

**NRA  
INTERNAL  
ENVIRONMENTAL  
POLICY**

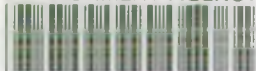
**1995  
ENVIRONMENTAL  
REPORT**

**ENVIRONMENTAL STATEMENT**

*" The NRA is committed to the environmental principles of stewardship and sustainability. In addition to vigorously pursuing its statutory responsibilities as Guardians of the Water Environment, the Authority will aim to establish and demonstrate wise environmental practice throughout all its functions. "*

NOVEMBER 1995

ENVIRONMENT AGENCY



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National Rivers Authority  
Information Centre  
Office

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**NRA**

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## CHIEF EXECUTIVE'S REPORT

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It is three years since the Board agreed the Environmental Policy covering our own activities. During the period the Board has received regular reports on our environmental progress. When discussing the latest progress report at a recent Board Meeting, I agreed to the production of this Environmental Report. This report is not intended to be published externally and hence no costs have been incurred in presentation.

The audience for this report is our committees, senior management and staff. The purpose is to demonstrate our commitment to environmental management and to demonstrate that we are to practise what we preach in respect of the need to implement best environmental practice and to achieve continuous improvement.

With the advent of the Environment Agency, this report becomes a summary of the action we have taken to date to implement environmental management in the NRA and thus, will serve as a base line review. It is timely, therefore, to compare what we have done against that which we set out to do in the original policy paper.

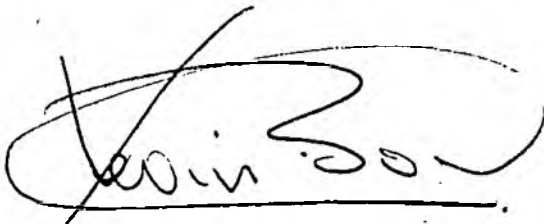
We aimed to establish and demonstrate wise environmental practice. The Board and I remain concerned by the findings of some of the pollution prevention and environmental audits and the possible threat to our credibility as an environmental agency. We must continue to work for environmental improvement.

It is clear that considerable progress has been made in integrating environmental management into our existing procedures. It is less clear as to the impact it is having on improving our environmental performance against the targets. We have certainly suffered from inadequate resource management data, particularly in respect of the baseline information. Regional Business Service Managers have now taken responsibility for data collection and reporting. I am heartened by the significant improvement in the quality of the data that has been achieved over the last year.

The establishment of the regular measurement of resource use, creates the opportunity for monitoring and effective management which will give rise to improved efficiency through improved resource productivity. I am convinced that our efforts to target waste minimisation will result in significant environmental and financial benefits so clearly demonstrated by the Aire and Calder Project that we part sponsored.

As I read through some of the regional reports, I am also encouraged by the increasing awareness as to the real issues, and also by the enthusiasm of our staff which is being harnessed through "environmental circles," but further considerable work still needs to be undertaken before we can claim that environmental management is fully integrated into our culture and practices.

I look forward to the external publication of the next Environmental Report, which will demonstrate that you are truly putting the environment first in the management of your own activities, achieving continuous environmental improvement and hence setting an example to other organisations.

A handwritten signature in black ink, appearing to read 'Kevin Bond', written over a horizontal line.

**KEVIN BOND**

**NOVEMBER 1995**

**CHIEF EXECUTIVE**

# INTRODUCTION

PAGE

## *What We Set Out To Do*

In July 1992 the NRA Board agreed an Environmental Policy for our own activities and functions. This section contains the original paper which was in four parts:

- Environmental Statement and Policy Objectives; 6
- Management - identifying the actions to be taken to implement policy; 8
- Environmental Auditing - identifying the process required to verify the actions; and 9
- Resources - highlighting the need for the allocation of management time and resources. 9

## *What We Actually Established*

This section explains the environmental management structure that has evolved over the last three years. 11

## *What We Have Achieved*

Over the period since the policy was agreed a range of actions and projects have been taken by management, functions, the Environmental Policy Unit and the Environmental Steering Group in pursuit of the overall objectives. This section summarises the key actions. 13

Each Region and the National Laboratory Service have produced individual Environmental Reports, identifying their actions and achievements. Annex A

### *How We Are Performing*

Measurable but achievable targets have been established for each year as a driver to improve our environmental performance. This is reported in three parts:

- a summary of the key waste minimisation targets; 15
- a table showing our achievements and failures for all targets; and 17
- a detailed analysis of Head Office and Regions' performance for 1994/95. Annex B  
(Note the National Laboratory Service commenced full reporting in April 1995.)

### *What We Will Do This Year*

We identify the actions for the current year leading up to the establishment of the Environment Agency for England and Wales. 19

### *The Lessons We Have Learnt*

The Environmental Steering Group and Regional Business Service Managers have reviewed our progress in implementing environmental management in the NRA and considering the lessons learnt. Overall comments are reported. 20

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# WHAT WE SET OUT TO DO

## NRA INTERNAL ENVIRONMENTAL POLICY

### INTRODUCTION

This section contains the original paper put to the Board setting out the requirements for the Environmental Policy.

At the March 1992 meeting, the Board agreed an Environmental Statement for the NRA. The Board requested that further work be carried out on the Environmental Policy. This paper identifies specific environmental objectives and proposes a management system to achieve them. It also proposes limited initial environmental targets for 1992/93.

### ENVIRONMENTAL STATEMENT

**The National Rivers Authority is committed to the environmental principals of stewardship and sustainability. In addition to vigorously pursuing its statutory responsibilities as Guardians of the Water Environment the NRA will aim to establish and demonstrate wise environmental practice throughout all its functions.**

The NRA is an environmental body, its environmental effectiveness and the value it provides to the nation can be judged by its efforts to maximise its contribution to the overall enhancements of the water environment, and the minimisation of the environmental costs emanating from its operations.

The NRA recognises that economic systems depend upon ecological systems and that therefore, in order to conserve and enhance the natural environment for future generations, the NRA will be guided by the principle of sustainable development throughout all of its actions and functions. The Brundtland Commission defined sustainable development as "... development that meets the needs of the present without compromising the ability of future generations to meet their own needs".

The NRA will set, monitor and constantly review policy objectives that will promote a continuous and progressive process of environmental improvement throughout all the functions of the Authority. Environmental consciousness must be an intrinsic part of the NRA's management system. Environmental achievement must be encouraged at all levels. Challenging targets will be set to ensure continuous progress. Performance will be regularly monitored, audited and reported to the Board.

### POLICY OBJECTIVES

Within its allocated resources, the National Rivers Authority will, as part of its Environmental Policy and in support of its Environmental Statement, pursue the following policy objectives.

**1. Progressive Implementation**

To continuously improve its environmental performance by a phased implementation of its Policy. The NRA will immediately commence by quickly adopting environmental measures which are essentially self-financing. Such measures will bring tangible net environmental benefits. Progressively, the NRA will tackle the challenge of those measures that may initially involve appreciable financial burden, but in the long run will achieve significant environmental gains/improvements.

**2. Compliance**

To support relevant Government Policy and comply with the UK Law and EC Directives on environmental matters.

**3. Precaution**

To pursue internally, where practical the prevention and precautionary principle.

**4. Performance**

To establish a base-line on current environmental performance to enable future resourcing to be determined.

**5. Priorities**

To establish the existing environmental status of the NRA by sample audit and to prioritize in accordance with 1 above, and to apply resources to areas of major/significant environmental impact and risk. For example:-

- a) Waste minimisation (energy, water, recycling)
- b) Buildings and their environs
- c) Transport
- d) Laboratories
- e) Toxic substances and emissions - elimination where practicable

**6. Targets**

To set challenging, but also achievable, environmental targets.

**7. Suppliers**

To encourage suppliers and contractors to support NRA environmental policy objectives. When purchasing products and systems, to require suppliers to produce evidence of their positive environmental management.

**8. Promote**

To promote environmental audits of manufactured products, processes and practices involving significant water consumption/pollution with the aim of achieving use efficiency. To promote research into the conservation and enhancement of the aquatic environment.

**9. Manage**

To establish and properly resource an effective environmental management system to pursue its environmental policies.

**10. Train**

To educate, motivate, train and involve all of its employees in improving its and their environmental performance.

**11. Report**

Following the establishment of an effective internal environmental management system. To move on to establish national credibility and recognition. Where appropriate, to employ Best Available Techniques, Not Entailing Excessive Costs (BATNEEC). To fully report regularly to the Board on Environmental performance, and to the employees and public through the Annual Report, Public Relations and External Affairs. To promote environmental awareness through schools and direct to teachers.

**MANAGEMENT**

To succeed, the Environmental Policy will require a properly resourced and planned management system. The key management principles will be:-

1. The commitment of the Board to the Environmental Policy, and to the integration of the environmental perspective throughout all of the NRA's activities and functions.
2. Environmental performance to be the responsibility of the existing line management.

The following management issues will require action:-

- a) Board to be responsible for establishing the Environmental Policy, and overseeing its successful implementation.
- b) Executive Team to be responsible for initiating cultural change, communicating and monitoring day to day performance.
- c) The Chief Executive to be responsible and accountable for environmental performance through the Director of Operations and Head Office using line management.
- d) Establish an environmental steering group from Head Office and Regional staff to advise, monitor, audit and report to the Director of Operations and designated Board Member, Chief Executive, and Board on environmental policy/matters/performance.
- e) Due to the increasing scarcity of environmental resources, quality management will be essential and NRA managers must become the very best. The policy objectives require an innovative management approach to meet the environmental targets.

Codes of good environmental practice will be formulated throughout all the NRA's functions. This will be supported, it is proposed, by developing and implementing environmental management through the vehicle of quality management.

Environmental circles will be established at regional level with the aim of achieving full employee involvement by advising, forwarding ideas, proposing targets and assisting in monitoring. All employees will be educated, trained and motivated from top to bottom on their responsibilities.

- f) To carry out an environmental review and to establish the base line on current environmental status. Identify priorities and risk areas.
- g) To develop and implement environmental audits of regions, locations, functions.



- h) To monitor performance and produce regular reports. To identify standard measures for effective comparison between regions. To check, produce, test internal environmental emergency procedures (fire, halon, chlorine, etc).
- i) To raise the profile of environmental performance and achievement. To recognise in a meaningful way individual, section and regional environmental performance and achievement.

## **ENVIRONMENTAL AUDITING**

Environmental auditing is a tool, and an integral part of an effective management system for ensuring that the environmental performance targets are met, and that the continuous process of environmental improvements are maintained.

### **Review**

An environmental baseline survey or review is required to identify the immediate areas of environmental risk and to establish the basic data against which performance targets can be set for future reporting and auditing.

### **Audit Programme**

The objective and scope of the audit programme would need definition, ie ensure compliance with legislation/regulations/authority standards, check performance against targets and between locations identify strengths/risk etc.

A successful audit programme would require an independent unit to define the objectives, scope, design and produce an effective system. The system would require appropriate protocols, questionnaires and documentation.

The auditing must be implemented in a consistent fashion that could permit meaningful reports to be produced as the basis for further action and follow up. A sound basis for the audit programme and schedule will be required if it is to be perceived as a positive action.

Actual implementation could be achieved using largely cross regional resources, with consideration being given to occasional external checks if appropriate.

Regular reports on the auditing, follow-up and related matters must be made to the Board.

## **RESOURCES**

The Board have already agreed and nominated a member with special responsibility for Environmental Policy. Senior management will have responsibility for reviewing and advising on policy objectives, monitoring legislation of other developments, proposing targets, monitoring and reporting on progress/performance, completing environmental reviews and constructing and managing the national audit programme.

The Environmental Steering Group will be required to undertake the above.

An environmental auditor will be required to run the audit programme. Individual audit teams could be largely staffed by regional personnel with the appropriate expertise.

It is not possible to quantify the resourcing required. The commitment will largely consist of management time and effort which will be influenced by:

- a) The findings of the initial environmental review, yet to be undertaken (Policy Objective 4) and

- b) The timescale adopted for the implementation of those actions necessary to achieve the overall policy (Policy Objective 1).

### **INITIAL ENVIRONMENTAL TARGETS**

Pending a full environmental baseline review and the establishment of an Environmental Management System, it is proposed that limited environmental targets be initially adopted for the current financial year 1992/93. These initial targets could achieve reported savings of approximately £450,000 in the first year rising to £1,050,000 in the third year.

### **RECOMMENDATIONS**

The Board are requested to agree to:-

1. Adopt the proposed Environmental Strategy in support of the NRA's Environmental Statement.
2. Integrate the Environmental objectives into all of the NRA's functions as soon as possible.
3. Adopt the initial environmental targets for the current year 1992/93.

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## WHAT WE ACTUALLY ESTABLISHED

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### ENVIRONMENTAL MANAGEMENT STRUCTURE

At **Board** level, Professor Kerry Turner has a special interest in the Environmental Policy. He has keenly monitored progress and given advice and guidance on policy issues.

The **Chief Executive** is responsible for the Authority's environmental performance. He required the establishment of specific environmental targets so that we should demonstrate environmental improvement.

The **Director of Operations** has taken direct responsibility for the implementation of the Environmental Policy through Regional General Managers and line management. He required that environmental management be integrated into existing operational practices and procedures.

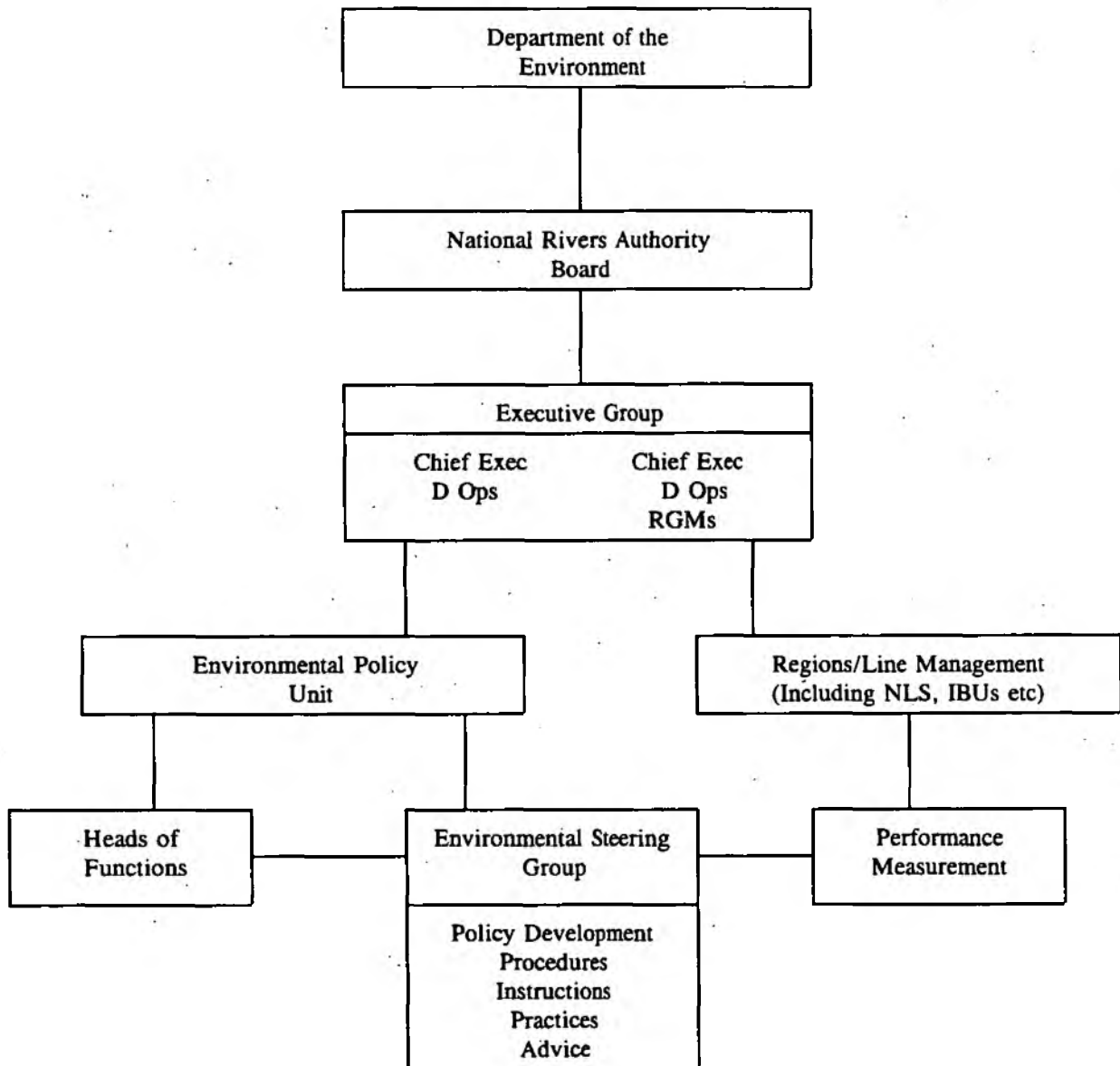
The **Environmental Steering Group (ESG)** was established to develop policy and promote best environmental management practice in the regions; it meets quarterly. The ESG consists of Head Office representatives and nominated **Regional Environmental Policy Co-ordinators**. There has been considerable turnover amongst some of the co-ordinators, with the level of representation tending to slip. Few Environmental Policy Co-ordinators have their Environmental Policy responsibilities included in their job descriptions.

In April 1994, the **Environmental Policy Unit (EPU)** was established as a national centre of excellence supported by Anglian Region, and reporting through to the Director of Operations. The Head of the Environmental Policy Unit chairs the Environmental Steering Group and is responsible for developing and promoting environmental management nationally. It gives advice and guidance to functions and regions. The EPU monitors and reports performance to regions, Executive Group and Board. The EPU is responsible for developing and implementing environmental auditing of locations and functions. It has a staffing level of 3 full-time equivalents.

In August 1994, **Regional Business Service Managers** were made responsible for the production of regional environmental performance data and reporting it to the Environmental Policy Unit.

Regional Environmental Policy Co-ordinators have generally established **environmental circles** in their regions.

# ENVIRONMENTAL MANAGEMENT STRUCTURE



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# WHAT WE HAVE ACHIEVED

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## ENVIRONMENTAL MANAGEMENT

One of the key principles incorporated into the Authority's Environmental Statement is that of sustainability. In support of its Environmental Policy, the NRA has progressively developed key elements of its environmental management system to ensure that it makes its own positive contribution to sustainable development.

For the Authority the most significant environmental management principles include:

- understanding the organisation's environmental effects arising from our activities and addressing them;
- effectively managing our resources and pursuing waste minimisation;
- adopting and demonstrating best environmental practice throughout our functions;
- having sound management practices and integrating the environmental perspective; and
- actively pursuing continuous improvement in environmental performance.

Up to the start of 1994/95 the Authority's environmental management achievements included:

- the introduction of an Environmental Policy and Environmental Objectives;
- the establishment of Environmental Performance targets;
- the implementation of environmental performance monitoring and reporting;
- the inclusion of environmental performance in management performance objectives;
- the completion of pollution prevention audits at all our significant sites; and
- the completion of energy audits at all our main sites.

## PROGRESS 1994/95

### **Pollution Prevention Checklist**

A basic Pollution Prevention Checklist was produced by the Environmental Policy Unit for self-assessment of our sites. It incorporates a list of relevant environmental legislative requirements and guidance on best environmental practice from the NRA and other bodies. All regions have been instructed to use the checklist to ensure their sites comply with best environmental practice.

### **Environmental Auditing**

In 1994/95 we commenced the development of our own best practice Environmental Auditing procedures and protocols. They facilitate the examination of any site, function or activity at any or all of three levels; management, including policy, communication, target setting, etc; operations, incorporating waste minimization, control of activities, practices, contracts, etc; and environment, including discharges, consents, waste management, etc.

Two full pilot environmental audits have been undertaken, on an Area office and a depot, and following a third pilot a summary report will be produced that will recommend further action. Pending the production of the final

version of the environmental auditing procedures, the Department of the Environment will consider their adoption as best practice for the auditing of their own estate and properties.

### **Environmental Procurement**

An environmental procurement policy has been developed and implemented by the Head Office procurement team for use by the Authority in all its purchasing decisions. The associated guidelines (commodity checklist) giving advice on the environmental specification for most goods and services purchased by the NRA have been updated. Training has been delivered to procurement officers by the Head Office team.

### **Project Management Guidelines**

The Authority has defined Project Management Guidelines for all projects over £10k. These have been reviewed to integrate environmental considerations at all stages, commencing with the initial project design. Action to implement this requirement into project appraisals currently remains limited.

### **Environmental Reporting**

Head Office Corporate Planning were instrumental in integrating the reporting of environmental performance into the corporate planning process with quarterly data from each Region and Head Office reported to the Environmental Policy Unit. Following a decision last year by the NRA Board this has been made the responsibility of Regional Business Service Managers. There has been a marked improvement in the quality and timeliness of the performance data. The Environmental Policy Unit produce progress reports to the Executive Group and the NRA Board. The data from the 1994/95 progress report is in Annex B.

### **Environmental Database**

The Environmental Policy Unit has developed an environmental database to handle the quarterly regional performance data. It facilitates the validation of the returned data and produces comparisons with previous periods and norms which are being developed. Thus the monitoring of progress against targets and trends, the graphical interpretation of data, etc is readily achieved.

### **Transport**

An Authority-wide Efficient Driving Project has been implemented. It involves a range of actions including transport management procedures, improved security, effective monitoring of losses and fuel use and a programme to train all drivers of NRA owned and leased vehicles in safe and efficient driving techniques. The project is about waste minimisation. A video and briefing is to be delivered by management to all staff. The prime objective is to reduce accidents but it is expected that the reduction in accidents, losses and fuel consumption will realise savings in excess of the cost of training.

### **Awareness**

The monthly national staff newsletter and the regional newsletters now include articles on the Authority's environmental performance, aimed at increasing employee awareness. To further the participation of all staff the concept of staff environmental (or green) circles has been extended to most regions. The purpose is to harness the interest and enthusiasm of our staff to achieve further environmental improvement.

### **Environmentally Damaging Materials**

Regions report having completely ceased using ozone depleting substances. Four regions have removed halon drench systems from their buildings and all regions have removed halon extinguishers. A policy on the use of hardwoods in structures has been produced and the Authority no longer purchases peat or peat based products. A general environmentally hazardous substances policy is being integrated into the regional health and safety procedures for the assessment of substances prior to use.

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# HOW WE ARE PERFORMING

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## ENVIRONMENTAL PERFORMANCE 1994/95

The performance of each region is considered in more detail later. Overall, the Authority's most significant impacts include:

- construction activities and materials (stone, steel piling, aggregates);
- dredged materials;
- contaminated pollution clean up materials;
- energy (electricity, gas, transport fuels); and
- office materials (paper, stationery).

Whilst the overall objective is to pursue best environmental practice throughout all its functions the Authority has set specific targets to reduce certain impacts. National performance against these is in Table 1. The detailed performance of each Region and Head Office is at Annex B.

Over the past year there has been a significant improvement in the quantity, quality and timeliness of the data reported. However, caution should be exercised in comparing performance between years or indeed between regions. Effective resource management remains to be fully developed as a management function.

Most of the targets for 1994/95 relate to a baseline year of 1991/92. The following is a brief summary of performance against the waste minimisation targets.

### **Energy - Buildings**

The reported figures show a 16 & 18% reduction in energy costs since 91/92 and 93/94 respectively. Over the last year, there has been a reported reduction of 9% in energy consumed, but a 2% increase in calculated emissions of carbon dioxide (CO<sub>2</sub>). This is largely explained by better tariff management, by improved control of heating systems (mainly gas) subsequent to the energy audits, and by reduced utilities charges, countered by an increased consumption of electricity.

### **Energy - Pumping**

There is around a 35% reduction in energy used, measured as kWh or CO<sub>2</sub> emitted compared with 1991/92. The energy use by Anglian Region's pumping stations fell by 55% due to weather conditions and is a major contributory factor to national performance. However, data for oil consumption is not generally reported.

### **Energy - Transport**

The miles travelled and fuel consumed figures are still unreliable and make comparisons difficult. The overall fleet mpg figure of 30.7 (excluding Severn Trent and Thames Regions) is probably now of the right order; last year 35.5 mpg was reported. Around 20 million miles were driven by Authority owned vehicles and a similar number by drivers using their own vehicles on Authority business.

The number of Authority owned vehicles has increased by 2 - 3% compared with 1991/92, but 90% of the fleet is now diesel powered. This gives rise to a 4 - 5% fuel saving in the operation of our fleet.

### **Energy - Carbon Dioxide**

The total CO<sub>2</sub> emitted due to the NRA's activity is calculated to be in the range of 60,000 → 100,000 tonnes per annum.

### **Water**

Increased metering is giving an apparent increase in consumption. Where meter reading is taking place, there have been frequent reports of significant savings from leakage control.

### **Stationery**

Reported data shows an 11% increase in use on last year but only a 4% increase on 1991/92. A typical benchmark cost of stationery is £92 per annum per employee. The NRA's is £111.

### **Paper**

In 1993/94 a 17% decrease in paper use was recorded compared to 1991/92, in part attributable to increased double sided copying. This year consumption has increased by 11%, giving an overall 8% reduction. The average per 'white collar' staff member is 8000 sheets A4 equivalent per annum.

About 80% of paper purchased by the Authority is from recycled sources, containing at least 40% post consumer waste. A national paper contract has now been let which is for 100% post consumer waste paper.

The NRA sent 164 tonnes of paper for recycling (ie 75% of that purchased).



TABLE 1

**HOW WE ARE PERFORMING**

Each of our targets is summarized below and our performance against them given. Full details are in annex B.

PERFORMANCE AGAINST TARGETS 1994/95 - QUANTIFIED TARGETS			
TARGET 1994/95	PERFORMANCE	COMMENTS	TARGET 1995/96
<b>Energy - Buildings</b> A 15% reduction in use compared to 1991/92.	Failed	Inadequate historical data. Limited data suggests a 20% increase (in part due to expansion) from 1991/2 and a 2% increase on 1993/94. However energy costs have been reduced.	1994/95 target carried over.
<b>Energy - Transport</b> Improve energy use by 15% compared to 1991/92. Achieve 90% diesels in Authority owned vehicle fleet, 40% in lease fleet.	Failed  Achieved	Inadequate historical data for comparison. Data indicates a 1% decrease in CO <sub>2</sub> emissions compared to 1993/94. 90% achieved for owned vehicles, 68% achieved for leased vehicles.	1994/95 target carried over. 95% Diesels in owned fleet, 60% in lease fleet.
<b>Water Use</b> A 10% reduction in use compared to 1991/92.	Partial	Limited data for full comparison. Regions reporting actions indicate a 26% reduction in volume since 1991/92.	1994/95 target carried over.
<b>Stationery</b> A 10% reduction in use compared to 1991/92.	Failed	A 4% increase in costs since 1991/92, but based on limited data.	1994/5 target carried over (each region has specific targets according to past performance).
<b>Paper - Purchase</b> All paper to meet environmental specification.	Partial	About 80% of paper to environmental specification (40% class C/D and totally chlorine free (TCF)). Some office equipment is unable to use recycled paper.	All paper to new specification, 50% C/D grade waste and TCF.
<b>Paper - Use</b> A 10% reduction in use compared to 1991/92.	Failed	An 8% reduction since 1991/92, but a 9% increase on 1993/94.	A 5% reduction on 1994/95 (each region has specific targets according to past performance).
<b>Paper - Disposal</b> To recycle at least 60% of purchased paper.	Achieved	About 75% of purchased paper was sent for recycling.	1994/5 target continuing.

TABLE 1 Contd.

PERFORMANCE AGAINST TARGETS 1994/95 - UNQUANTIFIED TARGETS			
TARGET 1994/95	PERFORMANCE	COMMENTS	TARGET 1995/96
<b>Energy - Pumping</b> To seek energy efficiency in pumping.	n/a	A number of initiatives to improve pumping efficiency have been reported by regions.	Target ongoing.
<b>Energy - Transport</b> Introduce effective monitoring of fuel and accidents.	Achieved	Reporting commenced January 95 for fuel and November 94 for accidents. Accuracy of data still needs improvement.	Target ongoing.
<b>Environmentally Hazardous Substances</b> Implement policy on the use of these substances.	Partial	Policy has been produced and is being implemented on regional basis.	Target ongoing.
<b>Recycling - For All Waste Streams Where Practicable.</b> Develop a national recycling policy and implementation plan.	Failed	No action by nominated region.	1994/5 target carried over.
<b>Ozone Depletors</b> Implement policy to phase out ozone depletors.	Partial	Best environmental practice approach adopted. New purchases phased out but halons remain in three drench systems.	1994/95 target carried over.
<b>Peat</b> To eliminate the use of peat and peat based products.	Achieved	No reported use of these products.	Target complete.
<b>Tropical Hardwoods</b> Eliminate their use in furniture.	Achieved	No reported purchases.	Target complete.
<b>Hardwoods in Structures</b> Develop policy on use of hardwoods.	Achieved	Policy produced.	Adopt as best practice.
<b>Pollution Risk Audit</b> Implement findings from water risk audits.	Partial	Most actions completed. Some problems with landowners.	1994/95 target carried over.
<b>Environmental Audit</b> Introduce audit programme from 4/94.	Achieved	Audit procedures produced and pilot audit completed. Target now revised to three pilot audits.	1994/95 target carried over.
<b>Project Management</b> Ensure environmental considerations included.	Achieved	National project management revised and implemented on a regional basis.	Target ongoing.
<b>Environmental Performance Monitoring</b> To improve procedures and quality of data.	Achieved	Regional managers now responsible for data and national database developed. Dramatic improvement in quality during year.	Target ongoing.
<b>Internal Promotion of Policy</b> Develop & implement education/promotion campaign.	Achieved	Regular articles included in national and regional staff newsletters. Actions in all region, most have formed green circles	Target ongoing.
<b>Grounds Management</b> Develop and implement environmental grounds maintenance programme.	Partial	Best practice guide has been produced and adopted by some regions.	Target ongoing

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## WHAT WE WILL DO THIS YEAR

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The Environment Agency Bill places a clear requirement on the Agency to make a contribution in the delivery of sustainable development in the UK. The DoE Guidance on Sustainable Development to the Agency and the objectives in the draft Management Statement make clear that the Agency must ensure that its own management demonstrates best environmental practice and that it should encourage others to adopt environmental management techniques, such as BS 7750 and EMAS.

For 1995/96 it is proposed that, whilst pursuing continuous environmental improvement, the NRA should focus on those areas of environmental management that will strengthen the contribution that the NRA may make to the Environment Agency's environmental performance.

- Improved quality of measuring monitoring and management of resource use as a precursor to environmental accounting.
- Waste minimisation with particular attention to energy use in buildings and transport.
- Implementing best environmental practice and management of NRA sites.
- Increasing management awareness on environmental management issues through seminars.
- Further integration of environmental management into existing management practices and procedures.
- Develop and implement environmental auditing of NRA locations and functions and report to management.

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## THE LESSONS WE HAVE LEARNT

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The establishment of the Environment Agency offers a timely opportunity to review progress. The Environmental Steering Group and the Regional Business Service Managers' Group (responsible for environmental performance data) have reviewed and discussed our environmental management experience to date with a view to increasing its effectiveness in the Environment Agency.

### ENVIRONMENTAL MANAGEMENT - DEFINITION

To be properly addressed it is of vital importance that the full breadth of environmental management is appreciated and understood by managers.

The Environmental Steering Group considers the term "environmental management" to embrace the following requirements:

- understanding the environmental effects arising from our activities and constructively addressing them;
- effectively managing our resources, using quality data, and actively pursuing the minimisation of waste;
- the adoption and demonstration of best environmental practice throughout all our functions;
- having sound management practices which integrate the environmental perspective; and
- actively pursuing continuous improvement in environmental performance.

### ENVIRONMENTAL MANAGEMENT - GENERAL REQUIREMENTS FOR THE AUTHORITY

The groups identified the following key points:

- environmental management involves cultural change similar to that required of total quality management;
- an understanding and total commitment to environmental improvement is essential at senior levels, nationally, through to Regional Management Teams;
- the responsibilities for environmental management need to be clearly defined and allocated at each level in the management structure down to Area Management Teams;
- to broaden environmental perspective, overall environmental awareness is required by all, followed by a training and development programme in environmental management to initiate a shift in culture; and
- the proper resourcing at national and regional levels to support the implementation, maintenance and auditing of environmental management is essential.

### ENVIRONMENTAL MANAGEMENT - SPECIFIC LESSONS LEARNT

The group considered that the following concerns and lessons are relevant.

#### Commitment

Board level leadership and commitment is vital - all policy decisions should include consideration of the environmental impacts. It is essential that environmental management has a "must do" status. Concern was expressed over cynicism of staff at lower levels who query senior management's understanding and commitment to environmental issues.

## **Awareness Culture**

Environmental management must be high profile - it must develop an "environment first" culture incorporating the pursuit of continuous improvement. Creating and establishing Authority-wide environmental interest and awareness is important. Education and training in environmental awareness and understanding is required for all employees. There needs to be a recognition of the importance of environmental effects in all day to day activities.

## **Integration**

Sound management is important; it must be able to implement and deliver. Environmental management must not be perceived as a bolt on. There is a need to integrate it throughout, if continuous improvement is to be achieved, but this is only possible where there is existing good practice.

## **Objectives and Data**

The initial focus on specific targets (e.g. energy and paper), rather than ensuring understanding our overall environmental impacts and resource use was wrong. An initial environmental review would have been important as a vehicle to create understanding and to prioritise targets. There is a need for quality baseline resource use data. The cost of acquiring this management data, which is not currently being produced, must be considered and will need a significant commitment of resources.

## **Resourcing**

Too much has been undertaken in a vacuum of understanding and without adequate resources. At a national and regional level the allocation of adequate resources to support implementation is essential. Current activities are, at best, part-time; success cannot be achieved on a "no cost" basis.

## **Change**

To enable cost effective improvement, it is important to incorporate environmental performance into purchasing specifications and at the initiation stage for projects.

## **Appraisal**

Appraisal as a mechanism for passing down objectives is believed to be effective (but is not yet proven!).

## **Competition**

Competition between regions to improve their performance is considered beneficial.

## **Auditing**

Environmental auditing is a valuable and important tool to verify action and give assurance to management.

## **Credibility**

The importance of doing it right internally to create fuller understanding, and maintain and protect external credibility cannot be understated. We must practice what we preach!

## FURTHER INFORMATION

For further information contact the following:

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