

Regional Business Plan 1997/98

Midlands Region



**ENVIRONMENT
AGENCY**

1 Regional General Manager's Foreword

This document is the second Business Plan for the Environment Agency Midlands Region. It describes what we, as a Region, will be doing between April 1997 and March 1998 and provides the framework for all our individual activities throughout the year.

A new initiative this year has been the preparation of Area and Function Business Plans for 1997/98. These are not just a management tool but are intended to communicate to all employees what successes have been achieved locally and what is planned for the coming year.

This Business Plan is built up from Functional, Area and Regional priorities. Targets in it are linked to available resources (finance and manpower budgets), the Local Environment Agency Plan programme, the Customer Charter and the Agency's own internal Environmental Policy.

The Business Plan is a live document which will alter through the year. Next Steps, the Agency's restructuring programme, will introduce changes reflecting the new responsibilities and the outcome of the priority planning exercise.

A major challenge will be to maintain the excellent progress made in 1996/97 whilst taking on the results of the Next Steps Project.

David King
Regional General Manager

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2 Introduction

This Business Plan explains how we propose to manage the Region's resources and activities during 1997/98 by outlining our priorities and targets. The Plan forms an important part of the overall corporate planning process and provides our input to the national Environment Agency Corporate Plan which is submitted to Government. The diagram opposite shows how all the different Agency plans are linked together by the corporate planning process.

The corporate planning process is central to the management of the Environment Agency and should not be regarded as a separate exercise. It:-

- helps focus effort and resources on priority areas to achieve Agency aims and objectives;
- communicates the Agency's achievements and its future intentions;
- provides a framework which is flexible enough to manage unforeseen circumstances;
- assists in negotiations to justify resources in the future.

The Corporate Planning process involves employees at all levels within the organisation (from Senior Manager's targets that are contained in the Management Action Plan to the targets of all employees from their performance appraisals). This Business Plan is, therefore, a source of reference that is relevant to everyone in the Region throughout the year. The process also involves input from a sub-group of the Statutory Committees - the Corporate Plan Working Group. Plans are only useful if they are actually implemented. Performance monitoring and reporting systems are in place to ensure our objectives and targets are met.

If you require any further information about our Regional Business Plan or any other aspect of the planning process, please contact Corporate Planning at Sapphire East on extensions 5814 (Richard Mains-Smith), 3210 (Amanda Hartwright) and 3029 (Andy Ivory).

CORPORATE STRATEGY

Sets out the **Vision, Aims** and corporate priorities and business objectives for the Environment Agency for the next 5 to 10 years based on the Environmental Strategy of the organisation. The Customer Charter also forms part of the overall strategy.

ENVIRONMENTAL STRATEGY

Sets out our **national policy objectives** for Environmental Strategy, Pollution Prevention & Control and Water Management directorates for 5 to 10 years based on the principles of Sustainable Development.

FUNCTIONAL STRATEGIES

Detailing the **strategies** for functions within the Agency's Corporate and Environmental Strategy Directorates.

CORPORATE PLAN

Implements **our** Corporate, Environmental and supporting **strategies** and presents our future priorities and resource **plans** for the next 3 years. Performance **against** each years Corporate Plan is reported in **the** Annual Report & Accounts.

REGIONAL MANAGEMENT ACTION PLANS

Translate **our** **strategies** and plans into annual operational **business plans** for each business unit. They set out **targets** and resource levels for our functions and services in **each** Region for the budget year and the following planned year.

LOCAL ENVIRONMENT AGENCY PLANS

Set out our **vision** and **policy objectives** for individual areas that **take** account of both national policy and local **community** views. Each one represents an action plan for the **Environment Agency**, landowners, industry, local authorities and other interests for the next 5 years.

3 Agency Objectives

The Environment Agency's **PRINCIPAL AIM** is

In discharging its functions so to protect or enhance the environment, taken as a whole, as to make the contribution towards attaining the objective of achieving sustainable development that Ministers consider appropriate.

All work carried out within the Region will be directed towards achieving this Principal Aim and the Agency's own Vision

Our Vision

A better environment in England and Wales for present and future generations.

We will:

- protect and improve the environment as a whole by effective regulation, by our own actions and by working with and influencing others.
- operate openly and consult widely
- value our employees
- be efficient and businesslike in everything we do.

The Corporate Plan 1997/98 set out the Agency's initial strategy for the first few years. At the start the emphasis was on continuing the predecessor bodies' environmental and control regimes with a few high level efficiency savings. Presently the Agency is undergoing a process of organisational change, whilst implementing a broad range of efficiency savings with some key environmental improvements. (The organisational change in the Midlands is outlined below.) Once the restructuring is complete, the key focus will be on integrated environmental management, with significant environmental improvements and efficiency gains under a philosophy of continuous improvement.

4 Regional Objectives

Midlands Region is undergoing a period of change this year and the Next Steps process is tackling this. We need to focus resources on resolving the most pressing environmental problems to deliver real and long lasting environmental improvements. The restructuring process must finish by September 1997 so we can concentrate on what we do best - protecting and improving the environment.

The Next Steps Project within the Region comprises three components - Service Delivery, Public Outreach and Culture Change. We have the resources, principally from the skills and enthusiasms of the staff, to meet the high demands from the government and the public. We need to establish a new, freer, more effective and more satisfying way of doing things. The success criteria for the overall Project are shown below.

Emphasis on Performance. Our goal will be to get things right, to quality, output and cost, first time and to meet or exceed our statutory and customer targets.

Concern for Customers. We must be sensitive, timely, reliable and courteous in our dealings with and responses to our customers.

Commitment to Communication. We need to continue and improve on the efforts we have already made in the Region to make communication better so that all employees know what is going on and why.

Encouraging Innovative Solutions. New ideas, new and better ways of doing things and the encouragement of innovation by management will be one of the defining characteristics of Midlands in the future.

Emphasis on Team Working. Maximum opportunity will be taken to create teams to work on issues and problems as they arise, using

Midlands Success Criteria

Midlands Region will have achieved real and permanent improvements to the environment, both through our own actions and through partnerships with others.

Midlands Region will be at the top of the right league tables; we will be visibly the best and most effective when judged against real and important measures of performance.

Midlands Region will be a focus for best practice; we will be the Region that most often and most consistently produces the procedures and programmes which the rest of the Agency follows; we will be known as the Region in which things are done right, first time, with optimal use of resources.

Midlands Region will be known as a challenging but exciting and innovative employer; we will be the region where others want to work because of the way we do things and the buzz we get from doing it.

These are ambitious criteria, but we can achieve them if we develop a better way of working by building on current practices. The following culture changes are essential for the success of the Region.

Concern for the Environment. We must manage our impact on the environment so that it matches or exceeds the practices of the organisations we regulate. We need to be confident that we practice what we preach.

Concern for Quality. For everything of substance we undertake, we will define the right level of quality, so that those doing the job will know what is expected of them.

the best skills for the task in question.

Effective Decision Making. We will establish a regional scheme to place decision making responsibility and accountability at the lowest appropriate level.

5 Midlands Successes - 1996/97

Our first year of operation has been a success. We have ensured the continuation of the high standards of services from our predecessor bodies and provided an efficient service to our customers. Listed below are some of our successes in 1996/97.

- Trained Fire Services in the use of new jointly developed pollution control equipment which has proved to be a very effective method of reducing pollution following an incident.
- Midlands Environmental Issues Report published, which identifies some key challenges facing the Region.
- Completed the refurbishment of Fladbury Weir including the provision of fish & elver passes in collaboration with Avon Weirs Trust.
- Improved the colour of the Lower River Soar by the regulation of effluents.
- Low Flows in Bondhay Dyke have been alleviated by successful enforcement action on unlawful abstractions.
- Successfully introduced and implemented the new Special Waste regulations
- Completed the first stage of £18 million Gainsborough Flood Alleviation Scheme to protect the town from the River Trent. The scheme is part EU funded and is in association with Gainsborough Regeneration Ltd.
- Maintained enforcement action on:
 - disposal of waste eg Creda Ltd, Leek, fined £7,000
 - pollution of watercourses, eg HP Foods, Worcester, fined £7500, Rover Group fined £4,000
 - overabstraction from watercourse eg Solari Greenfields Ltd, fined £21,000 for over abstraction from Spittle Brook
 - cable burning eg in Leicestershire.
- Completed the creation of wetland habitats at Penarth (near Newtown), Venus Pool (part of the Severn Valley Wetlands Project), Puxton Marsh Site of Special Scientific Interest (near Kidderminster) and Warrens Hall, Dudley.
- Successfully launched Waste Minimisation & Waste Management Good Practice Guide for Industry to illustrate the principles and benefits of environmental management.
- Constructed disabled anglers facilities (wheelchair access and fishing platforms) at Winthorpe and Telford and provided a wheely boat at Upton Warren, near Droitwich.
- Progressed biodiversity actions by creating water vole habitat on River Tame at Perry Barr in conjunction with bank protection work.

6 Public Appreciation

The Region receives many letters in recognition of the Agency's work. These are significantly in excess of the number of complaints. They cover many aspects of our work including presentations to external groups, the provision of information and support for the Agency's activities. In addition to recognition on the successes above, further examples include:

Local residents and Rover have praised the

Agency's efforts in reducing air pollution near the Rover plant at Longbridge, Birmingham. Local residents have praised the Agency on the Weir Green Flood Defence Scheme both on the radio and by letters to Lord De Ramsey.

Praise and support from elver fishermen on the actions of the Agency to stop illegal trawling for elvers.

7 Regional Priorities

The priorities for Midlands Region in 1997/98 will work towards achieving the Agency's Vision and Aims, and National Priorities. The Regional priorities are fulfilled by undertaking and completing the tasks in the Management Action Plan.

The main priority will be to complete the restructuring of Midlands Region and implement the outcomes from our Next Steps project. The theme of integration will underpin all our activities, through the priorities shown below:

National Leadership

- Establish the National Groundwater and Contaminated Land Centre
- Establish the National Coarse Fisheries Science Centre
- Support the implementation of the national Waste Strategy in the Region

Education/Promotion/Publicity

- Promote environmental best practice through education
- Launch the first Midlands Local Environment Agency Plans (Soar, River Severn Middle Reaches, Staffordshire Trent Valley and the Warwickshire Avon)
- Undertake waste minimisation/resource use/best environmental practice projects.
- Develop a Large Scale Audit format for use in smaller companies.
- Develop a Water Use Minimisation Strategy
- Organise training sessions and seminars to implement Producer Responsibility once introduced.
- Publicity opportunities will be promoted to mark the 50th Anniversary of 1947 floods
- Produce Regional State of the Environment Reports

Partnerships

- Assess potential for a Contaminated Land Partnership with Local Authorities and Industry.
- Develop partnerships with Local Authorities in regard to Local Air Quality management zones.

- Develop strategic partnerships with the Sports Council and Countryside Commission
- Produce an Action Plan on the Agency's role in Urban Regeneration

Environmental Concern

- Develop river maintenance strategies (FRCN and FD) for two priority watercourses in each Area.
- Review the Regional Water Resources Strategy in light of the drought
- Undertake a Pollution Risk Assessment on the River Trent Catchment
- Produce an Internal Environmental Action Plan to ensure best practice within the Region
- Implement the Biodiversity Action Plan
- Progress the Shropshire Groundwater Development

Information Systems

- Geographic Information Systems (GIS) roll-out to Areas
- Introduce and implement the Flood Defence Management System
- The Flood Warning System will be further developed, as part of a 5 year plan, to ensure that 80% of people flooded from watercourses will receive a warning.
- Strengthen voice, data and IS communication links

Innovation

- Plan and implement new charging systems - Producer responsibility plus Application Receipt Centres system
- Develop innovative purchasing strategies
- Establish a charitable trust with a view to restoring salmon to the River Trent
- Develop medium-term financial planning
- Develop PPC's Income generation potential

Organisational

- Complete co-location moves, especially Trentside
- Complete Area re-structuring by September 1997.

8 Area Targets

Each of our four Areas has agreed 5 significant targets which will improve the environment - these are termed "Make a Difference Sites". The site locations are shown on the facing map and the targets are listed below:-

Upper Severn Area

1. Enhance wetland habitats, increase the number of wading birds, and protect/enhance aquatic plants as part of Severn Valley Wetlands project with English Nature and Shropshire County Council.
2. Establish waste minimisation clubs for Shropshire and Dudley.
3. Maintain pool systems at Blakedown and Harborough with water from boreholes and provide biodiversity benefit through the re-instatement of wetland habitat.
4. Establish background levels of air pollutants in the area of the proposed Dudley incinerator to monitor any changes following plant start up in 1998.
5. Install automatic water quality monitor to protect potable supply on River Teme upstream of Whitbourne in collaboration with Dwr Cymru.

Lower Severn Area

1. Establish Waste Minimisation Schemes in Central Warwickshire & Gloucestershire.
2. Create artificial otter holts and improve otter habitats as part of a Species Diversity Action Plan.
3. Finalise negotiations and works to provide a compensation flow on Glynch Brook and reduce water taken from the aquifer which causes low flows.
4. Undertake a major refurbishment of River Avon Sluices at Lucy's Mill, Stancharad Pit, Nafford & Pershore to improve control over river levels.
5. Agree a dredging protocol with British Waterways to maintain water quality for River Severn at Gloucester and Gloucester/Sharpness canal

Upper Trent Area

1. Improve and create walkways alongside the River Tame between Bescot and Tamworth.
2. Promote a Waste Minimisation Club in Northern Staffordshire with Chambers of Commerce and Staffordshire Business and

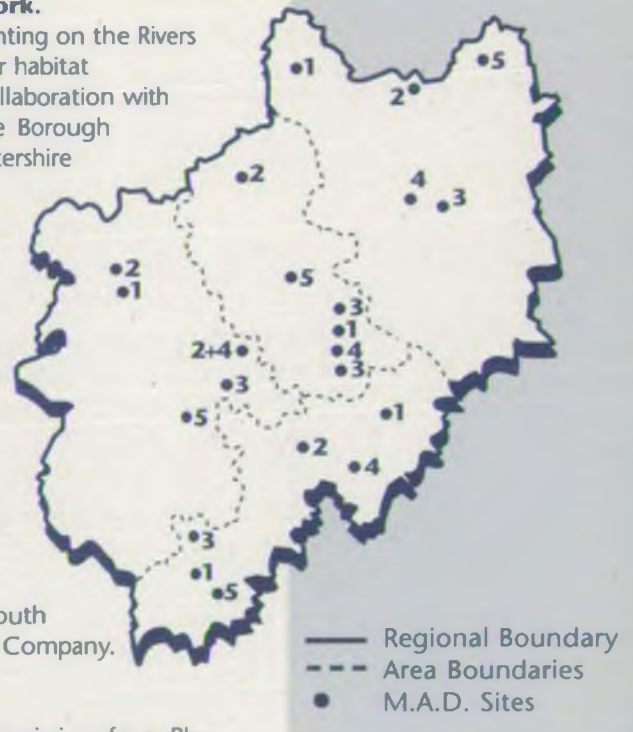
Environment Network.

3. Undertake tree planting on the Rivers Tame and Anker for habitat improvement in collaboration with North Warwickshire Borough Council and Leicestershire County Council.
4. Install hydrogen peroxide storage tanks and dosing equipment at Lea Marston to allow easy treatment of River Tame in low dissolved oxygen incidents.
5. Implement a strategy to alleviate low flows in the Lichfield area in conjunction with South Staffordshire Water Company.

Lower Trent Area

1. Reduce white dust emissions from Blue Circle, Hope and assess the impact on the Site of Special Scientific Interest.
2. Reduce odour and waste from Leigh Environmental, Killamarsh
3. Improve the level of flood protection in Nottingham & create improved public access to the River Trent.
4. Improve habitats on the River Erewash
5. Rehabilitation of otters on River Idle by improving habitats.

**Midlands Region
Make a Difference Sites
1997/98**



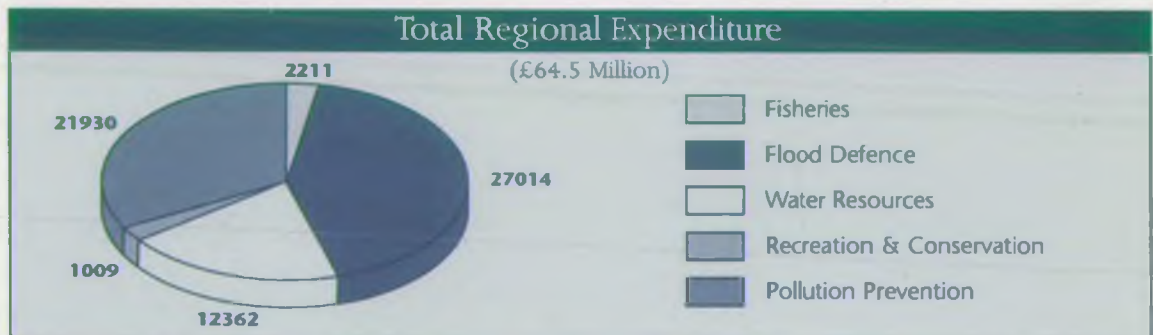
9 Regional Resources

Following the "Bilateral" process at Head Office in January, we have received an extra £250k for Sustainable Development/Education/Recreation/Conservation projects and £100k for enhancement projects associated with semi urban rivers and wetlands.

(* At the Bilateral, the RGM puts forward plans, priorities and shortfalls to the Directors of Operations and Finance.)

9.1 Financial Planning

The Agency is funded from a number of different sources including charging schemes, flood defence levies, Grant-in-Aid from the Department of the Environment (DoE) and Ministry of Agriculture, Fisheries and Food (MAFF). The total amount of money needed by the Region to protect and improve the environment during 1997/98 is £64.5 million.



The income and expenditure by Function is shown below:-

1997/98 Budget	Income (£k)	Capital Expend. (£k)	Revenue Expend. (£k)	Total Expend. (£k)
IPC/RAS	0	0	1,750	1,750
Waste	3,787	0	8,573	8,573
Water Quality	7,484	212	11,395	11,607
Pollution Prevention & Control Sub Total	11,271	212	21,718	21,930
Recreation	83	0	284	284
Conservation	5	0	725725	
DoE GIA	11,530	0	0	0
Sub Total	22,889	212	22,727	22,939
Fisheries	2,772	40	2,171	2,211
MAFF GIA	-561	0	0	0
Sub Total	2,211	40	2,171	2,211
Water Resources	13,081	1,371	10,991	12,362
Flood Defence	26,920	10,920	16,094	27,014
TOTAL	65,101	12,543	51,983	64,526

9.2 Manpower Planning

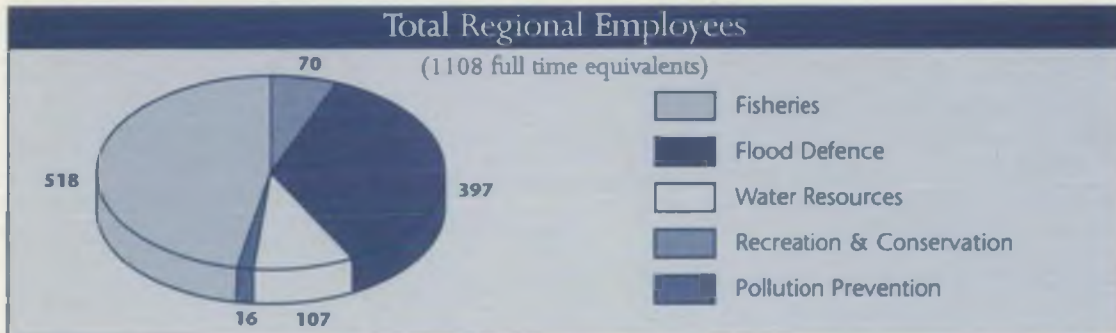
Following the Bilateral meeting in January 1997, the Region has been allocated the additional manpower resources set out below:

FTE	POST
1	Drought Management
2	Water Resource Licensing (US & LT)
2	Special Waste Client Role (Region)
1	Regional Monitoring & Liaison Officer (IPC Region)
-4	Transfer to National Groundwater & Contaminated Land Centre

In addition, each Region has an imposed efficiency reduction of 11 FTE which contributes to the National reduction of 150 FTE in 1997/98. A similar reduction of 11 FTE is required in 1998/99.

The Region's manpower control totals for each year are shown below:

1996/97	1997/98	1998/99
1115 (corrected to 1117)	1108	1097



10 Implementation & Monitoring

To make the Region successful we all need to work towards the same goals. One way of doing this is by implementing the priorities in this Business Plan and monitoring to ensure they are achieved.

Implementing the Business Plan involves identifying the tasks that need to be undertaken to achieve the objectives. These tasks are allocated to middle managers and are contained in **Management Action Plans** (MAPs). The tasks within these MAPs are likely to change during the year as priorities alter or new opportunities arise. Any amendments are made at the Quarterly review process.

Operational performance is also monitored through the **Output and Performance Measures**. Targets figures are set for this statistical information at the start of the year and performance is monitored quarterly. The Region also regularly reports its performance against financial, manpower and environmental targets to Head Office.

To obtain a copy of the Management Action Plan, Output and Performance Measures and monthly Financial Reports contact Business Services in the Area or Corporate Planning at Sapphire East.



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