

EA - SOUTHERN  
BOX 5

SOUTHERN REGION BUSINESS PLAN 2001/2002

# **SOUTHERN REGION BUSINESS PLAN 2001 / 2002**



**ENVIRONMENT  
AGENCY**

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# SOUTHERN REGION BUSINESS PLAN 2001/2002



**ENVIRONMENT  
AGENCY**

Southern Region at a Glance



| Key statistics for the Region                         |        |   |       |
|---|--------|---|-------|
| Area (sq.km)  | 10,980 | Number of Waste Management site licences                                | 617   |
| Population (millions)                                 | 5      | Average annual rainfall (mm/yr)   | 780   |
| Number of Local Authorities                           | 44     | 2000/01 rainfall (mm/yr)  | 1376  |
| Number of LEAP areas                                  | 13     | Number of Water Resources abstraction and impoundment licences in force | 2739  |
| Number of Water Quality discharge consents in force   | 7,440  | Length of river Flood Defences maintained (km)                          | 1100  |
| Number of Integrated Pollution Control authorisations | 118    | Length of coastline (km)  | 1,124 |
| Number of Radioactive Substances authorisations       | 59     | Length of tidal and sea defences maintained (km)                        | 555   |
| Number of nuclear sites                               | 2      | Number of EC designated Bathing Waters                                  | 79    |
| Number of Radioactive Substances registrations        | 360    | Number of Agency landholdings with potential for recreational use       | 42    |
| Percentage of waste produced in England and Wales     | 8      | Length of navigable rivers (km)   | 31    |



## 1. FOREWORD

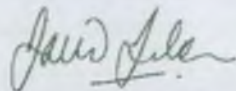
The Regional Business Plan sets out clearly and concisely the work we intend to carry out in the Southern Region between April 2001 and March 2002. This Plan will provide a means of managing the business at a Regional Management Team level, keep staff informed of our achievements, priorities and targets, and help committee members give advice on future priorities and strategic issues. The Plan draws together business plans from across the Region, which are the product of a rigorous process whereby 'function' groups have established the priorities and levels of service driven by national policy and local issues, via Local Environment Agency Plans (LEAPs).

During the financial year 2001/2002 the Agency faces additional responsibilities and changing demands, such as implementation of Integrated Pollution Prevention Control (IPPC) and our new Water Resources strategy, as well as dealing with continued funding pressure and growing significantly our Flood Defence programmes. To meet these demands requires rigorous prioritisation, improved information systems, a flexible and well trained workforce, and gaining a better grip of value for money through financial and business planning efforts, including improvements in environmental performance.

Much of our work is carried out in partnership with others at a regional and local level, and without this joint action we cannot in many cases bring lasting improvement to the environment.

The business plans developed across the Region will now be used to set objectives for individual staff and to monitor our performance. Thank you, to all those who have been involved in the development of this Plan. It is now up to us to deliver the objectives we have set ourselves.

During the year I recognise that many internal and external opportunities or pressures could emerge that may require us to alter our plans. However our Business Plan provides a basis from which we can manage change; this places us in a strong position to look forward to the challenges ahead.



**David Jordan**  
REGIONAL DIRECTOR

### Guiding Principles

The year 2001/02 poses many challenges for Agency staff, as more and more is being demanded by an increasingly aware set of stakeholders while the Government is providing us with a greater range of responsibilities. In order to meet these challenges the Region's guiding principles are:

- Placing the highest priority on developing the effectiveness of staff with the objective of relieving individuals of overbearing workloads whilst improving their productivity. This will require a deep commitment to the highest standards of management. Working in Southern Region should be motivating, fun and rewarding, whilst staff should demonstrate commitment, flexibility and efficiency.
- Ensuring the Region plays its part in delivery of the Agency's new Vision.
- We should continue to work with regional government organisations (GOSE, SEEDA, SEERA), in partnership with Thames Region, to help them ensure that their expenditure and strategies take effective account of environmental issues.
- Focus on new opportunities for external funding and partnership that will allow us to achieve more for the environment with others than can be achieved with our own resources.
- Act in a corporate manner, by fully implementing national policies and practices and demonstrating at all times that the Region is committed to delivering Agency priorities. We must acknowledge the need to operate within the resource constraints set nationally.



## 2. ACHIEVEMENTS IN 2000/01

We have included below an overview of the major successes the Region has achieved during the year. Firstly is provided an overview of the key environmental outcomes achieved for the Region, and then specific achievements for each function. These are extracts from our high level business plans and represent an overview of the efforts taken to improve our environment.

In addition last year in our business plan we set out key targets against which our success could be measured. These targets give a clear indication of the Region's progress over the last year and a comprehensive update against each of these is provided in Appendix A.

### Key Environmental Outcomes

- Record Bathing Water compliance was announced during the year, reflecting some excellent work including: co-ordinating the overall programme, sampling, investigating problems and enforcing environmental standards. 77 out of 79 beaches achieved standard reflecting 97.5% compliance.
- Through influencing and regulating municipal, industrial and agricultural discharges, we have increased the length of our rivers complying with River Ecosystem Objectives Net increase in length of compliant river 7.6% (164 km) for the year.
- Through reviews of our abstraction licences we have ensured that over abstraction damage is reduced. For example a licence authorising the abstraction of 900,000 cubic metres a year from the headwaters of the River Test at Overton in Hampshire has been reduced to 20,000 cubic metres by mutual agreement. This is one of a series of large licences renegotiated in the Region.
- Another specific achievement for protection of abstraction was the confirmation in March of the agreement between Portsmouth Water and Southern Water for a bulk supply of up to 15 million litres a day of water from Portsmouth to Southern. This is a significant part of the strategy for the Region - ensuring that companies share the surpluses they have between them before attempting to get more.
- We have aimed to ensure that in the event of a threat from flooding to people and properties, all recipients in flood warning areas will be issued with a flood warning where a flood forecasting facility exists. This year we have made extensive use of the flood warning facilities. 742 flood warnings were issued during the autumn floods alone.
- We have continued to deliver actions to contribute to the national Biodiversity Action Plans. Examples include Water Vole introduction trial on the River Arun, Mink control programme, Otter & rivers partnership continued & habitats being extended across the Region.
- We have ensured that we are consulted upon planning applications relating to areas of flood risk. Feedback we receive is monitored in two ways. Firstly we report results of objections sustained on flood grounds in annual MAFF report. Secondly we report on approvals by local authorities against the Agency's objections in annual RFDC report.
- We have ensured that we undertake in partnership with new partners, collaborative initiatives that protect and improve the environment. Southern Region's Millennium Festivals were a key vehicle for developing new partnerships. 33 partners were involved in the successful educational & physical improvement

initiatives. A total of 2,200 people were directly involved in the events organised over 15 days at 5 different locations.

- The Agency has undertaken complex assessments of the impacts of emissions to air from areas with high densities of industrial processes (zones of industrial pollutant sources) have been completed. These reviews are designed to ensure compliance with recently introduced air quality objectives for seven pollutants which come into effect between 2003 and 2008.
- There has been a number of significant successes involving the reduction of chemicals released to the atmosphere by Industry this year, most notably:

Exxon Chemical, Hythe (Hants). **Improvement** - Variation to require feasibility study for the reduction of hexane releases from the butyl polymers process. This will be a multistage project, the first stage will cost approximately £7m but will not be complete until the end of 2003. **Outcome** reduction in hexane releases to air by up to 1200 tonne/year.

Pirelli Cables, Eastleigh (Hants). **Improvement** – Installation of new scrubbing system on the optical fibre manufacturing plants. **Outcome** reduction in the release of PM10 particulate to air.

Fleet Support, Portsmouth (Hants). **Improvement** – RAS authorisation reviewed and varied. **Outcome** – reduction in radioactive discharges to Portsmouth Harbour.

Nalco Exxon, Hythe (Hants). **Improvement** – extra monitoring on outfall to Southampton Water. **Outcome** – improved effluent control.

Esso Petroleum, Fawley (Hants). **Improvement** – additional manning on the effluent treatment plants. **Outcome** – improved effluent control during the return of major process units to service after maintenance outage.

- We have delivered & implemented more efficient & effective working practices, which ensure value to the environment itself. In

addition to delivering a full programme of efficiency initiatives last year, the Region has invested in a business development co-ordinator post of which 50% of the time will be spent identifying & implementing new initiatives.

- Our swift responses to incidents often stop significant environmental damage, for example Environment Protection and Fisheries Officers narrowly averted a Category 2 oil pollution incident at Dunsfold in Surrey. Approximately 1200 gallons of domestic heating fuel oil was lost to a tributary of the River Arun and would have resulted in fish deaths if Protection Officers had not acted swiftly.

#### Water Resources

- We successfully launched our Regional Water Resources Strategy in Brighton on 22 March. This represents a major achievement, given the huge additional workload brought by the Autumn floods. This strategy sets a twin track approach for the South East for the next 25 years. The combination of Resource Development and Demand Management will pose a considerable set of challenges to the evolving water industry.
- We have successfully recruited staff in preparation for commencing our Catchment Abstraction Management Strategies (CAMS). These CAMS will become central to ensuring delivery of our Regional Water Resources Strategy.
- We have fully implemented the National Abstraction Licensing Database (NALD). This central record of licenses has enabled an increase in income through the correction of historic data errors.

#### Flood Defence

- We successfully introduced our new emergency management procedures together with a new flood warning code system comprising: All Clear, Flood Watch, Flood Warning and Severe Flood Warning. These replace the old colour code system. All was completed as planned by September 2000.
- The Changing Needs in Flood Defence (CNFDR) structural changes were also completed by September, together with training

of staff in the new emergency roles. Incident rooms were also established in each Area office. A flood forecasting capability was established at Region whilst the flood warning dissemination role was established in each Area.

- Our new emergency management procedures were used successfully throughout the Autumn Floods. The largest single flood across the country hit Lewes in Sussex with over 800 properties affected. The Leigh Barrier in Kent successfully prevented the inundation of Tonbridge. The largest number of 'individual' floods occurred in Hampshire as the groundwater response built and built, we were able to provide advance warning of several days for this.
- Our GIS and Data Management team oversaw the expansion of systems access including the introduction of access at district offices to enable usage of region-wide data sets and G.I.S. systems.
- Our strategic approach to coastal Flood Defence management continued to improve the robustness of our long term programme. Our commitment to this approach was supported when the Ministry announced its intention to apply a similar approach to the fluvial sector.
- We successfully produced our Regional 'Lessons Learned' Report following the Autumn floods – the wettest Autumn for over 270 years.

#### **Conservation**

- We have fully established our Regional Habitats Directive Project. This has successfully completed Stage 1 and substantially completed Stage 2 of our 'review of consents'. This is a strong position from which to commence the more complex Stage 3 and puts us on target for the 2004 deadline.

#### **Recreation**

- The year 2000 saw the completion of the Region's first 'Action Plan for Recreation'. This document, covering the period up to 2004/5, outlines our plans for delivering lasting improvements in

water based recreation in the Region and demonstrates our commitment to working with others to achieve those improvements. More than 300 copies of the Plan were sent out to local authorities, sports clubs and other recreation organisations.

#### **Navigation**

- The major issue for Navigation in the year was the development and presentation of evidence to the Government's Select Committee considering British Waterways' and the Agency's roles in Navigation.
- The Region also succeeded in continuing its large capital investment in the Navigation infrastructure at Rye and in the River Medway and drawing in substantial external funding, particularly to the Fish Market Quay at Rye.

#### **Biology**

- The General Quality Assessment (GQA) Biology Survey 2000 – this major national survey was completed to agreed standards and deadlines being a major effort by Area Biology Teams. Due to flooding, and despite an extension of the sampling season to the end of December, approximately 10% of Autumn samples could not be collected (this is very close to the average across all Regions). These sites will be classified using spring data only.

#### **Fisheries**

- The Fisheries Function fulfilled the key 2000/01 business plan actions whilst managing to deliver further high profile projects, such as 'Newsreels for Anglers' and the core-funded enhancement works across the Region. A strategy to manage the £105k 2001/02 Grant In Aid (GIA) budget reduction was developed and successfully implemented.

#### **National Capital Programme Management**

- We successfully completed the merger of our capital team into the new National Capital Programme Management Service (NCPM).



- Already recognised by government as a leading client undertaking "best practice" procurement, this service is establishing national framework agreements with consultants and contracts that will rapidly ensure financial and quality benefits to the agency. The consultancy frameworks are already in place.

#### **Environmental Protection**

- National agreement has been reached with all oil refiners for programme of measure, reporting and reduction of VOC emissions. This was achieved through the Petroleum Industry Group that Southern Region leads.
- The new Contaminated Land Regulations have been implemented without significant problems. Staff have been recruited or re-allocated to contaminated land duties, a Process Handbook has been developed and rolled out and the Regional Contaminated Land Sub-Group has been spreading best practice and information.
- The Region has provided specialist support for public meetings and surgery sessions in connection with Dungeness 'A' public consultation.
- As part of the Agency's Better Town Planning Project Southern Region has led work on the production of a Process Handbook and technical guidance in respect of dealing with planning consultations for development near landfill sites. National approval of the Process Handbook and guidance has just been secured following exhaustive consultation.
- We prepared and submitted the annual report to OFWAT within deadline, detailing the performance of Southern Water in terms of compliance with Water Quality consents, number of pollution incidents and completion of works under Asset Management Plan (AMP) II.
- Southern Region successfully launched the Integrated Pollution Prevention Control (IPPC) regulatory regime. Implementation Project outputs delivered on time and full technical and policy support available across the Region.
- Appeals by Southern Water against upper tier consent standards for ammonia defeated.

- The first Waste Industry Roundtable liaison meeting, chaired by Regional Director, was very successful in building relationships with key customers and in identifying issues of concern.
- Workshops have been held for staff to develop our shared understanding in important issues such as Special Waste, IPPC and the Urban Waste Water Treatment Directive (UWWTD).
- Continued close co-operation between regional and area staff has completely removed the backlog of waste licence applications more than 12 months old. This is the lowest backlog in England and Wales.
- The Agency published the Strategic Waste Management Assessment for South East England, expressing quantities, movements and trends in waste production and disposal.
- Modifications to sewage treatment works consents to reflect the higher standards required by the Urban Waste Water Treatment Directive (UWWTD) were issued within the legal deadline. Training in the UWWTD has been provided to staff to support the implementation of the Directive.

#### **Customer Services**

- First formal signing in England and Wales of the Local Government Association and Environment Agency (LGA/EA) joint working plan which aims to bring the complementary work of the Agency and Gravesham BC ( Kent) closer together, providing better value for the local community. Further delivery of this joint plan is expected throughout Kent, Sussex, Hampshire and the Isle of Wight.
- The Millennium festival event publicised the Agency by reaching out to external organisations for funding of projects and events. Over £150k of funding was raised, 8 times more than the target.
- Continued implementation of Better Town Planning project which has improved the efficiency of responding to low risk planning applications.
- Gained improved support from local authorities on issues such as Agency's response to flood plain development and surface water management.

## SOUTHERN REGION BUSINESS PLAN 2001/2002

- All 13 LEAP action plans have been delivered.
- A significant number of external funding opportunities and partnerships have occurred which amounted to £2.1m being raised in the Region towards Agency business objectives. The largest projects included: Pevensey Levels Wetlands Restoration (£200k), Colden Common Community Park (£165k) and the Romney Warren Scheme (£130k).
- Successfully undertaken and completed work on contentious licence applications such as Dibden Bay Port and Ridham Dock.
- Successfully implemented structural and process changes as a consequence of the National Changing Needs in Flood Defence (CNFD) project.

### Personnel

- Completing the Equal Value Project in accordance with national timetable.
- Improved the quality of management information provided to the Regional Management Team.
- Support the organisational changes required by Changing Needs in Flood Defence.
- Recruited and inducted two additional personnel and & training professionals to support the region's managers.
- Raised the profile of Health & Safety with the Emergency Workforce.

### Legal and Estates

- There has been a sustained high level of court action in Producer Responsibility matters. This has resulted in 15 successful producer responsibility prosecutions amounting to over £30,000 in fines.
- There has also been a sustained high level of court action for waste prosecutions. This has resulted in 59 successful prosecutions and a total of £96,429 in fines.
- The region successfully sold Sarum Court one of its previous premises which netted a total of £840,000

### Public Relations

- Successful handling of flooding events that swept through the Region. Lots of positive media coverage, despite the scale of the events very little negative publicity or adverse comment appeared in the media. 65 flood related press releases issued during this period.
- A number of high profile prosecutions were given extensive and positive media coverage, including Hilliers Garden Centre, SWS prosecutions and Operation Spider.
- Successful launch of Flood Action week despite problems caused by fuel crisis. Good newspaper exposure but disappointing TV coverage because of fuel crisis.
- Highly successful show season attracted over 55,000 visitors to the Agency's stands at three main county shows. Good media coverage of Agency show exhibits.

### Regional Liaison

- The progressive implementation of the Regional Sustainability Framework (RSDF). This was agreed by partners, and significant input was had into the South East England Development Agency's (SEEDA) accountability Plan.
- The Regional State of the Environment Report was successfully released and placed on the Agency's website. The document received commendation by Ed Gallagher on both layout and content, and has been very positively received by many key stakeholders in the Region.

### Emergency Workforce

- Our emergency workforce, in addition to their ongoing maintenance duties, has had significant involvement in sandbagging, pumping and clean up operations following major flooding incidents across the Region.
- They have also undertaken a review of the works management structure to ensure effectiveness and this has led to centralisation of business support.



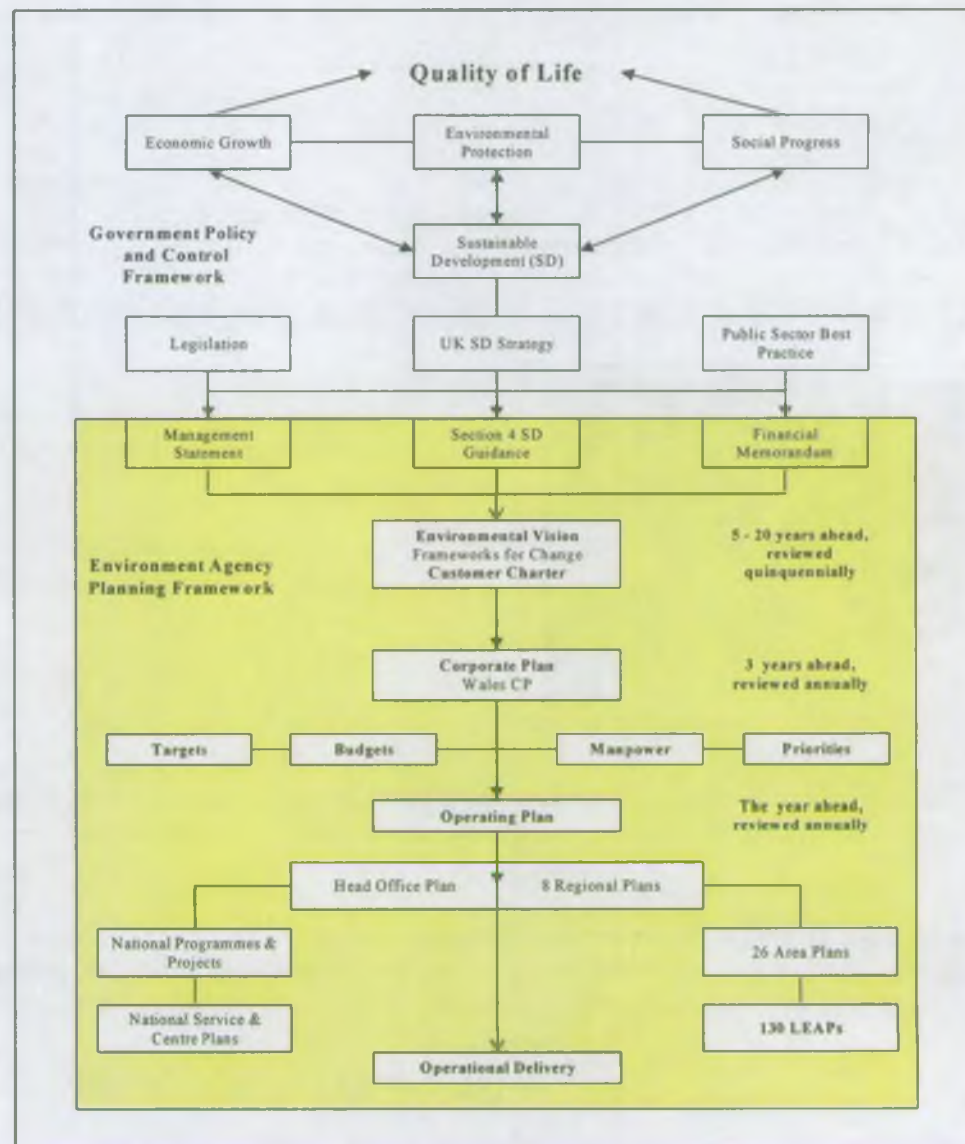
### 3. THE PURPOSE OF THE PLAN AND THE AGENCY'S PLANNING PROCESS

*The planning framework* - The diagram demonstrates the Agency's national planning framework, within which the Plan sits. External and internal pressures inform the Agency's medium and long term *aims and strategies* (e.g. new legislation, changes to the state of the environment and operational experience). National priorities are assessed within the *Corporate Plan* which is a high level document that is presented to Government every year setting out what the Agency plans to deliver with the funds raised from charges, levies and grants.

*Purpose of the Plan* - Our priorities are set out for us in the corporate plan and more detailed internal guidance. Each of our Areas and functions have detailed costed workplans setting out their actions under these priorities for the coming year. This Plan sits above these and draws together the strategic actions needed to manage change within the Region. The Regional Management Team will use the targets within it to monitor progress against our priorities for the coming year.

*What the Plan does not include* - This plan does not include the ongoing day job of our core business, which is our licensing, enforcement, inspections, monitoring, incident response and ongoing maintenance programmes. These all support the key actions in this Plan, and are set out under our detailed workplans. This Plan aims to be clear on the new challenges we are facing and how the Region intends to manage them.

*Delivery of the Plan* - Regional and Area targets are broken down into more detailed *Departmental and Team Plans*, which are then translated into individual objectives. In this way, the *Personal Objectives* of every member of staff should contribute to the Agency's medium and long-term aims.





#### 4. KEY PRIORITIES AND ENVIRONMENTAL OUTCOMES FOR 2001/2002 and BEYOND

The Regional Management Team is committed to measuring their success against outcomes for the environment. This is why within last year's plan we identified a set of measures to judge our achievements in environmental terms. For the coming year we are focused on achieving even more, whilst ensuring we are aligned with national priorities as set out in our Vision for the environment. This section describes our key priorities for the year and targets for 2001/02 under each of the Vision's overarching themes.

We play a major part in determining the environmental outcomes we are seeking, but we also recognise that external factors have significant influences upon many of them. This is why we have set out a clear plan of not only what outcome we are aiming for, but targets against our own works to ensure we fulfil our contribution to achieving them.

##### A BETTER QUALITY OF LIFE

###### Long-term objective

People will have peace of mind from knowing that they live in a healthier environment, richer in wildlife and natural diversity – an environment they care for and can use, appreciate and enjoy.

###### What the Agency will do

The Agency will work with all sectors to enhance the quality of the environment and the services it provides- for business, anglers, the boating community and other users of the waterways, farmers, planners and all sections of the community.



| Key Regional Actions   | Outcome   | Target  |
|--|---|---|
| <ul style="list-style-type: none"> <li>Planning Liaison – monitoring current quality and performance for increasing numbers of planning application/enquiry responses and determine improved effectiveness through better feedback from the LPAs</li> <li>Targeting resources at major planning proposals (such as RPG), planning inquiries and local, waste and mineral plans</li> </ul>                      | Ensure new developments take due account of Agency advice leading to people being secure and protected in their new homes                                   | <ul style="list-style-type: none"> <li>100% of Agency objections supported by LPA</li> <li>100% of development plans including Agency policy</li> <li>2 new planning liaison officers in place</li> </ul> |
| <ul style="list-style-type: none"> <li>We shall assess and highlight, to all our functions, the implications of the countryside and rights of way (crow) act, and the disability discrimination act as these relate to recreation</li> <li>Continue to support Areas in the preparation of Site Management Plans (SMP) for the Agency's own land as detailed in the Regional Recreation Action Plan</li> </ul> | Where the Agency's sites and works impact on recreation issues we will enhance access and amenity where possible leading to improved enjoyment for visitors | <ul style="list-style-type: none"> <li>All sites within assessment criteria to be completed by end of this year</li> </ul>  |



**A BETTER QUALITY OF LIFE (cont)**

| Key Regional Actions   | Outcome   | Target  |
|--|---|---|
| <ul style="list-style-type: none"> <li>The implementation of a regional website</li> </ul>   | Good quality information is available leading to an increasingly informed public  | <ul style="list-style-type: none"> <li>Website implemented by end of year</li> </ul>                          |
| <ul style="list-style-type: none"> <li>Continue to provide support to our Navigation operational activities</li> <li>Contribute to the government's proposals on 'waterways for tomorrow', ensuring we implement any outcomes and manage the implications of any policy decisions upon our operational role</li> </ul> | The Navigation's we manage continue to have good quality operational support whilst we actively contribute to national debate on future use | <ul style="list-style-type: none"> <li>Implement outcomes of waterways for tomorrow by end of year</li> </ul> |

**AN ENHANCED ENVIRONMENT FOR WILDLIFE****Long-term objective**

Wildlife will thrive in urban and rural areas. Habitats will improve in their extent and quality to sustainable levels for the benefit of all species. Everyone will understand the importance of safeguarding biodiversity.

**What the Agency will do**

The Agency will ensure that its activities and those it authorises do not threaten key species and habitats. It will work with many partners at local, regional and national levels to safeguard and enhance biodiversity.



| Key Regional Actions  | Outcome   | Target   |
|---|---|--|
| <ul style="list-style-type: none"> <li>Under Habitats Directive for new SACs and new features in SACs and SPAs we shall complete our stage 1 and 2 consents reviews</li> <li>Under Habitats Directive we shall commence our stage 3 consents reviews</li> </ul> | The regions implementation of the Habitats Directive continue to build on success to date by preserving and enhancing the variety of animal and plant life and their habitats | <ul style="list-style-type: none"> <li>Stage 1 &amp; 2 complete</li> <li>Stage 3 commenced</li> </ul>                        |
| <ul style="list-style-type: none"> <li>Launch guidelines to support implementation of the national environmental impact assessment handbook across the Region</li> </ul>  | All of our own works will take full account of environmental impacts and we will minimise any negative effects by adhering to national guidelines                             | <ul style="list-style-type: none"> <li>Environmental Impact Assessment (EIA) guidelines launched</li> </ul>                  |
| <ul style="list-style-type: none"> <li>Provide significant legal input into the ongoing Dibden Bay planning inquiry</li> </ul>  | Ensure environmental considerations are taken into account by this major development  | <ul style="list-style-type: none"> <li>Secure adequate funds from Head Office to provide the required legal input</li> </ul> |



## AN ENHANCED ENVIRONMENT FOR WILDLIFE (cont)

| Key Regional Actions  | Outcome  | Target  |
|---|--|---|
| <ul style="list-style-type: none"> <li>Implement the recommendations of the fisheries legislative review in line with national guidelines</li> <li>Externally aim to develop/promote the Review's implementation</li> </ul>   | By working with partners we will implement actions from both reviews to provide an enhanced fisheries service within the Region. Working to enhance fish populations whilst providing a continued high quality service to anglers<br><br>Progress towards a sustainable population of Salmon | <ul style="list-style-type: none"> <li>Implementation the actions from legislative review</li> </ul>      |
| <ul style="list-style-type: none"> <li>When the national fisheries monitoring review reports in early 2001/02, we shall put in place the necessary change management to ensure we adapt our working practices whilst sustaining a robust fisheries service</li> </ul> |  | <ul style="list-style-type: none"> <li>Implement actions from monitoring review</li> </ul>                |
| <ul style="list-style-type: none"> <li>Continue to enhance fish populations through our fisheries enhancement programmes including promoting improved stock conservation measures affecting Test &amp; Itchen stocks</li> </ul>                                       |  | <ul style="list-style-type: none"> <li>Enhance Salmon populations above existing levels of 840</li> </ul> |

## CLEANER AIR FOR EVERYONE

## Long-term objective

We will have cleaner and healthier air. The emission of chemical pollutants into the atmosphere will decline greatly and will be below the level at which they can do significant harm.

## What the Agency will do

The Agency will work towards shared strategies with our partners at a local level to improve air quality from all sources. Provision of information in an understandable, accessible format on air quality issues, including emissions inventories, will be a priority for the Agency.



| Key Regional Actions  | Outcome   | Target   |
|---|---|--|
| <ul style="list-style-type: none"> <li>Continue to work with the regional bodies such as SEEDA, SEERA &amp; GOSE to ensure transport strategies take due account of air pollutant issues</li> </ul>   | Regional strategies work towards sustainable future by full consideration of air quality issues | <ul style="list-style-type: none"> <li>New regional liaison postholder in place by June</li> </ul> |
| <ul style="list-style-type: none"> <li>Continue to work with Local Authorities on air quality strategies</li> <li>Pilot study at Esso's Fawley refinery to review emissions assessing the sulphur dioxide levels against acid deposition and air quality standards</li> </ul> | Air quality within Southern Region is enhanced & protected wherever possible                    | <ul style="list-style-type: none"> <li>Complete emissions review at Fawley</li> </ul>              |



## IMPROVED AND PROTECTED INLAND AND COASTAL WATERS

### Long-term objective

Our rivers, lakes and coastal waters will be far cleaner. They will sustain diverse and healthy ecosystems, water sports and recreation such as boating and fishing, and those uses needed by a healthy and thriving community.

### What the Agency will do

The Agency will work to clean up polluted waters and to reduce the risk of further pollution. We will ensure that aquatic and wetland wildlife has the amount of clean, healthy water it requires.



| Key Regional Actions   | Outcome   | Target  |
|--|---|---|
| <ul style="list-style-type: none"> <li>Assist in achieving all shellfish water sites to be at least category B</li> <li>Assist in implementation of AMP3 waste water treatment improvement schemes</li> <li>Make progress towards achieving the target of at least 91% River Quality Objective compliance in 2005, from 1997 baseline of 82% compliance</li> <li>Commence planning for AMP4</li> </ul> | The water quality of Southern Region will be protected and enhanced both on our inland waterways and our coastal waters | <ul style="list-style-type: none"> <li>Achieve bathing water mandatory compliance of at least 95%</li> <li>Improvement in RQO compliance of 1%</li> </ul> |
| <ul style="list-style-type: none"> <li>We shall continue to ensure our regional biology service delivers environmental data in support of both water management and environmental protection functions</li> </ul>  | We have the right information to target our works effectively to maximise environmental outcomes                        | <ul style="list-style-type: none"> <li>Results of 2000/01 River Quality Objective survey freely available</li> </ul>                                      |

## RESTORED, PROTECTED LAND WITH HEALTHIER SOILS

### Long-term objective

Our land and soils in the countryside and towns will be exposed far less to pollutants. They will support a wide range of uses, including production of healthy, nutritious food and other crops, without damaging wildlife or human health. Contaminated and damaged land will be restored and protected.

### What the Agency will do

The Agency aims to help make the best possible use of land and to put as much contaminated land as possible back into productive use. We will produce and consult on plans for land for which we are responsible. We will publish more and better data on contaminated land, and guidance on standards. The Agency will press for improved policies to ensure better protection for land and soils.





**RESTORED, PROTECTED LAND WITH HEALTHIER SOILS (cont)**

| Key Regional Actions  | Outcome   | Target   |
|---|---|--|
| <ul style="list-style-type: none"> <li>• Identification and investigation of the risk posed by five potential Special Sites</li> <li>• Remediation of an "orphan" site, subject to DETR funding</li> <li>• Production of a Regional Contaminated Land Report</li> </ul> | Working towards improving the quality of land so it is suitable for use | <ul style="list-style-type: none"> <li>• Five site reports produced</li> <li>• Regional Contaminated Land Report produced</li> </ul> |

**A GREENER BUSINESS WORLD****Long-term objective**

Industry and business will value the services provided by a rich and diverse natural environment. In the process, they will reap the benefits of sustainable business practices, improve competitiveness and value to shareholders, and secure trust in the wider community.

**What the Agency will do**

The Agency will work to simplify and improve the regulatory process for business, improve access to environmental information for business and the public, and promote the prevention of pollution and minimisation of waste in industry.



| Key Regional Actions  | Outcome  | Target   |
|---|--|--|
| <ul style="list-style-type: none"> <li>• Trial within the region of electronic tendering</li> </ul>   | Our suppliers see the cost and environmental benefits and wider use of E-Commerce for procurement is furthered   | <ul style="list-style-type: none"> <li>• Tenders being taken electronically by the end of the year</li> </ul>                              |
| <ul style="list-style-type: none"> <li>• By influence, education and prosecution where necessary, we will ensure thorough application of the Producer Responsibility Regulations amongst obligated companies</li> </ul> | The UK meets Directive Targets of 50% of packaging waste produced in the UK, being recovered. The effect will be reduced landfilling and increased recycling | <ul style="list-style-type: none"> <li>• Achievement of compliance assessment programme including enforcement where appropriate</li> </ul> |



## WISER, SUSTAINABLE USE OF NATURAL RESOURCES

### Long-term objective

Business, public agencies, other organisations and individuals will minimise the waste they produce. They will reuse and recycle materials far more intensively, and make more efficient use of energy and materials.

### What the Agency will do

The Agency will explore, in partnership with others, the most effective mixture of economic measures, negotiated agreements and direct regulation to ensure that significant cuts are made in 'greenhouse gas' emissions from industry and other sectors. We will produce options for different sectors of the economy. And we will also be at the forefront of measures to inform the public about the issues and to help them take steps to reduce risks and prevent damage and loss of life from inevitable changes to the climate – such as increased flooding.



| Key Regional Actions  | Outcome   | Target  |
|---|---|---|
| <ul style="list-style-type: none"> <li>Following our March 2001 launch of our regional 25 year Water Resources Strategy, we shall put in place a regional plan for implementation</li> <li>At least one catchment abstraction management strategy in each Area commenced</li> </ul>   | The water resources of Southern Region are well managed in line with our 25 year strategy, including the commencement of catchment strategies                                       | <ul style="list-style-type: none"> <li>Regional plan in place</li> <li>3 CAMS in place</li> </ul>                                       |
| <ul style="list-style-type: none"> <li>We shall also include a review of water company drought plans and water resource plans. This will include an assessment of 'over abstracted' catchments, principally those sites identified in the national environment programme and where compliance with the habitats directive is a concern</li> </ul>             | We will ensure a return to 'sustainable abstraction practices'. This will mean the recovery of some 75 Ml/d of licensed quantity by the end of 2001/02                              | <ul style="list-style-type: none"> <li>Review water company drought and water resources plans</li> </ul>                                |
| <ul style="list-style-type: none"> <li>Deliver guidance to staff on Landfill Directive requirements</li> <li>Establish the site classification for each licensed waste site in the region</li> <li>Inform each licence holder of the implications of classification</li> <li>Inform each licence holder of the requirements for conditioning plans</li> </ul> | Working towards implementation of the Landfill Directive. Which aims to achieve reduction in the biodegradable waste disposed of to landfill to 75% of 1995 arisings by 2010        | <ul style="list-style-type: none"> <li>Guidance in place</li> <li>All sites classified</li> <li>All licence holders informed</li> </ul> |
| <ul style="list-style-type: none"> <li>Influencing SERTAB in their development of a draft Regional Waste Strategy which will have the long term effect of influencing all the Waste Local Plans in the South East of England leading to a move towards more sustainable waste management</li> </ul>   | Working towards achieving sustainable waste management – namely reduced landfilling, increased recycling and recovery of waste materials  | <ul style="list-style-type: none"> <li>Agency viewpoints included within SERTAB's Regional Waste Strategy</li> </ul>                    |
| <ul style="list-style-type: none"> <li>Standard site return forms will be introduced along with a standard classification for wastes</li> </ul>   | This will improve the accuracy and consistency of the waste arisings data collected. The information collected will inform the planning process and the Government's Waste Strategy | <ul style="list-style-type: none"> <li>Standard form in place</li> </ul>  |



## LIMITING AND ADAPTING TO CLIMATE CHANGE

### Long-term objective

Drastic cuts will have been made in the emission of 'greenhouse gases' such as carbon dioxide and society as a whole will have taken account of, and be prepared for, the probable changes to our climate.

### What the Agency will do

The Agency will explore, in partnership with others, the most effective mixture of economic measures, negotiated agreements and direct regulation to ensure that significant cuts are made to 'greenhouse gas' emissions from industry and other sectors. We will produce options for different sectors of the economy. And we will relate these to strategies for much greater efficiency in use of energy. We will also be at the forefront of measures to inform the public about the issues and to help them take steps to reduce risks and prevent damage and loss of life from inevitable changes to the climate – such as increased flooding.



| Key Regional Actions  | Outcome  | Target   |
|---|--|--|
| <ul style="list-style-type: none"> <li>Development of improvement programmes as part of determination of IPPC permits</li> <li>Development of an improvement programme tracking system</li> </ul> | Implementation of IPPC regime which includes a requirement to work towards using Best Available Technology to reduce emissions | <ul style="list-style-type: none"> <li>improvement programmes included as part of determination where appropriate</li> </ul> |

## REDUCING FLOOD RISK

### Long term objective

Flood warnings and sustainable defences will continue to prevent deaths from flooding. Property damage and distress will be minimised. The role of wetlands in reducing flood risks will be recognised and all the environmental benefits from natural floods will be maximised.

### What the Agency will do

The Agency will improve flood defences and information on flood risks. We will work with all sections of the community to reduce flood risks through preventative planning, restoration of rivers and flood plains, better management of the disposal of surface water and better design of buildings.



## REDUCING FLOOD RISK (cont)

| Key/Regional/Actions  | Outcome   | Target   |
|---|---|--|
| <ul style="list-style-type: none"> <li>We will follow through on our autumn 2000 floods 'lessons learned' report by putting in place a number of initiatives. These will include a pilot catchment flood management plan for the Medway – a new approach to the strategic assessment of a river basin</li> </ul>  | Strategic planning will enable more robust management of capital and revenue programmes. This planning will ensure a sound basis for our overall investments of over £70m throughout the coming three years | <ul style="list-style-type: none"> <li>Pilot catchment flood plan implemented</li> </ul>   |
| <ul style="list-style-type: none"> <li>We shall also include a five-year plan to extend the regional coverage of the full four stage flood warning service</li> </ul>   | Our service to protect life and property will provide the maximum possible warning to affected members of the public  | <ul style="list-style-type: none"> <li>Where we have coverage ensure at least 80% of flooded property receives a warning 2 hours in advance</li> </ul> |
| <ul style="list-style-type: none"> <li>Delivering recommendations outlined in PPG 25 (Development on the Floodplains).</li> <li>Development Control - meeting requirements set out by the Bye report and the promotion of Sustainable Urban Drainage Systems (SUDS)</li> </ul>  | New developments are not built in locations at risk from flooding. Surface water being dealt with in a manner which prevents downstream flooding  | <ul style="list-style-type: none"> <li>PPG 25 recommendations met</li> <li>Bye report requirements met</li> </ul>                                      |
| <ul style="list-style-type: none"> <li>We shall establish 'development pressure' mapping to help in the strategic influencing of development decision-making</li> </ul>   | Our understanding and ability to influence flood risk will increase considerably  | <ul style="list-style-type: none"> <li>Development mapping in place</li> </ul>   |
| <ul style="list-style-type: none"> <li>We shall develop a regional data management strategy to support our delivery of maff's high level targets</li> </ul>   | Improved data accessibility with provision of information to our stakeholders   | <ul style="list-style-type: none"> <li>Data strategy in place</li> </ul>   |
| <ul style="list-style-type: none"> <li>We shall continue to develop our 'needs-based' programming of capital and maintenance investments and work with our flood defence committees to influence successful future levy outcomes. The National Service will continue to implement government best practice programmes. This will identify areas of efficiency and best value through new procurement, long term planning and consistent supplier relationship management</li> </ul> | The major flood defence needs for the Region are met and adequate funding secured to progress essential works   | <ul style="list-style-type: none"> <li>Successful outcomes from levy round</li> </ul>  |
| <ul style="list-style-type: none"> <li>Our emergency workforce will continue to maintain sea defences, and build up river banks, to ensure the defences we have in place against flooding are in good condition and can adequately fulfil their need</li> </ul>   | Properties and life will be protected by defences which we have the responsibility of maintaining   | <ul style="list-style-type: none"> <li>Complete maintenance programme</li> </ul>   |



## ENSURING THE REGION IS READY WILLING AND ABLE TO DELIVER THESE CHALLENGES

### Long term objective

Placing the highest priority on developing the effectiveness of staff with the objective of relieving individuals of overbearing workloads whilst improving their productivity. This will require a deep commitment to the highest standards of management. Working in Southern Region should be motivating, fun and rewarding, whilst staff should demonstrate commitment, flexibility and efficiency.

### What the Region will do

To meet the challenges set out within this Plan we need to ensure our staff receive appropriate training to help them succeed in achieving their objectives, and at the same time increase the emphasis on provision of a safe working environment.

| Key Regional Actions   | Outcome   | Targets  |
|--|---|--|
| <ul style="list-style-type: none"> <li>Leadership to be the underlying theme of the Regional Management Team's development work</li> </ul>   | RMT behaviours reflect positive indicators in management competencies. RMT seen as role model for junior and middle managers  | <ul style="list-style-type: none"> <li>May and October RMT Awaysdays</li> </ul>  |
| <ul style="list-style-type: none"> <li>Raise the senior management focus on performance management and provide training resources and assistance to support this</li> </ul>              | Objective setting more focussed on priority areas of work with greatest environmental outcome. Reviewed regularly to keep in time with changing business priorities | <ul style="list-style-type: none"> <li>RMT check progress through the quarterly review</li> </ul>  |
| <ul style="list-style-type: none"> <li>Ensure Personal Development Plans (PDPs) are in place by June</li> </ul>  | Ensuring each member of staff has a personal plan, tailored to their needs, of what development activities they will undertake for the coming year                  | <ul style="list-style-type: none"> <li>PDPs in place by June</li> </ul>  |
| <ul style="list-style-type: none"> <li>Complete the regional training plan drawing together needs to plan cost and implementation issues</li> </ul>                                      | The training of staff happens in a structured manner ensuring priority issues are dealt with and technical needs addressed  | <ul style="list-style-type: none"> <li>Regional training plan in place by May and reviewed by RMT on a regular basis</li> </ul>                |
| <ul style="list-style-type: none"> <li>Implement all actions from the latest Health &amp; safety audit</li> <li>Continue the focus on increasing near miss reporting ensuring</li> </ul> | Ensuring our staff have a safe working environment  | <ul style="list-style-type: none"> <li>100% actions from H&amp;S audit implemented</li> <li>Continued growth in near miss reporting</li> </ul> |

## 5. RESOURCES FOR 2001/2002

The Southern Regional Management Team and planned staff numbers for 2001/2002 are shown below<sup>1</sup>: Due to a lack of inflation in our provided Grant in Aid the Region has had to rigorously prioritise budgets to continue the funding of our existing staff structure. This has been achieved through consistent application of budget allowances across GIA funded budgets.

As a result the Region has even been able to further invest in 2 additional Planning Liaison officers to relieve the growing pressure within those teams. The Region also reached agreement for the funding of 3 further Development control posts during last years levy discussions and these have been now put in place.

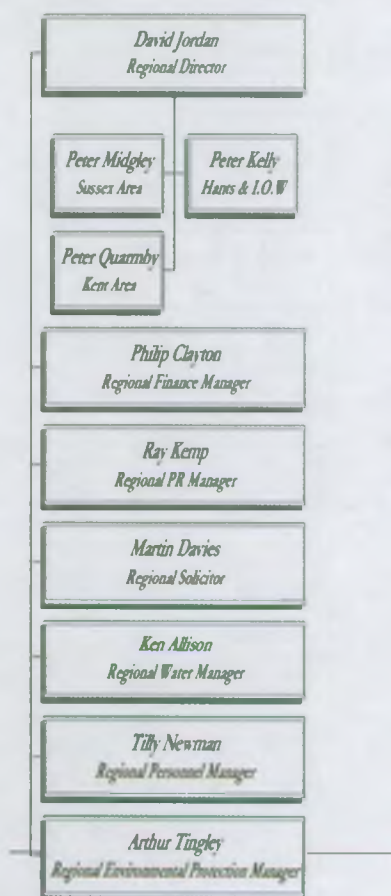


Figure 1. Regional Management Team

Figure 2 . Planned Manpower 2001/2002 (Based on Structure)

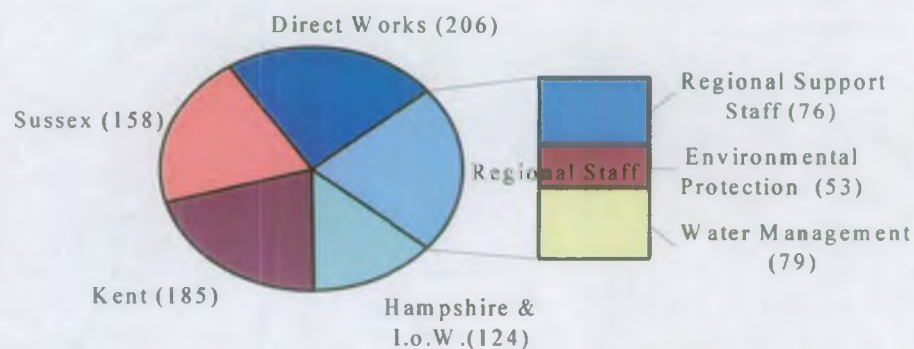
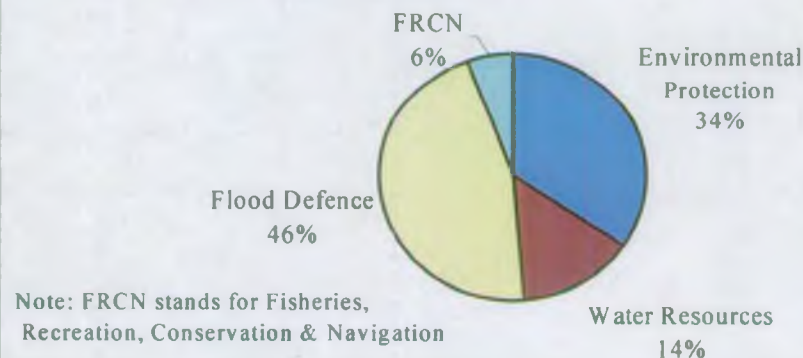


Figure 3. Allocation of staff costs to Functions  
( % allocations based on finance)



<sup>1</sup> Staffing numbers exclude the national Water Demand Management Centre, which is based at the Southern Region's Headquarters



Figure 4. Full Southern Region Management Structure

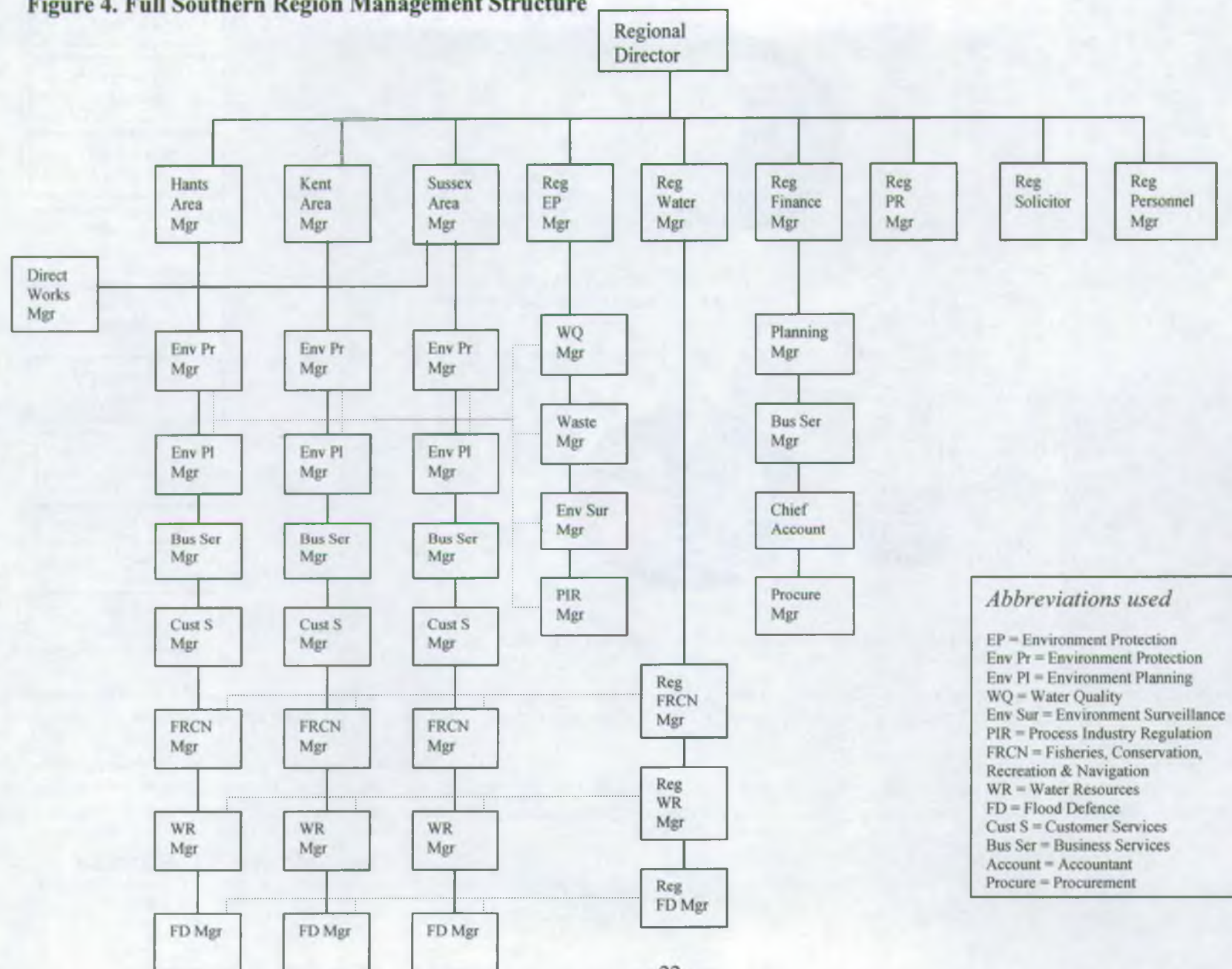
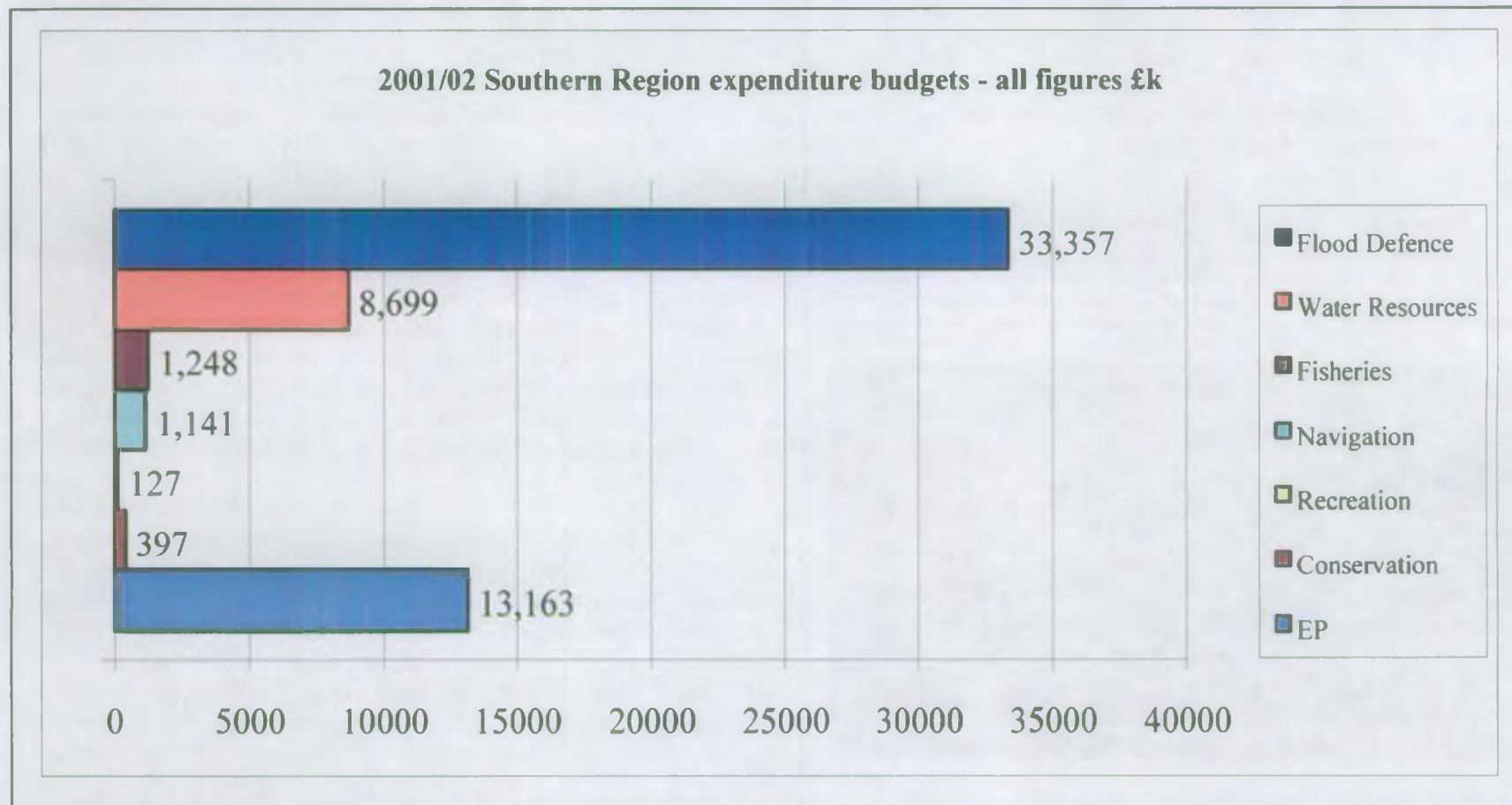


Figure 5. Expenditure budgets





## 6. INCOME MAXIMISATION AND EFFICIENCY PLANS

The drive for continuous improvement, efficiency and effectiveness is central to the management philosophy of Southern Region. The Region is tightly resourced whilst at the same time delivering “value for money” in terms of service delivery and ultimately the environmental outcomes we are striving for. We have achieved this success through our staff and by developing and implementing practical business solutions. Southern Region do not see efficiency and effectiveness as an “initiative” but as a core component of its day to day work.

We are aiming to do more. To demonstrate our commitment to this important area we have invested in a Business Development Co-ordinator. This post is responsible for drawing together our many ongoing efficiency initiatives into a comprehensive programme targeted at key organisational needs. The development of the programme has consisted of a full survey of the Region’s managers and team leaders to clearly record all ongoing initiatives and generate ideas for areas to target and deliver additional savings and improvements to the way we work.

Learning from good practice across the public sector, the second part of the programme development involves assessing ourselves against the Business Excellence Model. The Business Excellence Model is used by both private and public sector organisations as a tool to identify strengths and areas for improvement and is promoted through the “Modernising Government” and the Local Authority “Best Value” programmes. The Regional Management Team has committed to do this early in the year, if it proves to be a success the results will feed into further developing the programme.

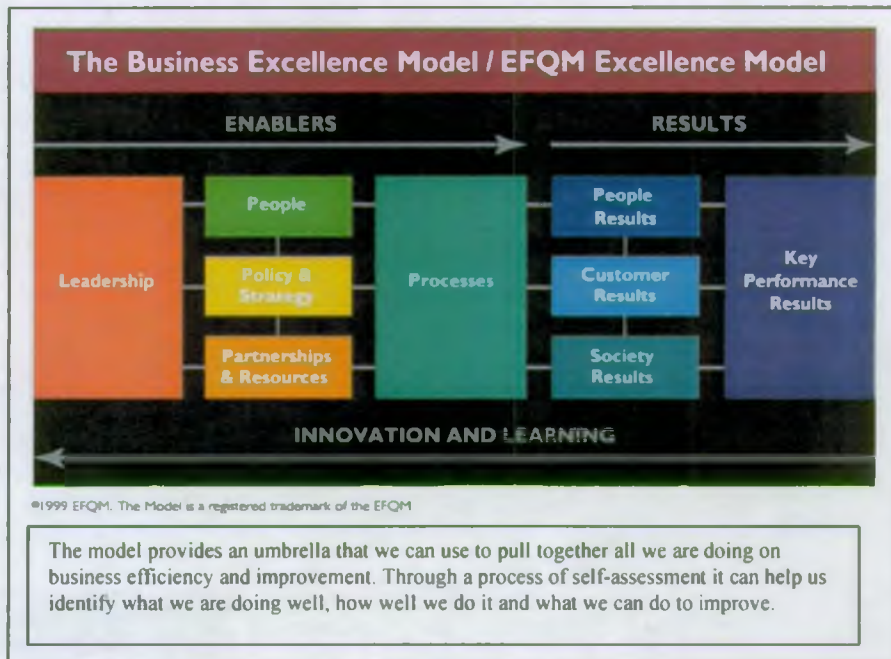
It is equally important to ensure we maximise the resources we have to work within, in addition to using what we have to best effect. The Region is equally committed to maximising all possible sources of income, and developing partnerships and collaborate projects to further this. Below are shown our key ongoing targets for income maximisation.

☆Continue to influence over £200 million of external organisation’s spend, and draw in an additional £2.5 million in contribution to partnerships in 2001/02

☆Continue to work closely with the flood defence committees throughout the year to ensure a successful outcome to the 2001/02 levy round

☆Continue the work of the EP income group implementing best practice in incident cost recovery and maximising EP income streams

☆Continue to maximise rod licence sales by making best use of ID information support and targeted enforcement campaigns



# SOUTHERN REGION BUSINESS PLAN 2001/2002

This strategic approach to efficiency generation has led to a comprehensive suite of ongoing initiatives, in addition to a constant drive to generate new and ever more effective ways of working. We have provided below some ongoing examples of these, the full programme is available on request as an appendix to the Plan.

| Initiative  | Outcomes  |
|---|---|
| 1. Use of the 'Business Excellence Model as a programme co-ordination tool  | The Regional Management Team take a strategic overview of the efficiency programme enabling them to target effort at areas of specific need   |
| 2. The Regions commitment to maximising use of available technology to improve effectiveness, this philosophy is encompassed through our use of Graphical Information Systems (GIS)                                   | The graphical approach of GIS continues to enable us to link many sets of data to maps of the region, making it easy to target pollution prevention campaigns, access site risk assessments, and provide quicker responses to customers for information |
| 3. The provision a programme of financial training modules for our staff on issues such as procurement of services, project management and business planning  | This programme ensures staff can quickly and easily navigate our internal financial procedures saving them time and enhancing project management and business planning skills to improve the quality of project delivery                                |
| 4. The provision of recruitment workshops for managers giving them the knowledge and skills to maximise the benefits gained from the recruitment process  | The recruitment of staff can be costly in terms of both expense and time devoted to the process. This initiative ensures we get the most from the time we devote to the process   |
| 5. In addition to the above the Region co-ordinates a comprehensive training plan meeting technical and management needs of staff   | A well training and skilled workforce is the best way to maximise effectiveness of outputs from our existing resources and ensures we have the right skills to deliver our objectives to the highest standards  |
| 6. The provision of summary booklets on legislation and functional interests to authorisations staff to make their job simpler  | Saving staff time and ensuring they are aware of Agency duties, whilst giving them an easy reference for who to contact internally  |
| 7. Provision of 'off the peg' information for schools and colleges linked to the national curriculum  | Saves customer contact staff time, and ensures we reach as a wide a possible audience with environmental messages   |
| 8. The setting up of a common Regional Information Centre, combing the information resources available within the PR department and the library   | This one stop shop for information within the Region will make it quicker and easier for staff to source reference material and respond to requests   |
| 9. The instigation of common electronic filing systems to save space on the server, ensure single copies of documents are kept but accessible to all  | A simpler more effective information management system which means the latest information is available and accessible to all as well as being stored efficiently  |
| 10. Use of CD Rom for archiving to save on other more expensive storage solutions   | This is one way in which the Region can save space and cost, but still retain the right information, easily assessable  |
| 11. The Region has demonstrated its commitment to the national video conferencing strategy, but in addition we have gone further and installed a video link phone between the Isle of Wight and Hampshire Area office | This use of technology means staff have the tools to contact support and discuss key issues at meetings without the need for expensive and time consuming journeys to the mainland  |



## 7. INTERNAL ENVIRONMENTAL MANAGEMENT

In leading by example we will strive to achieve best environmental practice. Our Regional Management Team are committed to continuous environmental improvement within the Region, and all staff have personnel environmental objectives set as part of the yearly performance appraisal cycle.

The Environment Agency's aim is to fully integrate environmental management into the day to day running of the business, for both reporting and delivery purposes. For this reason the national targets presented as environmental management targets have been reduced to a core. Additional targets related to key environmental impacts, for examples construction and pensions, will be delivered through the business.

The majority of targets presented have a final completion date of March 2005 which will promote long term planning for delivery and facilitate their integration into the Corporate Planning process.

| <b>REGIONAL DELIVERY OF INTERNAL ENVIRONMENTAL MANAGEMENT TARGETS</b> |   |
|---|---|
| <b>A greener business world</b>                                       |   |
| National  | Develop and externally certify the Environment Agency Management System to ISO9001/14001 by March 2002  |
| Regional  | Develop the Management System within the Region to satisfy ISO9001/14001 by March 2002  |
| <b>Limiting and adapting to climate change</b>                        |   |
| National  | To reduce buildings energy consumption by 10% from a 1999/00 baseline by the end of March 2005. <ul style="list-style-type: none"> <li>We will progress towards this through the achievement of site specific targets at 65% of sites by the end March 2002</li> </ul>  |
| Regional  | <ul style="list-style-type: none"> <li>Achieve site specific energy targets at priority sites</li> <li>Reduce overall energy use by 2.5% &amp; develop 3 year action plan for efficiency</li> </ul>   |
| National  | To purchase 6 million kWh of renewably generated electricity by the end of March 2005. <ul style="list-style-type: none"> <li>We will progress towards this by purchasing an additional 1.2 million kWh from a baseline of 2000/01 by the end March 2002</li> </ul>   |
| Regional  | Southern tenders will be evaluated by Midlands procurement team   |
| <b>Improve and protect inland and coastal waters</b>                  |   |
| National  | To reduce buildings water consumption by 10% from a 1999/00 baseline by the end of March 2005. <ul style="list-style-type: none"> <li>We will progress towards this through the achievement of site specific targets at 65% of sites by the end March 2002</li> </ul>   |
| Regional  | <ul style="list-style-type: none"> <li>Achieve site specific water targets at Southern priority sites</li> </ul>  |
| <b>Wiser, sustainable use of natural resources</b>                    |   |
| National  | To reduce office waste by the end of March 2005 in the following areas: <ul style="list-style-type: none"> <li>residual waste from offices by 20% (5% per annum) from a 1999/00 baseline</li> <li>reduce the purchase of paper by 10% (2.5 % per annum) from a 1999/00 baseline</li> </ul>  |
| Regional  | By end March 2002 reduce Southern office waste by 5%, + develop plan to reduce paper use 10% by 2005  |
| National  | To reduce total vehicle emissions by 10% from a 1999/00 baseline by the end of March 2002, to include: <ul style="list-style-type: none"> <li>9% mileage reduction from a 1996/7 baseline focusing on office based staff and miles driven in private cars</li> <li>the purchase of an additional 40 alternatively fuelled badge vehicles</li> </ul> |
| Regional  | <ul style="list-style-type: none"> <li>9% regional mileage reduction from a 1996/7 baseline focusing on office based staff and miles driven in private cars</li> <li>The purchase of a number (to be allocated) of alternatively fuelled badge vehicles</li> </ul>  |

## **8. MONITORING PROGRESS**

We will monitor and review on a quarterly basis our performance against top priorities and associated targets identified in this plan, standards set out in our Customer Charter and other directions received from Head Office. This is essential for effective management and the ability to respond to changing circumstances.

## **9. FORWARD LOOK**

The following three years promise to be exciting and challenging across all of Southern Regions functions. The South East England Regional Assembly (SEERA) is now an active and effective organisation; they are already looking to us for support. The South East England Development Agency (SEEDA) has put down the marker that they wish the South East to lead the way as the fastest growing economy. This will bring even greater pressure for development across the region and bring opportunities and challenges for us in all our roles.

The South East Climate Change Partnership will demand strong and clear guidance and leadership from us, both in terms of defining the implications of climate change and also in advising on how to adapt and respond. We anticipate significant shifts in government and other customer expectations, not least in response to a growing public awareness of climate change.

Development pressure in the South East will bring our role increasingly into the public's gaze as we challenge any planning decisions and policies at odds with our own. At the same time internal organisational adjustments will be required as we implement two major improvement initiatives, these being 'Priority Planning' and 'Better Regulation Improving the Environment' (BRITE).

The next few years will see a gradual shift across the Agency towards a greater proactivity, through a risk based approach to regulation and more education. These principles are embodied in the Environment Agency's new Vision for the environment. Ever increasing expectations and a growing workload due to new duties, with increase pressure on resources, will mean an ever greater focus on improved efficiency through changing working practices, rigorous prioritisation and making better use of technology.

The developing political climate also emphasises the need for the Agency to be more outward looking. Consequently we will shift more emphasis into partnerships, information sharing e.g. through the implementation of the Environment Agency & the Local Government Association joint plan.

The roles of Environmental Protection and Water Management are targeting effective effort to prevent environmental damage, and where possible achieve environmental enhancement. Through our work, and in partnership with others, we can maintain and enhance the environment of Southern Region, both now and for the benefit of future generations. This means developing our strategic expertise, being more forward looking and learning quickly from our mistakes.



# SOUTHERN REGION BUSINESS PLAN 2001/2002

## Appendix A - Update against 2000/01 business plan targets

### Achievement of 2000/01 environmental outcomes

| Environmental outcome target  | Progress within year   |
|---|--|
| 1. Through the regulation of industrial processes reduce the level of pollutants in accordance with or better than, the objectives of the Government's air quality strategy.  | ✓ The Agency has undertaken complex assessments of the impacts of emissions to air from areas with high densities of industrial processes (zones of industrial pollutant sources) have been completed. These reviews are designed to ensure compliance with recently introduced air quality objectives for seven pollutants which come into effect between 2003 and 2008. The Agency has commented on, or is in the process of commenting on, all Stage 1, 2 and 3 reviews and assessments received from local authorities in Southern Region. The Agency continues to contribute to Local Air Quality Steering Groups / Forums. |
| 2a. Ensure that the length of our rivers complying with River Ecosystem Objectives will improve by 1% (22km) during 2000/2001.<br><br>2b. To improve bathing water compliance in line with the EU Bathing Water Directive from 95% to 98% (75 to 77 EU bathing waters). | ✓ Net increase in length of compliant river 7.6% (164 km) for the year.<br><br>✓ Bathing Waters – 77 of 79 bathing waters compliant which is a 97.5% achievement.  |
| 3. Identify & promote alternative waste technologies through strategic waste assessments & participation in planning forum.   | ✓ Strategic Waste Management Assessment for South East England published externally.   |
| 4. Through reviews of our abstraction licences we will ensure that over abstraction damage is reduced.  | Ongoing – Reviews carried out as part of our WR strategy. Project team to start work April 2001.   |
| 5. In the event of a threat from flooding, all recipients in flood warning areas will be issued with a flood warning where a flood forecasting facility exists.   | ✓ 742 flood warnings were issued during the autumn floods alone, a national survey is currently underway to assess proportion of people who successfully received the warnings.  |
| 6. Where we are consulted upon planning applications relating to areas of flood risk we obtain feedback on effectiveness of our comments from the local planning authorities concerned.   | ✓ Feedback we receive is monitored in two ways. Firstly we report results of objections sustained on flood grounds in annual MAFF report. Secondly we report on approvals by Local Authorities against the Agency's objections in annual RFDC report.  |
| 7. We will ensure that we undertake in partnership with new partners, collaborative initiatives that protect and improve the environment.   | ✓ Southern Region's Millennium Festivals were a key vehicle for developing new partnerships. As well as educational workshops these events involved 4 physical improvement projects. 33 partners were involved in the successful educational & physical improvement initiatives and over £150,000 of partnership contributions were raised.  |
| 8. We will increase the number of salmon through our fisheries enhancement programmes to 1300 salmon in the Rivers Test & Itchen by March 2000/2001 and progress towards a sustainable population of 2900 salmon.   | ✗ Inadequate funding for actions within the Salmon Action Plans have contribute to the failure of this target. Population is currently measured at approximately 840.  |
| 9. We will ensure the improvement of habitats through the development & implementation of Biodiversity Action Plans for those species that we are responsible for i.e. Otter, Water Voles and Southern Damsel Fly.  | ✓ We have continued to deliver actions to contribute to the national Biodiversity Action Plans. Examples include Water Vole introduction trial on the River Arun, Mink control programme, Otter & rivers partnership continued & habitats being extended across region.  |
| 10. We will deliver & implement more efficient & effective working practices, which will ensure value to the environment itself.  | ✓ In addition to delivering a full programme of efficiency initiatives last year, the Region has invested in a business development co-ordinator post of which 50% of the time will be spent identifying & implementing new initiatives.   |

# SOUTHERN REGION BUSINESS PLAN 2001/2002

## Achievement of 2000/01 functional priorities

| Function               | Performance Measure   | Progress   |
|------------------------|---|--|
| Water Mgt              | Produce a Regional Water Resource Strategy in December 2000   | ✗ Delayed - The Regional Water Resources Strategy was successfully produced but release date delayed until March 2001 due to DETR intervention.  |
| Water Mgt              | Implement new flood warning codes from September 2000   | ✓ New flood warning codes have been successfully implemented, and used in operational situations.  |
| Water Mgt              | Publish the first annual review of water company's water resource plans in October 2000.  | ✗ Delayed - The review of water resource plans was successfully issued in March 2001, delay due to DETR intervention.  |
| Water Mgt              | Recruit 3 new members of staff to start the process of writing Catchment Abstraction Management Strategies (CAMS). Post to be filled by September 2000. | ✓ Catchment Abstraction Management Strategies staff recruited successfully and are now in post.  |
| Water Mgt              | Arrange in conjunction with local authorities emergency services and other partners at least 4 emergency planning exercises.                            | ✓ The region undertook 7 significant emergency planning exercises with partners, as well as many smaller internal exercises.   |
| Environment Protection | Maintain wider awareness of IPPC implementation through the project boards and brief Customer Services Managers by June 2000.                           | ✓ Implementation successfully delivered to time. Ongoing technical & policy support being provided to areas.   |
| Environment Protection | Ensure that all IPC processes have an OPRA score less than one year old and all licensed waste sites have a OPRA score less than three months old.      | Ongoing pir: all OPRA scores in Hampshire and all bar one in Sussex have OPRA scores less than 1 year old. the overwhelming majority of OPRA scores in Kent are less than one year old; the remaining few will be reassessed early in 2001/02.   |
| Environment Protection | Make a positive contribution to reducing emissions which are measured through consistent quarterly reporting.   | ✓ Application of the BATNEEC principle is a driver for reduction in emissions from processes regulated under IPC. Examples of specific, significant initiatives to reduce pollutant emissions include the work on identifying and reducing fugitive VOC emissions from UK oil refineries. This work is led by Southern Region. |
| External funding       | Generate £2.5 million for Regional and influence £50m through the work of External Funding Officers.  | ✗ £2.1m generated for Region, although just short of the target a significant achievement for the Region nevertheless.<br>✓ £221m external funds influenced (Including Interreg II & III, SRB funds & Landfill Tax credit Scheme)  |
| Customer Services      | Deliver LEAP Annual Reviews by the June 2000 and all remaining Action Plans   | ✓ All Annual Reviews completed by June 2000, and all action plans successfully in place.   |
| Customer Services      | Co-ordinate delivery of Millennium Festivals to time and budget   | ✓ The millennium festivals were a significant success delivering a wide variety of on the ground projects.   |
| Customer Services      | Ensure we object on flood risk grounds where ever inappropriate development is proposed   | ✓ We have continued to object to developments in the flood plain. As we see this as a key environmental outcome area for next year we have invested in 2 additional planning liaison officers, & 3 additional development control officers.  |
| Estates                | Ensure that estates work for the defence capital schemes is completed, so land is available for work to start   | ✓ All land rights were obtained in good time for works to commence.  |
| Personnel              | Ensure personal development plans are in place by June 2000   | ✓ All PDPs were in place before June.  |
| Personnel              | Deliver actions from the Audit of the Health & Safety Management Systems  | ✓ All actions from the H&S mgt system audit were delivered.  |
| Personnel              | Ensure a marked improvement in the near miss reporting, and a downturn in the number of incidents and reportable accidents in the manual workforce.     | ✓ In 2000/01 we reported over 30 near misses every quarter. This compares to an average of 14 per quarter within 1999/00.  |



# SOUTHERN REGION BUSINESS PLAN 2001/2002

## Achievement of 2000/01 internal environmental management targets

| Internal Environmental Management target  | Progress  |
|---|---|
| <b>Systems Development</b> <ul style="list-style-type: none"> <li>Implement EMS to a certifiable standard at Guildbourne House, Colden Common, Tonbridge and Pevensey, and continue the implementation of EMS at Saxon House.</li> <li>Maintain ISO14001 certification for Scots Float Depot</li> </ul> | <ul style="list-style-type: none"> <li>Guildbourne House, Colden Common, Tonbridge (+ depots) and Pevensey: scheduled work for this financial year to implement EMS has been completed at these sites.</li> <li>Saxon House: implementation is continuing. The site underwent an internal audit on 11<sup>th</sup> January which identified a number of areas where continuing development is evident and also highlighted some areas for improvement.</li> <li>Scots Float: Certification is being maintained. The next Internal Audit is scheduled for 25/26<sup>th</sup> April and the next external audit by LRQA is on 5/6<sup>th</sup> June.</li> </ul> |
| <b>Resource Management - Transport</b> <ul style="list-style-type: none"> <li>Continue implementation of travel plans.</li> <li>To hold business mileage at the present level of 7% below the 1996/97 baseline despite increasing workloads.</li> </ul>   | <p>? Mileage information for Q4 is not available at time of writing but it is unlikely that this target will be met, mainly due to increased operational activities in Quarters 3 and 4 necessitated by the flood events in the Region.</p>   |
| <b>Increase use of alternative fuels</b> <ul style="list-style-type: none"> <li>To have 3% of all badged vehicles using alternative fuels. In Southern Region this equates to 7 vehicles.</li> </ul>  | <p>✓ This target has been met and exceeded in the Region.</p>   |
| <b>Purchase Electricity from Sustainable and Green Sources</b> <ul style="list-style-type: none"> <li>To purchase an additional 1.2 million kWh of renewably generated electricity by end March 2001.</li> </ul>  | <p>✓ Midlands Region Procurement Team (the Agency's specialist energy contract team) has set up a tender review board which is currently assessing the tenders received.</p>  |
| <b>Monitor &amp; Reduce Energy Consumption in line with DETR Recommendations</b> <ul style="list-style-type: none"> <li>Ensure site specific/DETR benchmarks for energy consumption are achieved at five key office sites (65% of offices) within the Region by year end.</li> </ul>                    | <p>✓ 7 of the 9 offices (78%) succeeded in reducing their energy consumption to below the site specific annual target for their building</p>  |
| <b>Monitor and Measure targets set for all type two buildings in the Region</b> <ul style="list-style-type: none"> <li>Ensure all type two buildings within the Region have site specific targets in place.</li> </ul>  | <p>✓ All type 2 buildings within the Region have site specific targets in place. Continuous measuring and monitoring is taking place to assess performance.</p>   |
| <b>Specific Targets For Water Consumption</b> <ul style="list-style-type: none"> <li>Ensure site specific targets for water consumption are achieved at six key office sites (65% of offices) within the Region.</li> </ul>   | <p>✗ At year end, three out of nine offices (45%) had successfully reduced their water consumption to the following amount per fte below the site specific annual target:</p> <p>Colden Common: used 1.62m3 per fte less than target</p> <p>Tonbridge: used 0.6m3 per fte less than target</p> <p>Canterbury: used 0.19m3 per fte less than target</p>  |
| <b>Reducing Waste</b> <ul style="list-style-type: none"> <li>Ensure a 15% reduction in residual waste from offices (benchmarked on 1997/98 baseline)</li> </ul>   | <p>✗ The three area offices and Guildbourne House are now recording the amount of waste that goes to landfill and office paper sent for recycling in conjunction with the waste contractors. This system is in the early stages and data collection methods are developing.</p>   |

## SOUTHERN REGION BUSINESS PLAN 2001/2002

### Sustainable Construction

- Maintain the present percentage of secondary/recycled aggregates in capital works projects (66%) and consolidate the data.

X During Q4, 2,346m<sup>3</sup> of aggregates were used, 29m<sup>3</sup> of which were recycled or secondary materials. The percentage of secondary/recycled aggregates was 1.2%. 405,344m<sup>3</sup> of secondary beach recharge/nourishment materials were used during this quarter.



# SOUTHERN REGION BUSINESS PLAN 2001/2002

## Achievement of 2000/01 efficiency targets

| Function               | Efficiency measure  | Progress  |
|------------------------|---|---|
| Environment Protection | Establish a specific income group to manage and identify best practice for incident cost recovery and EP income streams.      | ✓ EP income group successfully established and its work identified nationally as best practice.   |
| Water Mgt              | In order to maximise rod licensing income video surveillance and better ID information support will be used.                  | ✓ Better ID information based on increased reference to rod licence database and address checks have reduced incidents of false details being given & increased effective prosecution rate.   |
| Water Mgt              | Work with the flood defence committees through the year to ensure a successful 2001/2002 levy outcome.                        | ✓ - Hants levy successful<br>✗ Sussex (for the fifth time) and Kent flood defence committee failed to provide the necessary levy growth following the largest floods for decades.   |
| External funding       | Influence £50 million of external organisations' spend and draw in £ 2.5 million in contributions to partnership initiatives. | ✗ Approx £2.3m generated for Region, although just short of the target a significant achievement for the Region nevertheless.<br>✓ Approx £205m external funds influenced (Including Interreg II & III, SRB funds & Landfill Tax credit Scheme) |
| Personnel              | Provide training and development facilities and support, recognised by staff to be effective                                  | ✓ The Region invested last year in a training officer to co-ordinate the regional programme of training initiatives. This is proving to be very effective.  |
| PR                     | Ensure that the move towards electronic publishing is implemented.  | ✗ The move towards regional electronic publishing was not progressed, as for consistency reasons Head Office are not willing to give us publishing autonomy.  |
| Business Services      | Regional Business Services will reduce its staffing structure by four whilst improving services                               | ✗ The structure was reduced by 2 posts, 1 from Finance & 1 from Regional business services.   |
| Business Services      | Work load from each Area Business Services team will be absorbed in to the Regional Business Services team                    | ✗ Full review was carried out, but could not identify specific workload areas which could be absorbed.  |

## Appendix B - Glossary of terms

Many of these terms are used within this Plan, in addition some other commonly used terms have been added to provide a full list for reference.

|        |   |   |
|--------|---|---|
| ABSM   | - | Area Business Services Manager                              |
| AEG    | - | Area Environment Group                                      |
| AMP    | - | Asset Management Planning                                   |
| AMT    | - | Area Management Team  |
| AVM    | - | Automatic Voice Messaging                                   |
| BRITE  | - | Better Regulation Improving The Environment                 |
| BST    | - | Business Services Team                                      |
| DETR   | - | Department Environment Transport & Regions                  |
| EFAS   | - | Exchequer Financial Accounting Service                      |
| EMS    | - | Environmental Management System                             |
| GOSE   | - | Government Office for the South East                        |
| IPPC   | - | Integrated Pollution Prevention Control                     |
| IRBM   | - | Integrated River Basin Management                           |
| LEAP   | - | Local Environment Action Plan                               |
| LFDC   | - | Local Flood Defence Committee                               |
| MAFF   | - | Ministry of Agriculture, Fisheries & Food                   |
| OMT    | - | Operation Management Team                                   |
| OPM    | - | Output Performance Measure                                  |
| PAB    | - | Project Appraisal Board                                     |
| PIR    | - | Process Industry Regulation                                 |
| PPE    | - | Priority planning Exercise                                  |
| PPG    | - | Planning Policy Guidance                                    |
| RDAs   | - | Regional Development Agencies                               |
| REFRAC | - | Regional Ecology, Fisheries & recreation Advisory Committee |
| REPAC  | - | Regional Environment Protection Advisory Committee          |
| REPG   | - | Regional Environment Protection Group                       |
| RFDC   | - | Regional Flood Defence Committee                            |
| RMT    | - | Regional Management Team                                    |
| RSR    | - | Radioactive Substance Regulation                            |
| SAC    | - | Special Area of Conservation                                |
| SEEDA  | - | South East England Development Agency                       |
| SEERA  | - | South East England Regional Assembly                        |
| SOD    | - | Scheme of Delegation  |
| SOE    | - | State of Environment Report                                 |
| SPA    | - | Special Protection Area                                     |
| SSSI   | - | Special Site of Scientific Interest                         |
| WMT    | - | Water Management Team                                       |







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