

EA MIDLANDS



ENVIRONMENT
AGENCY

Midlands
Region

DIRECT
..... WORKS

BUSINESS PLAN 2000/2001



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Cover Pictures

1. Routine grass-cutting on the banks of the River Trent using the AEBI.
2. Installing sandbags to reduce the risk of damage to property, as part of the 'Public Face' of the Agency's emergency response.
3. Operatives in Upper Seven removing fallen trees causing a blockage to the watercourse.
4. Operatives were able to use their experience and training to good effect whilst carrying out work on Racecourse Brook, Stratford-upon-Avon, on behalf of the Local Authority.
5. Miller harvester weedboat carrying out routine weed-cutting in Lower Trent (North).

Supplementary – Management Action Plan

Appendix 1 – Direct Works Structure

Appendix 2 – Strategic Aims

Appendix 3 – People Matters

Appendix 4 – Health and Safety Action Plan

Appendix 5 – Training Action Plan

Appendix 6 – Environmental Targets

Appendix 7 – MCA Action Plan

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Regional Direct Works



Stewart Powers
Regional Direct Works Manager.

Manager's Overview

The Regional Direct Works Unit was established 4½ years ago to provide a delivery based focus for the Agency's operational activities on the ground. Since then, the Unit has shown its ability to deal positively with challenging situations as well as developing its role as an integral part in the overall business of the Agency. The increased recognition of the Unit's capabilities since its inception is a credit to both the staff and the skilled and experienced Emergency Workforce.

The last year saw the reputation of the Unit progressively grow, in terms of providing a high quality service to all our customers in a safe manner and using best environmental practice. The Unit was established on the basis of being capable of dealing effectively with a Region wide 10-year flood event. That capability has been well demonstrated over the past 12 months by the competent responses to the various flood incidents. Direct Works has also successfully used its skills and experienced emergency workforce in developing cross-functional working.

Working in partnership with all our customers, we aim to continue to improve our performance, develop our client base and thereby enhance our credibility. The continuation and development of Partnering will be essential to deliver quality services in all aspects of our work.

Success will continue to be achieved only by utilising the combined power, willingness and commitment of the whole team. The National Vocational Qualification competency initiative is an example of this approach, utilising interactive involvement between staff and manual employees.

This is the first Midlands Region Direct Works Business Plan and it introduces our Strategic Vision. The plan outlines some of our key successes for the past year and defines how we propose to manage the Unit's resources and activities in the coming year by confirming our priorities and targets.

Regional Direct Works Unit Objectives

- Provide an effective emergency response service to the Environment Agency.
- Deliver high quality (safe & environmentally friendly) services to all our customers.
- Demonstrate and deliver value for money.
- Demonstrate continued and sustainable improvement against agreed performance measures and indicators.
- Pursue an effective and integrated human resource strategy including addressing succession requirements.

1. Introduction

1.1 Purpose of the Plan

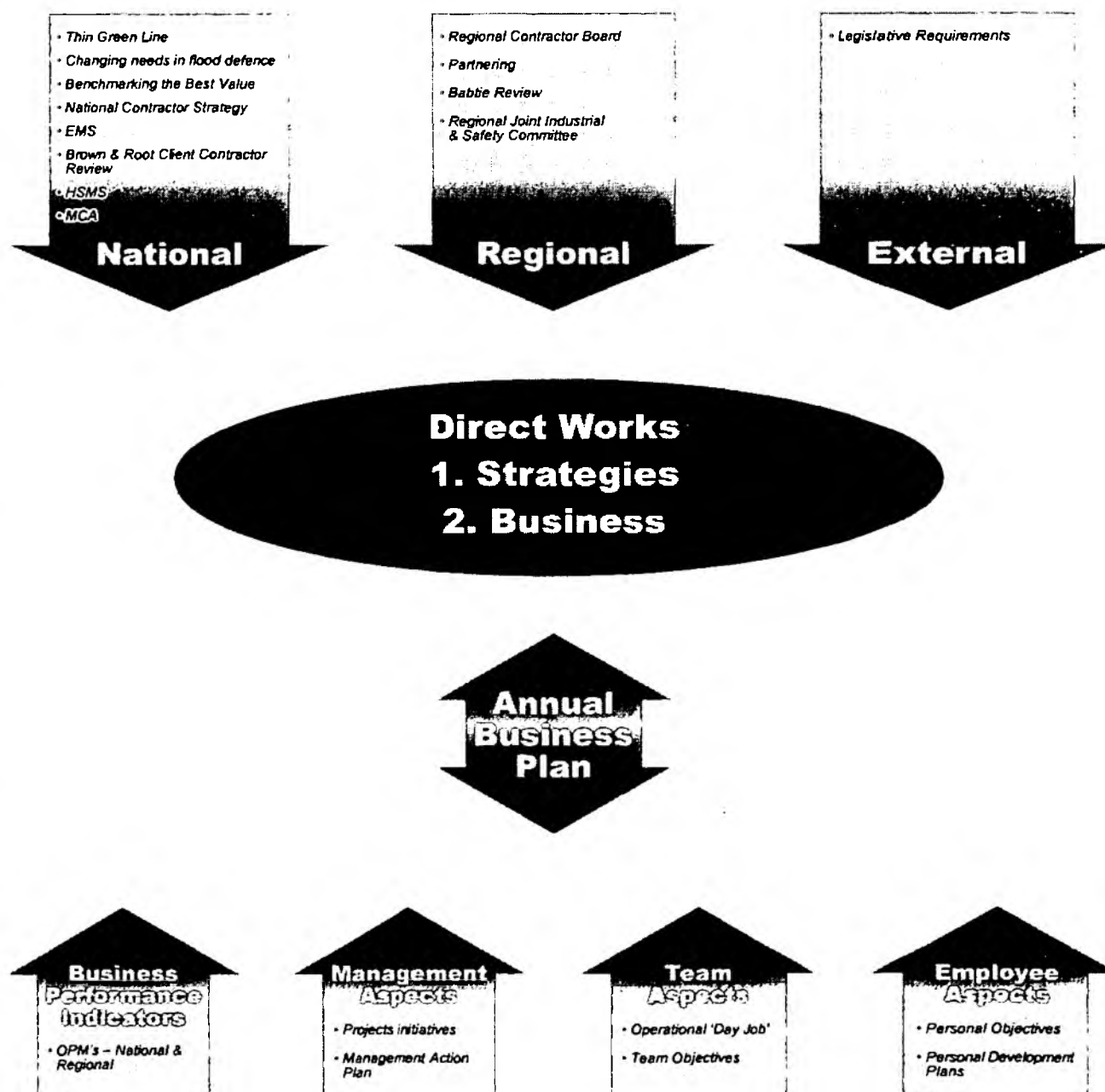
This Business Plan explains how national policies and strategies will be translated into actions for the Regional Direct Works Unit.

The plan focuses on the delivery of the Unit's key priority objectives and the associated resource issues. Whilst the plan does not describe all of the aspects of our day to

day work, the Management Action Plan supplement captures many of the targets monitored and reported on during the year.

The Business Plan is a live document which will evolve throughout the year as demands and priorities inevitably change.

Direct Works Planning Process



1.2 Background to Regional Direct Works

Direct Works is a regionally organised unit whose primary purpose is to ensure an efficient and effective response to emergencies on behalf of the Flood Defence Client.

The unit comprises three teams. (Appendix 1). Two operational teams cover the Trent & Severn catchments respectively and provide services to clients at a local level, the core of which is:

- (a) The provision of an effective round the clock, 365 days a year response to emergency incidents
- (b) The planning, programming & management of the execution of approximately £8m work on behalf of internal (£7.5m) & external (£0.5m) clients.

Approximately 85% of operational workload is undertaken on behalf of Flood Defence however other internal clients include Water Resources, Environment Protection, Fisheries Ecology & Recreation & Engineering Services.

The third team, the Regional Central Team is responsible for the development & implementation of defined business plans & strategies; the production of management information; for ensuring the Unit is fully compliant with Agency and legislative requirements and for ensuring a regionally consistent approach.



1.3 Strategic Vision

1.31 Introduction

The Emergency Workforce is a vital element in the delivery of the Agency's seamless integrated service promise. The EWF has an involvement with Flood Defence forecasting, warning, emergency response, and routine operations, and provides services for Environment Protection and Fisheries Ecology and Recreation (FER) throughout England and Wales.

There is a National Contract Managers Group (CMG), under the guidance of a Regional Director, which considers high level objectives to ensure Regional operational capability is effectively integrated into a coherent and sustainable nationally consistent service. An information architecture has been established to facilitate area, regional and national performance comparison. The strategic aims of the group are shown in Appendix 2.

The Midlands Regional Direct Works Unit's aims are in line with those of the National group. The Region's strategy is designed to achieve National consistency.

1.32 The Emergency Workforce

The Agency's EWF operates as an Internal Business Unit (IBU). Nationally the EWF has a turnover of £72.4m per annum, and currently comprises 215 staff and 1571 manual employees. Midlands Region Direct Works Unit establishment consists of 28 staff and 202 operatives and the annual turnover is £8.0m.

The EWF is a formidable national resource and a major asset to the Agency. The EWF is the Agency's front line interface with many of its customers and the human face of the Agency in public perception.

1.33 Current Strategy & Structure

The EWF strives to be an environmental exemplar, and best practice organisation, which is a credit to the Agency. It is a key operational player in the implementation of the Environmental Management System (EMS) throughout the Agency.

Local knowledge is identified as the key to effective emergency response delivery and generic competence essential for co-ordinated pan Area/Regional response. Stability is identified as a critical factor if this facility is to be sustained.



■ Members of the Emergency Workforce working alongside Local Authority Operatives sandbagging properties in Bewdley.

Prudent investment in the EWF by the Agency and its predecessors has served to progressively develop environmental competencies. This includes the development of our own NVQ (Maintaining & Conserving Rivers, Coasts, and Waterways), and investment in the creation of local knowledge of the flood defence infrastructure.

The EWF is now a high quality, specialist service. The current strategy is that of differentiation through quality and because of the associated cost structure, it cannot attempt to operate, or compete, as a low cost provider. The strategic focus is on high value added works that complement its skills capability and deliver an appropriate return on the Agency's investment.

The Direct Works Unit is managed through the Area Management Structure, with the Regional Direct Works Management reporting to the Lower Trent Area Manager. Services to the area clients and emergency services are

delivered at local level, via the two area based teams.

The Direct Works Management Team is currently working closely with clients to develop partnerships for more effective working relationships. The provision of value for money is paramount in this process with focus on performance measurement and evaluation to demonstrate continuous improvement.

1.34 Future Strategy

The Direct Works Team is working closely with colleagues in Flood Defence and other Agency functions to apply the recommendations of the Client/Contractor Review, and aspire to apply the Agency's integrated management systems philosophy to provide a sustainable, seamless, and integrated emergency response service. Excellent practice is being developed across the Region through Partnering and the best endeavour of committed practitioners.

Area Manager's Overview



■ Andy Wood
Lower Trent Area Manager.

"Their efforts are considerable and their experience tremendous, which comes into it's own when the going gets tough...especially at times of flooding. They are, after all, the people on the ground, the public face of the Agency. I want to see Direct Works supporting the Agency in a wider role – working for as many internal clients as possible."

2 Review of 1999/2000

2.1 Emergency Response



■ Prince Andrew meets members of the Emergency Workforce during the floods in Bewdley

The National Client /Contractor Review¹ promoted the establishment of service level agreements, to fully define the mechanisms for ensuring an effective response to flood emergencies. During the year, Midlands Region developed its own SLA (Service Level Agreement), detailing the organisational requirements and duties of all those involved in management and 'on the ground' delivery of emergencies, as well as defining the required level of resources and response times. In the SLA, the Unit has identified the cost for the provision of the emergency capability against a number of schedules, incorporated within the agreement.

In order to improve security of an effective response in a prolonged event, the actions during the early hours of a flood must include planning for additional resources from elsewhere within the Region or external to the Region. A Direct Works management roster has been established, made up from the Regional Team. Its role is to provide a strategic overview, monitor and co-ordinate deployment of resources, and arrange for additional resources as the event escalates. The aim is to give confidence to the Area Duty staff to deploy increased resources at an earlier stage during an event.

The Christmas flood of 1999 reaffirmed the effectiveness, capability and commitment of the EWF following the successful responses to the October floods of 1998. Standby arrangements were set up in Lower Severn in case of escalation. In addition, the Regional Direct Works Team arranged for around 20 operatives within the EWF in Upper Trent to be on standby during Christmas Day and Boxing Day as cover, if required in Lower Severn or South West Region. In response to a problem in the Gloucester area, an 8" emergency pump was transported from Matlock. In addition, early in January, the Region's 24" pump was sent to Bridgwater to support pumping operations in South West Region. During the event, a total of 40 of the EWF were deployed.

Response to pollution emergencies on behalf of the various Area Environment Protection Teams, has also been part of the unit's workload. For several years the response to incidents has proven the capabilities of the Emergency Workforce. Environment Protection Officer, David Nunn has no doubt about the calibre of the Unit. 'These people have done a first class job for me and I believe they should be recognised for that' says David.

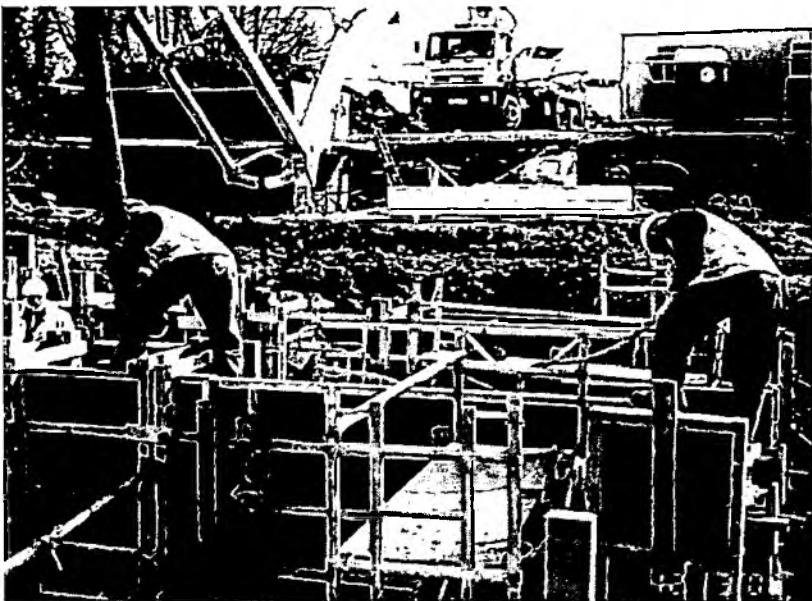


■ The Emergency Workforce in Lower Trent respond to a pollution emergency, deploying pads and booms to prevent contamination of the watercourse by a recent oil spillage.

2.2 Projects

The Unit continued to demonstrate its capabilities for construction work as well as its competitiveness. Two gauging stations were built for the internal client, Capital Works. The construction of Wyre Piddle and Southam Gauging Stations not only demonstrated the ability of the

1. National Client/Contractor Review for the Environment Agency – Brown and Root 1998



■ Construction work underway at Wyre Piddle.

Unit in terms of quality and cost effectiveness, but also the flexibility of the team to respond quickly to modifications in design. The effectiveness of cross boundary working was also shown with teams from Tamworth and Uttoxeter in Upper Trent, working on the Southam site in Lower Severn. In addition, 22 jobs were completed for external clients, ranging from £234 to £42,285. The last piece of the jigsaw was put in place at Powick Weir when security fencing was erected to protect the public from the dangers of the site. When the rebuild of the weir was completed in 1998, for the Upper Severn Flood Defence client, it was hailed as a classic illustration of the value of Partnering. Compared to a conventional Civil Engineering contract, the ability to quickly adapt to changing circumstances saved a significant amount of time and money. If work had not been carried out under Partnering, an estimated additional cost of £60,000 would have been incurred through variations and claims.

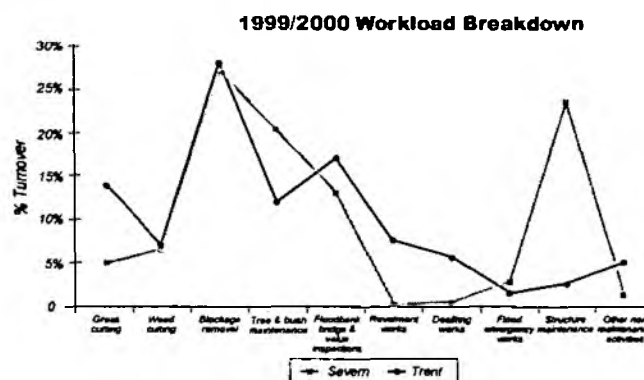
2.3 Flood Defence Maintenance Programme

The backbone of the annual workload is the Flood Defence Maintenance Programme. Comprising the core maintenance activities, the programme provides the Emergency Workforce with the opportunity to

demonstrate its extensive range of skills and competencies on a daily basis. The wide range of activities undertaken are designed to ensure that Flood Defence assets are maintained to optimum standards.

In the 99/00 financial year, the programme, valued in excess of £5 million, was successfully delivered to the required cost, time and quality standards.

Joint initiatives, piloted in Upper Trent and Lower Trent (North) between the clients, Direct Works management and the workforce have progressed to enable continuous improvement in the service provided. Harnessing the knowledge and experience of the workforce, improvements in methods and working practices have been introduced which increase effectiveness of our activities.



2.4 Cross Functional Working

Although the Direct Works Unit's main client is Flood Defence, the Unit has continued to build on its approach of seeking opportunities to extend its customer base. As well as being a principal player during flood and pollution emergencies, Direct Works is promoting its skills in both cross-functional initiatives and tendering for work for internal and external clients. It has continued to offer a wide-ranging service where nothing is too small or too large.

Direct Works is increasingly becoming recognised as the Agency's multi-skilled workforce. It has already been used for water sampling, abstraction licensing and waste

regulatory work. Initial reservations as to the capability and competence of Direct Works staff to undertake technically biased works have been allayed over the year and the perception of the multi-functional role of Direct Works, still furthered.

Cross-functional working is seen as a significant part of the work of the Unit to further its policy of Partnering. The concept of cross-functional working involved Direct Works personnel acquiring new skills and building relationships with new people, as well as attracting more work on a cost effective basis. Initial projects have largely proved to be a success with other Agency departments. There is now a real potential for further diversification of the Direct Works client base.

Water Resources Officer Craig Hatcher says 'The involvement of Direct Works personnel in site visits, principally to check on water abstraction licences, has

freed up time which can now be more usefully spent on a current, major Water Resources project'.

2.5 Partnering

In Midlands Region

Partnering between Direct Works and its clients has continued to be pursued as the way to do business to the benefit of client, contractor and the environment. The Partnering Implementation Team (PIT) has continued to meet and provide high level support and guidance. The benefits of this work are now becoming evident. The early priorities were seen as better planning and communication. These

areas have been developed with improved programming being a significant success.

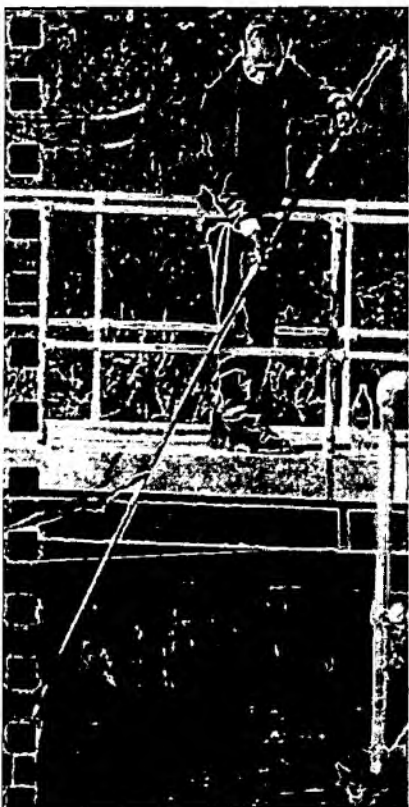
The key beneficiaries have been Flood Defence, Fisheries and Conservation. Partnering has enabled the Client and Contractor to work more closely together and has lead to improved team working, greater job satisfaction, improved communications (at all levels) and best value for the Agency. Savings have been realised by improved project planning and practical input from the Direct Works workforce, either during design or as the work has progressed.

During 1999/2000 it is estimated that Partnering has resulted in efficiency savings of £180k. This is a conservative estimate based on actual savings linked to a number of projects across the region and does not include the undoubted intangible benefits of Partnering such as flexibility, speed of response and enhanced customer satisfaction. Savings in 1999/2000 have been used to complete more work in the Flood Defence maintenance programme, or other work that would not have been done due to lack of available funds. Work has also started to produce guidance on project management of non-routine works to ensure the benefits of Partnering are shared throughout the Region in a consistent manner.

2.6 Environmental

The challenge of meeting best practice standards and fulfilling those environmental targets has now become second nature to staff and workforce. It is not just because those standards and practices are built into the whole ethos of the unit, but because people genuinely want them to work, so they have to be seen to be exemplary and that they practice what they preach.

Builders' rubble, which would at one time have gone to land fill, is now re-used in a variety of ways on Agency projects – as hardcore for building site roads to a particular area, for example. Pruned willow branches have been used for revetment work, while plastic posts and fences are increasingly chosen for Agency sites.



■ As part of the Cross Functional Working Initiative, Duncan Rock assists The Environment Protection Team, carrying out sampling at a number of sites in the Upper Trent Area.



■ Operatives from the Upper Trent Area, install willow spilling on banks of the River Dove (Tutbury) where traditionally, stone revetment would have been used.

The saving on primary material – from quarries, woodland and in the energy used to produce steel, for example, can be considerable.

The year has seen an increasing amount of recyclable material used on a variety of projects by Direct Works. Direct Works last year ensured that 45 per cent of all material used on projects throughout the Region came from recycled/secondary sources, the equivalent of 400 tipper lorry loads. Regional Environmental Management Advisor, Alex Minshall believes the achievement is remarkable over such a relatively short space of time.

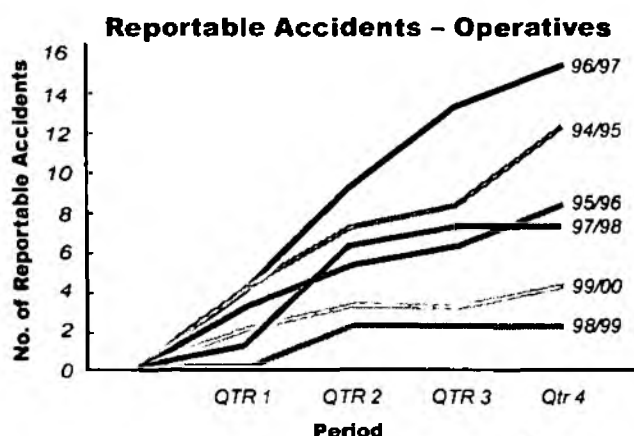
The Agency's Direct Works Unit is pro-actively working with companies who are environmentally committed by creating a sustained demand for their products. HL Plastics based in Derby have been in the Environment Agency's regular suppliers of sheet piling used for flood defence and riverbank erosion. The sheets are created out of plastic off-cuts and waste from the firm's manufacturing processes and would at one time have been taken away for disposal. Now HL Plastics has created a recycling system, which proved beneficial to the firm and the environment. The arrangement with the Environment Agency not only makes good economic sense, but is also a genuinely valuable commitment to the environment.

The mileage target was set to reduce the 96/97 mileage by 7% and improve fuel efficiency by 3 miles per gallon, with each vehicle monitored in terms of mileage and fuel consumption. The practice has been actively pursued, with everyone involved understanding the need to conserve resources. Direct Works achieved its target during the year.

2.7 Health and Safety

The year has again seen the number of reportable accidents well below the national average for a workforce unit. After the reduction in reportable accidents from 8 in 1997/8 to 3 (including 1 staff) in 1998/9, the record has been maintained with 4 in 1999/2000.

Midlands has been recognised for its progression from being one of the worst performing Regions, where health and safety is concerned, to consistently being the best over the past 3 years. Regional Director, David King, confirmed: 'The Region is top of the right league table and has become a focus for best practice, because of its good systems and practices.'



The Director of Operations has upheld the Region's record as the benchmark standard, which other regions must strive to attain. A regular analysis of all accidents is designed to identify cause, any trends and correct any deficiencies in operational methods, working practices or

procedures. Now the Region has entered the new millennium in a strong position, able and willing to implement health and safety procedures that have been put in place.

Task Risk Assessments, which are the basis for the Operational Safety Instructions, have been a key development in the past year. These documents identify the generic hazards and measures to control risk for all generic work activities carried out by Direct Works. The next stage is to ensure the identified hazards and control measures are suitable and sufficient by carrying out site specific assessments. The volume of assessment required is considerable, due to the sheer scope of work, however a joint management/workforce initiative in Lower Trent (North) has successfully piloted this process on a number of key activities.



■ Strimmer in use during routine work. Photograph courtesy of H.S.E. Publication "Vibration Solutions".

During the year, the Unit has continued to progress a research project, focusing on the risks associated with vibratory tools such as chainsaws and strimmers. The project, funded by a number of regions, has been undertaken by Midlands Region Direct Works working closely with the Midlands Region Safety Adviser, Janet Smith, who pioneered initial research and produced current National policy. The project has expanded the knowledge and understanding of the risks associated particularly with the use of strimmers.

Findings to date, whilst emphasising the underlying need to ensure the overall hierarchy of controls are in place, has identified the following key points:

- The main source of vibration is the cutting head
- Simple reductions in frequency to attain operational targets have caused an overall increase in risk. (The Unit has been working closely with client sections to minimise the risk from grass cutting operations)
- The importance of thorough and regular maintenance both by the operator and servicing contractor.

The Health and Safety Executive are extremely interested in the project and findings to date. The initial report will be produced and circulated early in the 00/01 Financial Year and a guidance document for Team Leaders and Operators will be produced.

Formed during the 1998/99 Financial Year, the Regional Working Equipment Sub Group which reports to the Regional Direct Works Safety Committee, and comprises of the Regional Safety Advisor, staff and representatives of the workforce, has continued to make progress in a number of key areas. Included in the successes during the year were Protective Footwear, Pollution and Carcass Removal Kits and Hand Protection

The undertaking throughout has been a substantial one, requiring commitment and vision from operational staff, management and the workforce. The successful outcome has been in no small measure, due to all concerned working together towards a common goal.

2.8 People

In May, the Unit produced its first supplement for the Region's newsletter, Grassroots. Some of the articles highlighted the Unit's successes in completing projects, such as Racecourse Brook improvements for Stratford Borough Council, Powick Weir construction and the scheme which established the Unit's credibility, Lydney Docks dam construction. The effective responses to the October floods of 1998 were also included. The main thrust of the promotion, was the people within Direct Works and the parts they played in the success of the Unit.

Feedback from delegates during the 97/98 Financial Year highlighted that standard 'off the shelf' courses were not meeting the operational training requirement. The Regional Training Sub Group, formed in 1998/9 financial year, comprising both staff and members of the workforce, has resulted in a major change to the overall training strategy. The Sub Group considers the content and specification of courses and selection of training providers. Bespoke courses have been developed to address this and include a full suite of Chainsaw Training Courses, Plant Operator Courses and a Specialist Confined Spaces Course. These developments have required substantial input from all parties, in the identification of training needs development, specification and delivery of pilot and ultimately full training courses and assessments.



■ Direct Works operatives undertake a Pollarding course, one of the bespoke chainsaw training courses developed during the financial year.

During the past year, courses were developed for:

- Boat Handling
- Site Signing and Guarding
- Road Signing and Guarding (Chapter 8)
- Practical Cable Avoidance Tool training
- Practical Manual handling

Direct Works' emphasis on the development of its employees is shown by the commitment to the Agency's



National Vocational Qualification (NVQ). The NVQ was developed to meet the specific requirements of the Agency, which was instrumental in producing and shaping what is probably the first set of environmental engineering standards. The qualification emphasises environmental responsibility, combining the skill of river and coastal maintenance engineering with the requirement to minimise any resulting adverse affects.

The initial phase of training for assessors and internal verifiers was carried out during the latter part of the 98/99 financial year and the above shows the successful candidates receiving their awards at a presentation by the Regional Director earlier this year. Midlands Region is one of the only Regions training members of the workforce as NVQ assessors, with over 60% of the initial assessors trained being members of the workforce. Although initial progress was good, this levelled out as the year progressed, in part due to problems encountered with delays in receiving the national software and certificating problems with the awarding body. Nevertheless, the region has met its targets for the 99/00 Financial Year.

The need to develop the necessary supervisory skills and competencies from within the workforce has also been recognised. In May 1999, 5 employees received NEBSM Supervisory Studies certificates from Regional Director David King. A further delegate has commenced the training course during the year.

In addition, development of team leaders within Direct Works has been encouraged. One of the team leaders successfully completed the Agency's Certificate in Management course.

During the 1999/2000 Financial Year, 5 key experienced employees retired, 3 left on ill health retirement and 3 left the Agency to pursue new careers, a total turnover percentage of 5½%. This compared with a turnover of 4½% in the previous year.



■ End of a dynasty – Michael Lilie, who succeeded his father as Supervisor, Lower Trent (North) Area retires with over 40 years service.

Several employees showed their dedication and commitment to the organisation when they received their Long Service Awards, 2 employees received a certificate for 40 years service, 13 for 30 years service and 7 for 20 years service.



■ Jim Savage, a member of the workforce in the Lower Trent (South) Area retires with over 40 years service. The above shows Supervisor Craig Dodd wishing him a long and happy retirement.

2.9 Equipment

Ask someone to work in all weathers and in all conditions, including steep, muddy embankments and its understandable they will probably want the latest and the best equipment to get the job done. That point has been well taken by the Direct Works Unit which has some of the latest items of kit to hand.

The Spearhead long arm flail mower is a typical example. The long arm has a reach of 8 metres and although rear mounted, articulates in such a way that it operates to the side of the tractor, rather than to the rear as did it's predecessors, which saves the operator the awkwardness of having to look behind to monitor cutting whilst driving the tractor.



■ The 'Herder Grenadier' long arm.

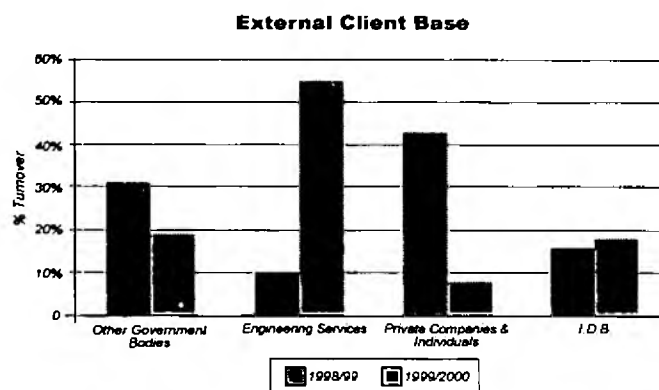
Another example of combating this problem, the Direct Works Unit has invested in a 'Herder Grenadier' mid-mounted long arm. The specialist piece of equipment with a 9.5 metre reach is armed with a variety of cutting heads to efficiently beat the problem of weeds and a variety of other growths. Stationed at the Hafren House Depot, the unit, fitted to the side of a 120 hp John Deere tractor can also deal with grass and overgrown hedges. With its inter-changeable heavy-duty flail head, mower and weed cutting bucket, the 'Herder' is already proving its worth, enabling the provision of a more flexible and efficient service to customers.

A new Miller Harvester arrived in the summer to improve the effectiveness of weed cutting operations in the Northern part of Lower Trent Area. Traditionally, weed

boats cut aquatic vegetation and it then floats down to a temporary boom where it is removed in bulk. This results in double handling material. The Harvester collects the material as it is cut and, with a reverse operation of a conveyor mechanism, deposits it on the channel bank locally. Depositing the material in smaller quantities also reduces any potential environmental impact (see front cover).

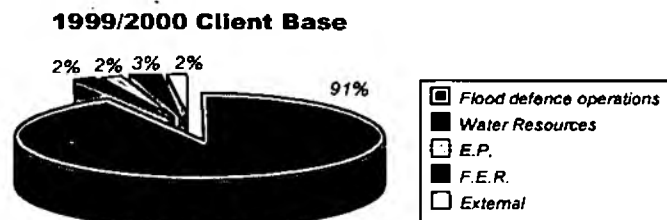
2.10 Finance

Total IBU turnover for the Direct Works Unit in the Midlands for 1999/2000 was £8.7m of which £7.9m was Flood Defence, £0.6m internal sales to other functions and £0.2m external sales. This compared with £8.3m, £0.9m and £0.3m in the previous year. The overall gross



surplus reported was £1.8m with a net surplus £0.23m. The budgeted surplus was £0.22m.

In Midlands Region, internal sales to functions other than Flood Defence represented 6.6% of turnover, which was in line with the national average, (whilst external sales were 2.1% against a national average of 1.9%).



Direct costs (labour, materials, vehicles & hired plant services) represented 79.6% of turnover and indirect costs (accommodation, management and support

services) represented 17.9%, compared with the national averages of 83.2% and 17.1% respectively.

In order to demonstrate value for money and retain the existing construction skills base, work continues to be carried out for the

Regional Capital Works section. Over the year, the value of completed work exceeded £250k, achieving a profit of 5% for the Unit. In addition, the 22 jobs for external clients produced an income of £140k.

Direct Works losses and accidents during the 98/99 Financial Year cost the Unit around £32,000, compared with more than £37,700 in the 97/98 Financial Year, an overall improvement of 18%. The RMT Losses Report highlights a number of identified patterns or trends.

Analysis of property losses identifies cellphones, pagers and theft of equipment, mostly from vehicles, as making up nearly 90% of the total cost of £13,623.

Custom-made cellphone and pager holders, to meet the specific operational requirements of Direct Works, have been manufactured while 5 Landrovers have had the rear doors modified to improve security. Nevertheless, there still remains the need to proactively change attitudes and to ensure that both staff and workforce accept the responsibility of recognising a problem which will form a fundamental part of the Unit's strategy for the coming financial year.

An IBU financial health check audit, completed in 1999, confirmed that Midlands Region Direct Works had adequate controls in all areas audited.



Construction works in progress on Southam Gauging Station. Operatives place ready mixed concrete, delivered by a specialist concrete pump into shutter, pre-fabricated by joiners in the Lower Trent (North) Area.

Trading Accounts for 1999/2000

Midlands Region

	Actual 1999/2000 £K	Budget 1999/2000 £K	Variance £K	Actual 1998/9 £K
Turnover				
<i>Flood Defence Turnover</i>	7,929.0	7,600.0	329.0	7,072.0
<i>Internal Sales</i>	574.0	684.0	(110.0)	914.0
<i>External Sales</i>	182.0	79.0	103.0	267.0
Total Turnover	8,685.0	8,363.0	322.0	8,253.0
Work In Progress				
<i>Opening WIP</i>	33.0		33.0	33.0
<i>Closing WIP</i>	33.0		33.0	33.0
Direct Costs				
<i>Labour</i>	4,177.0	4,106.0	(71.0)	4,068.0
<i>Materials</i>	624.0	564.0	(60.0)	593.0
<i>Plant & Vehicles</i>	1,362.0	1,295.0	(67.0)	1,357.0
<i>Hired & Contracted Services</i>	749.0	699.0	(50.0)	640.5
Total Direct Costs	6,912.0	6,664.0	(248.0)	6,658.5
Gross Surplus	1,773.0	1,699.0	74.0	1,627.5
Surplus on Sale of Assets	13.0		13.0	5.0
Indirect Costs & Overheads				
<i>Accommodation</i>	301.0	268.0	(33.0)	394.0
<i>Management Overhead</i>	954.0	911.0	(43.0)	889.2
<i>SLA's</i>	219.0	220.0	1.0	154.0
<i>Notional costs</i>	83.0	83.0	0.0	0.0
Total Indirect Costs	1,557.0	1,482.0	(75.0)	1,437.2
Net Surplus	229.0	217.0	12.0	195.3
Ratio Analysis	Actual %	Budget %	National Average %	
<i>Gross Surplus: Turnover</i>	20.4%	20.3%	17.5%	
<i>Net Surplus: Turnover</i>	2.6%	2.6%	6.0%	
<i>Direct Costs: Turnover</i>	79.6%	79.7%	83.2%	
<i>Indirect Costs: Turnover</i>	17.9%	17.7%	17.1%	
<i>Mgmt Overhead: Turnover</i>	11.0%	10.9%	11.0%	
<i>Overheads: Turnover</i>	17.0%	16.7%	15.7%	

3. Corporate Issues

3.1 Health & Safety

As part of the Health and Safety Management System (HSMS), Direct Works was subject to an audit during the 99/00 Financial Year. Following the audit, a Health and Safety Action Plan (Appendix 4) was developed through consultation with Supervisors, Safety Representatives and members of the Workforce to consolidate upon and improve existing internal health and safety procedures.

A number of key actions were implemented during the 99/00 Financial Year. However the bulk of the Action Plan will be delivered during the current Financial Year, with the intention of fully implementing and consolidating existing systems and procedures. The Working Equipment Sub-group, made up of staff and manual employees, will also continue to monitor protective clothing used by the Unit.

Over the next twelve months 9 National Health & Safety initiatives will be introduced to ensure full legal

compliance and, more importantly to ensure the safety of employees.

The Unit, in line with a national initiative is developing tailored versions of the HASTAM Managing Safely Course. During the financial year all Supervisors and Chargehands will attend appropriate versions of the course.

3.2 Training & Development

The Direct Works anticipated spend on Training and Development for 2000/2001 is £57,500, equating to 2% of the total manpower budget. The Regional Personnel Manager holds the training budget but the identification and delivery of training for Direct Works staff and operatives is managed within the Unit.

The demands for training far outweigh resource availability, therefore a Direct Works Training Action Plan has been produced to ensure that training courses delivered meet key business priorities and centre on the Agency key drivers. A training programme is being



■ David King presents Don Collins (U.S.), Bryan Glover (U.S.), John Cliff (U.T.), Tim Thorne (L.S.) and Murray Hicks (L.S.) with their certificates after successfully completing the NEBOSH supervisory studies and obtaining their accreditation as NVQ Assessors.

prepared in line with the strategy to ensure that the training budget is spent effectively (see Appendix 5).

The Workforce training programme, identified in the Training Action Plan, will enable skills/competency development areas, including refresher courses, to be identified, programmed and delivered. Training course development for the Emergency Workforce is co-ordinated through the Direct Works Training Sub-group. The group is made up of management and workforce representatives to ensure that courses fully meet defined operational and business needs. To ensure value for money, the group will be developing a number of tailored courses during the year.

The comprehensive competency based NVQ in River, Coast and Waterway Maintenance underpins the training programme for the Workforce. It offers the opportunity for employees to demonstrate their skills and competencies over a broad range of operational activities, including important 'integral' topics such as health & safety, the emergency response and environmental sensitivity. The Unit will continue to progress implementation of the qualification in line with national and regional targets.

The Supervisory Development Programme, based on the NEBSM Supervisory Training Course is the foundation of the development process for the next generation of Supervisors and Chargehands. The programme ensures the acquisition of the necessary supervisory skills and competencies and encourages self-development, teamwork and organisational commitment.

Encouragement and support will continue to be offered to staff to examine training/self development needs and opportunities to meet both operational requirements and individual's aspirations.

3.3 Environmental Management

Direct Works is committed to organising its activities to reflect best environmental practice. During the year we plan to implement the Agency's Environmental Management System (EMS) to a certifiable standard

(ISO 14001) at Nooning Lane Depot, Draycott and commence work on a further three depots namely, Bull Hassocks (Lower Trent), Uttoxeter (Upper Trent), and Kidderminster (Upper Severn).

The National environmental targets and the Direct Works translations are shown in Appendix 6. Targets will be set for reduction of resource consumption at all depots and a strategy will be developed for the implementation of Sustainable Construction, by increasing the use of recycled and secondary aggregates and minimising waste generated.

Operating approximately 85% of the Region's Transport & Plant Fleet, we recognise the need to fully consider the usage of alternative fuels. Within the Management Action Plan we have reinforced our commitment to the Agency's environmental policy by setting targets to identify the potential of both alternative fuelled and higher M.P.G vehicles.

Direct Works has been monitoring vehicle mileage over the last two years, and have introduced a number of initiatives to reduce business travel. The Unit has included in its Action Plan the development of a Green Transport Plan that will include processes to monitor targets and progress on a regular basis.

Regional Direct Works Annual Mileage

Management Team	Target	Badged
	00/01	00/01
Regional Direct Works Manager		
Operations Planner		
Operations Development Manager	48,000	
Trent Area Direct Works Manager		
Severn Area Direct Works Manager		
Central Team		
Operations Development Team		
Business Planning Team	31,000	
Area Operations Teams		
Trent	186,000	685,000
Severn	127,000	456,000
Regional Total	392,000	1,150,000

Working with staff in the Lower Trent Environment Protection Team a shadow waste licence will be obtained for the Direct Works depot at Nooning Lane Draycott. We also intend to review existing practices for the determination and selection of waste disposal routes. The first step in this process will be to regionally collate information on existing practices and disposal routes.

3.4 Communications

Following the survey of communications commissioned by the Agency, Direct Works have developed an MCA Action Plan (see Appendix 7), which identifies the main staff concerns and solutions for their resolution. A joint staff / workforce Working Group has been formed to drive the delivery of the Action plan. The group will also review progress and report on a quarterly basis.

3.5 Partnering

The Partnering Implementation Team (PIT) is vital to the long-term success of Partnering within the Region as it provides the overview of the objectives of the Partnering Agreement, signed in 1998. In order to assist the PIT, sub-groups will be established to deal with specific issues such as monitoring the monthly client/contractor meetings in each Area. Client/contractor meetings are the delivery areas of Partnering and are generally working well. Maintaining the client/contractor split and the interaction between the parties is essential to drive Continuous Improvement and its Benchmarking measures. Empowerment of the workforce through training and development should enable it to undertake a role of increasing responsibility. By encouraging empowerment, PIT would give the client increased ability to delegate tasks to Direct Works.

Client/contractor teams have reached a point where longer-term programming can be addressed. The development of a 3 year plan would give better allocation of resources; clearer understanding of priorities; greater discipline in programming and project planning; a more efficient client base and a more effective workforce.

Once maintenance and construction works are fully co-ordinated, project planning and management would be improved and Value for Money and Continuous Improvement would be achieved.

During the financial year a number of initiatives will be implemented:

- *A documented **Project Management** process will be jointly introduced with the Flood Defence Client to establish effective organisation, financial and contract management of all projects*
- ***Programming** systems will be reviewed and revised to improve the planning, organisation and resourcing of projects*
- ***Workforce Empowerment** will be pursued through the development of Workforce Catchment Contracts which will be initially piloted within the Upper Trent and Lower Trent (North) Areas*
- *Customer satisfaction is a key priority for the Unit. Clear **Customer Focus** arrangements will be put in place to improve understanding of the clients needs and to proactively seek feedback on performance.*

4. Summary of Management Action Plans



Target	Section	Reference Supplementary Management Action Plans			
		General	Client		
			F.D	E.P	ALL
Strategic Aim – Provide an effective emergency response service					
<i>Continue to maintain readiness and provide committed and effective emergency response capability</i>	1.1		1,2,4,5,6	9,10	3,7,8
<i>Review emergency response procedures in line with 'Changing Needs in Flood Defence' review outcomes</i>	1.2		1,2	2	
<i>Develop the Direct Works Regional Duty process, to incorporate training requirements and build on existing capacity</i>	1.3		1,2,3		
<i>Establish emergency asset and resource schedules to ensure a robust response to region wide events</i>	1.4		1,2,3,4	2,3	
<i>Undertake exercises to test procedures and response capability</i>	1.5		1,2	2	
<i>Establish a dialogue with adjacent region to develop cross border relationships and share emergency asset information</i>	1.6		1,2		



Strategic Aim – Deliver high quality (safe & environmentally friendly) services to all customers					
Establish quality performance standards required by all clients and review delivery capability	2.1				1,2,3
Deliver services to clients defined standards	2.2				1
Maintain health & safety record in relation to the number of reportable accidents incurred	2.3	1,2,3,4,5			
Set up arrangements to monitor effectiveness of risk management procedures and compliance	2.4	1,2			
Produce an action plan to deliver the requirements of the Agency's Health & Safety Management System	2.5	1,2,3			
Comply with national & regional environmental targets	2.6	1,2,3,4			
Achieve ISO 14001 status at Direct Works depots, in line with the Agency's Environmental Management System (E.M.S)	2.7	1,2,3			
Review depot requirements and develop implementation strategies	2.8	1			
Review transport and mobile plant requirements and develop implementation strategies	2.9	1,2,3,4,5			
Identify opportunities for developing cross functional working	2.10				1,2

KEY: F.D Flood Defence

E.P Environment Protection

All All internal clients

Summary of Management Action Plans

Target	Section	Reference Supplementary Management Action Plans			
		General	Client		
			F.D	E.P	ALL



Strategic Aim - Demonstrate and deliver value for money

Deliver the principles of Partnering with respective clients and the workforce	3.1	5,6	1,7		2,3,4
Set up processes to monitor implementation of partnering	3.2				1
Prepare joint resourced programmes with all clients and communicate to all those involved, including the workforce	3.3	2,3,4			1
Develop & implement project management procedures, supported by selected post project reviews	3.4	3	2,5,6		1,4,7
Review & develop financial & resource monitoring systems	3.5	1,2,3,4,5			
Continue to compete for work to assess the market position	3.6	1,2,3,4,5			



Strategic Aim - Demonstrate continued and sustainable improvement against agreed performance measures and indicators

Review and develop existing operational performance measures	4.1	1,2			3
Produce regular statistical information to monitor performance	4.2	1,2,3			
Contribute to national initiative to develop indicators for benchmarking our activities	4.3	1			
Carry out investigations to identify best operational options and processes to achieve continuous improvement	4.4	1,2,3,4			
Identify opportunities to improve performance by working smarter and reducing duplication of effort	4.5	1,2,3			



Strategic Aim - Pursue an effective and integrated human resource strategy, including addressing succession requirements

Prepare a staff competency framework for Direct Works activities in line with national guidelines	5.1	1,2			
Achieve targets for progressing the NVQ for Direct Works employees	5.2	1,2			
Produce a manpower plan, incorporating succession requirements	5.3	1,2,3,4			
Prepare a business driven training plan, taking into account the need to progress personal development plans for Direct Works employees	5.4	1,2,3,4			
Develop plans to address occupational health issues, including implementing processes for improved absence monitoring	5.5	1,2,3,4,5			
Progress the MCA action plan to improve communication arrangements, especially to elicit feedback, enabling increased involvement and ownership at all levels	5.6	1			

KEY: F.D Flood Defence

E.P Environment Protection

All All internal clients

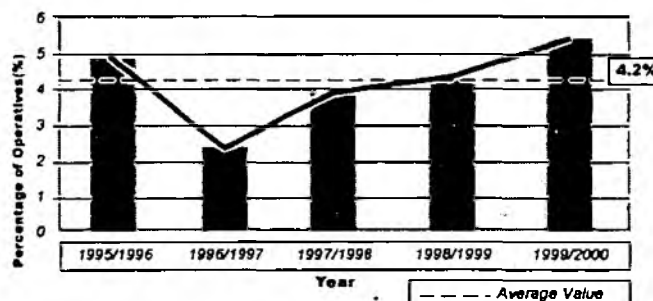
5 Resources 2000/1

5.1 Manpower

The Midlands Region Direct Works Unit has an Emergency Workforce establishment of 202 operatives. The Noble number for Midlands Region is 220, leaving a shortfall of 18 against the current establishment.

Fisheries Officers and Bailiffs, who have been fully trained in emergency response operations, make up this shortfall. Regular refresher training is required to maintain preparedness to deal effectively with flood incidents. The Unit also operates a specialist confined space team made up of operatives from across the Region. The team is called in for potentially hazardous jobs in culverts, tunnels and pipes etc, where breathing apparatus might have to be used. All members of the team train together for their specialist work.

EWf: Turnover



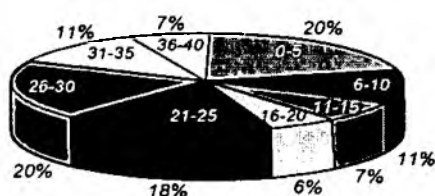
The main challenges to manpower planning are employee turnover and absence. The Unit is committed to retaining a minimum of 197 operatives. With an average annual turnover of 4½% (9 employees) and an average sickness profile of 5% (an equivalent of 10 employees) recruitment has to be effectively managed to ensure that the response capability is maintained, particularly as there is no pattern to turnover or absence.



■ "Reaching daylight". Rescuers and casualty emerge from the darkness below, during the annual specialist Confined Space Team exercises.

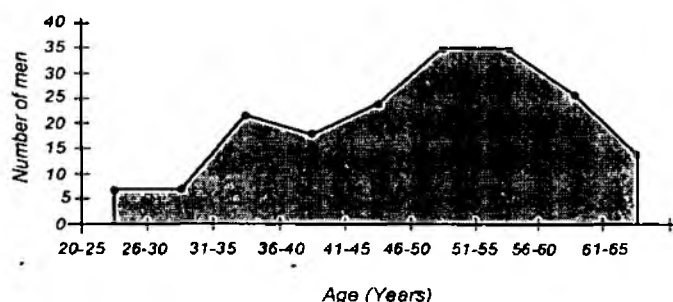
The current age profile shows only 8% of employees under 30 years old whilst nearly 40% of employees are over 50 years old. The high age profile and associated extended length of service (56% over 20 years service) means that there is a considerable knowledge and experience amongst the workforce. However, there is also a higher risk of ill health, industrial injuries such as Vibration White Finger and reduced capability to carry out heavy duties. Any recruitment strategy will have to address these issues.

EFW: Length of Service (Years)



A recruitment strategy is being developed which will take into account age profile, development needs and business risk, building on an approach developed in Thames Region. The strategy will take into account the need to maintain the existing high level of skills and competence through the change.

EFW: Age Profile



The staff establishment within the Unit is 28. The staff structure introduced following a Review of the Units Management by the Babbie Group in 1997, was refined in 1999. Babbie have been invited back to prepare a report on the Unit's progress since 1997 and make recommendations on any necessary revisions. The report is due in August 2000.

5.2 Finance

Turnover for 2000/1 is projected to be £8.5m, with Flood Defence again being the predominant client with an estimated £7.5m against the annual works programme. The overall aim is to maintain non-Flood Defence income between 8% and 12% of turnover. From April 2000 there is no requirement to achieve a 6% rate of return on internal work. As a consequence, the planned surplus has been reduced from around £200k to £63k. In addition to reducing overall turnover, this change has had an impact on the ratio of direct costs to turnover, resulting in an increase from under 80% in 1999/2000 to 82% in the current year. In 2000/1, the planned turnover per emergency workforce operative is £42.5k. The objective is to achieve £45k by 2002.

Traditionally, the charge out rate has been entirely based on the manpower charge with indirect costs included as a surcharge on the cost of a man. From 1999/2000, the charge out rate was refined to exclude Emergency SLA costs, in line with the Brown and Root Report¹, and method related charges. In 2000/1, the Emergency SLA charge to Regional Flood Defence is £302k, with a method related charge of £137k, distributed amongst the Area Flood Defence clients. An SLA charge of £16k is also distributed to the Areas for pollution incident responses. The resulting cost of a man is £14/hr. A surcharge of 5% will be charged to internal non-Flood Defence clients to recover a proportion of the method related charge, with a 10% surcharge applied to external clients.

1. National Client/Contractor Review for the Environment Agency – Brown and Root 1998.

Budget for 2000/01

Midlands Region

	Actual 2000/2001 £K	Budget 1999/2000 £K	Variance £K
Turnover			
<i>Flood Defence Turnover</i>	7,515.0	7,779.0	264.0
<i>Internal Sales</i>	764.0	574.0	(190.0)
<i>External Sales</i>	182.0	79.0	103.0
Total Turnover	8,504.0	8,535.0	31.0
Work In Progress			
<i>Opening WIP</i>		33.0	33.0
<i>Closing WIP</i>		33.0	33.0
Direct Costs			
<i>Labour</i>	4,292.0	4,177.0	115.0
<i>Materials</i>	432.0	624.0	(192.0)
<i>Plant & Vehicles</i>	1,414.0	1,362.0	52.0
<i>Hired & Contracted Services</i>	753.0	749.0	4.0
Total Direct Costs	6,891.0	6,912.0	(21.0)
Gross Surplus	1,613.0	1,623.0	10.0
Surplus on Sale of Assets	0.0	13.0	13.0
Indirect Costs & Overheads			
<i>Accommodation</i>	239.0	301.0	(62.0)
<i>Management Overhead</i>	988.0	954.0	32.0
<i>SLA's</i>	228.0	219.0	9.0
<i>Notional costs</i>	87.0	83.0	4.0
Total Indirect Costs	1,540.0	1,557.0	(17.0)
Net Surplus	63.0	79.0	6.0
Ratio Analysis	Budget 2000/2001 %	Actual 1999/2000 %	
<i>Gross Surplus: Turnover</i>	19.0%	19.0%	
<i>Net Surplus: Turnover</i>	0.7%	0.9%	
<i>Direct Costs: Turnover</i>	81.0%	81.0%	
<i>Indirect Costs: Turnover</i>	18.2%	18.2%	
<i>Mgmt Overhead: Turnover</i>	11.6%	11.2%	
<i>Overheads: Turnover</i>	17.1%	17.3%	

6. Monitoring and Evaluation of Business Plan

6.1 Quarterly

Regional Contractor Board

Performance of Regional Direct Works as a whole is monitored through quarterly reviews at the Regional Contractor Board. This Board's purpose is to provide independent strategic management for the Emergency Workforce with the aim of ensuring that high standards of work are maintained, providing value for money for the Agency and that employees are fairly treated.

Membership of the Board consists of:

- *Regional Director*
- *Regional Financial and Corporate Services Manager*
- *Regional Direct Works Manager*
- *Area Manager Lower Trent*
- *Area Manager to represent Severn Catchment*
- *Regional Flood Defence Manager.*

Regional Consultative Group

This Group constitutes a Regional joint body to establish procedures in order to promote a high standard of employee relations. It provides a forum for the consideration of all matters of common interest to the Environment Agency and its employees and to ensure the implementation of agreements and decisions made by, and to consider recommendations of, the National Negotiating Group (NNG).

Membership of the Group consists of:

- *Regional Direct Works Manager*
- *Senior Personnel Officer*
- *Direct Works Management Team*
- *Representatives of the recognised Trades Unions (up to a maximum of seven).*

Regional Direct Works Safety Committee

Meetings are held to discuss and encourage co-operation in all matters relating to health, safety and

welfare at work of all employees. The Committee also contributes towards long term policies for health and safety in order to strive for the prevention of accidents and industrial ill-health at the workplace.

Membership of the Committee consists of:

- *Regional Direct Works Manager*
- *Regional Safety Advisor*
- *Direct Works Management Team*
- *Representatives of the recognised Trade Unions.*

Local Consultative Groups

These operate under the auspices of the Regional Group. This Group is established in the Areas between the Direct Works Area Management Team and the recognised Trades Union Representatives based in the Area.

Local Direct Works Safety Committee

These are also set up to consider any relevant matters referred by the Regional committee, Management or the local Safety Representatives.

Management Team Meetings

The four Team Leaders and the Regional Direct Works Manager meet to discuss progress against the Management Action Plan.

6.2 Monthly

Each month Performance Indicators including mileage, losses, absence, utilisation and budgets are produced. These are distributed to the relevant managers and performance is monitored against identified targets.

Cascade Briefs are also delivered monthly to all staff and members of the Emergency Workforce. These inform employees of National, Regional and local issues and provide a forum for the group discussion and feedback.

7. Forward Look to 2001/02

Key Action

Continuous Improvement Target



1. Provide an effective emergency response service to the Environment Agency

Continue to maintain readiness and provide committed and effective emergency response capability	Develop suite of contingency plans for a range of emergency scenarios
Review emergency response procedures in line with 'Changing Needs in Flood Defence' review outcomes	Develop processes to monitor standby arrangements to ensure minimum response times are achieved
Develop the Direct Works Regional Duty process, to incorporate training requirements and build on existing capacity	Expand the identification of competency requirements & production of personal development plans to cover all key staff
Establish emergency asset and resource schedules to ensure a robust response to region wide events	Develop support strategy to ensure an integrated and seamless regional response
Undertake exercises to test procedures and response capability	Test response performance & implement Action Plan to ensure sufficiency
Establish a dialogue with adjacent regions to develop cross border relationships and share emergency asset information	Expand cross regional support capabilities to develop an integrated emergency response capability



2. Deliver high quality (safe & environmentally friendly) services to all customers

Establish quality performance standards required by all clients and review delivery capability	Monitor customer satisfaction and review processes
Deliver services to clients defined standards	Expand internal quality assurance processes to cover all key business areas
Maintain health & safety record in relation to the number of reportable accidents incurred	Continue to maintain the Regions health & safety record, and expand initiatives to ensure the health and safety of all those affected by Direct Works operations
Set up arrangements to monitor effectiveness of risk management procedures and compliance	Regionally implement processes piloted in Lower Trent North
Produce an Action Plan to deliver the requirements of the Agency's Health & Safety Management System	Continue to identify key areas and ensure structured practical approach to implementing improvements
Comply with national and regional environmental targets	Develop environmental awareness at all levels within the business to ensure achievement of targets
Achieve ISO 14001 status at Direct Works depots, in line with the Agency's Environmental Management System	Complete the accreditation of 4No depots identified & expand strategy to obtain accreditation for all Direct Works depots
Review depot requirements and develop implementation strategies	Develop operational strategies for all Direct Works depots
Review transport and mobile plant requirements and develop implementation strategies	Review current strategy to ensure this is in line with National Transport & Plant Review and identify change areas. Explore opportunities for supplementing the Regional holding by inter & cross regional utilisation
Identify opportunities for developing cross functional working	Broaden the scope of services provided to existing clients and identify strategies to broaden client base



3. Demonstrate and deliver value for money

<i>Deliver the principles of Partnering with respective clients and the workforce</i>	<i>Further develop the partnering initiative within Direct Works, in line with Babbie recommendations.</i>
<i>Set up processes to monitor implementation of partnering</i>	<i>Set key performance indicators to monitor the implementation and effectiveness of partnering</i>
<i>Prepare joint resourced programmes with all clients and communicate to all those involved, including the workforce</i>	<i>Extend the programming window and develop three year planning window in line with national guidelines & Babbie recommendations</i>
<i>Develop & implement project management procedures, supported by selected post project reviews</i>	<i>Jointly implement project and contract management processes with all internal clients</i>
<i>Review & develop financial & resource monitoring systems</i>	<i>Develop and integrate existing systems to ensure robust financial information is provided to clients in line with the I.B.U. Accounting Principles and Procedures'</i>
<i>Continue to compete for work to assess the market position</i>	<i>Increase quantity of works tendered on behalf of Capital Works, Local Authorities & Internal Drainage Boards and implement robust post tender appraisal process</i>



4. Demonstrate continued and sustainable improvement against agreed performance measures & indicators

<i>Review & develop existing operational performance measures</i>	<i>Jointly develop key performance indicators with clients; publish and review results on a quarterly basis</i>
<i>Produce regular statistical information to monitor performance</i>	<i>Produce timely and meaningful performance data to cover operational activities and disseminate information to both clients and the Workforce</i>
<i>Contribute to national initiative to develop indicators for benchmarking our activities</i>	<i>Review outputs of national project & review regional procedures</i>
<i>Carry out investigations to identify best operational options and processes to achieve continuous improvement</i>	<i>Determine performance baseline for routine activities and target 'best in class' performance</i>
<i>Identify opportunities to improve performance by working smarter and reducing duplication of effort</i>	<i>Examine potential for increased integration and cross boundary working between the two operational areas</i>



5. Pursue an effective and integrated human resource strategy, including addressing succession requirements

<i>Prepare a staff competency framework for Direct Works activities in line with national guidelines</i>	<i>Expand documentation of competency requirements to cover all posts within Direct Works structure and all generic operational activities</i>
<i>Achieve targets for progressing the NVQ for Direct Works employees</i>	<i>Continue progress to attaining national milestone and regional targets</i>
<i>Produce a manpower plan incorporating succession requirements</i>	<i>Expand initiatives to ensure the implementation of a robust plan.</i>
<i>Prepare a business driven training plan, taking into account the need to progress personal development plans for Direct Works employees</i>	<i>Broaden the existing training programme to consider medium and long term development to ensure delivery of the manpower plan</i>
<i>Develop plans to address occupational health issues, including implementing processes for improved absence monitoring</i>	<i>Continue to contribute to national initiatives, develop and implement short and medium term strategies to ensure the welfare of all employees</i>
<i>Progress the MCA Action Plan to improve communication arrangements, especially to elicit feedback, enabling increased involvement and ownership at all levels</i>	<i>Continue to implement Action Plan & establish systems to monitor success</i>



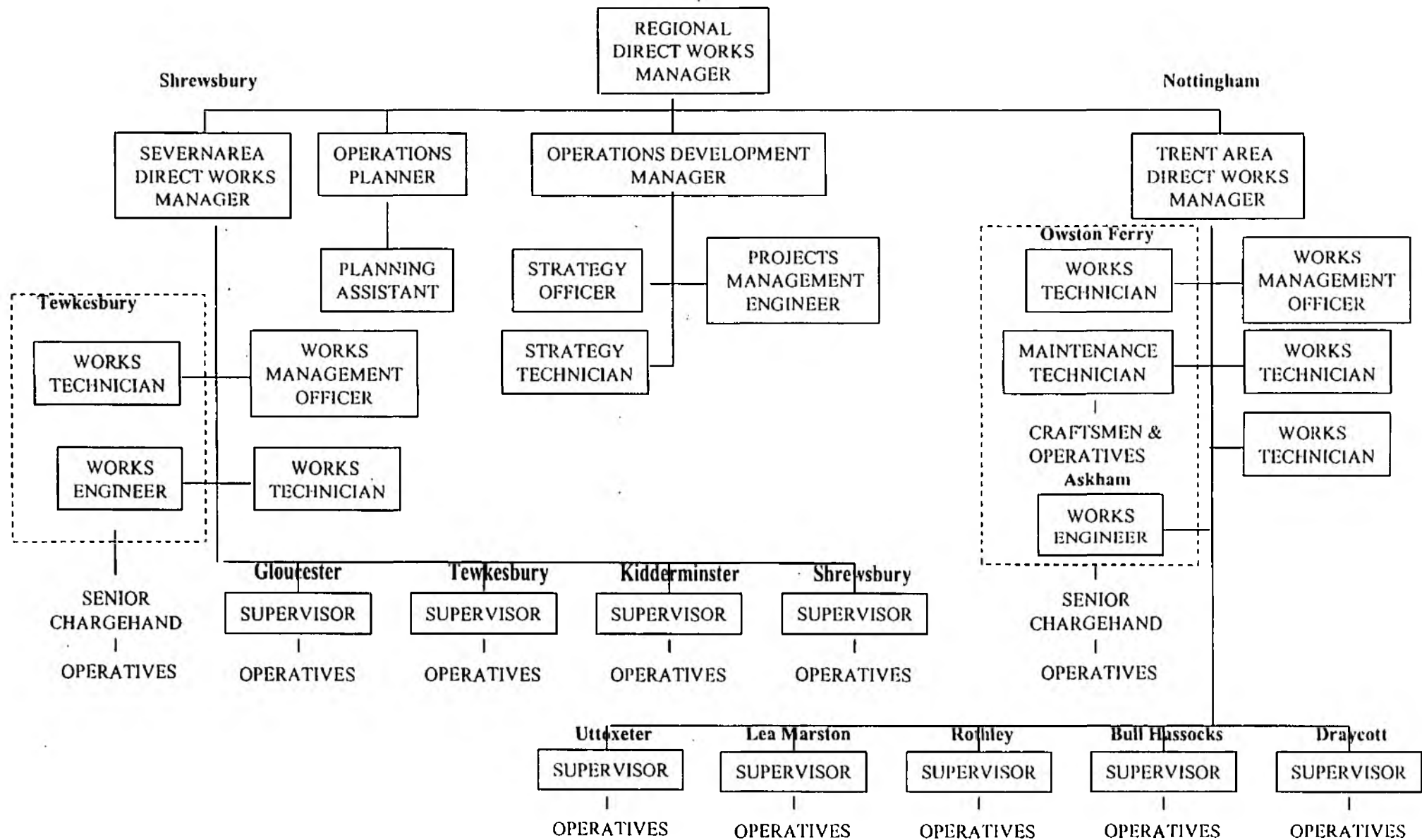
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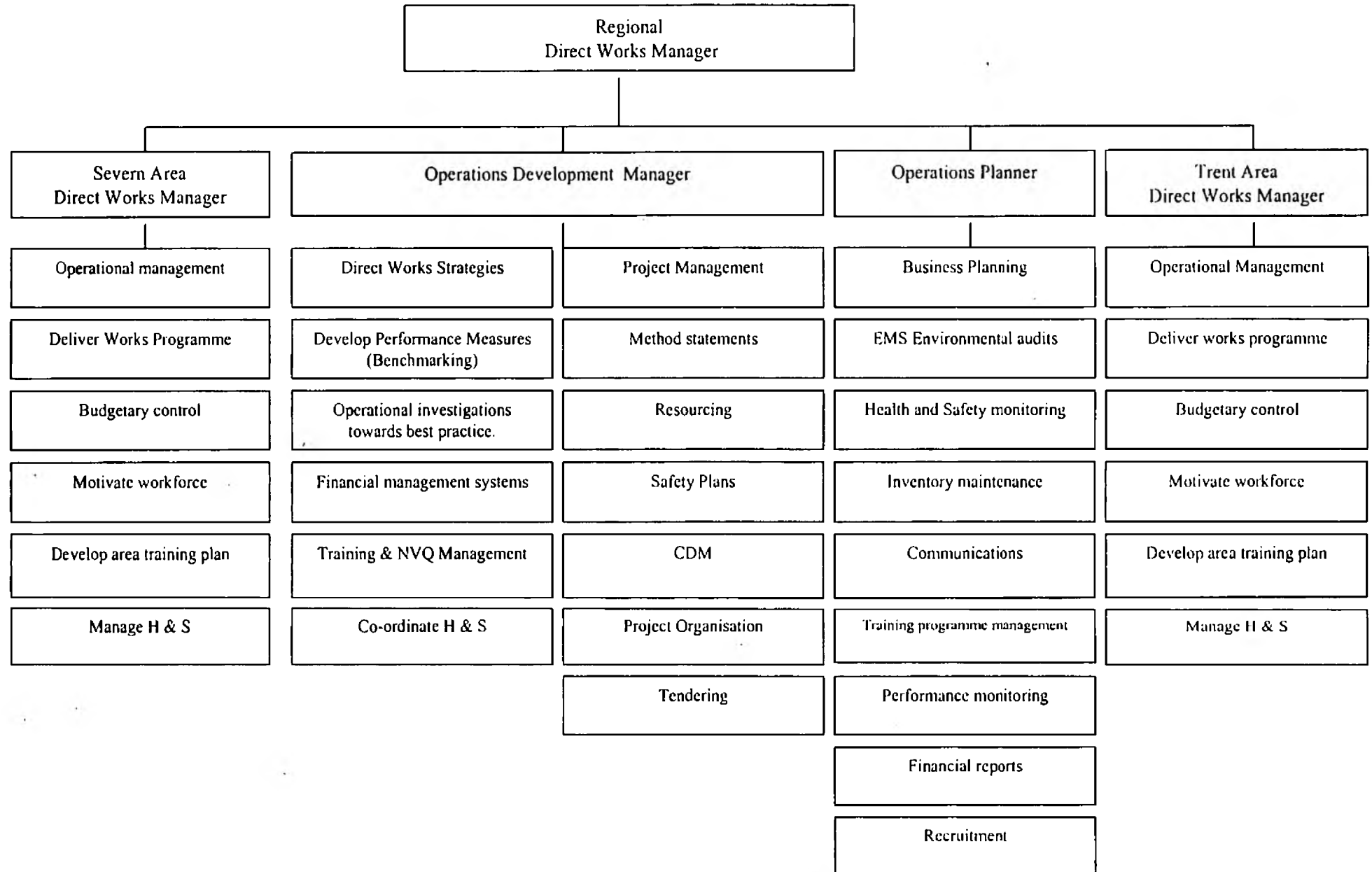
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APPENDIX 1

ORGANISATIONAL CHART REGIONAL DIRECT WORKS STRUCTURE



REGIONAL DIRECT WORKS FOURTH TIER ACTIVITIES





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APPENDIX 2

1. STRATEGIC AIMS OF THE UNIT.

- **Provide an effective emergency response service to the Environment Agency.**

Consistent delivery of emergency response expectations as prescribed by the Changing Needs in Flood Defence review (CNFDR). Provide a strategic overview to ensure regional consistency and availability of resources. Test procedures and capability by undertaking training exercises. Develop cross border relationships with other regions, to share emergency asset information and create an integrated Flood Defence emergency response service.

- **To deliver high quality (safe & environmentally friendly) services to all customers.**

Achieve quality standards for all clients in accordance with specified requirements. Maintain Health and Safety record by adopting effective risk management procedures and complying with the Agency's Health and Safety Management System. Demonstrate commitment to the Agency's environmental credentials by compliance with national and regional environmental targets and achievement of ISO 14001 status through the Agency's Environmental Management System. Create a robust infrastructure to deliver effective service to customers by developing strategies for our assets.

- **Demonstrate and deliver value for money .**

Develop the Partnering process to achieve common objectives with respective clients and the workforce. Through Partnering arrangements, develop joint resourced programmes and implement effective project management procedures. To ensure value for money service is delivered, establish quality financial and resource monitoring systems, supported by post project reviews. Seek opportunities to compete for work to assess market position.

- **Demonstrate continued and sustainable improvement against agreed performance measures and indicators.**

Deliver services against defined Operational Performance Measures. Contribute to National initiatives to develop indicators to benchmark activities. Carry out investigations to identify best operational options and processes to achieve continuous improvements in performance. Improve productivity by working smarter and reducing duplication of effort.

- **To pursue an effective and integrated human resource strategy, including addressing succession requirements.**

Prepare a staff competency framework for Direct Works activities in line with National guidelines. Achieve our targets for progressing the NVQ for Direct Works employees. Prepare a business led training plan, incorporating succession requirements. Progress personal development plans for employees. Develop plans to address occupational health issues, including implementing processes for improved absence tracking. Improve communication arrangements, especially to elicit feedback, enabling increased involvement and ownership at all levels



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APPENDIX 3: PEOPLE MATTERS

Retirements

M Lillie
J W Savage
R Duffield
T Vanstone
B Wade
M Ladley
K Dodds
F Cowley

Long Service Awards

20 years	30 Years	40 Years
S R Boothby	R W Steward	G W Watts
T Houghton	C Batty	E E Duckett
J A Lawson	P Hall	L Jones
P H Watsham	B I Heppenstall	G C Clewley
D J Dean	P C Robinson	P Morgan
R L Mole	S R Taylor	C A Smith
R P Edwards	L B Turner	

Starters

R Musson	Dunham
G Jones	Hafren House
A Oakley	Home Based
M Harris	Sentinel House
R Russell	Sentinel House
S Armstrong	Uttoxeter
G McKee	Uttoxeter
Jane Vale	Trentside
Naomi Lindau	Trentside

Leavers

M Polozeck
J Trafford
F Cook

NEBSM

The 5 employees who received Supervisory Studies certificates are Bryan Glover, Don Collins, John Cliff, Tim Thorne and Murray Hicks.

Students

This year we had three students from Nottingham Trent University, Elizabeth Stamp a Business and Quality Management student and two engineering students Paul Devine and Ben Dunn.



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APPENDIX 4

DIRECT WORKS HEALTH & SAFETY ACTION PLAN

ABBREVIATION	FULL TITLE	DELEGATES
R.S.G	Regional Safety Group	J.Smith, M.Wragg, D.Allsop
L.J.S.C	Local Joint Safety Committee	Area Direct Works Manager, Safety Representatives, Supervisors
E.W.G	Equipment Working Group	L.Smith, R.Potter, C.Weetman
T.S.G	Training Sub Group	P.Norgrove, R.Brain C.Weetman

DIRECT WORKS HEALTH & SAFETY ACTION PLAN

H.S.M.S System No	Description	Ref	Section	Manager	Target	Forecast	Progress
1	Management, Leadership, Commitment and Accountability	1.3	Define roles responsibilities & authorities within H&S System	R.S.G	(a) Review & re issue the Direct Works Safety Management Structure Document - Update document as required - Check contents and completeness - Split existing document into five sections: 1. Policy & Organisation 2. Management Procedures (Incl. National & Regional Docs) 3. Risk Assessments 4. Workforce Safety Instructions 5. Appendices	June '00	
				B.J / J.O	(b) Identify & document list of competent operatives by Supervisor Area	July '00	
2	Documentation and Legal compliance	2.2	Document Control Systems are in place	R.S.G B.J / J.O R.S.G J.V	(a) Identify what documentation should be issued & to whom (b) Identify where documentation should be kept (c) Develop procedure for issue and revision of documentation (d) Implement procedure	April '00 April '00 August '00 Sept '00	
		2.3	Drawings & other pertinent documentation necessary are available	B.J / J.O L.J.S.C L.J.S.C	(a) Produce detailed listing of all assets (structures, facilities & plant assets) (b) Identify appropriate level of documentation required when carrying out works at these sites (c) Review existing documentation, highlight any deficiencies and rectify	Sept '00 Sept '00 March '01	
3	Response to internal incidents	3.1.1	Planning & response procedures	R.S.G	Develop & issue management safe systems of work for Emergency Incidents	April '00	
		3.1.2	Allocation of resources for response plans	B.J / J.O	Produce list of competent operatives by Supervisor Area	July '00	
		3.1.3	Exercises & routine testing	B.J / J.O	Carry out emergency training exercises	Sept '00	

DIRECT WORKS HEALTH & SAFETY ACTION PLAN

H.S.M.S System	Description	Ref	Section	Manager	Target	Forecast	Progress
3	Reporting & investigating internal incidents	3.2	Procedures established & implemented	B.J / J.O J.S	(a) Identify Accident Investigators for each Operational Area (b) Deliver training course	July '00 Oct '00	
4	Risk Management	4.2	Training & competence & resources	D.A / J.V B.J / J.O / J.V D.A / J.V R.S.G J.V R.S.G	(a) Produce training pack for all internal training (incl. Aims & Objectives etc) (b) Identify those who have previously attended (b) Incorporate Risk Management processes in new starter induction training pack (c) Review Risk Management process to all employees via Cascade Brief (e) Record & issue certification for all internal H&S training (f) Provide additional resources to undertake completion of 'Risk Management Forms'	Sept '00 August '00 July '00 August '00 Ongoing April '00	
				R.S.G	Provide refresher training to all staff on Risk Management process & for procedures for Construction/Engineer Works/Overhead Cables/Underground Services	Ongoing	
				L.J.S.C	Develop system for documenting instances where Workforce Site Assessment enter the 'Red'	Sept '00	
				R.S.G	Devise process for the annual review of Task Risk Assessments, Operational Safety Instructions & Management System	Sept '00	
5	Occupational Health	5.2	Health Surveillance & Screening	R.S.G R.S.G L.J.S.C R.S.G	Review actions to be taken upon receipt of recommendations Develop & implement Occupational Health Management Process Identify health requirements & potential types of injury for all activities Highlight issues of V.W.F & Noise via Cascade Brief	Sept '00 Sept '00 March '01 July '00	
				J.S / K.H.N	Develop & implement system to ensure pre employment assessment results are communicated	Sept '00	

DIRECT WORKS HEALTH & SAFETY ACTION PLAN

H.S.M.S System	Description	Ref	Section	Manager	Target	Forecast	Progress
6	Personnel and Training	6.1	Selection process	L.J.S.C T.S.G R.S.G	(a) Identify training requirements for key activities (b) Develop induction process for key activities (d) Review induction process to ensure H&S Policy & Procedures are fully incorporated	March '01 March '01 March '01	
		6.2	Supervision of employees not established as competent	L.J.S.C L.J.S.C T.S.G	(a) Develop management process for new starters (b) Identify competent persons to carry out induction training (c) Develop standard training pack for new starters to include Manual Handling, CITB Safety Awareness etc. complete with timescales	Sept '00 Sept '00 Sept '00	
7	Managing Contractors for Health & Safety	7.1	General	R.S.G B.J / J.O R.S.G	(a) Provide refresher training for all staff to ensure they are aware of the procedures and the need for compliance (b) Produce summary list of all contractors by Area (c) Produce Direct Works process for the management of contractors	Dec '00 Sept '00 March '01	
8.3	Identification & allocation of resources	8.3.2	General	L.J.S.C	Document resource requirements for activities. Specifically those activities which require more than 2No Operatives	March '01	
8.5	Procedures are established for inspection and maintenance	8.5.1	Inspection procedures	L.J.S.C	Identify individuals to carry out PPE Checks per Supervisor Area	August '00	
		8.5.2	Inspection & maintenance arrangements	R.S.G / L.J.S.C	Produce documented procedure for light plant servicing/maintenance/inspections	Dec '00	
		8.5.2	Suitable recording systems	B.J / J.O	Review existing systems for recording of the issue of P.P.E per Supervisor Area to ensure sufficiency	Sept '00	



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APPENDIX 5- DIRECT WORKS 2000/2001 REGIONAL TRAINING ACTION PLAN

STANDARD TRAINING COURSES

COURSE	TYPE OF COURSE	DELEGATES
CHAINSAW TRAINING (a) 2 & 4 Stoke Engine Maintenance + Basic Chainsaw Operation (b) Working with Chainsaws on the Ground (c) Working with Chainsaws off the Ground to a height of 4m (Pollarding) including roping in techniques (d) Roping in techniques ³	1 Day Training Course Assessment Assessment 1 Day Training Course ²	All New Starters All current users at this level who do not hold an NPTCC 'Blue Book' ^{**1} All current users at this level who do not hold an NPTCC 'Blue Book' ^{**1} All current users at this level who do not hold an NPTCC 'Blue Book' ^{**1}
NOTES: ¹ Including all new starters who have existing Chainsaw certification ² An assessment will be required after 3 months of completing the Training Course ³ Pre requisite for the ' Working with Chainsaws off the Ground to a height of 4m Course' THE ABOVE ASSESSMENTS ARE HEIRACHIAL THEREFORE IF AN OPERATIVE CURRENTLY CARRIES OUT POLLARDING WORKS, AN ASSESSMENT AT THIS LEVEL WILL COVER THE PRE REQUISITE COURSES TO THIS LEVEL.		
C.I.T.B (a) Safety Awareness Training (b) CTA Plant Operator Training (Various Categories)	1 Day 'Bespoke' Direct Works Course Assessment	All New Starters & Operators requiring CTA Card Renewal Remaining 'Priority 1 ' & 'Priority 2' Operators ^{*1}
NOTES: ¹ Of the five identified priority levels		
SIGNING & GUARDING (a) Site Signing & Guarding (b) Road Signing & Guarding	1 Day 'Bespoke' Direct Works Course 2 Day 'City & Guilds' Course	All relevant Chargehands Specialist Confined Spaces Team & limited number of relevant Operatives

COURSE	TYPE OF COURSE	DELEGATES
PRACTICAL OPERATION OF CABLE AVOIDANCE TOOLS	1 Day 'Bespoke' Direct Works Course	All relevant Chargehands
BOAT HANDLING (a) R.Y.A Level 2 (b) R.Y.A Level 2	2 Day 'Bespoke' Direct Works Course Assessment	All New Starters All current users who do not hold certification to R.Y.A 2
WINCHING (a) Landrover Winching (Course currently in development) (b) Landrover Winching (Course currently in development) (c) Winching Banksman / Slinger (Course currently in development) (d) Tractor Winching	Assessment 1 Day 'Bespoke' Direct Works familiarisation course** 1 Day 'Bespoke' Direct Works Course Assessment	All Operatives ² All New Starters ² All Operatives ² All relevant Operatives
NOTE: ¹ An assessment will be required after 3 months of completing the Training Course ² Following successful trials and full development by the Training Sub Group		
MANAGING SAFELY (a) Supervisors Managing Safely Course (b) Chargehands Managing Safely Course	2 Day 'Bespoke' Direct Works Course 1 Day 'Bespoke' Direct Works Course	All Supervisors All Chargehands
MICROSOFT OFFICE (a) Standard Microsoft Packages (b) Microsoft Project	Basic & Intermediate Users Courses 2 Day 'Bespoke' Direct Works Course	All Staff identified by Line Manager All Staff identified by Line Manager

COURSE	TYPE OF COURSE	DELEGATES
PROJECT & CONTRACT MANAGEMENT (Course currently in development)	1 Day 'Bespoke' Direct Works Course	All Staff identified by Line Manager
HEALTH & SAFETY (a) Health & Safety Procedures Comprising: Procedures for O/H Cables Procedures for U/G Services Risk Management Procedures Procedures for Constn/Engineering Work Managing Contractors (b) Safety Reps Risk Management Course	1 Day Internal Course 1 Day Internal Course	All Staff identified by Line Manager All Safety Reps
SPECIALIST CONFINED SPACES TEAM ANNUAL EXERCISE	1 Day Exercise	All members of the Specialist Confined Spaces Team
HERBICIDE APPLICATION (a) Refresher Training including 'Application of Herbicides Near Water'	1 Day Training Course	All key operatives who are certificated & regularly apply herbicides
ENVIRONMENT PROTECTION POLLUTION COURSE	1 Day Training Course	All Operatives on standby

DIRECT WORKS 2000/2001 REGIONAL TRAINING ACTION PLAN

STATUTORY TRAINING REQUIREMENTS

COURSE	TYPE OF COURSE	DELEGATES
MANUAL HANDLING		
(a) ROSPA Manual Handling Course	1 Day 'Bespoke' Direct Works Course	All New Starters
(b) ROSPA Manual Handling Refresher	Half Day 'Bespoke' Resresher Course	All Operational Staff & Operatives
WATER SAFETY	Half Day 'Bespoke' Direct Works Course	All New Starters & All Operational Staff & Operatives
FIRST AID		
(a) St John's Ambulance <i>First Aid at Work</i> Training Course	1 Day Training Course	All New Starters
(b) St John's Ambulance <i>First Aid at Work</i> Refresher	Half Day Refresher	All Operatives requiring Refresher Training
(c) St John's Ambulance <i>First Aider</i> Refresher	2 Day Refresher Course	All Staff & Operatives who are registered First Aiders & require refresher training



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APPENDIX 6 ENVIRONMENTAL TARGETS

National Target	Regional Target	Direct Works Target
<p>Target 1.</p> <p>To maintain ISO 14001 certification for the Agency EMS at 4 pioneer sites and complete implementation of EMS to a certifiable standard at 9 additional sites by the end of March 2001.</p>	<p>To implement an EMS to a certifiable standard at 4 sites by the end of March 2001.</p>	<p>To implement an EMS to a certifiable standard at Nooning Lane and commence work at 3 other sites by the end of December 2000.</p>
<p>Target 2.</p> <p>To ensure the core management processes within the Agency fulfil the requirements of ISO14001 by the end March 2001.</p>	<p>No Regional Target.</p>	<p>No Direct Works Target.</p>
<p>Target 3</p> <p>To conduct a contaminated land screening on land owned or occupied by the Agency by end March 2001</p>	<p>To conduct a contaminated land screening on land owned or occupied by the Agency by end March 2001</p>	<p>No Direct Works Target.</p>
<p>Target 4</p> <ul style="list-style-type: none"> To hold business mileage at the present level of 7% below the 1996/7 baseline despite increasing workloads and To pioneer the use of a total air emissions model for Agency cars in order to be able to set a total air emissions target for 2001/02 	<ul style="list-style-type: none"> To hold business mileage at the present level of 7% below the 1996/7 baseline despite increasing workloads and Contribute to the pioneering of a total air emissions model for Agency cars in order to be able to set a total air emissions target for 2001/02 	<p>To ensure business mileage remains below 1999/2000 thousand miles despite increasing workloads.</p>
<p>Target 5.</p> <p>To have 3% of the badged fleet (approx 56 vehicles) using alternative fuels by the end March 2001</p>	<p>To have 3% of the badged fleet (approx 4 vehicles) using alternative fuels by the end March 2001</p>	<p>Need to consider an appropriate target in consultation with Roger Wright.</p>
<p>Target 6.</p> <p>To purchase an additional 1.2 million kWh of renewably generated electricity by end March 2001.</p>	<p>The region already purchases electricity from green sources for over 95% of our sites. No further target.</p>	<p>No Direct Works Target.</p>
<p>Target 7.</p> <p>To reduce resource consumption by:</p> <ul style="list-style-type: none"> Achieving site specific targets/DETR benchmarks for energy consumption at 65% of 	<p>Target 7.</p> <p>To reduce resource consumption by:</p> <ul style="list-style-type: none"> Achieving site specific targets/DETR benchmarks for energy consumption at 65% of 	<p>To reduce resource consumption by:-</p> <ul style="list-style-type: none"> Reducing energy consumption by >5% this year

<p>Agency offices by end March 2001</p> <ul style="list-style-type: none"> Ensuring that all type two buildings (DETR definition) have site specific targets set by end March 2001 Achieving site specific targets for water consumption in 65% of offices by end March 2001. Reducing residual waste from offices by 15% on baseline (eg 1997/8) levels. 	<p>Agency offices by end March 2001</p> <ul style="list-style-type: none"> Ensuring that all type two buildings (DETR definition) have site specific targets set by end March 2001 Achieving site specific targets for water consumption in 65% of offices by end March 2001. Reducing residual waste from offices by 15% on baseline (eg 1997/8) levels. 	<ul style="list-style-type: none"> Obtaining data for energy & water from all sites, where practicable defining site specific targets for all depot sites. Defining site specific targets for water at all depots. Reducing water consumption by >10% this year compared with last year. Establishing a baseline of office waste production at all depots. Reducing total office waste production and reducing residual waste by 15% on baseline above.
<p>Target 8</p> <ul style="list-style-type: none"> To develop a strategy for Sustainable Construction within the EA to be delivered through a 5 year action plan by March 2001. Within flood defence capital works the strategy to:- Maintain the present percentage of secondary/recycled aggregates in capital works projects and consolidate the data. Ensure that there are no oil spills on construction sites for contractors under our control. Quantify the amount of waste generated in 1999/00 from capital works projects by Sept 2000 and set a target for the second half-year 2000/01 for a reduction in the quantity of waste generated by these projects. 	<p>No Regional Target</p>	<p>Implement national strategy for sustainable construction as appropriate to:-</p> <ul style="list-style-type: none"> Maintain the present percentage of secondary/recycled aggregates and consolidate the data. Ensure that there are no oil spills on construction sites. Quantify the amount of waste generated in 1999/00 from capital works projects by Sept 2000 and set a target for the second half-year 2000/01 for a reduction in the quantity of waste generated by these projects.
<p>Target 9</p> <ul style="list-style-type: none"> The Agency will invest an initial £20 million of its pension fund in sectors with lower environmental impact or where sustainable development is addressed, whilst outperforming the FTSE All Share Index by 1% per annum over a rolling three year period. 	<p>No Regional Target</p>	<p>No Direct Works Target.</p>



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APPENDIX 7

APPENDIX 7 MCA ACTION PLAN

MANAGING PRIORITIES AND FORWARD PLANNING		
Key Actions & Results		
Manager(s)	Issues	Action / How
	<p>1 <u>Direct Works Business Plan.</u></p> <p>No Direct Works Business Plan currently exists.</p>	<p>Produce and develop a meaningful Business Plan to meet the business needs of Direct Works but also takes into account the needs of both employees and internal and external clients.</p> <p>The key priorities within the Business Plan to be clearly identified.</p> <p>Include the 'Day – job' in the Business Plan.</p> <p>All employees within DW to be made aware of the contents of the plan and their contribution towards its delivery.</p>
	<p>2 <u>Improve Work Programming</u></p> <p>Produce attainable and realistic programmes.</p> <p>More supervisor and workforce input into programming and resourcing.</p> <p>Cross boundary working maximising effectiveness of resources.</p> <p>Need to identify future needs in order to maximise human and mechanical resources.</p>	<p>All jobs to be given a priority rating by clients to assist practical resourcing and rating to be reviews regularly, balancing new priorities against existing ones.</p> <p>Programmes prepared regularly showing key priorities and identifying resources requirements.</p> <p>Review and revise Area works programmes monthly, communicate to all involved and honour them.</p> <p>Programming for new year to commence sufficiently early to enable properly resourced programme to be agreed by all clients.</p> <p>Supervisors and workforce to be involved in new years programme preparation at early stage to ensure realistic resourcing.</p> <p>Area Direct Works Manager to ensure that revised programmes are regularly communicated to supervisors and operatives.</p> <p>Encourage cross boundary working between supervisor areas. Early notification if potential area for cross boundary working.</p> <p>Communicate success of cross boundary working to all DW employees in Cascade Brief.</p> <p>Balance skills to workload, incorporating personal development, succession planning and recruitment.</p>

	<p>3 <u>Training & Development.</u></p> <p>Training of staff and manuals should meet the Business needs.</p>	<p>Mandatory courses and refresher courses should be identified on a long-term programme and a budget allowance made for these.</p> <p>Allowance made for specialised courses.</p> <p>Review processes to discuss and agree training needs.</p> <p>Develop PDPs for employees.</p>
	<p>4 <u>Resources</u></p> <p>Plant/Vehicles.</p>	<p>Involve users in selection process to ensure right tool for the job. Give feedback on decisions made.</p>
	<p>5 <u>Manpower.</u></p> <p>Ensure manpower strategies are transparent.</p>	<p>Establish a planned Unit Induction Programme for new team members. Induction training to be immediate.</p> <p>Develop sustainable manpower strategy in line with Noble principles.</p> <p>Communicate strategy to all employees, consult on changes to strategy.</p> <p>Communicate appointments.</p>

INFORMATION MANAGEMENT

Key Actions & Results

Manager(s)	Issues	Action / How
	<p>1 <u>Cascade Briefs</u> Better use and delivery of briefs.</p> <p>Improve employee interests & input into business</p> <p>Encourage innovative ideas.</p> <p>Improve value of site visits.</p> <p>Promote suggestion scheme.</p> <p>Dissemination of information.</p>	<p>Should be kept simple, relevant and without unnecessary jargon.</p> <p>Set a DW co-ordinator for quality assurance and to ensure feedback</p> <p>Set up working party to ensure the Cascade Brief is centred on Direct Works Unit and reflects what people want.</p> <p>(Recognise that there are corporate issues, which need to be cascaded).</p> <p>There should be a quarterly input and presence by the client to encourage partnering and programme discussion and feedback on performance:</p> <p>At briefs supervisors and managers must generate and encourage team discussion and participation to promote team building and improve feedback.</p> <p>Programme of brief dates to be issued annually in order to come up with ideas for discussion and bullet point notes should be kept.</p> <p>Ensure feedback is communicated to Direct Works co-ordination.</p> <p>Supervisors visits to regularly include 'Tool Box Talks' to review methods of working and risk management etc.</p> <p>Area Works Manager to visit workforce on sites and at depots to discuss business activities/work in order to stimulate and develop ideas for improvements.</p> <p>Better feedback on successful suggestions.</p> <p>Notice boards to be kept regularly updated and sectioned off for different topics, e.g. programme H&S, conservation etc.</p> <p>JCC meetings to include reviews of team targets. Relevant performance information to be made available to all workforce. Good ideas from meetings to be passed on and used elsewhere.</p>

	<p>2 <u>Need to promote the partnering approach</u></p> <p>Improve project management.</p> <p>Improve inter – departmental liaison.</p>	<p>Establish pre-design discussions and joint site meetings to jointly agree construction techniques, access routes and identify risks.</p> <p>Create regular dialogue with ALL clients.</p> <p>Staff exchanges to broaden experience.</p> <p>Encourage dialogue at all levels when considering projects with clients.</p> <p>Inter departmental awareness training & liaison should be promoted to maintain understanding of mutual needs/requirements ideally at Christmas Training days.</p> <p>Keep relevant employees fully informed of activities in order to communicate effectively with clients and interested parties.</p>
	<p>3 <u>External Clients</u></p>	<p>All DW clients to be regularly updated on DW progress and costs on their work.</p> <p>Successful projects to be communicated to all employees.</p>

WORKING WITH OTHERS

Key Actions & Results

Manager(s)	Issues	Action / How
	<p>1 <u>Need to promote the partnering approach</u></p> <p>Improve project management.</p> <p>Improve inter – departmental liaison.</p>	<p>Establish pre-design discussions and joint site meetings to jointly agree construction techniques, access routes and identify risks.</p> <p>Create regular dialogue with ALL clients.</p> <p>Staff exchanges to broaden experience.</p> <p>Encourage dialogue at all levels when considering projects with clients.</p> <p>Inter departmental awareness training & liaison should be promoted to maintain understanding of mutual needs/requirements ideally at Christmas Training days.</p> <p>Keep relevant employees fully informed of activities in order to communicate effectively with clients and interested parties.</p> <p>All DW clients to be regularly updated on DW progress and costs on their work.</p>
	<p>2 <u>External Clients</u></p>	<p>Successful projects to be communicated to all employees.</p>