

NATIONAL RIVERS AUTHORITY



1994/95 CORPORATE PLAN

SOUTHERN REGION'S SUBMISSION

OUR FORWARD LOOK FOR 1994/95 - 1996/97

20 January 1994

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## **0. REGIONAL GENERAL MANAGER'S EXECUTIVE SUMMARY**

### **0.1 PROGRESS 1993/94**

Good progress against 1993/94 plans and targets has been made in all functions despite a period of significant restructuring and staff changes. Three strengthened Area Offices have been established in Hampshire, Sussex and Kent supported by a Regional Office at Worthing providing central expertise. The Region's Waterloooville Laboratory was incorporated into the National Lab service. It is also being extended to develop national ecotoxicology work.

Personnel concerns exist on job evaluation and temporary contracts which have hampered recruitment and difficulties remain in recruiting into certain specialist positions (eg civil engineers, hydrogeologists). We have taken on board the use of voluntary severance (VS) to meet the objectives of reduced manpower and quality improvements within a robust business case. We are progressing these plans and await approval of various group cases in meeting the objectives of improving Southern Region's performance at reduced cost.

Examples of major operational successes are:

- The Darent Action Plan approval by the DoE.
- Completion of the Elmer Coastal Defence Scheme in Sussex (a £5.4m sea defence and coast protection scheme carried out with Arun District Council).
- Publication of the Test and Medway Catchment Management Plan Final Reports.
- Establishment of the National Water Resources Demand Management Centre.
- Over 97% of Category 1 and 2 pollution incidents attended within target time.
- 74% planning applications processed within 21 days and 90% within 28 days compared to 62% and 85% respectively in 1992/93.
- The High Court ruling in the NRA v Baxter case that defendants could not challenge the validity of discharge conditions under which they were prosecuted.
- A number of water resource licence application public inquiries all found in the NRA's favour and hence confirm the DoEs endorsement of the NRA's licence determination.

Certain problems that have arisen in 1993/94 relate to:

- Exceptional flooding, notably in Chichester, which has stretched and tested the Region's emergency arrangements. The implications are currently being assessed.
- Development pressure in Kent from Channel Tunnel/Union Railways and East Thames Corridor proposals which is creating significant additional work for all functions.
- The collapse of the access bridge to Pool's Bay fish pass in 1993/94 has led to capital being required to complete the fish pass in 1994/95.
- Water resource management between Companies.
- Prolonged consideration by DoE over SWQOs and other major Water Quality initiatives.
- Frequent storms requiring emergency shingle replacement.

## 0.2 KEY ISSUES AND PRIORITIES

Southern Region will target its resources at the front-line operation, ensuring maximum benefit to the environment for every pound spent. The main priorities for 1994/95 -1995/96 in the Region are:

- To ensure a future with adequate water resources through our Regional Water Resources Strategy, and to resolve our Region's low flow problems such as the Darent in Kent and the Meon and Hamble in Hampshire, thus reinstating a healthy aquatic environment to over abstracted and drought-prone rivers.
- To maintain the high water quality of the Region's rivers on which the environment and its uses place such high demands. Our chalk streams in Hampshire for example are renowned for their salmon and trout and also provide high quality water for public water supply.
- To continue improving our waters of poorer quality, the emphasis of which will be on the Region's bathing waters and estuarial waters in Kent which have suffered from industrial discharges over the years, together with improvements to the freshwater catchment of the River Medway.
- To protect flood risk areas where the benefits outweigh the costs. Our capital investment, which is concentrated on the Region's coast, will be dominated by a comprehensive sea defence scheme at Pevensey Bay in East Sussex. We will also be updating our flood risk area data to fulfil the requirements of S105.
- To address the continuing decline in salmon runs on Hampshire chalk streams.
- To protect wetland sites affected by major development proposals in Kent such as the Union Railways link and, building on the experience gained from a study of the Pevensey Levels, to develop the wetland management of Amberley Wildbrooks, West Sussex, in collaboration with English Nature.
- To maintain the Medway Navigation and Harbour of Rye, balancing the interests of all users.

The above priorities are underpinned by a number of significant issues, the key issues being:

- The need to reconsider our approach to fisheries activities such as salmon restocking due to pressures on fisheries funding. The Region plans to dispose of the fish farm at Dunk's Green in 1995/96. Indicative budgetary allocation to fisheries for 1995/96 put the salmon stocking programme at risk and may necessitate a review in manpower with a consequent impact on services.
- The need to resolve the problem of capital investment on the Medway navigation structures; for example, a feasibility study is currently in progress on the Allington Lock and Sluice which may recommend expenditure of up to £1m in one year. Certain aspects of the Medway Regime Study, expected to be published in 1994, will provide recommendations on the joint attribution of costs between functions, principally Navigation and Flood Defence. It is hoped that these findings will be used constructively in discussions with the DoE.
- The development pressure in Kent, as a result of the East Thames Corridor and Union Railways route, will have a significant impact on Kent Area.

- The uncertainty over the timing of water resource development public inquiries eg Broad Oak, will create the need for some flexibility in the Water Resource budget.
- Implementation of the NRA's ambitious Market Testing programme.

### 0.3 USE OF RESOURCES

The Region, starting from a relatively low base, exemplified by Fisheries which was adversely affected by the 'Resource Needs Matrix' used in last year's planning exercise, is reducing its total planned expenditure in 1994/95 to £43.5m from a 1993/94 budget of £45.3m, representing a reduction of 4%. This reduction will largely be achieved through efficiency savings with the resources being targeted at the front line operations in the Areas.

The Region's planned expenditure on GIA services for 1994/95 is £8,535k, a decrease of 3.9% against 1993/94. A further decrease of 2.2% in real terms is planned for 1995/96.

Minor variations occur between the notified GIA allocation and our plans. These are explained as follows:

**Water Quality** Regional planned expenditure for 1994/95 is £5,860k, £200k less than notified due to a) the efficiency savings as a result of WIMS (Water Information Management Systems) and b) priority needs having been met in FRCN.

**FRCN** Regional planned expenditure for 1994/95 is £2,675k, £200k more than notified due to a) the need to meet regional priorities in FRCN and b) the need to offset the changed incidence of administration costs resulting from the application of the support cost allocation PIN. The Navigation capital programme depends upon the findings of the Medway Regime Study and extra funding may be required in 1995/96 after consultation with the DoE.

**Water Res.** Total expenditure (including CCD and ROR) chargeable to the Water Resources account in 1994/95 amounts to £6.9m compared with estimated expenditure of £7.8m in 1993/94. This, coupled with a requirement to extinguish the balance at 31 March 1994 estimated at £1.4m, will result in a reduction in charges in 1994/95 of 25.5%. In 1995/96 it is estimated that the total to be raised from Abstraction charges will be some £7m.

**Flood Def.** Regional planned expenditure for 1994/95 at £28.1m (including £0.74m for VS payments) is 0.5% less than the 1993/94 budget. Action has been taken to reduce balances to an estimated 8.8% of turnover by 31 March 1995. This has been achieved by a combination of refunds totalling £1.68m in 1993/94 and setting levies for 1994/95 at £18.7m which is 3.4% below the 1993/94 budget level. It is estimated that overall levies will rise by 3% in 1995/96 (but only 1.3% above the 'base' level).

The Region is planning to meet manpower control targets by 1994/95 by reducing its planned complement from 715. These reductions are being concentrated in regional support services. However, should it not prove possible to meet our spending targets through reductions in support services, it may prove necessary to reduce the output in certain operational areas in 1995/96. Significant efficiency gains should be achieved through national and inter-regional procurement and a number of other inter-regional initiatives which will avoid duplication and make further savings on manpower. In the longer term, further efficiency gains will be made through our Market Testing programme. The Region is also striving to make the most of collaborative opportunities, building on successes such as the Medway Project in Kent.

# 1. EFFECTIVE SERVICE DELIVERY

## 1.1 ORGANISATION

Considerable progress on the logical process restructuring has been made but Area accommodation issues need to be resolved in order to gain fully from the restructuring. A new Kent Area Office has been obtained in Maidstone which is planned to be open in March 1994. A decision has yet to be made on Sussex and Hampshire office/depot accommodation. Overall, strong Area identities are being established, supported by the Regional centre providing expertise in certain disciplines.

Over the first two quarters of 1993/94, a number of NRA responsibilities have been moved from the Region to the Areas and efforts have been made to reduce the number of support staff in favour of core function staff. Examples of changes include local committee servicing, Area planning application processing and Area responsibility for strategic river corridor survey programmes. It is planned to continue with this philosophy.

## 1.2 ACCOMMODATION AND INFRASTRUCTURE

The table below sets out the Region's major accommodation and infrastructure plans. The building construction plans for 1995/96 are estimates of likely construction costs and are subject to Environment Agency plans and the client/contractor split for Flood Defence maintenance.

Plans	1994/95	1995/96
Building Maintenance and Repairs	Guildbourne House/ Area Offices/Depots      £25k	Guildbourne House/ Area Offices/Depots      £50k
New Acquisitions	-	-
Disposals	Kent Rippers Cross              £k 140	Kent Medway Wharf Rd          £k 60 Paddocks Farm              80 Dunk's Green                200 College Avenue             140 Dymchurch Depot          100 Town Lock Tonbridge      275
Building Construction	-	Sussex Depot/Office      £k Office                      560 Depot                      120 Computer/fitting        90 770  Hampshire Depot/Office Office                      420 Depot                      80 Computer/fitting        80 580

### 1.3 MARKET TESTING

The Region fully supports the five year Market Testing programme. The Region will complete the contracting out of Transport and Mobile Plant Maintenance by 31 March 1994 with revenue expenditure savings being realised from 1 April 1994. A national decision was taken on Chemistry Labs which did not adversely affect Southern Region, and bacteriology is in the process of being tested.

Market Testing the In-House Work Force (IHWF) is being progressed. The Region has made substantial progress in identifying from a client perspective what work is being carried out and, from a contractor's perspective, how the work is being carried out and at what cost. Under the "soft split" arrangements, we have been able to make substantial progress and the benefits of this will become apparent when detailed client specifications can be drawn up for inclusion within tenders with the client having some knowledge of the historic costs of the service provision and the levels of service provided. Additionally, the contractor side of the business has gained substantially by obtaining detailed analyses of the costs of providing the current level of service and the costs of the service carried out in different ways in different localities. The Region will progress the detailed client specifications and in-depth analysis of how the IHWF provides its services when the Region moves to a "hard split" by September 1994. To support the move to a "hard split", a Contracts Manager is to be appointed by April 1994 and, whilst initially dealing with the IHWF contracts, the Manager's remit may be broadened to encompass other areas within the Market Testing programme.

To assist the Market Testing process, Southern Region are vitally concerned with costs:

- (a) we are well advanced in our plans for the implementation of contractor financial systems with full co-operation between the IHWF Project Team and Finance;
- (b) we are leading, on a National basis, the use of activity based costing as a technique to cost activities and form the basis for pricing Service Level Agreements;
- (c) we are leading, on a National basis, a review of time recording and charging systems for use in Support Services and those functions being market tested.

The national Market Testing programme is generally considered to be ambitious and will impact substantially on management time and resource requirements. However, progress and planning is already under way on the following areas:

- (a) **Legal Services** - The Region is planning to create an Internal Business Unit (IBU) for the provision of legal services by 31 March 1994. In addition, we are progressing co-operation on the provision of legal services both inter-regionally and nationally with Thames Region.
- (b) **Administration** - Opportunities exist to market test various services provided by the administration function. These will be progressed on an on-going basis in the pursuit of efficiency savings.
- (c) **Hydrometry** - Preliminary work is under way on time costings. However, it is considered that rationalisation of the task list to a manageable list of activities is required in order to obtain valid and reliable data.

Activities where the Market Testing programme will be progressed in 1994/95 and 1995/96 are:

**1994/95**

- Flood Defence In-house Work Force
- Hydrometry
- Marine Survey Vessels
- Corridor Surveys
- Fishing Licence Administration
- Personnel \*
- Public Relations
- Legal \*
- Estates \*
- Administration \*
- Information Systems \*
- Committee and Board Services

**1995/96**

- Capital Programme Management
- Abstraction Inspections
- Water Resources Operation
- Routine Sampling
- Fish Farm
- Fish Stocking
- Fish Laboratory Service
- Landscaping
- NRA Operations Advice
- Recreation & Conservation Scheme Promotion
- Navigation Licensing and Charges
- Finance
- Abstraction Charging
- Discharge Charging
- Procurement
- Corporate Planning
- Transport Management
- Catchment Management Plans

\* Indicates that the programme is planned to roll forward into 1995/96.

#### **1.4 ENVIRONMENT AGENCY**

The Region is continuing to foster links with HMIP and the Waste Regulation Authorities in order to establish increased co-operation in the run up to the Environment Agency.

There will be costs associated with planning the accommodation and structure but these are unknown at present and should not be underestimated.



## **2. TOP PRIORITY CORE FUNCTION PLANS**

### **2.1 FUNCTIONAL PRIORITIES**

#### **2.1.1 Flood Defence**

Market Testing has been the major preoccupation of Flood Defence operational staff and this will continue in 1994/95. The work has been shared between the Regional Market Testing Team and Area Teams on specifications and service level agreements. The Regional Team has also publicised policy while Area Flood Defence staff have concentrated on contract preparation for their catchments.

**S105/Circular 30/92 Surveys.** Following the conclusion of national negotiations with the Association of District Councils, the Association of County Councils and the Association of Metropolitan Authorities (now imminent) it will be necessary to gear up to provide flood risk data to the new standards and according to the agreed timetable. Flood risk data in the Region, while fairly comprehensive, is not reliable and frequently dates back to the survey carried out under S24 of the Water Act 1973. Local Flood Defence Committees have agreed to the spending of a regional total of £310k in 1994/95 to embark upon surveys and river modelling in order to fulfil the requirement.

Capital investment over the next five years is dominated by the need to execute a comprehensive sea defence scheme for the 9km Pevensey Bay frontage in Sussex. Preliminary studies point to a minimum cost of £30m for this. Alternative engineering solutions are currently subject to physical model testing at Hydraulics Research, Wallingford. On-site work is planned to start in 1994/95 and to peak in 1997/98.

The recent flooding events have identified the need to review our flood alert capability.

#### **2.1.2 Water Resources**

The Region's Water Resources Strategy will be finalised in 1994/95 and the implications for Water Companies will be developed. Particular emphasis will be placed on monitoring the effectiveness of demand management.

River flow objectives are the subject of national research and will require significant information inputs from Area and Regional staff, possibly including WQ and FRCN. WAMS (Water Archive Monitoring System) will also be a major project for Regional and Area staff. The surface water yield methodology which has been developed nationally will be implemented regionally. This will be a minor workload for staff in the region.

Low flow problems are to be addressed on the Darent, East Kent, Meon and Wallop Brook in particular. Specific targets relating to these are given in section 2.2.

The market testing of Hydrometry planned for 1994/95 will have a significant impact on workloads across the Region.

#### **2.1.3 Water Quality**

Depending on DoE decisions on the extent to which Statutory Water Quality Objectives will be implemented and the relevant catchments involved, the Region will pursue their application.

The Region will pursue with SWS Ltd the improvements to effluent quality agreed within the context of the Asset Management Plan II 1993/94 negotiations. In particular, a high profile scheme involving nine sewage treatment works discharging to the River Medway catchment is currently included in the plan. When complete, these will result in a significant improvement in water quality in that catchment.

The outstanding Patten Initiative Schemes at Pennington, Hampshire and Folkestone/Dover, Kent will be pursued as a high priority and pressure on water companies to achieve further Bathing Water Improvements identified in the Regional Bathing Water Improvements Plan will also be applied. Further Bathing Water improvements required for compliance with the EC Directive are at Totland, Gurnard, Sandown, Ventnor, Bognor, Brighton/Hove, Newhaven, Hastings, Camber, Hythe, Broadstairs and Margate.

The Region will assess the quality of its rivers in accordance with the General Quality Assessment for internal reporting purposes and will prepare for the production of the 1995 quinquennial survey.

The Region will rationalise its sampling programme in accordance with the findings of the General Quality Assessment Monitoring Implementation Group and other national requirements. There is a general intention nationally to review the overall sampling effort. No commitment to these figures or their consequent effects on analysis costs and/or staffing can be made until the deliberations of the Working Group have been concluded which is not expected until mid-1994/95.

The National Audit Office Study into farm pollution will be expanded to cover the whole of the NRA during 1994/95. Southern Region will provide data on cost effectiveness and also demonstrate an efficient farm pollution control strategy including consistent application of policy regarding pollution incidents, prosecutions and cost recovery.

The Region will carry out surveys of all Candidate Sensitive Waters (about 60 in number) to assess whether they should be afforded Sensitive Status under the Urban Waste Water Treatment Directive.

The workload associated with authorizations for relevant processes under Integrated Pollution Control is continuing to increase. Application under 21 process types for existing discharges have been dealt with to date and a further four types of process will be introduced during 1994/95. These include inorganic chemical processes and discharges from the metal industry. The Region will divert further resources into dealing with IPC authorizations and establish closer links with HMIP.

Preparations will be made for the introduction of Water Archive Management System. This will involve the continued employment of temporary staff in the Pollution Control Group at Regional Office for the whole of 1994/95.

#### 2.1.4 Fisheries

The decline in salmon runs on the Hampshire chalk streams continues to be a concern despite an improvement in the situation in 1993/94. Funding pressures necessitates consideration of the future of the salmon restocking programme. A salmon management plan is being developed for the Chalk rivers in Hampshire to complement national strategy.

The future of Dunk's Green Fish Farm in Kent has been reviewed and the Region intends to dispose of this asset when the returns can be optimised and arrangements are being made to relocate the Kent fisheries store.

The Region's fisheries byelaws will be comprehensively updated to meet changing circumstances over the last ten years.

The nationally approved eel licence duties will be introduced in 1994/95 owing to increased pressure on the Region's eel fisheries. It is anticipated that approximately £15k will be raised to cover the costs of eel regulation and enforcement.

#### 2.1.5 Conservation

A priority for 1994/95 will be the development of an action plan for Amberley Wildbrooks in Sussex. The action plan will build upon the findings of the Pevensey Levels Management Study on water level management.

Other priorities include meeting the national commitment to the rivers classification project which will involve both Regional and Area staff and undertaking the necessary strategic river corridor surveys in all Areas.

Future management of the NRA-owned Parkwood is to be resolved in 1994/95 to determine whether the NRA or an external organisation will manage this asset.

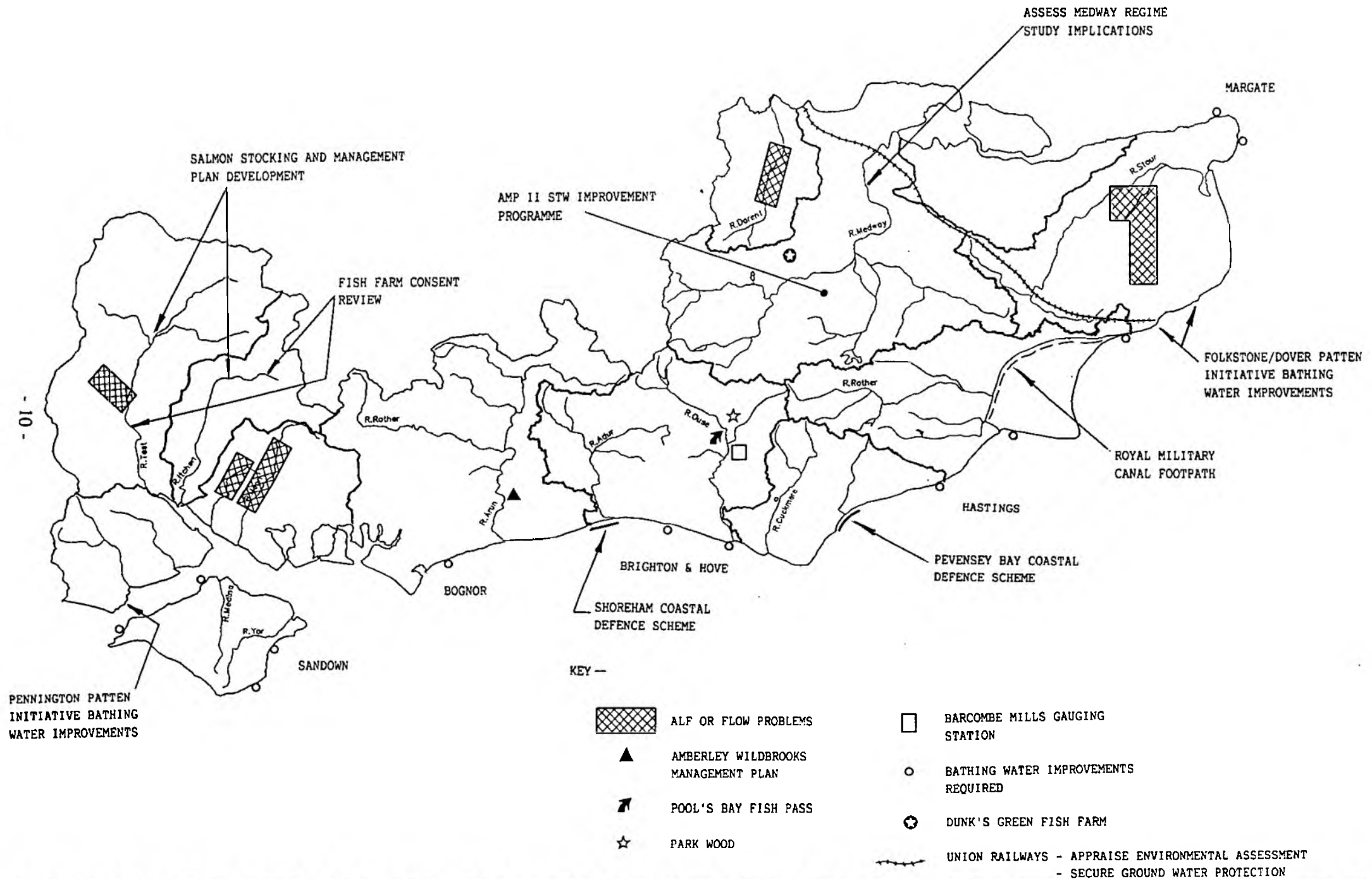
#### 2.1.6 Navigation

A high priority in Navigation is the rationalisation of the cost attribution and identification of work that is required for the River Medway between Flood Defence and Navigation that will follow from the Medway Regime Study. Navigation finances generally will be reviewed and ways of reducing costs will be identified, including the automation of sluices.

#### 2.1.7 Recreation

Recreation opportunities at NRA owned sites will continue to be promoted. A business case for a footpath along the Royal Military Canal in Kent will be developed and the recreational use of an NRA-owned railway line on the Isle of Wight is to be reviewed.

## 2.2 1994/95 REGIONAL PRIORITIES AND TARGETS



### Hampshire & IoW

Salmon stocking of Test and Itchen [F1]

Develop salmon management plan for Test and Itchen [F4]

Progress ALF for Meon, Hamble and Wallop Brook [WR4]

Secure Patten Initiative bathing water improvement at Pennington [WQ2]

Implement the review of fish farm consents on Test and Itchen [WQ2]

### Sussex

Progress Pevensey Bay coastal defence scheme study [FD1]

Develop water level management plan for Amberley WildBrooks [FD6/C2/R1]

Install temporary river gauge on River Ouse at Barcombe [WR2]

Start Shoreham coastal defence scheme [FD1]

Complete Pool's Bay fish pass [F3]

### Kent

Implement ALF scheme for Darent [WR4]

Develop Water Resource Management Scheme for E Kent [WR1/WR4]

Secure AMPII high profile improvement programme for STWs in the Medway Catchment [WQ2]

Appraise Union Railways Environmental Assessment and secure groundwater protection [C2/WQ1]

Secure Patten Initiative bathing water improvements at Folkestone/Dover [WQ2]

### Note:

The above top five operational targets in each Area are cross referenced in [ ] to the Core Function Objectives given overleaf.

	Flood Defence	Water Resources	Water Quality	Fisheries	Conservation	Navigation	Recreation
<b>Regional</b>	<p>RFD1: Implement "hard split" for FD Market Testing</p> <p>FFD2: Produce pilot flood risk maps [FD5]</p>	<p>RWR1: Publish Regional Water Resources Strategy [WR1]</p> <p>RWR2: Meet 70% licence determination within statutory period [WR3]</p> <p>RWR3: Implement WAMS [WR2]</p> <p>RWR4: Market Test Hydrometry [WR2]</p>	<p>RWQ1: Secure AMP II effluent improvements [WQ2]</p> <p>RWQ2: Carry out farm pollution visits and provide data in accordance with NAO study [WQ2]</p> <p>RWQ3: Implement cost recovery charging systems [WQ5]</p> <p>RWQ4: Implement Regional WQ Improvements Plan [WQ2/WQ3]</p>	<p>RF1: Licence commercial eel fisheries [F1]</p> <p>RF2: Regional byelaw review and publication [F2]</p>			
<b>Hants &amp; IoW</b>	<p>HFD1: Complete Bembridge tidal sluices [FD1]</p> <p>HFD2: Complete Lymington tidal defences [FD1]</p>	<p>HWR1: Progress ALF for Meon, Hamble and Wallop Brook [WR4] *</p>	<p>HWQ1: Secure Patten Initiative Bathing Water improvements at Pennington [WQ2] *</p> <p>HWQ2: Implement review of Fish Farm consents on the Rivers Test and Itchen [WQ2] *</p>	<p>HF1: Salmon stocking of Test and Itchen [F1] *</p> <p>HF2: Develop Salmon management plan for Test and Itchen [F4] *</p>	<p>HC1: Evaluate proposed SSSI designation of test and Itchen [C1]</p>		<p>HR1: Develop management options for Isle of Wight disused railway line [R1]</p>
<b>Sussex</b>	<p>SFD1: Progress Pevensey Bay Coastal Defence Scheme study [FD1] *</p> <p>SFD2: Start Shoreham Coastal Defence Scheme [FD1] *</p> <p>SFD3: Investigate coastal defences for Langstone to Selsey [FD1]</p>	<p>SWR1: Install temporary river gauge on River Ouse at Barcombe [WR2] *</p>		<p>SF1: Complete Pool's Bay fish pass [F3] *</p>	<p>SC1: Develop Arun Valley conservation strategy [C3]</p> <p>SC2: Develop water level management plan for Amberley WildBrooks [FD6/C2/R1] *</p>		<p>SR1: Devolve management of Parkwood externally [R1] *</p>
<b>Kent</b>	<p>KFD1: Complete Dungeness (St Mary's Bay) sea wall [FD1]</p> <p>KFD2: Start Northern Sea Defence improvements at Thanet [FD1]</p> <p>KFD3: Complete Medway river regime management study [FD1/FD6] *</p>	<p>KWR1: Implement ALF scheme for Darent [WR4] *</p> <p>KWR2: Progress ALF investigations for Little Stour and Dour [WR4] *</p> <p>KWR3: Develop Water Resource Management Scheme for E Kent [WR1/WR4]</p>	<p>KWQ1: Secure AMP II high profile improvement programme for STWs in the Medway catchment [WQ2] *</p> <p>KWQ2: Secure Patten Initiative Bathing Water improvements at Folkestone/Dover [WQ2] *</p> <p>KWQ3: Secure groundwater protection from Union Railways' route [WQ1] *</p>	<p>KF1: Market Dunk's Green Fish Farm [F5] *</p>	<p>KC1: Appraise Union Railways' Environmental Assessment [C2]</p>	<p>KN1: Determine Medway regime study implications for navigation [N3] *</p> <p>KN2: Implement Harbour of Rye Plan [N3]</p> <p>KN3: Determine reconstruction plans for Allington Lock and Sluice and other Medway structures [FD1/N3]</p>	<p>KR1: Funding and management of Medway and Stour projects [R3]</p> <p>KR2: Develop footpath along Royal Military Canal [R1/R3] *</p>

# CORE FUNCTION OBJECTIVES

## FLOOD DEFENCE

- FD1 To develop and implement our flood defence strategy through a systematic approach for assessing capital and maintenance requirements and develop medium and long-term plans for those defences owned and maintained by the NRA.
- FD2 To encourage development of information technology and extension of facilities which will further improve the procedures for warning of, and responding to, emergencies.
- FD3 To support R&D which will assist in identifying future flood defence needs.
- FD4 To review best practices for all operational methods and the identification and justification of work, thus increasing efficiency and enhancing value for money.
- FD5 To heighten general awareness of the need to control development in flood plains and contribute to the development of catchment management plans.
- FD6 To identify opportunities for the enhancement of environmental, recreational and amenity facilities when undertaking flood defence works.

## WATER RESOURCES

- WR1 To plan for the sustainable development of water resources, developing criteria to assess reasonable needs of abstractors and of the environment.
- WR2 To collect, validate, store and provide hydrometric data and water environmental data in order to assess water resources.
- WR3 To apply a nationally consistent approach to abstraction licensing, including licence determination, charging, policing and enforcement.
- WR4 To implement a consistent approach to the resolution of inherited problems caused by authorised over-abstraction.
- WR5 To work with other functions and external bodies to protect the quality of our water resources.

## WATER QUALITY

- WQ1 To maintain waters that are already of high quality.
- WQ2 To improve waters of poorer quality.
- WQ3 To ensure all waters are of an appropriate quality for their agreed uses.
- WQ4 To prosecute polluters and recover the costs of restoration from them.
- WQ5 To devise charging regimes that allocate the costs of maintaining and improving water quality fairly and provide incentive to reduce pollution.

## FISHERIES

- F1 To protect and conserve salmon, trout, freshwater fish, eel and, where appropriate, coastal fisheries.
- F2 To regulate fisheries through the enforcement of a consistent series of licences, orders, byelaws and consents.
- F3 To monitor the fisheries status of rivers and inland estuary and, where appropriate, coastal waters.
- F4 To formulate policies to maintain, improve and develop fisheries and restore and rehabilitate damaged fisheries.
- F5 To provide an efficient and effective fisheries service which is responsive to the needs of its customers and which is based on a sound charging system.

## CONSERVATION

- C1 To assess and monitor the conservation interest of inland and coastal waters and associated lands.
- C2 To ensure that the NRA's regulatory, operational and advisory activities take full account of the need to sustain and further conservation.
- C3 To promote conservation to enhance the quality of the aquatic and related environment for the benefit of wildlife and people.

## NAVIGATION

- N1 To contribute to the development of an overall navigation strategy for England and Wales.
- N2 To regulate NRA navigations through the enforcement of a consistent series of licences, orders, byelaws and statutes.
- N3 To maintain and improve NRA navigation fairway, facilities and standards.
- N4 To recover from users the costs of providing specific navigation facilities and a reasonable proportion of the costs of maintaining the navigation.

## RECREATION

- R1 To maintain, develop and improve recreational use of NRA sites.
- R2 To take account of recreation in proposals relating to any NRA function.
- R3 To promote the use of water and associated land for recreational purposes.

Source: NRA Corporate Plan and Function Strategies

## 2.3 CATCHMENT MANAGEMENT PLANS

The Test and Medway CMP Final Reports were published in July 1993/94 and have been very well received. There has been some delay producing the Eastern Rother, Stour and Darent Consultation Reports as a result of extended consideration of water resource issues in these Catchments. Preparatory work is in hand for the production of CMPs for the Isle of Wight and Sussex Rivers.

The Region's revised programme is shown in the table below.

Area	Catchment	To the end of 1993/94	1994/95	1995/96	1996/97
Hampshire and IoW	Test	Consultation Final Report			
	Itchen	Consultation Final Report			
	Isle of Wight		Consultation Final Report		
	Meon			Consultation Final Report	
	West Hampshire				Consultation Final Report
Sussex	Arun		Consultation Final Report		
	Adur/Ouse			Consultation Final Report	
	Cuckmere			Consultation Final Report	
Kent	Medway	Consultation Final Report			
	Eastern Rother	Consultation	Final Report		
	Stour & E Kent	Consultation	Final Report		
	Darent	Draft Consultation	Consultation	Final Report	
	North Kent				Consultation Final Report



## **2.4 CITIZEN'S CHARTER AND NRA INTERNAL ENVIRONMENTAL POLICY**

### **2.4.1 Progress in 1993/94**

The Region fully supports the six principles of the Citizen's Charter and the aims of the Internal Environmental Policy. Examples of progress against these initiatives in 1993/94 include:

- The introduction of the NRA Customer complaints procedure.
- Tightening up the communication procedures with MPs.
- Fostering community relations through the logical process Area structure.
- Inclusion of the Charter principles in the Harbour of Rye Management Plan.
- Wide dissemination of the NRA Customer Charter.
- Quarterly monitoring of the Region's environmental policy action plan.

### **2.4.2 Plans for 1994/95**

In 1994/95 Southern Region will continue to actively promote the Charter principles and the Internal Environmental Policy, both externally to customers and internally to staff.

Specific Citizen's Charter regional targets, as set out in the Forward Planning Brief (CE/CP/O2), are as follows:

- Continue to improve corporate consistency of NRA publications.
- Examine the need for provision of specific information for ethnic minorities and people with disabilities and implement measures where need is proven.
- Review standard consultees and committee operation to identify areas for further improvement.
- Develop the Customer Care programme.
- Develop and advertise formal/informal avenues of complaint and redress.
- Enhance the handling of complaints to ensure corrective action is taken.
- Deliver planned efficiencies to improve value for money.

The Region will also pursue the environmental policy targets as shown in the Forward Planning Brief to minimise resource use and waste, to minimise or eliminate practices known to be harmful and to establish effective systems to support implementation of the policy.

### 3. EFFICIENT SERVICES

#### 3.1 INTER-REGIONAL CO-OPERATION AND SHARING

The Region will continue to make the fullest use of National Centres as possible. Examples of co-operation and sharing are listed below, including two Centres within the Region.

Initiative	Other Regions	Existing	Planned
Water Resource Demand Management	National Centre	✓	
Ecotoxicology	National Centre		✓
Operation of Thames tidal barriers and co-ordination of tidal flood warning arrangements	Thames, Anglian	✓	
Emergency control (under consideration)	Thames		✓
Joint arrangements by Flood Defence for a contractor's register	Thames		✓
Water resource issues eg Darent weirs, data exchange	Thames	✓	
Regional Water Information Management Systems (WIMS)	South Western		✓
Hampshire salmon investigation	South Western	✓	
Fish biosonics/hydro-acoustic surveying working group	Thames		✓
Participation in Conservation training programme exchange visits	Thames	✓	
Geomorphology expertise used by Conservation	Thames	✓	
Co-ordination of Navigation between Thames and Medway	Thames	✓	
Preparation of Tidal Thames Estuary Catchment Management Plans	Thames		✓
Co-ordination of East Thames Corridor development proposals	Thames	✓	
Protection of NRA interests in Union Railways' proposals. Inter-regional working party on planning issues	Thames, Anglian		✓
Legal Services	Thames		✓
Information Systems	Thames		✓
PR publications, co-ordinated mailings and shared media monitoring Agency	Thames	✓	
Use of PR mobile display unit for 1994 County Show season	Anglian		✓

### 3.2 EFFICIENCY INITIATIVES

#### 3.2.1 Achievement against 1993/94

Our achievement against planned savings for 1993/94 is as follows:

1993/94 Planned Initiatives	Planned Savings £k	Forecast Savings £k
Salaries, Wages, Superannuation etc	399	400
Travel & Subsistence	18	65
Consultants	40	60
Information Systems	33	200
Transport & Plant	48	40
Purchasing	130	200
Contractors	7	0

#### 3.2.2 Planned savings for 1994/95 and 1995/96

Previously identified initiatives such as leased cars for high mileage car users are likely to yield savings and hence the Region is disappointed that this initiative in particular has yet to be approved by Head Office.

Various initiatives are planned to realise the demanding targets for 1994/95 and 1995/96. These initiatives are being undertaken with the objective of minimising the impact on core activities and Area service delivery. This objective is evidenced by the following staffing reductions being made to meet manpower control total requirements:-

	% Reduction
Business Services	9%
Technical	3%
Areas	2%

The same principles will be used in planning to meet targets in 1995/96. We do not believe that it is practicable to quantify the savings to be yielded for each initiative. Inevitably there will be duplication between initiatives and some savings will be yielded from undertaking management processes by which means savings initiatives with the lowest impact on service levels can be identified.

The initiatives which have been identified and which will be progressed in the planning period are:

- a) Reductions in IS bureau costs. The implementation of WIMS prior to WAMS will yield some savings. However, the achievement of major savings in bureau costs is dependent on the implementation timetable for IAS (Integrated Accounting System). We continue to express concern about the lack of progress in this implementation which can yield significant savings.

- b) Sale of Dunk's Green Fish Farm. The timing of the sale to maximise proceeds will be our principal objective.
- c) Procurement. We have amended procedures and systems to ensure that savings can be made from the co-ordination of regional procurement initiatives as well as benefitting from the use of national contracts.
- d) Restructuring. Savings will be realised through the creation of the new Kent Area Office. Other opportunities for small scale reorganisations have been identified and are being progressed which, when coupled with VS, will yield savings.
- e) Market Testing. Savings have already accrued from laboratories and transport and mobile plant maintenance. We expect to realise further savings from IHWF and support services.
- f) Priority Based Budgeting (PBB). We have stated our wish to follow on from Northumbria and Yorkshire's implementation of priority based budgeting. We are already costing activities within support services using techniques developed within the framework of PBB. We plan to use PBB as a management process to determine the level of service required and to identify those areas where cuts would have the least impact on our overall service delivery.

### 3.3 INFORMATION SYSTEMS (IS)

Southern Region is a high spender on IS. We have achieved a high level of provision and use of IS with a robust regional infrastructure but IS is now one of the major target areas for cost savings without a deterioration in levels of service. However, the scope to make substantial cost savings (over £1m expenditure per annum on PLC bureau systems) is dependent on the implementation of WAMS, IAS and PS. We are disappointed that the timetable for the implementation of IAS continues to slip and would stress the urgency of progressing this implementation within Southern Region as a priority.

#### PLC Bureau - WIMS, WAMS and IAS

Implementation of WIMS will save £150k in 1994/95 and £200k in 1995/96 and will also facilitate the implementation of WAMS. Implementation of IAS and WAMS will result in a total withdrawal from the PLC Bureau. It is planned to reduce costs in 1994 through negotiations on charges and reviews of usage levels.

#### Integrated Accounting System (IAS)

IAS will replace PLC based financial systems which are expensive and do not meet management information requirements. The current timetable indicates that withdrawal from these PLC bureau systems should lead to cost savings in 1995/96. It is considered critical to improve management information systems to assist in control and cost reduction programmes.

#### Water Archive and Monitoring System (WAMS)

WAMS is intended to replace PLC based hydrometric systems. The timetable indicates that withdrawal should lead to only modest cost savings in 1995/96.

### Regional Emergency Control System (RECS)

Proposals to give greater control to the Authority over software development, and improve the operation and reliability will be implemented during 1994/95.

### Regional Infrastructure

The regional infrastructure already allows full connectivity and access to systems throughout Southern Region. Further upgrades to networks, computers and software in line with national and regional objectives, such as a UNIX processor for WAMS, will be carried out. Changes will be needed to meet organisational requirements in the lead up to the Environment Agency.

### User Support

Service level agreements, an IS awareness programme, improved facilities and the benefits of a recently introduced Help Desk, coupled with changes to working practices, will provide an improved return on investment and increased operational benefits.

### Inter-Regional Co-operation

This will be extended where possible from the existing arrangements with Welsh (Mensar); South Western (WIMS); Severn Trent (RECS); National Laboratory Service (Waterlooville) and the National IS Development Team. Co-operation with Thames Region is being progressed in several staffing and activity areas.

### National Activities (in addition to IAS and WAMS above)

Further national application developments will be progressed according to timetable. Regional IS staff will continue to contribute to national activities and initiatives.

### 3.4 PUBLICATION PLANS

The regional publications stock will be reviewed in 1994/95 for cost/benefit purposes. New publications will only be generated where there is an identified need and target audience. No new publications will be commissioned without assessing the availability of similar titles in other Regions or nationally.

The current range of educational information leaflets will be updated in conjunction with Thames Region. The Region's series of River Leaflets will also be updated and completed.

Specific publications for 1994/95 are shown below:

Publication	Date	Target Audience	Estimated Expend.
Southern Region NRA Factsheet	Q1	General enquiries from public	£3k
Fishing in the South Directory	Q1	Enquiries on where to fish, licences, byelaws etc	£15k
Park Wood Conservation Leaflet/ Schools Factsheet	Q1	Conservation interests, schools	£5k
Harbour of Rye Management Plan Final Report and Summary Leaflet	Q1	Harbour users, multi-functional interests, other Harbour bodies	£3k
Regional Fishing Newspaper (Bi-annual, launch in June)	Q1	Regional fisheries interests, general public	£4k
Flood Warning Services Leaflet	Q1	General public, media	£0.5k
Guide to PR/Media Factsheet	Q1	Internal regional staff	£0.2k
Pevensey Levels Report	Q1	Conservation interests, landowners	£1k
Rivers Factfiles - Lavant, Sussex - Darent, Kent - New Forest, Hampshire - Western Rother, Sussex	Q1 Q1 Q2 Q2	General enquiries from public, schools, County shows, media etc.	£1k each
Regional Hydrometry Leaflet	Q2	Schools, general public	£1k
Regional Water Resources Strategy	Q2	Water Cos., planning authorities, conservation interests, public	£12k
The Leigh Flood Retention Barrier Leaflet	Q2	General public, media	£1k
Chalk Stream Handbook (Test and Itchen)	Q2	Hampshire fisheries interests	n/a
On Stream/Main Stream	Bi-monthly	Internal regional staff magazine	£0.8k per issue

## 4. OUTPUT AND PERFORMANCE MEASURES

OPM1 - Water Resources

OPM2 - Water Quality

OPM3 - Flood Defence

OPM4 - Fisheries

OPM5 - Recreation

OPM6 - Conservation

OPM7 - Navigation

OPM8 - Personnel, Planning Liaison



## Corporate Plan Form OPM1

Function: Water Resources

Region: Southern

Output and Performance Measures by activity	92/93 Actual	93/94 Planned	94/95 Budget	95/96 Planned
<b>LICENCING</b>				
Number of Licences in Force				
- Abstraction	0	0	2140	2150
- Impoundment	0	0	705	725
- Total	2658	2820	2845	2875
Number of Licence Applications Determined				
- Abstraction	0	0	115	98
- Impoundment	0	0	25	22
- Total	232	180	140	120
Number of Licence Applications Determined within Statutory Period				
- Abstraction	0	0	78	66
- Impoundment	0	0	20	18
- Total	72	108	98	84
% of licence applications determined within statutory period	31	60	70	70
Total Cost of Licencing (£000)	878	1109	859	760
Number of Licences Varied	200	210	210	210
Number of Licences Revoked	66	70	70	70
Total number of licences determined, varied or revoked	498	460	420	400
Average Cost of Determining a Licence (£/licence)	1763	2411	2045	1900
<b>ENFORCEMENT</b>				
Highly Critical Licence Inspections:				
Number of inspections required by NRA policy	38	40	45	47
Actual number of inspections made	52	40	45	47
Critical Licence Inspections:				
Number of inspections required by NRA policy	1242	1270	1333	1347
Actual number of inspections made	1450	1270	1333	1347
% achievement of licence enforcement programme (Critical and)	117	100	100	100
Less Critical and Non-critical Licence Inspections:				
Number of inspections required by NRA policy	454	570	486	514
Actual number of inspections made	626	565	486	514
Total number of inspections required by NRA policy	1734	1880	1864	1908
Total number of inspections made	2128	1875	1864	1908
Average attainment of licence inspection targets	123	100	100	100
<b>LOW FLOWS</b>				
Number of sites identified for low flow amelioration	6	6	6	6
Number of sites for which studies have been completed	4	1	0	0
Number of low flow solutions planned for implementation	0	0	* 0	+ 0
Number of low flow solutions implemented	0	0	* 0	+ 0

\* Solution for Darent will not be completed until 1996/97 at the earliest, therefore, not implemented in 1994/95.

+ ditto for Wallop Brook.



3816

Function: Water Quality

Region: Southern

Output and Performance Measures by activity	92/93 Actual	93/94 Planned	94/95 Budget	95/96 Planned		
CONSENTING and COMPLIANCE MONITORING						
Number of Discharge Consents in Force (Total)	12700	13000	12300	12300		
Number of Discharges Monitored (Total)	1430	1475	1526	1526		
Number of Consent Applications Determined within Statutory Period	480	510	540	540		
Number of Consent Applications Determined	600	600	600	600		
% consents determined within statutory period	80	85	90	90	exceeded	
Total Cost of Consenting (£000)	354	446	443	458		
Number of Consents Determined or Reviewed	674	900	1350	700	10/11 (exceeded)	
Average cost of determining a consent (£/consent)	525	496	328	654		
Number of Routine Effluent Samples Taken	11480	9070	10344	10344		
Number of Routine Effluent Samples Programmed	11700	9070	10344	10344		
% of effluent monitoring programme achieved	98	100	100	100	94.6	
Total Cost of Compliance Monitoring (£000)	750	818	784	798		
Number of Discharges Monitored (Total)	1430	1475	1526	1526		
Average cost of monitoring discharges (£/discharge)	524	555	514	523		
MONITORING CONTROLLED WATERS						
Number of Routine Single Samples Taken:	13000	16400				
- River	0	0	9739	9739		
- Canal	0	0	108	108		
- Estuarial	0	0	2244	2244		
- Groundwater	0	0	354	354		
Length (km) of classified river by water quality class:						
GQA Chemical Assessment:					2000 Planned	2005 Planned
- Class A	0	0	0	0	0	0
- Class B	0	0	0	0	0	0
- Class C	0	0	0	0	0	0
- Class D	0	0	0	0	0	0
- Class E	0	0	0	0	0	0
- Class F	0	0	0	0	0	0
Total length of classified river	0	0	0	0	0	0
GQA Biological Assessment						
- Class A	0	0	0	0	0	0
- Class B	0	0	0	0	0	0
- Class C	0	0	0	0	0	0
- Class D	0	0	0	0	0	0
- Class E	0	0	0	0	0	0
Total length of classified river	0	0	0	0	0	0

Length (km) of classified canal by water quality class:						
GQA Chemical Assessment:						
- Class A	0	0	0	0	0	0
- Class B	0	0	0	0	0	0
- Class C	0	0	0	0	0	0
- Class D	0	0	0	0	0	0
- Class E	0	0	0	0	0	0
- Class F	0	0	0	0	0	0
Total length of classified canal	0	0	0	0	0	0
GQA Biological Assessment						
- Class A	0	0	0	0	0	0
- Class B	0	0	0	0	0	0
- Class C	0	0	0	0	0	0
- Class D	0	0	0	0	0	0
- Class E	0	0	0	0	0	0
Total length of classified canal	0	0	0	0	0	0
Length (km) of classified estuary by water quality class:						
NWC Scheme:						
- Class A (good)	319	319	319	319	319	319
- Class B (fair)	52	55	55	55	63	63
- Class C (poor)	11	8	8	8	0	0
- Class D (bad)	0	0	0	0	0	0
Total length of classified estuary	382	382	382	382	382	382
WATER QUALITY LABORATORY ANALYSES						
Number of Analyses / Determinations						
- Organics	0	0	53634	53634		
- Metals	0	0	39776	39776		
- Microbiology	0	0	12765	12765		
- Other	0	0	284617	284617		
- Total	408000	378302	390792	390792		
Total Cost of Analyses / Determinations (£000)						
- Organics	0	0	N/A	N/A		
- Metals	0	0	N/A	N/A		
- Microbiology	0	0	N/A	N/A		
- Other	0	0	N/A	N/A		
- Total	1310	1361	N/A	N/A		
Average Cost of Analyses / Determinations (£/analysis)						
- Organics	-	-	N/A	N/A		
- Metals	-	-	N/A	N/A		
- Microbiology	-	-	N/A	N/A		
- Other	-	-	N/A	N/A		
- Total	3	4	N/A	N/A		
Number of Samples Analysed and Reported within Target Time						
Number of Samples Analysed and Reported	16800	24192	35673	35673		
Number of Samples Analysed and Reported	24000	25466	37551	37551		
% of water quality samples analysed within target time						
	70	95	95	95		



INCIDENTS / EMERGENCIES				
Number of Category 1 Incidents	8	8	10	10
Number of Category 2 Incidents	74	74	70	70
Number of Category 1 Incidents Attended within Target Time	8	8	10	10
Number of Category 2 Incidents within Target Time	61	62	63	63
% Category 1 Incidents Attended within Target Time	100	100	100	100
% Category 2 Incidents within Target Time	82	84	90	90
POLLUTION PREVENTION				
Number of Site Inspections	0	0	343	390
Number of Pollution Prevention Campaigns	0	0	18	18
EC DIRECTIVES				
Number of Designated EC Bathing Waters	67	67	67	67
Number of Designated Waters Achieving Directive	51	52	58	60
% of bathing waters achieving directive	76	78	87	90

*Guessed*

*Guessed*

## Corporate Plan Form OPM3

Function: Flood Defence

Region: Southern

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	308	328	309	332
Number of Consents Determined	309	335	312	335
% of consents determined within statutory period	100	98	99	99
Total Cost of Regulation / Enforcement (£000)	891	636	1063	1135
Total Flood Defence Expenditure (£000)	24061	28746	28586	27570
Cost of regulation/enforcement as % of total expenditure	4	2	4	4
<b>IMPROVEMENT / DEVELOPMENT OF FLOOD DEFENCES</b>				
Number of Housing Equivalents Protected By New / Improved Sc	0	0	132	170
Cost of completed schemes (£000)	0	0	4663	3420
HES Protected By Capital Schemes vis Cost of Schemes	-	-	0	0
Length (km) of New / Improved Flood Defence Constructed				
- Fluvial Defences	5	0	11	4
- Sea Defences	6	0	10	3
- Estuarial Defences	4	0	4	5
- Total	15	11	25	12
Total Capital Expenditure (£000) - Other	2543	1911	1625	1567
- Fluvial Defences	684	1379	959	2173
- Sea Defences	6622	8496	8709	7247
- Estuarial Defences	1577	3233	2594	2726
- Total	8883	13108	12262	12146
<b>MAINTENANCE OF EXISTING DEFENCES</b>				
Number of Housing Equivalents Receiving Benefit From Mainten	0	0	412	295
Total Expenditure on Maintenance (£000)	8735	10580	10763	9706
HES Receiving Benefit in Relation to Cost of Maintenance	0	0	0	0
Length (km) of Flood Defence Maintained				
- Fluvial Defences	2648	2648	2648	2648
- Sea Defences	281	144	144	144
- Estuarial Defences	191	412	412	412
- Total	3120	3204	3204	3204
<b>FLOOD EMERGENCY SERVICES</b>				
Number of Flooded Properties for which a Flood Warning was I	0	0	N/A	N/A
Number of Properties Flooded	0	0	N/A	N/A
% of flooded properties for which a warning was issued	-	-	-	-

*exceeded**exceeded (change)*



OTHER				
Total Overhead Costs (£000)	3175	3849	3795	3800
Total Flood Defence Expenditure (£000)	24061	28746	28586	27570
Overhead costs as % of total flood defence expenditure	13	13	13	14
Value of Work Completed (£000)	6764	8216	8563	7622
Cost of Work Completed (£000)	6764	8216	8563	7622
Value of work completed as % of cost of work completed	100	100	100	100

fixed 282

W/B

## Corporate Plan Form OPM4

Function: Fisheries

Region: Southern

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	0	0
- 8 Day Licences	0	0	0	0
- 1 Day Licences	0	0	0	0
- Concessionary Licences	0	0	0	0
- Total	0	0	0	0
Non-migratory Trout, Freshwater Fish and Eels				
- Full Licences	0	0	0	0
- 8 Day Licences	0	0	0	0
- 1 Day Licences	0	0	0	0
- Concessionary Licences	0	0	0	0
- Total	0	0	0	0
Total Number of Licences Sold - Rod	61660	62000	0	0
Number of Licences Sold - Commercial Instrument	6	4	28	20
<b>ENFORCEMENT</b>				
Number of Licence Checks Made				
- Rod	21665	15000	15000	12000
- Commercial Instrument	6	4	28	20
- Total	21671	15004	15028	12020
Number of Satisfactory Licence Checks				
- Rod	20669	14250	14250	11160
- Commercial Instrument	6	4	28	20
- Total	20675	14254	14278	11180
% licence compliance				
- Rod	95	95	95	93
- Commercial Instrument	100	100	100	100
- Total	95	95	95	93
Total Cost of Rod Licence Enforcement (£000)	170	181	188	194
Total Cost of Commercial Instrument Licence Enforcement (£00)	0	0	10	10
Average cost of rod licence enforcement (£/licence checked)	8	12	13	16
Average cost of commercial instrument licence enforcement (£)	0	0	357	500
<b>MONITORING</b>				
Total Cost of Fishery Monitoring / Survey Work (£000)	224	201	234	240
Actual Length (km) of River Surveyed	300	257	195	185
Average cost of fishery monitoring (£/km surveyed)	747	782	1200	1297
Length (km) of River Planned to be Surveyed	300	257	195	185



Number of Sites Planned to be Surveyed (as part of rolling p	0	0	65	55
Actual Number of Sites Surveyed	0	0	65	55
Number of Individual Surveys:				
- netting / electro	106	90	145	120
- angler census	0	0	5	3
- total	106	90	150	123
PHYSICO-CHEMICAL IMPROVEMENT				
Number of Improvement Structures Built:				
- Physical Habitat	0	0	4	0
- Fish Passes	1	2	3	2
- Total	1	2	7	2
REARING and STOCKING				
Fish Rearing (number in millions)				
- Salmonid	.09	.078	.1	0
- Non-salmonid	.06	.066	.1	0
- Total	.15	.144	.2	0
Fish Stocking (number in millions)				
- Salmonid	.8	.25	.4	0
- Non-salmonid	.19	.09	.06	0
- Total	.99	.34	.46	0

then out?

delivered / exceeded 11 out of 14

failure by early red-bellied squirrel  
on 1/11/00 defense cost  
2,000 minimum program

14 low

## Corporate Plan Form OPM5

Function: Recreation

Region: Southern

Output and Performance Measures by activity	92/93 Actual	93/94 Planned	94/95 Budget	95/96 Planned	
NRA FACILITY MANAGEMENT					
Number of NRA Landholdings with Potential for Recreational U	0	0	7	7	(1)
Number of NRA Landholdings Actually Used for Recreation	25	0	30	30	(2)
Number of NRA Landholdings with Public Access	0	0	22	22	(2)
LIAISON WITH OTHERS / PROMOTION					
Number of Recreation Projects Involving External Collaborati	2	4	6	5	
Total Number of Recreation Projects	2	4	6	5	
% external collaboration	100	100	100	100	

(1) Only covers NRA landholdings over 5 ha.

(2) Covers NRA landholdings of any size.



## Corporate Plan Form OPM6

Function: Conservation

Region: Southern

Output and Performance Measures by activity	92/93 Actual	93/94 Planned	94/95 Budget	95/96 Planned
APPRAISALS / SURVEYS				
Length (km) of River Corridor	0	0	2649	2649
Actual Length (km) of River Corridor Surveyed	352	350	569	400
Actual Length (km) of River Corridor Aerial Interpretation	0	0	0	0
Total Cost of River Corridor Survey Work (£000)	30	40	64	31
Total Cost of River Corridor Aerial Interpretation Work (£00)	0	0	0	0
Average cost of river corridor survey work (£/km)	85	114	112	78
Average cost of river corridor aerial interpretation work (£/km)	-	-	-	-
Length (km) of River Corridor Planned for Survey	400	350	569	400
Length (km) of River Corridor Planned for Aerial Interpretation	0	0	0	0
% of planned length surveyed - river corridor	88	100	100	100
% of planned length surveyed - aerial interpretation	-	-	-	-
Length (km) of Coastline and Estuary	0	0	1200	1200
Length (km) of Coastline and Estuary Surveyed				
- Aerial	0	0	0	0
- Other	0	0	55	0
LIAISON WITH OTHERS / PROMOTION				
Number of Conservation Projects Involving External Collaboration	32	25	32	30
Total Number of Conservation Projects	32	25	32	30
% external collaboration	100	100	100	100
PLANNING AND DEVELOPMENT CONTROL				
Applications Screened:				
- abstractions	107	90	90	90
- discharge	44	40	40	40
- land drainage	42	40	40	40
- fisheries	3	10	50	70
- other	121	120	120	120
- total	317	300	340	360

## Corporate Plan Form OPM7

Function: Navigation

Region: Southern

Output and Performance Measures by activity	92/93 Actual	93/94 Planned	94/95 Budget	95/96 Planned
REGULATION / ENFORCEMENT				
Total Number of Licenced Craft	2520	2520	2520	2520
Total Number of Licence Inspections Made	6800	6800	6800	6800
Number of Valid / Compliant Licences Detected	6575	6600	6600	6600
% licence compliance	97	97	97	97
IMPROVEMENTS / NEW WORKS				
Total Capital Budget for Navigation (£000)	43	0	76	120
Total Capital Expenditure on New Facilities (£000)	28	0	5	20

## Corporate Plan Form OPM8

Function: Support Services

Region: Southern

Output and Performance Measures by activity	92/93 Actual	93/94 Planned	94/95 Budget	95/96 Planned
PERSONNEL / TRAINING				
Training (person days):				
- manual	1052	834	800	800
- non-manual	2035	3525	3700	3700
- total	3087	4359	4500	4500
PLANNING LIAISON				
Number of Planning Applications Processed within 28 day Targ	2628	2958	3420	3772
Total Number of Planning Applications Processed	3105	3480	3700	3970
% planning applications processed within 28 day target time	85	85	92	95



## 5. FINANCIAL PLANNING

FP1 - Total Operating Income and Expenditure by Function

FP2 - Total Operating Costs - subjective by Function

FP2a - Analysis of Utilities Cost

FP3 - Income Analysis by GIA and Non-GIA Functions

FP3a - EC Funding and Grants

FP4 - Capital Programme Projects - by Function and Cross-function

FP5 - Activity Analysis

FP6 - Total Administrative Costs

FP7 - Flood Defence Account

FP8 - Head Office, Regional and Area Expenditure and Allocations

## TOTAL OPERATING INCOME AND EXPENDITURE - FUNCTION ANALYSIS

REGION: SOUTHERN

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	ACTUAL 1992/93					:	BUDGET 1993/94				
						:					:
	CAPITAL	REVENUE	TOTAL	SURPLUS/	:		CAPITAL	REVENUE	TOTAL	SURPLUS/	:
	INCOME	EXPEND.	EXPEND.	EXPEND.	(DEFICIT):	INCOME	EXPEND.	EXPEND.	EXPEND.	(DEFICIT):	
CHARGES FOR DISCHARGES	2272	0	2449	2449	-177:	2895	0	2705	2705	190:	
INTEG. POLLUTION CONTROL	3	0	72	72	-69:	20	0	80	80	-60:	
GRANT AIDED SERVICE	63	218	2657	2875	-2812:	0	294	2935	3229	-3229:	
TOTAL WATER QUALITY	2338	218	5178	5396	-3058:	2915	294	5720	6014	-3099:	
FISHERIES	730	69	1440	1509	-779:	795	49	1460	1509	-714:	
RECREATION	46	30	103	133	-87:	40	50	122	172	-132:	
CONSERVATION	1		158	158	-157:	0	5	184	189	-189:	
NAVIGATION	295	43	665	708	-413:	230	305	691	996	-766:	
SUB-TOTAL	3410	360	7544	7904	-4494:	3980	703	8177	8880	-4900:	
CAPITAL RESTRUCTURING		150		150	-150	0	0	0	0	0	
SUB-TOTAL GRANT AIDED	3410	510	7544	8054	-4644:	3980	703	8177	8880	-4900:	
WATER RESOURCES	7462	1186	5313	6499	963:	7707	1943	6186	8129	-422:	
FLOOD DEFENCE	25399	11426	12160	23586	1813:	27165	15019	13239	28258	-1093:	
TOTAL	36271	13122	25017	38139	-1868:	38852	17665	27602	45267	-6415:	

	PLANNED 1994/95					:	PLANNED 1995/96				
						:					:
	CAPITAL	REVENUE	TOTAL	SURPLUS/	:		CAPITAL	REVENUE	TOTAL	SURPLUS/	:
	INCOME	EXPEND.	EXPEND.	EXPEND.	(DEFICIT):	INCOME	EXPEND.	EXPEND.	EXPEND.	(DEFICIT):	
CHARGES FOR DISCHARGES	2724	0	2611	2611	113:	2774	0	2673	2673	101:	
INTEG. POLLUTION CONTROL	20	0	77	77	-57:	20	0	79	79	-59:	
GRANT AIDED SERVICE	210	339	2833	3172	-2962:	210	266	2899	3165	-2955:	
TOTAL WATER QUALITY	2954	339	5521	5860	-2906:	3004	266	5651	5917	-2913:	
FISHERIES	888	146	1422	1568	-680:	1105	96	1457	1553	-448:	
RECREATION	25	35	144	179	-154:	25	0	148	148	-123:	
CONSERVATION	0	7	222	229	-229:	0	53	220	273	-273:	
NAVIGATION	323	76	623	699	-376:	340	120	640	760	-420:	
SUB-TOTAL	4190	603	7932	8535	-4345:	4474	535	8116	8651	-4177:	
CAPITAL RESTRUCTURING	0	0	0	0	0:	0	0	0	0	0:	
SUB-TOTAL GRANT AIDED	4190	603	7932	8535	-4345:	4474	535	8116	8651	-4177:	
WATER RESOURCES	5639	1193	5665	6858	-1219:	6914	1391	5609	7000	-86:	
FLOOD DEFENCE	26094	13887	14238	28125	-2031:	27083	13713	13378	27091	-8:	
TOTAL	35923	15683	27835	43518	-7595:	38471	15639	27103	42742	-4271:	



## OPERATING COSTS - SUBJECTIVE ANALYSIS BY FUNCTION

£000

FUNCTION : TOTAL

REGION: SOUTHERN

	ACTUAL 1992/93	BUDGET 1993/94	PLANNED 1994/95	PLANNED 1995/96
SALARIES				
Costs	7171	7897	7874	8078
Superannuation	548	418	424	435
N.I.C.	585	591	640	653
Agency, Temps. & Other	370	425	601	577
Voluntary Severance	0	0	140	0
WAGES				
Costs	3308	3413	3412	3282
Superannuation	210	165	165	156
N.I.C.	244	274	268	247
Agency, Temps. & Other	0	0	0	0
Voluntary Severance	0	0	575	0
SUB-TOTAL	12436	13183	14099	13428
Travel & Subsistence	833	897	887	908
SUB-TOTAL STAFF	13269	14080	14986	14336
Consultants	1979	1040	3375	3155
P.L.C. Services	1219	1304	1011	989
Other H. & C. Services	11174	18145	14322	14559
Equip. Tools & Mats.	5447	4432	3189	2988
Utilities	674	661	654	646
Other Costs	2736	3720	3668	3736
SUB-TOTAL OTHER	23229	29302	26219	26073
TOTAL REGIONAL	36498	43382	41205	40409
Inter-Regional Services	0	0	0	0
- Charges Paid	0	0	506	526
- Income Received	0	0	0	0
H.O. & National Costs	1641	1885	1807	1807
TOTAL	38139	45267	43518	42742
CAPITAL EXPENDITURE				
REVENUE EXPENDITURE	13122	17665	15683	15639
	25017	27602	27835	27103
	38139	45267	43518	42742
WORK CONTRACTED OUT				
- Capital	10162	14882	14092	14239
- Revenue	4210	5607	4616	4464
	14372	20489	18708	18703
WORK CONTRACTED OUT				
	%	%	%	%
Capital	77.4	84.2	89.9	91.0
Revenue	16.8	20.3	16.6	16.5
TOTAL	37.7	45.3	43.0	43.8

## OPERATING COSTS - SUBJECTIVE ANALYSIS BY FUNCTION £000

FUNCTION : WATER QUALITY

REGION: SOUTHERN

	ACTUAL 1992/93	BUDGET 1993/94	PLANNED 1994/95	PLANNED 1995/96
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## SALARIES

Costs	2133	2259	1975	2039
Superannuation	169	122	110	114
N.I.C.	178	177	168	173
Agency, Temps. & Other	128	117	157	127
Voluntary Severance	0	0	0	0

## WAGES

Costs	20	10	7	7
Superannuation	1	1	0	0
N.I.C.	2	1	1	0
Agency, Temps. & Other	0	0	0	0
Voluntary Severance	0	0	0	0

SUB-TOTAL	2631	2687	2418	2460
Travel & Subsistence	210	226	238	244

SUB-TOTAL STAFF	2841	2913	2656	2704
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Consultants	11	49	294	305
P.L.C. Services	241	252	163	162
Other H. & C. Services	550	848	358	390
Equip. Tools & Mats.	738	745	566	497
Utilities	60	42	43	43
Other Costs	528	599	609	625

SUB-TOTAL OTHER	2128	2535	2033	2022
-----------------	------	------	------	------

TOTAL REGIONAL	4969	5448	4689	4726
----------------	------	------	------	------

Inter-Regional Services				
- Charges Paid	0	0	506	526
- Income Received	0	0	0	0
H.O & National Costs	437	566	665	665

TOTAL	5406	6014	5860	5917
-------	------	------	------	------

CAPITAL EXPENDITURE	228	294	339	266
REVENUE EXPENDITURE	5178	5720	5521	5651

	5406	6014	5860	5917
--	------	------	------	------

## WORK CONTRACTED OUT

- Capital	15	0	16	21
- Revenue	787	1149	799	836

	802	1149	815	857
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## WORK CONTRACTED OUT

	%	%	%	%
Capital	6.6		4.7	7.9
Revenue	15.2	20.1	14.5	14.8

TOTAL	14.8	19.1	13.9	14.5
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## OPERATING COSTS - SUBJECTIVE ANALYSIS BY FUNCTION £000

FUNCTION : FISHERIES

REGION: SOUTHERN

	ACTUAL 1992/93	BUDGET 1993/94	PLANNED 1994/95	PLANNED 1995/96
SALARIES				
Costs	573	568	629	648
Superannuation	46	29	32	33
N.I.C.	44	43	50	51
Agency, Temps. & Other	30	48	16	16
Voluntary Severance	0	0	0	0
WAGES				
Costs	31	25	45	32
Superannuation	2	2	2	1
N.I.C.	2	2	3	3
Agency, Temps. & Other	0	0	0	0
Voluntary Severance	0	0	0	0
SUB-TOTAL	728	717	777	784
Travel & Subsistence	79	71	58	60
SUB-TOTAL STAFF	807	788	835	844
Consultants	7	31	11	11
P.L.C. Services	45	54	28	28
Other M. & C. Services	147	174	190	192
Equip. Tools & Mats.	150	99	152	120
Utilities	22	27	31	32
Other Costs	116	100	149	154
SUB-TOTAL OTHER	487	485	561	537
TOTAL REGIONAL	1294	1273	1396	1381
Inter-Regional Services				
- Charges Paid				
- Income Received				
H.O & National Costs	216	236	172	172
TOTAL	1510	1509	1568	1553
CAPITAL EXPENDITURE				
REVENUE EXPENDITURE	70	49	146	96
	1440	1460	1422	1457
	1510	1509	1568	1553
WORK CONTRACTED OUT				
- Capital	44	49	61	61
- Revenue	155	210	168	170
	199	259	229	231
WORK CONTRACTED OUT				
	%	%	%	%
Capital	62.9	100.0	41.8	63.5
Revenue	10.8	14.4	11.8	11.7
TOTAL	13.2	17.2	14.6	14.9



## OPERATING COSTS - SUBJECTIVE ANALYSIS BY FUNCTION £000

FUNCTION : RECREATION

REGION: SOUTHERN

	ACTUAL 1992/93	BUDGET 1993/94	PLANNED 1994/95	PLANNED 1995/96
SALARIES				
Costs	23	25	53	54
Superannuation	2	2	4	4
N.I.C.	2	2	5	5
Agency, Temps. & Other	16	15	17	18
Voluntary Severance	0	0	0	0
WAGES				
Costs	4	0	0	0
Superannuation	0	0	0	0
N.I.C.	0	0	0	0
Agency, Temps. & Other	0	0	0	0
Voluntary Severance	0	0	0	0
SUB-TOTAL	47	44	79	81
Travel & Subsistence	2	3	5	5
SUB-TOTAL STAFF	49	47	84	86
Consultants	6	0	0	0
P.L.C. Services	2	2	3	3
Other H. & C. Services	29	67	50	24
Equip. Tools & Mats.	13	9	11	11
Utilities	2	2	3	3
Other Costs	18	10	17	10
SUB-TOTAL OTHER	70	90	84	51
TOTAL REGIONAL	119	137	168	137
Inter-Regional Services				
- Charges Paid	0	0	0	0
- Income Received	0	0	0	0
H.O & National Costs	14	35	11	11
TOTAL	133	172	179	148
CAPITAL EXPENDITURE	30	50	35	0
REVENUE EXPENDITURE	103	122	144	148
	133	172	179	148
WORK CONTRACTED OUT				
- Capital	22	50	25	0
- Revenue	15	19	28	27
	37	69	53	27
WORK CONTRACTED OUT	%	%	%	%
Capital	73.3	100.0	71.4	ERROR
Revenue	14.6	15.6	19.4	18.2
TOTAL	27.8	40.1	29.6	18.2



## OPERATING COSTS - SUBJECTIVE ANALYSIS BY FUNCTION £000

FUNCTION : CONSERVATION

REGION: SOUTHERN

	ACTUAL 1992/93	BUDGET 1993/94	PLANNED 1994/95	PLANNED 1995/96
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## SALARIES

Costs	50	47	78	78
Superannuation	4	3	4	4
N.I.C.	4	5	7	6
Agency, Temps. & Other	13	13	4	3
Voluntary Severance	0	0	0	0

## WAGES

Costs	2	0	0	0
Superannuation	0	0	0	0
N.I.C.	0	0	0	0
Agency, Temps. & Other	0	0	0	0
Voluntary Severance	0	0	0	0

SUB-TOTAL	73	68	93	91
Travel & Subsistence	12	16	14	13

SUB-TOTAL STAFF	85	84	107	104
-----------------	----	----	-----	-----

Consultants	0	0	0	0
P.L.C. Services	6	6	5	3
Other H. & C. Services	34	38	36	36
Equip. Tools & Mats.	8	6	14	12
Utilities	2	2	3	3
Other Costs	6	10	12	63

SUB-TOTAL OTHER	56	62	70	117
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TOTAL REGIONAL	141	146	177	221
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## Inter-Regional Services

- Charges Paid	0	0	0	0
- Income Received	0	0	0	0
H.O & National Costs	17	43	52	52

TOTAL	158	189	229	273
-------	-----	-----	-----	-----

CAPITAL EXPENDITURE	0	5	7	53
REVENUE EXPENDITURE	158	184	222	220

	158	189	229	273
--	-----	-----	-----	-----

## WORK CONTRACTED OUT

- Capital	0	5	0	0
- Revenue	40	39	41	39
	40	44	41	39

## WORK CONTRACTED OUT

	%	%	%	%
Capital	ERROR	100.0		
Revenue	25.3	21.2	18.5	17.7
TOTAL	25.3	23.3	17.9	14.3

## OPERATING COSTS - SUBJECTIVE ANALYSIS BY FUNCTION £000

FUNCTION : NAVIGATION

REGION: SOUTHERN

	ACTUAL 1992/93	BUDGET 1993/94	PLANNED 1994/95	PLANNED 1995/96
-----				
SALARIES				
-----				
Costs	153	157	151	154
Superannuation	11	8	7	7
N.I.C.	13	12	11	11
Agency, Temps. & Other	1	9	8	8
Voluntary Severance	0	0	0	0
WAGES				
-----				
Costs	182	189	198	206
Superannuation	12	9	8	8
N.I.C.	13	15	16	16
Agency, Temps. & Other	0	0	0	0
Voluntary Severance	0	0	0	0
SUB-TOTAL				
Travel & Subsistence	385	399	399	410
-----				
SUB-TOTAL STAFF				
-----				
Consultants	6	25	40	0
P.L.C. Services	9	10	14	14
Other H. & C. Services	69	321	90	178
Equip. Tools & Mats.	103	72	57	58
Utilities	20	20	20	20
Other Costs	4	21	2	3
SUB-TOTAL OTHER				
-----				
TOTAL REGIONAL				
-----				
Inter-Regional Services				
- Charges Paid	0	0	0	0
- Income Received	0	0	0	0
H.O & National Costs	92	111	56	56
TOTAL				
-----				
CAPITAL EXPENDITURE				
-----				
REVENUE EXPENDITURE				
-----				
708 996 699 760				
=====				
WORK CONTRACTED OUT				
-----				
- Capital	15	300	75	119
- Revenue	69	56	69	73
-----				
84 356 144 192				
=====				
WORK CONTRACTED OUT				
-----				
Capital	34.9	98.4	98.7	99.2
Revenue	10.4	8.1	11.1	11.4
-----				
TOTAL				
-----				
11.9 35.7 20.6 25.3				
=====				

## OPERATING COSTS - SUBJECTIVE ANALYSIS BY FUNCTION £000

FUNCTION : WATER RESOURCES REGION: SOUTHERN

	ACTUAL 1992/93	BUDGET 1993/94	PLANNED 1994/95	PLANNED 1995/96
SALARIES				
Costs	1745	1930	1931	1985
Superannuation	138	107	103	106
N.I.C.	148	147	165	168
Agency, Temps. & Other	136	127	118	120
Voluntary Severance	0	0	0	0
WAGES				
Costs	58	51	52	54
Superannuation	4	3	3	2
N.I.C.	4	4	4	4
Agency, Temps. & Other	0	0	0	0
Voluntary Severance	0	0	0	0
SUB-TOTAL	2233	2369	2376	2439
Travel & Subsistence	250	246	236	244
SUB-TOTAL STAFF	2483	2615	2612	2683
Consultants	200	472	732	615
P.L.C. Services	528	497	472	464
Other M. & C. Services	1467	2683	1485	1669
Equip. Tools & Mats.	809	756	543	536
Utilities	87	75	79	82
Other Costs	589	639	645	661
SUB-TOTAL OTHER	3680	5122	3956	4027
TOTAL REGIONAL	6163	7737	6568	6710
Inter-Regional Services				
- Charges Paid	0	0	0	0
- Income Received	0	0	0	0
H.O & National Costs	342	392	290	290
TOTAL	6505	8129	6858	7000
CAPITAL EXPENDITURE				
REVENUE EXPENDITURE	1192	1943	1193	1391
	5313	6186	5665	5609
	6505	8129	6858	7000
WORK CONTRACTED OUT				
- Capital	987	1396	1109	1320
- Revenue	1208	2256	1580	1428
	2195	3652	2689	2748
WORK CONTRACTED OUT				
	%	%	%	%
Capital	82.8	71.8	93.0	94.9
Revenue	22.7	36.5	27.9	25.5
TOTAL	33.7	44.9	39.2	39.3



## OPERATING COSTS - SUBJECTIVE ANALYSIS BY FUNCTION £000

FUNCTION : FLOOD DEFENCE

REGION: SOUTHERN

	ACTUAL 1992/93	BUDGET 1993/94	PLANNED 1994/95	PLANNED 1995/96
-----				
SALARIES				
-----				
Costs	2494	2911	3057	3120
Superannuation	178	147	164	167
N.I.C.	196	205	234	239
Agency, Temps. & Other	46	96	281	285
Voluntary Severance	0	0	140	0
WAGES				
-----				
Costs	3011	3138	3110	2983
Superannuation	191	150	152	145
N.I.C.	223	252	244	224
Agency, Temps. & Other	0	0	0	0
Voluntary Severance	0	0	575	0
-----				
SUB-TOTAL	6339	6899	7957	7163
Travel & Subsistence	260	318	315	321
-----				
SUB-TOTAL STAFF	6599	7217	8272	7484
-----				
Consultants	1749	463	2298	2224
P.L.C. Services	388	483	326	315
Other H. & C. Services	8878	14014	12113	12070
Equip. Tools & Mats.	3626	2745	1846	1754
Utilities	481	493	475	463
Other Costs	1475	2341	2234	2220
-----				
SUB-TOTAL OTHER	16597	20539	19292	19046
-----				
TOTAL REGIONAL	23196	27756	27564	26530
-----				
Inter-Regional Services				
- Charges Paid	0	0	0	0
- Income Received	0	0	0	0
H.O & National Costs	523	502	561	561
-----				
TOTAL	23719	28258	28125	27091
=====				
CAPITAL EXPENDITURE	11559	15019	13887	13713
REVENUE EXPENDITURE	12160	13239	14238	13378
-----				
	23719	28258	28125	27091
=====				
WORK CONTRACTED OUT				
- Capital	9079	13082	12806	12718
- Revenue	1936	1878	1931	1891
-----				
	11015	14960	14737	14609
=====				
WORK CONTRACTED OUT				
	%	%	%	%
-----				
Capital	78.5	87.1	92.2	92.7
Revenue	15.9	14.2	13.6	14.1
-----				
TOTAL	46.4	52.9	52.4	53.9
=====				

CORPORATE PLAN 1994/95 - FORM FP2A

ANALYSIS OF UTILITY COSTS

000

REGION: SOUTHERN

	ACTUAL 1992/93	BUDGET 1993/94	PLANNED 1994/95	PLANNED 1995/96
Coal & Solid Fuel				
Electricity	397	332	328	324
Fuel Oil				
Gas	16	27	27	27
Fuel (Vehicle & Plant)	234	275	272	268
Lubricants	13	13	13	13
Water	14	14	14	14
Effluent				
TOTAL	674	661	654	646

## CORPORATE PLAN 1994/95 - FORM FP3

## INCOME ANALYSIS

REGION : SOUTHERN

£ 000

		ACTUAL 1992/93	BUDGET 1993/94	PLANNED 1994/95	PLANNED 1995/96
WATER QUALITY	Charging for Discharges				
	- Application Fee	92	70	70	70
	- Annual Consent	2180	2825	2590	2635
	H.M.I.P./ I.P.C.Consents				
	- Application Fee			4	4
	- Annual Consent			60	65
	Waste Site Licensing			170	170
	Pollution Incidents	3	20	20	20
	Other	63	0	40	40
	Total	2338	2915	2954	3004
FISHERIES	Rod Licences				
	- Salmon & Migratory			10	10
	- Coarse & Trout	696	780	850	870
	Commercial Licences	0	0	15	15
	Fish Sales	22	15	3	
	Other	14	0	10	210
	Total	732	795	888	1105
RECREATION		45	40	25	25
CONSERVATION		0	0	0	0
NAVIGATION	Boat Licences	95	88	103	110
	Tolls	123	130	110	115
	Other	77	100	110	115
	Total	295	318	323	340
TOTAL GRANT AIDED		3410	4068	4190	4474
WATER RESOURCES	Abstraction Charges	7211	7557	5564	6839
	Interest Received	241	150	75	75
	Other	10	0	0	0
	Total	7462	7707	5639	6914
FLOOD DEFENCE	Levies/GDC	18836	19365	18712	19150
	MAFF/W.O. Grants	4965	6696	6430	6390
	L.O. Consents	16	17	15	15
	Interest Received	590	417	222	200
	Rechargeable Works	590	475	536	536
	Other	402	195	179	792
	Total	25399	27165	26094	27083
MEMORANDA	Interest in G.A.Services	21	0	20	20
	Asset Sales in All Services	177	0	0	855
	EC Grants in All Services	0	0	0	0
	(See Form FP3a )				





[illegible]



## SUMMARY OF PROPOSED CAPITAL PROJECTS

£000

FUNCTION : WATER QUALITY

REGION: SOUTHERN

[illegible]

## SUMMARY OF PROPOSED CAPITAL PROJECTS

£000                      FUNCTION : FISHERIES                      REGION: SOUTHERN

### SUMMARY OF PROPOSED CAPITAL PROJECTS









## SUMMARY OF PROPOSED CAPITAL PROJECTS

£000

FUNCTION : WATER RESOURCES

REGION: SOUTHERN

[illegible]

## SUMMARY OF PROPOSED CAPITAL PROJECTS

£000		FUNCTION : FLOOD DEFENCE	REGION: SOUTHERN					
PROGRAMME	SITE NAME	PROJECT TITLE	PRIOR YEARS	1994/95	1995/96	1996/97	1997/98	LATER YEARS
9013:	ISLE OF WIGHT	Bembridge Tidal Sluices	357:	357:	:	:	:	:
9005:	:	Cowes Tidal Defences	:	130:	254:	:	:	:
9016:	:	Eastern Yar Bank Stabilisation	:	:	:	100:	:	:
9003:	:	I.o W. Enhancement of Tidal Sea Defence	:	:	:	150:	265:	795:
:	:	:	:	:	:	:	:	:
9116:	HAMPSHIRE	Lymington Tidal defences - Left Bank	:	450:	:	:	:	:
9266:	:	Tadburn Lake	:	134:	:	:	:	:
9112:	:	Hayling Island-Enhancement of Defences	:	:	200:	200:	:	:
9290:	:	Whiteley Balancing Lake Extension	:	:	60:	75:	:	:
9115:	:	Tidal Outfall reconstruction	:	:	:	:	150:	150:
9117:	:	Flood Risk Survey	:	50:	50:	50:	:	:
:	:	:	:	:	:	:	:	:
9213:	SUSSEX	Lancing/Shoreham Phase 3 & 4	140:	750:	500:	300:	:	:
9219:	Chichester	Aldingbourne Rife Outfall Reconst.	:	720:	:	:	:	:
9472:	:	South Stoke Bridge Refurbishment	30:	250:	:	:	:	:
9239:	:	Flood Risk Surveys	:	50:	50:	50:	:	:
9444:	:	Felpham Sea Defence Frontage	1020:	:	600:	500:	600:	:
9204:	:	Selsey/Bracklesham Enhancement of S.D.	125:	:	500:	400:	400:	250:
9217:	:	Chichester R.Lavant Culverts	25:	:	:	:	650:	350:
9236:	:	R.Arun-Arundel Town Defences	:	:	50:	30:	:	1625:
9218:	:	Refurbishment of L.D. Pumping Stations	:	:	25:	50:	50:	225:
:	:	:	:	:	:	:	:	:
:	:	:	:	:	:	:	:	:
9321:	Pevensey	R.Ouse,Southeast Imp. to Tidal Banks	37:	:	500:	500:	250:	:
9458:	:	Eastbourne, Crumbles Sea Def Frontage	:	:	300:	500:	:	:
9324:	:	R.Ouse. Anchor Weir refurbishment	:	:	:	150:	:	:
9470:	:	Pevensey Bay-Eastbourne-Cooden SD Imp.	1140:	800:	1570:	6000:	10570:	14600:
9319:	:	Bulverhyth Frontage Enhancement	35:	500:	250:	125:	:	:
9326:	:	Coombe Haven Outfall refurbishment	300:	200:	:	:	:	:
9325:	:	Refurbishment of L.D. Pumping Stations	:	:	50:	75:	75:	450:
9339:	:	Flood Risk Surveys	:	50:	50:	50:	:	:
:	:	:	:	:	:	:	:	:
:	:	:	:	:	:	:	:	:
:	HEADQUARTERS	:	:	:	:	:	:	:
9702:	:	RECS and Flood Warning System	877:	109:	50:	50:	:	:
9709:	:	Coastal Management System	:	125:	125:	125:	63:	:
9715:	:	:	:	:	:	:	:	:
:	:	:	:	:	:	:	:	:
:	:	:	:	:	:	:	:	:
:	KENT	See Separate sheet for Details of	6295:	6070:	5470:	5780:	5490:	4850:
:	:	Major schemes	:	:	:	:	:	:
:	:	:	:	:	:	:	:	:
:	:	:	:	:	:	:	:	:
:	:	:	:	:	:	:	:	:
:	:	:	:	:	:	:	:	:
:	:	Replacement Vehicles and Plant	:	565:	535:	515:	515:	:
:	:	Design and Supervision	:	1600:	1610:	1680:	1325:	:
:	:	PROJECTS UNDER £100,000	XXXXXXXX:	801:	779:	976:	1366:	XXXXXXXX:
:	:	ALLOCATION OF MULTIFUNCTIONAL CAPITAL	XXXXXXXX:	176:	135:	135:	135:	XXXXXXXX:
:	:	:	:	:	:	:	:	:
:	:	TOTAL FUNCTION CAPITAL EXPENDITURE	10381:	13887:	13713:	18566:	21904:	23295:
:	:	(TO AGREE WITH FP2)	:	:	:	:	:	:



## 0000

REGION: SOUTHERN

[illegible]



### SUMMARY OF PROPOSED CAPITAL PROJECTS

\$0003

FUNCTION : MULTIFUNCTIONAL

REGION: SOUTHERN

[illegible]

CORPORATE PLAN 1994/95 - FORM FP5

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ANALYSIS OF REVENUE COSTS BY FUNCTION AND ACTIVITY

FUNCTION : WATER QUALITY

REGION : SOUTHERN

	ACTUAL 1992/93	BUDGET 1993/94	PLANNED 1994/95	PLANNED 1995/96
Pollution Incidents/Emergency	214	222	252	264
Consenting	210	258	271	284
Discharge Monit'ng & Control	220	243	267	279
Charging for Discharges	109	111	71	74
Monit'ng of Controlled Waters	337	396	452	473
Pollution Prevention	116	176	175	183
Planning & Development Control	134	301	257	269
Promotion & Advisory Service	84	149	144	151
Miscellaneous	654	419	425	445
SUB TOTAL	2078	2275	2314	2422
Laboratory Costs	1113	1171	1021	1023
Other Support Services	1402	1658	1469	1487
Head Office charges	230	289	384	384
Rechargeable Works	0	0	0	0
Depreciation	482	410	432	455
SUB TOTAL	5305	5803	5620	5771
R & O - National Projects	308	277	281	281
- Regional Costs	47	50	52	54
TOTAL SERVICE COSTS	5660	6130	5953	6106

N.B This statement is prepared on an I & E basis



## CORPORATE PLAN 1994/95 - FORM FP5

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## ANALYSIS OF REVENUE COSTS BY FUNCTION AND ACTIVITY

FUNCTION : FISHERIES

REGION : SOUTHERN

	ACTUAL 1992/93	BUDGET 1993/94	PLANNED 1994/95	PLANNED 1995/96
Enforcement	254	268	270	280
Regulation	88	76	72	74
Monitoring	157	140	158	163
Physico/Chemical Improv'ts	13	14	13	14
Rearing & Stocking	165	173	172	178
Fish Mortalities	20	20	21	22
Planning & Develop Control	82	78	59	61
Promotion & Advisory Serv	78	79	72	74
Operational Investigations	0	0	5	5
SUB TOTAL	857	848	842	871
Laboratory Costs	0	0	0	0
Other Support Services	364	369	408	411
Head Office charges	167	179	112	115
Rechargeable Works	0	0	0	0
Depreciation	64	68	73	78
SUB TOTAL	1452	1464	1435	1475
R & D - National Projects	45	57	60	60
- Regional Costs	7	7	0	0
TOTAL SERVICE COSTS	1504	1528	1495	1535

N.B This statement is prepared on an I &amp; E basis

CORPORATE PLAN 1994/95 - FORM FP5

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ANALYSIS OF REVENUE COSTS BY FUNCTION AND ACTIVITY

FUNCTION : RECREATION

REGION : SOUTHERN

	ACTUAL 1992/93	BUDGET 1993/94	PLANNED 1994/95	PLANNED 1995/96
Facility Management	14	14	14	14
Planning & Developpt Control	23	25	26	27
Promotion & Advisory Serv	32	35	62	65
Operational Investigations	0	0	0	0
SUB TOTAL	69	74	102	106
Support Services	12	13	31	31
Head Office charges	14	30	9	9
Rechargeable Works	4	0	0	0
Depreciation	16	20	24	27
SUB TOTAL	115	137	166	173
R & D - National Projects	3	5	2	2
- Regional Costs	1	0	0	0
TOTAL SERVICE COSTS	119	142	168	175

N.B This statement is prepared on an I & E basis

CORPORATE PLAN 1994/95 - FORM FP5

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ANALYSIS OF REVENUE COSTS BY FUNCTION AND ACTIVITY

FUNCTION : CONSERVATION

REGION : SOUTHERN

	ACTUAL 1992/93	BUDGET 1993/94	PLANNED 1994/95	PLANNED 1995/96
Operational Appraisal	0	0	0	0
Site Management	0	0	0	0
Planning & Develop Control	0	0	0	0
Promotion & Advisory Serv	78	75	109	113
Operational Investigations	24	29	0	0
SUB TOTAL	102	104	109	113
Support Services	36	34	61	55
Head Office charges	17	14	21	21
Rechargeable Works	0	0	0	0
Depreciation	0	0	2	4
SUB TOTAL	155	152	193	193
R & D - National Projects	0	29	31	31
- Regional Costs	3	3	0	0
TOTAL SERVICE COSTS	158	184	224	224

N.B This statement is prepared on an I & E basis



## CORPORATE PLAN 1994/95 - FORM FP5

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## ANALYSIS OF REVENUE COSTS BY FUNCTION AND ACTIVITY

FUNCTION : NAVIGATION

REGION : SOUTHERN

	ACTUAL 1992/93	BUDGET 1993/94	PLANNED 1994/95	PLANNED 1995/96
Dredging	29	52	41	42
Banks & Embankments	24	26	26	27
Structures	141	135	137	142
Obstruction Clearance	56	55	53	55
Emergency Works	4	5	0	0
Regulation & Enforcement	220	219	189	196
Promotion & Advisory Service	0	0	0	0
Operational Investigations	0	0	0	0
SUB TOTAL	474	492	446	462
Support Services	102	88	121	122
Head Office charges	89	107	51	51
Rechargeable Works	0	0	0	0
Depreciation	63	67	70	75
SUB TOTAL	728	754	688	710
R & O - National Projects	0	4	5	5
- Regional Costs	0	0	0	0
TOTAL SERVICE COSTS	728	758	693	715

N.B This statement is prepared on an I &amp; E basis

CORPORATE PLAN 1994/95 - FORM FP5

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ANALYSIS OF REVENUE COSTS BY FUNCTION AND ACTIVITY

FUNCTION : WATER RESOURCES

REGION : SOUTHERN

	ACTUAL 1992/93	BUDGET 1993/94	PLANNED 1994/95	PLANNED 1995/96
Hydrometry	925	982	1208	1228
Resource Planning	358	599	503	470
Licencing	583	790	638	560
Operational Management	63	51	58	60
Resource Protection	785	981	879	905
Planning & Development Control	32	32	36	37
Promotion & Advisory Service	64	62	71	73
<b>SUB TOTAL</b>	<b>2810</b>	<b>3497</b>	<b>3393</b>	<b>3333</b>
Laboratory Costs	197	207	180	181
Other Support Services	1933	2074	1802	1805
Head Office charges	287	325	232	232
Rechargeable Works	0	0	0	0
Depreciation	442	475	500	525
<b>SUB TOTAL</b>	<b>5669</b>	<b>6578</b>	<b>6107</b>	<b>6076</b>
R & D - National Projects	62	67	58	58
- Regional Costs	24	16	0	0
<b>TOTAL SERVICE COSTS</b>	<b>5755</b>	<b>6661</b>	<b>6165</b>	<b>6134</b>

N.B This statement is prepared on an I & E basis

## ANALYSIS OF REVENUE COSTS BY FUNCTION AND ACTIVITY

FUNCTION : FLOOD DEFENCE

REGION : SOUTHERN

	ACTUAL 1992/93	BUDGET 1993/94	PLANNED 1994/95	PLANNED 1995/96
Dredging	219	328	363	315
Aquatic Weed Cutting	190	224	248	216
Banks & Embankments	1124	1227	1359	1181
Structures	608	639	708	615
Obstruction Clearance	425	423	468	407
Pumping Stations	454	528	587	510
Emergency Works	11	0	0	0
Sub Total FLUVIAL	3031	3369	3733	3244
Dredging	47	106	122	106
Aquatic Weed Cutting	31	78	90	78
Banks & Embankments	234	266	307	267
Structures	300	339	392	341
Obstruction Clearance	41	39	45	39
Pumping Stations	24	22	25	22
Emergency Works	10	0	0	0
Sub Total TIDAL	687	850	981	853
Banks & Embankments	848	989	1182	1029
Shingle Banks	652	770	329	286
Forèshore	458	551	659	573
Natural Defences	36	123	145	126
Hard Defences	133	158	186	162
Structures	81	111	129	112
Emergency Works	0	0	0	0
Sub Total SEA DEFENCES	2208	2702	2630	2288
Regulation & Enforcement	259	202	192	199
Flood Warning service	166	135	144	149
Planning & Development Control	380	235	566	587
Promotion & Advisory Service	180	146	139	144
Direct Policy & Management	1029	665	946	981
Miscellaneous	128	96	90	93
Sub Total GENERAL	2142	1479	2077	2153
SUB TOTAL	8068	8400	9421	8538
Support Services	3175	3849	3795	3800
Head Office charges	329	383	422	422
Rechargeable Works	475	488	461	479
Depreciation	849	945	1020	1100
SUB TOTAL	12896	14065	15119	14339
R & D - National Projects	113	119	139	139
- Regional Costs	0	0	0	0
TOTAL SERVICE COSTS	13009	14184	15258	14478

N.B This statement is prepared on an I &amp; E basis



CORPORATE PLAN 1994/95 - FORM FP5

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ANALYSIS OF REVENUE COSTS BY FUNCTION AND ACTIVITY

FUNCTION : TOTAL SERVICES

REGION : SOUTHERN

	ACTUAL 1992/93	BUDGET 1993/94	PLANNED 1994/95	PLANNED 1995/96
Water Quality	2078	2275	2314	2422
Fisheries	857	848	842	871
Recreation	69	74	102	106
Conservation	102	104	109	113
Navigation	474	492	446	462
Water Resources	2810	3497	3393	3333
Flood Defence	8068	8400	9421	8538
SUB TOTAL CORE FUNCTIONS	14458	15690	16627	15845
Laboratory Costs	1310	1378	1201	1204
Other Support Services	7024	8085	7687	7711
Head Office charges	1133	1327	1231	1234
Rechargeable Works	479	488	461	479
Depreciation	1916	1985	2121	2264
SUB TOTAL	26320	28953	29328	28737
R & D - National Projects	531	558	576	576
- Regional Costs	82	76	52	54
TOTAL SERVICE COSTS	26933	29587	29956	29367

N.B This statement is prepared on an I & E basis



CORPORATE PLAN 1994/95 - FORM FP5

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ANALYSIS OF REVENUE COSTS BY FUNCTION AND ACTIVITY

FUNCTION : SUPPORT SERVICES

REGION : SOUTHERN

	ACTUAL 1992/93	BUDGET 1993/94	PLANNED 1994/95	PLANNED 1995/96
Personnel	800	910	643	643
Management services	80	82	61	63
Administration	1825	2069	2314	2366
Public Relations	226	232	216	216
Corporate Planning	45	47	48	48
Legal Services	236	194	233	233
Estates	101	97	101	101
Information Services	2418	2880	2552	2526
Finance	876	1169	1004	1000
Audit	0	0	0	0
Direct Policy & Management	417	405	515	515
Laboratories	1310	1378	1201	1204
Research & Development		0	0	0
TOTAL SUPPORT COSTS	8334	9463	8888	8915

N.B This statement is prepared on an I & E basis

## SUMMARY OF ADMINISTRATIVE COSTS

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REGION: SOUTHERN

	ACTUAL	BUDGET	PLANNED	PLANNED
	1992/93	1993/94	1994/95	1995/96
STAFF COSTS	:	:	:	:
-Administration	1131:	908:	1187:	1204:
-Legal Services	203:	208:	195:	195:
-Estates	97:	98:	97:	97:
-Public Relations	103:	93:	95:	95:
-Information Systems	297:	365:	407:	407:
-Finance	665:	687:	606:	606:
-Personnel	481:	572:	299:	299:
TOTAL STAFF COSTS	2977:	2931:	2886:	2903:
BOUGHT IN SERVICES	:	:	:	:
-Administration	223:	198:	145:	145:
-Legal Services	17:	25:	13:	13:
-Estates	0:	0:	0:	0:
-Public Relations	49:	87:	70:	70:
-Information Systems	1353:	1707:	1509:	1483:
-Finance	66:	38:	39:	39:
-Personnel	309:	334:	315:	315:
TOTAL BOUGHT IN SERVICES	2017:	2389:	2091:	2065:
OFFICE & ACCOM. COSTS	:	:	:	:
-Rent,Rates	570:	676:	819:	814:
-Construction Costs	104:	75:	0:	0:
-Fitting Out Costs	380:	100:	135:	160:
-Cleaning / Security	57:	50:	61:	61:
-Repair & Maintenance	30:	38:	15:	15:
-Removals	0:	0:	0:	0:
-Power	103:	92:	114:	114:
-Telephones,Postage etc:	209:	265:	268:	268:
-Stationery,Consumables:	260:	278:	228:	228:
-Office Equipment	677:	769:	767:	742:
TOTAL OFFICE & ACCOM.	2390:	2343:	2407:	2402:
INSURANCE	103:	229:	329:	329:
TOTAL REGION ADMIN. COSTS:	7487:	7892:	7713:	7699:

This form to be completed in cash, not on an income & expenditure basis.

## CORPORATE PLAN 1994/95 - FORM FP7

## FLOOD DEFENCE ACCOUNT

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REGION: SOUTHERN

	ACTUAL 1992/93	BUDGET 1993/94	PLANNED 1994/95	PLANNED 1995/96
BALANCES B/FWD				
- Section 47	3462	3800	4448	2417
- Special Asset Replacement Fund	0	0	0	0
TOTAL BALANCES B/FWD	3462	3800	4448	2417
INCOME				
Local Authority Levies	18029	18501	17902	18338
General Drainage Charges	0	0	0	0
Internal Drainage Boards	807	864	810	812
Capital Grants & Contributions	4965	6696	6430	6390
Sale of Assets	154	20	0	602
Interest	591	417	222	200
Other Income	853	667	730	741
Total Income	25399	27165	26094	27083
EXPENDITURE				
- Operating Costs (Exc. Deprec.)	12160	13239	14238	13378
- Capital Expenditure - Tangible	1272	844	763	780
- Capital Expenditure - Intangible	10154	14175	13124	12933
Total Expenditure	23586	28258	28125	27091
SURPLUS / (DEFICIT) FOR YEAR	1813	-1093	-2031	-8
BALANCES C/FWD				
- Section 47	5276	2707	2417	2409
- Special Asset Replacement Fund				
TOTAL BALANCES C/FWD	5276	2707	2417	2409



## CORPORATE PLAN 1994/95 - FORM FP8

REGION: SOUTHERN

## NATIONAL, REGIONAL AND AREA COSTS

	PLANNED £000	1994/95 F.T.E.	PLANNED £000	1995/96 F.T.E.	
REGIONAL H.O.	28178		27427		
NATIONAL H.O.	1807////////		1807////////		
AREA 1	2228		2241		(Hampshire)
AREA 2	4413		4381		(Sussex)
AREA 3	6892		6886		(Kent)
AREA 4					
TOTAL REGION	43518	0	42742	0	

NB. Manpower FTE's left blank as arranged with J.Victory.