	55,800	(16,900)
TOTAL	36,850	22,641	45,859	68,500	(31,650)	57,591	32,473	45,642	78,116	(20,525)

## OPERATING COSTS - SUBJECTIVE ANALYSIS BY FUNCTION

E000

FUNCTION : TOTAL

REGION: THAMES

	ACTUAL 1992/93	BUDGET 1993/94	PLANNED 1994/95	PLANNED 1995/96
<b>SALARIES</b>				
Costs	17178	17723	16802	17224
Superannuation	1206	930	883	956
N.I.C.	1362	1927	1735	1820
Agency, Temps. & Other	2892	2422	2094	2418
Voluntary Severance	0	0	200	202
<b>WAGES</b>				
Costs	7395	7001	5463	4998
Superannuation	447	469	466	513
N.I.C.	576	721	713	774
Agency, Temps. & Other	213	237	217	224
Voluntary Severance	0	0	275	275
<b>SUB-TOTAL</b>	<b>31269</b>	<b>31429</b>	<b>28847</b>	<b>29404</b>
Travel & Subsistence	1759	2004	1690	1793
<b>SUB-TOTAL STAFF</b>	<b>33028</b>	<b>33433</b>	<b>30537</b>	<b>31197</b>
Consultants	5774	5974	4622	6229
P.L.C. Services	2173	1874	1649	1136
Other H. & C. Services	13750	21609	17427	23189
Equip. Tools & Mats.	6245	5922	4927	5911
Utilities	1125	1211	1206	1262
Other Costs	4017	4545	4932	5993
<b>SUB-TOTAL OTHER</b>	<b>33084</b>	<b>41135</b>	<b>34763</b>	<b>43720</b>
<b>TOTAL REGIONAL</b>	<b>66112</b>	<b>74568</b>	<b>65301</b>	<b>74917</b>
Inter-Regional Services	0	0	0	0
- Charges Paid	0	0	0	0
- Income Received	0	0	0	0
H.O & National Costs	3032	3622	3199	3199
<b>TOTAL</b>	<b>69144</b>	<b>78190</b>	<b>68500</b>	<b>78116</b>
<b>CAPITAL EXPENDITURE</b>	<b>21640</b>	<b>25188</b>	<b>22641</b>	<b>32474</b>
<b>REVENUE EXPENDITURE</b>	<b>47504</b>	<b>53002</b>	<b>45859</b>	<b>45642</b>
	<b>69144</b>	<b>78190</b>	<b>68500</b>	<b>78116</b>
<b>WORK CONTRACTED OUT</b>				
- Capital	11120	15482	13993	21026
- Revenue	10577	13975	9706	9528
	<b>21697</b>	<b>29457</b>	<b>23698</b>	<b>30553</b>
<b>WORK CONTRACTED OUT</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
Capital	51.4	61.5	61.8	64.7
Revenue	22.3	26.4	21.2	20.9
<b>TOTAL</b>	<b>31.4</b>	<b>37.7</b>	<b>34.6</b>	<b>39.1</b>

OPERATING COSTS - SUBJECTIVE ANALYSIS BY FUNCTION £000

FUNCTION : WATER QUALITY

REGION: THAMES

	ACTUAL 1992/93	BUDGET 1993/94	PLANNED 1994/95	PLANNED 1995/96
<b>SALARIES</b>				
Costs	2881	2915	2776	2864
Superannuation	201	152	120	124
N.I.C.	228	342	217	225
Agency, Temps. & Other	288	228	150	155
Voluntary Severance	0	0	26	27
<b>WAGES</b>				
Costs	114	21	57	59
Superannuation	7	1	3	3
N.I.C.	9	2	5	5
Agency, Temps. & Other	1	3	0	0
Voluntary Severance	0	0	0	0
<b>SUB-TOTAL</b>	<b>3729</b>	<b>3664</b>	<b>3354</b>	<b>3462</b>
Travel & Subsistence	260	291	247	242
<b>SUB-TOTAL STAFF</b>	<b>3989</b>	<b>3955</b>	<b>3601</b>	<b>3703</b>
Consultants	412	307	239	251
P.L.C. Services	349	300	298	210
Other H. & C. Services	734	1367	1400	1459
Equip. Tools & Mats.	496	581	300	301
Utilities	96	157	115	112
Other Costs	121	458	333	328
<b>SUB-TOTAL OTHER</b>	<b>2208</b>	<b>3170</b>	<b>2685</b>	<b>2662</b>
<b>TOTAL REGIONAL</b>	<b>6197</b>	<b>7125</b>	<b>6286</b>	<b>6366</b>
Inter-Regional Services	0	0	0	0
- Charges Paid	0	0	0	0
- Income Received	0	0	0	0
H.O & National Costs	641	735	815	815
<b>TOTAL</b>	<b>6838</b>	<b>7860</b>	<b>7101</b>	<b>7181</b>
<b>CAPITAL EXPENDITURE</b>	<b>485</b>	<b>645</b>	<b>502</b>	<b>528</b>
<b>REVENUE EXPENDITURE</b>	<b>6353</b>	<b>7215</b>	<b>6599</b>	<b>6653</b>
	<b>6838</b>	<b>7860</b>	<b>7101</b>	<b>7181</b>
<b>WORK CONTRACTED OUT</b>				
- Capital	345	459	357	376
- Revenue	1150	1119	1580	1545
	<b>1495</b>	<b>1578</b>	<b>1937</b>	<b>1920</b>
<b>WORK CONTRACTED OUT</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
Capital	71.1	71.1	71.1	71.1
Revenue	18.1	15.5	23.9	23.2
<b>TOTAL</b>	<b>21.9</b>	<b>20.1</b>	<b>27.3</b>	<b>26.7</b>

## OPERATING COSTS - SUBJECTIVE ANALYSIS BY FUNCTION

£000

FUNCTION : FISHERIES

REGION: THAMES

	ACTUAL 1992/93	BUDGET 1993/94	PLANNED 1994/95	PLANNED 1995/96
<b>SALARIES</b>				
Costs	601	616	577	576
Superannuation	34	28	25	25
N.I.C.	45	64	49	49
Agency, Temps. & Other	60	66	40	41
Voluntary Severance	0	0	4	4
<b>WAGES</b>				
Costs	105	93	29	39
Superannuation	6	5	1	2
N.I.C.	6	6	1	2
Agency, Temps. & Other	0	4	0	0
Voluntary Severance	0	0	0	0
<b>SUB-TOTAL</b>	<b>857</b>	<b>881</b>	<b>727</b>	<b>738</b>
Travel & Subsistence	115	107	104	102
<b>SUB-TOTAL STAFF</b>	<b>972</b>	<b>988</b>	<b>830</b>	<b>840</b>
Consultants	47	32	22	23
P.L.C. Services	47	30	26	18
Other M. & C. Services	238	322	235	254
Equip. Tools & Mats.	294	263	180	173
Utilities	14	27	23	22
Other Costs	202	213	147	150
<b>SUB-TOTAL OTHER</b>	<b>842</b>	<b>887</b>	<b>632</b>	<b>639</b>
<b>TOTAL REGIONAL</b>	<b>1814</b>	<b>1875</b>	<b>1462</b>	<b>1479</b>
Inter-Regional Services	0	0	0	0
- Charges Paid	0	0	0	0
- Income Received	0	0	0	0
H.O & National Costs	227	293	186	186
<b>TOTAL</b>	<b>2041</b>	<b>2168</b>	<b>1648</b>	<b>1665</b>
<b>CAPITAL EXPENDITURE</b>	<b>559</b>	<b>404</b>	<b>155</b>	<b>212</b>
<b>REVENUE EXPENDITURE</b>	<b>1482</b>	<b>1764</b>	<b>1493</b>	<b>1453</b>
	<b>2041</b>	<b>2168</b>	<b>1648</b>	<b>1665</b>
<b>WORK CONTRACTED OUT</b>				
- Capital	199	144	55	75
- Revenue	133	266	227	219
	<b>332</b>	<b>410</b>	<b>282</b>	<b>295</b>
<b>WORK CONTRACTED OUT</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
Capital	35.6	35.6	35.6	35.6
Revenue	9.0	15.1	15.2	15.1
<b>TOTAL</b>	<b>16.3</b>	<b>18.9</b>	<b>17.1</b>	<b>17.7</b>

OPERATING COSTS - SUBJECTIVE ANALYSIS BY FUNCTION E000

FUNCTION : RECREATION

REGION: THAMES

	ACTUAL 1992/93	BUDGET 1993/94	PLANNED 1994/95	PLANNED 1995/96
<b>SALARIES</b>				
Costs	164	176	177	177
Superannuation	10	8	9	9
N.I.C.	13	18	15	15
Agency, Temps. & Other	18	15	15	16
Voluntary Severance	0	0	2	2
<b>WAGES</b>				
Costs	20	15	0	0
Superannuation	1	0	0	0
N.I.C.	2	1	0	0
Agency, Temps. & Other	0	1	0	0
Voluntary Severance	0	0	0	0
<b>SUB-TOTAL</b>	<b>228</b>	<b>234</b>	<b>218</b>	<b>219</b>
Travel & Subsistence	17	15	14	14
<b>SUB-TOTAL STAFF</b>	<b>245</b>	<b>249</b>	<b>232</b>	<b>232</b>
Consultants	32	17	15	15
P.L.C. Services	12	10	9	7
Other H. & C. Services	77	188	182	191
Equip. Tools & Mats.	23	29	27	28
Utilities	2	6	6	6
Other Costs	24	98	87	88
<b>SUB-TOTAL OTHER</b>	<b>170</b>	<b>348</b>	<b>326</b>	<b>334</b>
<b>TOTAL REGIONAL</b>	<b>415</b>	<b>597</b>	<b>558</b>	<b>566</b>
Inter-Regional Services	0	0	0	0
- Charges Paid	0	0	0	0
- Income Received	0	0	0	0
H.O & National Costs	84	68	47	47
<b>TOTAL</b>	<b>499</b>	<b>665</b>	<b>605</b>	<b>613</b>
<b>CAPITAL EXPENDITURE</b>	<b>43</b>	<b>174</b>	<b>158</b>	<b>167</b>
<b>REVENUE EXPENDITURE</b>	<b>456</b>	<b>491</b>	<b>447</b>	<b>446</b>
	<b>499</b>	<b>665</b>	<b>605</b>	<b>613</b>
<b>WORK CONTRACTED OUT</b>				
- Capital	33	134	121	128
- Revenue	88	96	85	85
	<b>121</b>	<b>230</b>	<b>207</b>	<b>213</b>
<b>WORK CONTRACTED OUT</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
Capital	76.7	76.7	76.7	76.7
Revenue	19.3	19.6	19.1	19.0
<b>TOTAL</b>	<b>24.2</b>	<b>34.5</b>	<b>34.1</b>	<b>34.7</b>

## OPERATING COSTS - SUBJECTIVE ANALYSIS BY FUNCTION

£000

FUNCTION : CONSERVATION

REGION: THAMES

	ACTUAL 1992/93	BUDGET 1993/94	PLANNED 1994/95	PLANNED 1995/96
<b>SALARIES</b>				
Costs	79	90	119	116
Superannuation	5	6	3	3
N.I.C.	7	10	6	6
Agency, Temps. & Other	12	10	12	12
Voluntary Severance	0	0	2	2
<b>WAGES</b>				
Costs	6	1	0	0
Superannuation	1	0	0	0
N.I.C.	1	0	0	0
Agency, Temps. & Other	0	2	0	0
Voluntary Severance	0	0	0	0
<b>SUB-TOTAL</b>	<b>111</b>	<b>119</b>	<b>142</b>	<b>139</b>
Travel & Subsistence	6	5	12	13
<b>SUB-TOTAL STAFF</b>	<b>117</b>	<b>124</b>	<b>154</b>	<b>152</b>
Consultants	19	19	16	14
P.L.C. Services	19	19	16	11
Other H. & C. Services	137	201	101	113
Equip. Tools & Mats.	46	48	36	39
Utilities	2	2	2	2
Other Costs	14	14	4	5
<b>SUB-TOTAL OTHER</b>	<b>237</b>	<b>304</b>	<b>174</b>	<b>183</b>
<b>TOTAL REGIONAL</b>	<b>354</b>	<b>428</b>	<b>329</b>	<b>336</b>
Inter-Regional Services	0	0	0	0
- Charges Paid	0	0	0	0
- Income Received	0	0	0	0
H.O & National Costs	110	149	114	114
<b>TOTAL</b>	<b>464</b>	<b>577</b>	<b>443</b>	<b>450</b>
<b>CAPITAL EXPENDITURE</b>	<b>151</b>	<b>159</b>	<b>117</b>	<b>131</b>
<b>REVENUE EXPENDITURE</b>	<b>313</b>	<b>418</b>	<b>326</b>	<b>319</b>
	<b>464</b>	<b>577</b>	<b>443</b>	<b>450</b>
<b>WORK CONTRACTED OUT</b>				
- Capital	106	112	82	92
- Revenue	69	60	50	46
	<b>175</b>	<b>172</b>	<b>132</b>	<b>138</b>
<b>WORK CONTRACTED OUT</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
Capital	70.2	70.2	70.2	70.2
Revenue	22.0	14.4	15.3	14.3
<b>TOTAL</b>	<b>37.7</b>	<b>29.7</b>	<b>29.8</b>	<b>30.6</b>

OPERATING COSTS - SUBJECTIVE ANALYSIS BY FUNCTION E000

FUNCTION : NAVIGATION

REGION: THAMES

	ACTUAL 1992/93	BUDGET 1993/94	PLANNED 1994/95	PLANNED 1995/96
<b>SALARIES</b>				
Costs	1120	999	1093	1076
Superannuation	115	46	58	58
N.I.C.	126	103	99	99
Agency, Temps. & Other	104	96	88	92
Voluntary Severance	0	0	22	23
<b>WAGES</b>				
Costs	749	792	282	294
Superannuation	21	24	20	20
N.I.C.	27	26	26	26
Agency, Temps. & Other	4	4	0	0
Voluntary Severance	0	0	0	0
<b>SUB-TOTAL</b>	<b>2266</b>	<b>2090</b>	<b>1687</b>	<b>1687</b>
Travel & Subsistence	121	105	96	91
<b>SUB-TOTAL STAFF</b>	<b>2387</b>	<b>2194</b>	<b>1783</b>	<b>1778</b>
Consultants	155	95	80	80
P.L.C. Services	73	43	39	28
Other H. & C. Services	1879	1281	1462	1503
Equip. Tools & Mats.	548	344	273	284
Utilities	50	59	55	51
Other Costs	644	496	409	419
<b>SUB-TOTAL OTHER</b>	<b>3349</b>	<b>2318</b>	<b>2317</b>	<b>2365</b>
<b>TOTAL REGIONAL</b>	<b>5736</b>	<b>4512</b>	<b>4099</b>	<b>4143</b>
Inter-Regional Services	0	0	0	0
- Charges Paid	0	0	0	0
- Income Received	0	0	0	0
H.O & National Costs	647	771	305	305
<b>TOTAL</b>	<b>6383</b>	<b>5283</b>	<b>4404</b>	<b>4448</b>
<b>CAPITAL EXPENDITURE</b>	<b>3095</b>	<b>2241</b>	<b>1709</b>	<b>1825</b>
<b>REVENUE EXPENDITURE</b>	<b>3288</b>	<b>3042</b>	<b>2695</b>	<b>2623</b>
	<b>6383</b>	<b>5283</b>	<b>4404</b>	<b>4448</b>
<b>WORK CONTRACTED OUT</b>				
- Capital	1801	1304	994	1062
- Revenue	306	655	586	549
	<b>2107</b>	<b>1959</b>	<b>1581</b>	<b>1611</b>
<b>WORK CONTRACTED OUT</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
Capital	58.2	58.2	58.2	58.2
Revenue	9.3	21.5	21.7	20.9
<b>TOTAL</b>	<b>33.0</b>	<b>37.1</b>	<b>35.9</b>	<b>36.2</b>

OPERATING COSTS - SUBJECTIVE ANALYSIS BY FUNCTION E000

FUNCTION : WATER RESOURCES

REGION: THAMES

	ACTUAL 1992/93	BUDGET 1993/94	PLANNED 1994/95	PLANNED 1995/96
<b>SALARIES</b>				
Costs	2485	2952	2941	2884
Superannuation	176	138	138	136
N.I.C.	192	310	310	304
Agency, Temps. & Other	270	216	216	212
Voluntary Severance	0	0	16	16
<b>WAGES</b>				
Costs	171	24	24	24
Superannuation	10	1	1	1
N.I.C.	13	3	3	3
Agency, Temps. & Other	1	5	5	5
Voluntary Severance	0	0	0	0
<b>SUB-TOTAL</b>	<b>3318</b>	<b>3649</b>	<b>3655</b>	<b>3584</b>
Travel & Subsistence	244	225	228	212
<b>SUB-TOTAL STAFF</b>	<b>3562</b>	<b>3874</b>	<b>3883</b>	<b>3796</b>
Consultants	623	492	364	405
P.L.C. Services	339	349	300	168
Other H. & C. Services	1753	1516	1636	1853
Equip. Tools & Mats.	748	505	563	613
Utilities	126	86	42	44
Other Costs	361	338	370	438
<b>SUB-TOTAL OTHER</b>	<b>3950</b>	<b>3286</b>	<b>3275</b>	<b>3522</b>
<b>TOTAL REGIONAL</b>	<b>7512</b>	<b>7160</b>	<b>7158</b>	<b>7318</b>
Inter-Regional Services	0	0	0	0
- Charges Paid	0	0	0	0
- Income Received	0	0	0	0
H.O & National Costs	341	446	641	641
<b>TOTAL</b>	<b>7853</b>	<b>7606</b>	<b>7799</b>	<b>7959</b>
<b>CAPITAL EXPENDITURE</b>	<b>2412</b>	<b>1406</b>	<b>1500</b>	<b>1811</b>
<b>REVENUE EXPENDITURE</b>	<b>5441</b>	<b>6200</b>	<b>6299</b>	<b>6148</b>
	<b>7853</b>	<b>7606</b>	<b>7799</b>	<b>7959</b>
<b>WORK CONTRACTED OUT</b>				
- Capital	1712	998	1065	1285
- Revenue	1003	1328	1235	1141
	<b>2715</b>	<b>2326</b>	<b>2300</b>	<b>2426</b>
<b>WORK CONTRACTED OUT</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
Capital	71.0	71.0	71.0	71.0
Revenue	18.4	21.4	19.6	18.6
<b>TOTAL</b>	<b>34.6</b>	<b>30.6</b>	<b>29.5</b>	<b>30.5</b>

OPERATING COSTS - SUBJECTIVE ANALYSIS BY FUNCTION £000

FUNCTION : FLOOD DEFENCE

REGION: THAMES

Q/oprcon

	ACTUAL 1992/93	BUDGET 1993/94	PLANNED 1994/95	PLANNED 1995/96
<b>SALARIES</b>				
Costs	9848	9975	9119	9532
Superannuation	665	552	529	601
N.I.C.	751	1080	1039	1123
Agency, Temps. & Other	2140	1791	1573	1888
Voluntary Severance	0	0	128	128
<b>WAGES</b>				
Costs	6230	6055	5071	4583
Superannuation	401	438	441	487
N.I.C.	518	683	678	738
Agency, Temps. & Other	207	218	212	219
Voluntary Severance	0	0	275	275
<b>SUB-TOTAL</b>	<b>20760</b>	<b>20792</b>	<b>19065</b>	<b>19574</b>
Travel & Subsistence	996	1256	989	1120
<b>SUB-TOTAL STAFF</b>	<b>21756</b>	<b>22049</b>	<b>20053</b>	<b>20694</b>
Consultants	4486	5012	3888	5440
P.L.C. Services	1334	1123	961	695
Other M. & C. Services	8932	16735	12412	17816
Equip. Tools & Mats.	4090	4152	3549	4474
Utilities	835	874	964	1025
Other Costs	2651	2927	3582	4566
<b>SUB-TOTAL OTHER</b>	<b>22328</b>	<b>30823</b>	<b>25355</b>	<b>34015</b>
<b>TOTAL REGIONAL</b>	<b>44084</b>	<b>52871</b>	<b>45409</b>	<b>54709</b>
Inter-Regional Services	0	0	0	0
- Charges Paid	0	0	0	0
- Income Received	0	0	0	0
H.O & National Costs	982	1160	1091	1091
<b>TOTAL</b>	<b>45066</b>	<b>54031</b>	<b>46500</b>	<b>55800</b>
<b>CAPITAL EXPENDITURE</b>	<b>14895</b>	<b>20159</b>	<b>18500</b>	<b>27800</b>
<b>REVENUE EXPENDITURE</b>	<b>30171</b>	<b>33872</b>	<b>28000</b>	<b>28000</b>
	<b>45066</b>	<b>54031</b>	<b>46500</b>	<b>55800</b>
<b>WORK CONTRACTED OUT</b>				
- Capital	6924	12333	11318	18007
- Revenue	7828	10451	5943	5943
	<b>14752</b>	<b>22784</b>	<b>17261</b>	<b>23950</b>
<b>WORK CONTRACTED OUT</b>	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
Capital	46.5	61.2	61.2	64.8
Revenue	25.9	30.9	21.2	21.2
<b>TOTAL</b>	<b>32.7</b>	<b>42.2</b>	<b>37.1</b>	<b>42.9</b>

ANALYSIS OF UTILITY COSTSE000REGION: THAMES

	ACTUAL 1992/93	BUDGET 1993/94	PLANNED 1994/95	PLANNED 1995/96
Coal & Solid Fuel	0	0	0	0
Electricity	701	755	750	785
Fuel Oil	0	0	0	0
Gas	64	69	68	71
Fuel (Vehicle & Plant)	279	300	297	311
Lubricants	0	0	0	0
Water	39	42	47	49
Effluent	42	45	44	46
<b>TOTAL</b>	<b>1125</b>	<b>1211</b>	<b>1206</b>	<b>1262</b>

## INCOME ANALYSIS

REGION : THAMES

E000

		ACTUAL 1992/93	BUDGET 1993/94	PLANNED 1994/95	PLANNED 1995/96
<u>WATER QUALITY</u>	Charging for Discharges				
	- Application Fee	70	70	70	71
	- Annual Consent	3805	4280	3813	3889
	H.M.I.P./ I.P.C.Consents				
	- Application Fee			5	2
	- Annual Consent		60	87	89
	Waste Site Licensing			41	45
	Pollution Incidents	165	120	80	80
	Other	25	20	20	20
	<b>Total</b>	<b>4065</b>	<b>4550</b>	<b>4116</b>	<b>4196</b>
<u>FISHERIES</u>	Rod Licences				
	- Salmon & Migratory			88	88
	- Coarse & Trout	1833	1892	1677	1677
	Commercial Licences				
	Fish Sales				
	Other	(69)	10	20	20
	<b>Total</b>	<b>1764</b>	<b>1902</b>	<b>1785</b>	<b>1785</b>
<u>RECREATION</u>		42	70	50	50
<u>CONSERVATION</u>		1	0	0	0
<u>NAVIGATION</u>	Boat Licences	1549	1600	1663	1663
	Tolls	72	52	50	50
	Other	771	680	700	700
	<b>Total</b>	<b>2392</b>	<b>2332</b>	<b>2413</b>	<b>2413</b>
<u>TOTAL GRANT AIDED</u>		<b>8264</b>	<b>8854</b>	<b>8364</b>	<b>8444</b>
<u>WATER RESOURCES</u>	Abstraction Charges	9782	9783	6643	9844
	Interest Received	342	100	300	360
	Other	135		43	43
	<b>Total</b>	<b>10259</b>	<b>9883</b>	<b>6986</b>	<b>10247</b>
<u>FLOOD DEFENCE</u>	Levies/GDC	43805	40000	15500	34300
	MAFF/W.D. Grants	1372	1500	1000	1500
	L.D. Consents				
	Interest Received	6074	4620	4300	2400
	Rechargeable Works	468	300	500	500
	Other	322	415	200	200
	<b>Total</b>	<b>52041</b>	<b>46835</b>	<b>21500</b>	<b>38900</b>
<u>MEMORANDA</u>	Interest in G.A.Services	13	10	10	10
	Asset Sales in All Services	134	50	50	50
	EC Grants in All Services (See Form FP3a )				

CORPORATE PLAN 1994/95 - FORM FP3A

E.C. GRANT AIDED PROJECTS

E000

REGION: THAMES

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NIL RETURN FOR THIS PLANNING ROUND

## SUMMARY OF PROPOSED CAPITAL PROJECTS

FUNCTION : WATER QUALITY

REGION: THAMES

PROGRAMME	SITE NAME	PROJECT TITLE	PRIOR YEARS	1994/95	1995/96	1996/97	1997/98	LATER YEARS
8000		POLLUTION CONTROL MISC	245	39	50	62	64	
8001		MV THAMES WATER REP	55	80				
8004		BIOLOGY EQUIPMENT	135	40	40	40	40	
8011		HAND HELD METERS	82	12	18	19	19	
8021	TIDEWAY	ASSET REPLACEMENT	17	15	16	15	15	
8027		NEW MONITORING STATIONS			120			64
8031	BRAY	MONITORING STATION		10				
8030		MWFAS MONITORING	35			124	64	
8037		FWATER ASSET REPLACEMENT/AWQM		40	50	50	50	
8028	FOBNEY	ACCOMMODATION		21	29			
	LOWER LEE	LOWER LEE		50				
9996		MISCELLANEOUS	89			90	90	
		CONTRIBUTION FROM WATER RESOURCES	(60)	(62)				
		PROJECTS UNDER £25,000		2				
		ALLOCATION OF MULTIFUNCTIONAL CAPITAL	XXXXXXX	255	205	213	135	XXXXXXX
		TOTAL FUNCTION CAPITAL EXPENDITURE (TO AGREE WITH FP2)	598	502	528	613	541	0

SUMMARY OF PROPOSED CAPITAL PROJECTS

E000

FUNCTION : FISHERIES

REGION: THAMES

PROGRAMME	SITE NAME	PROJECT TITLE	PRIOR YEARS	1994/95	1995/96	1996/97	1997/98	LATER YEARS	
		FLOATING DOCK		15					
		FISH CAGES		10	10	10	10	10	
		FACILITIES MAINTENANCE		7			10		
		PUMP		10					
		EQUIPMENT		15	32	10	20	20	
		HAB. IMPS FEASIBILITY INVESTS		10	10	20	20	20	
		HAB. IMPROVEMENT WORKS		29	33	150	150	150	
		SALMON TANK COVERS			20				
		SPLIT BEAM SONAR			50				
		ELECTRO FISHING BOOM BOATS			10	10			
		FISH COUNTERS				20	20		
		AERATORS				10	10		
		BESPOKE FISH ADMIN S/W				20			
		STORES (WEST)					20		
		STORES SOUTH EAST						50	
		PROJECTS UNDER £5,000	XXXXXXX					XXXXXXX	
		ALLOCATION OF MULTIFUNCTIONAL CAPITAL	XXXXXXX	59	47	49	31	XXXXXXX	
		TOTAL FUNCTION CAPITAL EXPENDITURE (TO AGREE WITH FP2)		0	155	212	299	291	250

SUMMARY OF PROPOSED CAPITAL PROJECTS

FUNCTION : RECREATION

REGION: THAMES

PROGRAMME	SITE NAME	PROJECT TITLE	PRIOR YEARS	1994/95	1995/96	1996/97	1997/98	LATER YEARS
5007	WALLINGFORD	TOMPATH RESTORATION	18	15				
5021	R.THAMES	WEIR FISHING IMPROVEMENTS	10	10				
5019	BRIDGE NO 54	REFURBISH TOMPATH BRIDGE	8	80				
5017	VARIOUS	RECREATION MINOR WORKS	40	20	36	40	40	40
5020	BRIDGE NO 57	REFURBISH TOMPATH BRIDGE	0		45			
5009	HURLEY	LOCK ISLAND	38			12	50	
5202	R.THAMES	THAMES FOOTBRIDGE MINOR WORKS	30		20	30	30	30
5016	R.THAMES	THAMES TOMPATH MINOR WORKS	40	13	30	40	40	40
	RUSHEY	RUSHEY LOCK AMENITY AREA			20			
	BRIDGE 134	REFURBISH TOMPATH BRIDGE				50		
PROJECTS UNDER £5,000			XXXXXXX					XXXXXXX
ALLOCATION OF MULTIFUNCTIONAL CAPITAL			XXXXXXX	20	16	16	10	XXXXXXX
TOTAL FUNCTION CAPITAL EXPENDITURE (TO AGREE WITH FP2)			184	158	167	188	170	110

SUMMARY OF PROPOSED CAPITAL PROJECTS

E000 FUNCTION : CONSERVATION

REGION: THAMES

PROGRAMME	SITE NAME	PROJECT TITLE	PRIOR YEARS	1994/95	1995/96	1996/97	1997/98	LATER YEARS
	UPPER THAMES RAVENSBORNE WEY COLNE BROOK HERTS RIVERS NRA HOLDINGS	OTTER PROJECT TREE PLANTING ENHANCEMENTS OTTER PROJECT TREE PLANTING NATURE RESERVE CREATION OTTER PROJECT TREE PLANTING ENHANCEMENTS CONSERVATION ENHANCEMENT PROG.		5 20 20 32 10 10		115	115	115
		PROJECTS UNDER £5,000 ALLOCATION OF MULTIFUNCTIONAL CAPITAL	XXXXXXX XXXXXXX	20	16	16	10	XXXXXXX XXXXXXX
		TOTAL FUNCTION CAPITAL EXPENDITURE (TO AGREE WITH FP2)	0	117	131	131	125	0

## SUMMARY OF PROPOSED CAPITAL PROJECTS

E000                      FUNCTION : NAVIGATION                      REGION : THAMES

PROGRAMME	SITE NAME	PROJECT TITLE	PRIOR YEARS	1994/95	1995/96	1996/97	1997/98	LATER YEARS
5557	HURLEY	TAIL LAYBY		71				
5535		LOCK HYDRAULICS MODERNISATION		50				
5518	ST JOHNS	HEAD LAYBY (BANKSIDE)		90				
5551	EYNSHAM	HEAD LAYBY		53				
5571	TEDDINGTON	LOCK REFURBISHMENT		115	115	115		
5572		CHARGING POINTS		15	15	15		
5593	BOULTERS	LOCK HOUSE		200				
5596		24 HOUR MOORING SITE (LALEHAM)		80	80	100	160	160
5600		LOCKHOUSE BIODISCS		25	25			
5601		LOCKGATE REPLACEMENT		100	100	100	100	100
5570	SUNBURY	LOCK ACCESS ROAD		30				
5803	HAMBLEDON	LOCK ENLARGEMENT		58				
5804	HAMBLEDON	LOCK ANCILLARIES		36				
5544		MINOR WORKS		100	100	100	100	100
5545		LOCKSTAFF MESSROOMS		40	40			
5609	BOVENEY	TAIL BANK PTN				88		
5612	GORING	TAIL LOCK CUT BANK PTN		90				
5546		LOCKHOUSE REFURBISHMENT		150	150	100	50	50
5547		NAVIGATION PLANT AND MISC		40	60	60	60	60
5515	CULHAM	LOCK HEAD LAYBY				117		
5531	BLAKES	LOCK REFURBISHMENT		150				
5608	ROMNEY	U/S LOCK CUT BANK PTN				185		
5534		ACCOMMODATIONS SCHEME			15	15		
5512	TEMPLE	LOCK BOAT ROLLERS				106		
5611	MARSH	LOCK TAIL LAYBY AND BANK PTN				140		
5525	ROMNEY	LOCK TAIL LAYBY				125		
5595		PUBLIC SLIPWAY			100	100	100	100
5517		HAMPTON WICK			117	117		
5597	WHITCHURCH	TAIL LAYBY			95			
5507	TEDDINGTON	CUT BANK PTN			128			
5549		LOCK REFURBISHMENT			250	250	350	350
5559	SONNING	CUT BANK PTN			50			
5561	EYNSHAM	BANK PTN				40		
5565	SANDFORD	CHAMBER				70		
5573	BOVENEY HEAD	LAYBY			70			
5569	WHITCHURCH	WALKWAYS			25			
5598	BENSON	WALKWAYS				50		
5503	BOVENEY	BANK PTN				60		
5525	BOULTERS	TAIL LAYBY				50		
5527	ROMNEY	BANK PTN					94	
5532	SUNBURY	BOATSHED					25	
5594	MAPLEDURHAM	TAIL LAYBY				110		
5519	COOKHAM	LOCK IMPS.					50	
5520	TEMPLE	WALKWAYS					25	
5521	MAPLEDURHAM	SANITARY STN.					95	
5522	RUSHEY	ACCESS ROAD					55	
5529	SUNBURY	BOAT ROLLERS					65	
5554	PENTON HOOK	HEAD LAYBY					80	
5562	BUSCOT	BANK PTN					25	
5602	PENTON HOOK	TAIL LAYBY					60	
5880		BANK PTN SCHEMES				100	300	300
5890		LAYBY SCHEMES				200	300	300
5605		SANITARY STATIONS			66	130	30	130
5800		LOCK ENLARGEMENTS			50	600	900	50
		PROJECTS UNDER £5,000	XXXXXXX					XXXXXXX
		ALLOCATION OF MULTIFUNCTIONAL CAPITAL	XXXXXXX	216	174	180	114	XXXXXXX
		TOTAL FUNCTION CAPITAL EXPENDITURE (TO AGREE WITH FP2)	0	1709	1825	3423	3138	1700

## SUMMARY OF PROPOSED CAPITAL PROJECTS

£000

FUNCTION : WATER RESOURCES

REGION: THAMES

PROGRAMME	SITE NAME	PROJECT TITLE	PRIOR YEARS	1994/95	1995/96	1996/97	1997/98	LATER YEARS
1800	R.MISBOURNE	ALLEVIATION OF LOW FLOW	593	130	649	3487	3627	243
1810	R.VER	ALLEVIATION OF LOW FLOW	1409	42	43			
1840	R.WEY	ALLEVIATION OF LOW FLOW	372	114	664	56		
1860	R.PANG	ALLEVIATION OF LOW FLOW	44	64	11			
	R.BEANE	HYDROMETRICS		21	43			
	R.BEANE	INVESTIGATIONS			27	84	117	
	R.WYE	HYDROMETRICS		21	43			
	R.VEY	INVESTIGATIONS				28	88	
	R.BULBOURNE	INVESTIGATIONS		26	81	112		
1001	R.COLNE	GAUGING STATION	5	68				
1002	GUILDFORD	GAUGING STATION	148	8				
	TWYFORD	GAUGING STATION	180	8				
1015	ISLIP	GAUGING STATION	30	116				
	BOURTON	GAUGING STATION	60	23				
1032	R.DIKLER	GAUGING STATION	29	54				
1031	R.WINDRUSH	GAUGING STATION		31				
1033	SOR BROOK	GAUGING STATION	15	68				
	CHERTSEY BRNE	GAUGING STATION		42	65			
	HILL BROOK	GAUGING STATION		26				
	SHALBOURNE	GAUGING STATION		31				
		DATA PROCESSING HARDWARE		52				
		HYDROMETRY EQUIPMENT 1994		57				
		MINOR WORKS 1994		57				
		MINOR WORKS 1995			59			
		OBSERVATION BOREHOLES 1994		104				
		WEST BERKS GROUNDWATER SCHEME	324	42				
		NALD		42				
		CONTRIBUTION TO WATER QUALITY		62				
		PROJECTS UNDER £25,000	XXXXXXX	34				XXXXXXX
		ALLOCATION OF MULTIFUNCTIONAL CAPITAL	XXXXXXX	157	126	131	83	XXXXXXX
		TOTAL FUNCTION CAPITAL EXPENDITURE (TO AGREE WITH FP2)	3209	1500	1811	3898	3915	243

## SUMMARY OF PROPOSED CAPITAL PROJECTS

FUNCTION : FLOOD DEFENCE

REGION: THAMES

PROGRAMME	SITE NAME	PROJECT TITLE	PRIOR YEARS	1994/95	1995/96	1996/97	1997/98	LATER YEARS
<b>WEST AREA CAPITAL PROGRAMME</b>								
2111		WEIR LIGHTING (CF 2275)	278	15	15	15	15	
2207	NORTHMOOR	WEIR	19	180				
2220		RAD GATE VIB MOOS - (WEST) (CF 2276)	5	50	50			
2245	MARSH	WEIR			140			
2247	HURLEY	MAIN WEIR/D/S & SMALL O'FALL	25	25	185	190		
2248	IFFLEY	WEIRS BANK PROTECTION	15	200				
2249	SONNING	WEIR REFURBISHMENT	5	45	50			
2250	HAMBLEDON	BUCKS	15	140	125			
2251	PINKHILL	BUCKS	15	105	90			
2252	MARSH	BUCKS	20	45	230	230		
2253	ABINGDON	BUCKS	15	10		110	110	
2254	KINGS	BUCKS	15	25	155	155		
2255	GODSTOW	BUCKS	10	5		80	80	
2256	EYNSHAM	BUCKS	15	15			90	90
2257	OSNEY	BUCKS	5	10			45	45
2258	IFFLEY	BUCKS	15	15			90	90
2259	PANGBOURNE	R. PANG , STUDY & FAS		10	90			
3180P	OXFORD	STRUCTURES	130	80	300	190		
3360P	AYLESBURY	ARTERIAL DRAINAGE WORKS	1940	40				
4400P		WEST AREA MINOR WORKS	218	200	175	175	175	350
<b>EAST AREA CAPITAL PROGRAMME</b>								
2043	ERITH	GREEN LEVEL P.S.	1	130	210			
2114	BRAY BUCKS	IMPS & MOTORISATION	521	90				
2128	BOULTERS	WEIR; IMPS & MOTORISATION	27	377				
2130	OLD WINDSOR	WEIR BULLDOGS & MOTOR'N		20	150	130		
2266	BYFLEET	BROAD DITCH; SYPHON REPL			100			
2267	R.MOLE	ISLAND BARN; GOBI MATTING		100				
2268		MODS TO WINDING M/C(COOK/MOLES/BOV)		10	50	50		
2270	COOKHAM "A"	LARGE RADIALS MOTOR'N			10	100		
3250P	R.WANDLE	FLOOD ALLEVIATION PH. 3	5			10	40	5680
3270P	R.QUAGGY	FLOOD ALLEVIATION	885	280	3150	2390	670	
3280P	BEVERLEY BK	FLOOD ALLEVIATION			40	40	600	3360
3290P	R.QUAGGY	FLOOD ALLEVIATION PH.2		50	50	600	500	300
3300P	R.RAVENSBOURNE	FLOOD ALLEVIATION SCHEME			50	100		3250
3310P	R.WANDLE	BEDDINGTON - MITCHAM	2638	3				
3330P	R.WANDLE	PHASE II			50	50	1200	1800
3400P	R.BLACKWATER	IMPROVEMENTS	40	20	20	235		
3570P		TIDAL DEF'S LONDON PROV FOR REFURB	1660	800	800	700	700	
3740P	R.WEY	STRUCTURES	164	180	145			
4100P	DATCHET/W'BURY	FLOOD ALLEVIATION	526	50	200	300	300	9000
4450P		SOUTH-EAST MINOR WORKS	196	100	100	100	100	200
<b>BARRIER CAPITAL PROGRAMME</b>								
2085		TIDAL THAMES TELEMETRY	67	25	15	15		
2091		PUMPING STATION MINOR WORKS	86	20	20	20	20	40
2277	THAMES BARRIER	SECURITY IMPROVEMENTS		100				
3080P	THAMES BARRIER	MODERNISATION GATE CONTROLS	1183	2321	782			
3090P	THAMES BARRIER	VISITORS CENTRE	93	22	22	22	22	
3100P	THAMES BARRIER	PROVISION FOR PLA	1016	100	100	500	300	
4510P		TIDAL THAMES; BARRIER & TIDAL WORKS	464	600	800	1000	1000	2000
4600P		TIDAL THAMES: NON TIDAL MINOR WORKS	73	40	40	40	40	80

## SUMMARY OF PROPOSED CAPITAL PROJECTS

E000 FUNCTION : FLOOD DEFENCE

REGION: THAMES

PROGRAMME	SITE NAME	PROJECT TITLE	PRIOR YEARS	1994/95	1995/96	1996/97	1997/98	LATER YEARS
<b>NORTH EAST AREA CAPITAL PROGRAMME</b>								
2004	R.LEE	BRICKENDON BK FLOOD RELF		10		130		
2012	SALMONS BK.	SALMONS BROOK	313	3				
2034	R.RODING	RIVER RODING; CHANNEL STAGE 2		10	160			
2063	R.COLNE	R. COLNE ROOKERY-MILL				10	90	
2080	R.LEE	BRIDGE SLUICE		10	160			
2084		NE CONTROL STRUCTURE TELEMETRY	161	15	15			
2089	R.LEE	KINGSBRIDGE SLUICE - REMEDIALS	239	40				
2189	MOSELLE BK	CULVERT	23	85				
2280	R.RODING	EROSION CONTROL			250			
2284	HARLOW	R. STORT STUDY;		80	300			
3000P	LUTON	R. LEE STREAM IMPS	522	30	35	1200	1100	
3010P	ESSEX	FLOOD PROTECTION STAGE 3	1048	570	10	5		
3020P	LOUGHTON	BROOK	1658	70	340	100	73	
3030P	THORNWOOD	WORKS	70	226				
3040P	UPR LEE	LUTON-HOO/BATFORD/WHEATHAMPSTEAD	92	592	7	5		
3060P		NE AREA; TIMBER FOOTBRIDGES	511	119	194			
3110P	MIMMSHALL BK	FLOOD ALLEVIATION SCHEME.	50	150		1842	73	1
3140P	EDGWARE BK	EDGWARE BROOK	27	25	540			
3230P	HARTSBOURNE	STAGE 2	583	3	2	15	350	
3340P	R.CRANE	FLOOD ALLEVIATION ST. 2	1650	250				
3420P	R.LEE	FLOOD CHANNEL; STILLING BASIN IMPS	1060	322	250			
3460P	R.LEE	FLOOD CHANNEL; OPERAT'L MOOS	550	50				
3590P	R.CRANE	FLOOD ALLEVIATION	2073	190	15	15	140	5
3690P		NE AREA H&S, FENCING	501	130	100	100	50	
3700P		NE ACCESS BRIDGES	15	82	65			
3730P	STANWELL	MOOR DITCH	17	300				
3780P	SILK STREAM	FLOOD ALLEVIATION	92	60	10	500	500	
3800P	R.STORT	CATCHMENT MANAGEMENT PLAN	32	52	225	415	300	300
3820P	RADLETT	BROOK	38	60	270			
3850P	LVR LEE	IMPS; (D/S OF TOTTENHAM)		50	50	500	500	500
4200P	R.COLNE	AREAS 1,2, and 3	7723	3500	2711	1109		
<b>CENTRAL FLD DEF CAPITAL PROGRAMME</b>								
2027		FLOOD GAUGING WORKS	237	20				
2061		FLOOD DEFENCE INFO SYSTEMS	187	5				
3170P		GIS	1072	85	66	66	66	
3220P		LAND DRAINAGE PLANT	1585	100	100	100	100	200
3670P		FLOOD WARNING	2021	300	300	300	300	600
4700P		SLIPPAGE ALLOWANCE(for above schemes)		(4,331)	(4,704)	(4,290)	(3,240)	
4000P	MAIDENHEAD	S105 SURVEYS	8270	1000	2000	3000	5000	5000
		R. THAMES MAIDENHEAD WINDSOR & ETON		1949	10626	13521	16979	12234
		INTERNAL CHARGES		3400	3400	3400	3400	
		PROJECTS UNDER £100,000		1000	800	300	1100	
		ALLOCATION OF MULTIFUNCTIONAL CAPITAL	XXXXXXX	1235	994	1031	653	XXXXXXX
		TOTAL FUNCTION CAPITAL EXPENDITURE (TO AGREE WITH FP2)	44825	18500	27800	30921	33631	45125

## SUMMARY OF PROPOSED CAPITAL PROJECTS

FUNCTION : MULTIFUNCTIONAL

REGION: THAMES

PROGRAMME	SITE NAME	PROJECT TITLE	PRIOR YEARS	1994/95	1995/96	1996/97	1997/98	LATER YEARS
8501		IT COMMUNICATIONS	1000	275	275	275	275	
8503		IT TRUNKED RADIO	859	50		200		
		IT NATIONAL DEVT'S/MUSTDO'S						
		- Infrastructure						
		- WAMS		500				
		- IAS/PS	500	394				
		- Othermustdo's		200	200	200	200	
8509		IT OS (FSSTUDY)			100			
		IT INCIDENTS AND PROSECUTIONS	60	46				
		IT DISCHARGE APPLICATIONS			42			
		IT PLANNING APPLICATIONS		35				
		IT GIS (FSSTUDY)			100	100		
		IT OTHER BUSINESS PROGRESS			100	100	100	
		IT MISSION STATEMENT AIMS			300	300		
		IT AUDIT RECOMMENDATIONS						
8652		TPT SMALL VANS		64	64	64	64	
8661		TPT CARS		72	72	72	72	
8651		TPT MEDIUM VANS		150	150	150	150	
8651		TPT PICKUPS		50	50	50	50	
8653		TPT LANDROVER		90	90	90	90	
8655		TPT TRAILERS		30	30	30	30	
		PROJECTS UNDER £25,000	XXXXXXX	6	5	5	5	XXXXXXX
		TOTAL MULTIFUNCTIONAL EXPENDITURE	2419	1962	1578	1636	1036	0
		ALLOCATION OF MULTIFUNCTIONAL	XXXXXXX					
		POLLUTION CONTROL	XXXXXXX	255	205	213	135	
		FISHERIES	XXXXXXX	59	47	49	31	
		RECREATION	XXXXXXX	20	16	16	10	
		CONSERVATION	XXXXXXX	20	16	16	10	
		NAVIGATION	XXXXXXX	216	174	180	114	
		WATER RESOURCES	XXXXXXX	157	126	131	83	
		FLOOD DEFENCE	XXXXXXX	1235	994	1031	653	
		TOTAL AS ABOVE	XXXXXXX	1962	1578	1636	1036	0